

Transportation Action:

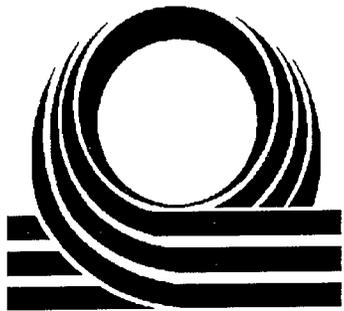
*A Local Input Model to Engage
Community Transportation Planning*



U.S. Department
of Transportation
**Federal Highway
Administration**

A Publication of the North Central
Regional Center for Rural Development





Transportation Action:

*A Local Input Model to Engage
Community Transportation Planning*

A Publication of the North Central
Regional Center for Rural Development

April 1996
ISBN: 0-936913-11-8

Reproduced from
best available copy.



RRD 174 is available from:

North Central Regional Center for Rural Development
404 East Hall
Iowa State University
Ames, IA 50011-1070
(515) 294-8321
(515) 294-2303
jstewart@iastate.edu

Printed by Iowa State University Printing Services



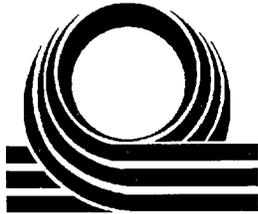
PROTECTED UNDER INTERNATIONAL COPYRIGHT
ALL RIGHTS RESERVED.
NATIONAL TECHNICAL INFORMATION SERVICE
U.S. DEPARTMENT OF COMMERCE



Table of Contents

List of Resource Guides	iv
Acknowledgements	v
Introduction	vii
The Action Planning Process	1
Getting Started: Preparing for the Program	7
Meeting 1 Orientation Meeting	15
Meeting 2 A Look at Today's Transportation System	37
Meeting 3 A Vision for the Community's Transportation Future	47
Meeting 4 Developing a Transportation Action Plan	69
Action Plan Implementation	77
Appendix 1	79
Appendix 2 Masters for Overhead Transparencies	109





List of Resource Guides

Please note that the resource guides have been included to assist you in the Transportation Action process, and may be reproduced.

1	Community Stakeholders in Transportation Issues	13
2	Overview of the Transportation Action Model	23
3	Committee Structure	26
4	Components of an Action Plan	27
5	Technical Committee	28
6	Information and Data to be Assembled by the Technical Committee	29
7	Public Input Committee	32
8	Slide Show Guidelines	34
9	Issue Committees	45
10	Futures Quotient	55
11	Hi! Welcome to the Year 2015	58
12	Best Case/Worst Case Scenario	60
13	Examining Spheres of Influence	61
14	Action Planning: A Guide for the Issue Committees	67
15	Panel Discussion Questions	75
16	Action Plan Committee	76



Acknowledgements

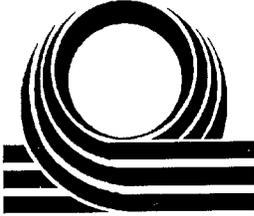
The planning process for the Transportation Action Model was conceptualized by a national consortium led by Eileen Stommes, U.S. Department of Agriculture. Members of the consortium included Janet Ayres, Purdue University; Tim Borich, North Central Regional Center for Rural Development, Iowa State University; Patricia Weaver, Kansas University Transportation Center; and Robert Works, Minnesota Department of Transportation.

The manuscript was written by Timothy O. Borich and Janet Ayres with assistance from the consortium members. The authors would like to acknowledge Wanda Posto, Purdue University, for typing the initial draft of the manuscript, and Julie Stewart, North Central Regional Center for Rural Development, for editing and designing the publication.

The team acknowledges Peter Korsching, former director of the North Central Regional Center for Rural Development, and Cornelia Flora, current director, for their support of this program. Funding was provided by the NCRCRD and USDA.

The consortium also wishes to acknowledge the reviewers of this publication, especially Stan Peterson, Elizabeth Baird and John Hey of the Iowa Department of Transportation Advance Planning Division, who drew upon their ISTEA experience to give valuable suggestions.





Introduction

The Transportation Action Model seeks to marry technical information with a decision making process that assists rural communities in transportation planning. The process includes creating public dialogue, identifying transportation issues, and developing solutions. Successful completion of the program should provide a blueprint for local action.

Rural areas today are in the middle of enormous changes that are both long term and permanent in nature. While agriculture remains the mainstay of many rural communities, the economic structure of rural areas is becoming more diversified. The share of nonmetropolitan employment in resource-based industries, including farming, forestry, fishing and mining, has declined dramatically since 1969 (Brown and Deavers 1988). Overall, nonmetropolitan counties include a broad range of economic activities, but most remain specialized in a limited number of industries. That specialization makes them vulnerable to economic cycles affecting their dominant industry.

It is within this economic context that transportation systems have been increasingly deregulated at the federal level. Intercity bus, air and rail services have all been influenced by deregulating legislation within the last 15 years. This process has led to a decline in service for many rural areas. Rail line abandonment often means increased trucking on local roads. Lost intercity bus service may precede an increased demand for paratransit services and social services. Loss of air service can adversely affect an area's ability to generate economic development.

Traditionally, transportation planning has been left to the professionals with little or no input from the public or local leaders. After all, it's often hard to argue with someone who has an advanced technical degree and 20 years of experience. When public input is provided, it is more likely to take the form of a complaint about poor road maintenance or transit routing, than an attempt to provide direction for future transportation needs. As long as the potholes are fixed and the bus arrives on time, why bother? Let the pros handle it.

Local transportation-related decisions, however, are not made within a mathematical vacuum. Good transportation systems are critical to the social and economic well being of rural communities. Competing interests often vie for transportation dollars to help maintain a community or enhance economic growth for a given sector. Active, informed public input can lead to better decisions as rural communities adapt to their changing economic and social environment.

Without the perspectives others bring, we are prisoners of our personal circumstances. We know how we see the issue but we don't know how the community sees the issue.

*Community Politics
David Mathews and Noëlle McAfee
Kettering Foundation*

The Intermodal Surface Transportation Efficiency Act of 1991 is an act to help develop a better transportation system across the nation. Unlike past transportation acts, ISTEA places a strong emphasis on public input into the transportation planning process and project selection at the federal, state and local level. The act emphasizes public participation throughout the planning process and not just through public hearings on projects.

ISTEA requires state departments of transportation or metropolitan planning organizations to develop methods and plans to secure public input into transportation planning and decision-making. This participation is meant to include a broad range of participants and take place prior to decision making. There is also the expectation that the public will be provided with the needed information upon which to give informed input. Transportation systems affected by ISTEA include highways, rural and urban transit systems, bicycle and pedestrian paths, and freight movement.

The goal of this publication is not the development of a technical transportation plan. The state DOTs and the MPOs have been charged with those responsibilities. Our

intent is to provide a model through which the gap between transportation planners and decision makers, and *informed* local public input, might be bridged. The model is intended for use in primarily rural and small urban areas. Again, the model is not meant to replace formal transportation planning efforts, but augment it with informed local input and an action plan for local initiatives.

The model provides detailed steps through which a community might learn more about transportation and take a more proactive role in planning its transportation future. The model provides a *suggested approach*. Local conditions will likely provide the need and desire for variations in the model.

The application of the Transportation Action Model rests upon three basic assumptions:

1. For local leaders to become truly engaged in informed local transportation planning, some education and training will be needed.
2. Within rural and small urban settings, planners need to work closely with community leaders if local plans are to be successfully applied.
3. Local leader education, community consensus on future plan directions, and the development of new working relationships take time to develop; they cannot be rushed when applied to complex transportation issues.

The model is designed to develop a working relationship between local leaders and transportation planners. It should *not* be applied in areas where technical advice and information on transportation cannot be accessed, or where local input is not being sincerely and honestly sought. If local transportation planners and officials believe there is no place for public opinion in transportation planning, this model will likely result in conflict rather than problem resolution.

As stated earlier, variations in the model are likely to occur as it is applied. An excellent supplement to *Transportation Action* is the U.S. Department of Transportation's *Innovations in Public Involvement for Transportation Planning*. This publication provides instructions on 14 methods for securing public input. Copies are available through the Federal Highway Administration (202) 366-2065 or the Federal Transit Administration (202) 366-2360.

If your community is considering a survey of its residents to gain input on planning its transportation future, *How to Conduct Your Own Survey* by Priscilla Salant and Don A. Dillman is an excellent publication. The book covers all the basics including choosing a survey method, selecting a sample and sample size, questionnaire design, survey implementation, and the reporting of survey results. In addition, good advice on survey methodology may be found through your local Cooperative Extension office, community college or local private college.

This program emphasizes a self-help approach to improving the local transportation system. In considering the broad transportation system serving the local community, however, an attempt is made to go beyond specific road or bridge repairs to the larger considerations of the regional, state and national transportation systems. The local system is therefore addressed in the context of larger trends and systems.

The Transportation Action Model is designed to have flexibility in its application at a variety of local levels. Some sense of community in a rural setting is often a key to developing local action. Where this sense of community may exist, however, can vary greatly from state to state, or even within a state's boundaries. In some areas, application of this model may make the most sense among a small set of counties, within a single county, or even a single community. Networks of local leadership, your state's process of transportation planning, and the success or failure of past community efforts may all provide keys to identifying the geographic area in which this "community" model should be applied.

In developing solutions to its transportation needs, a local community may need to go beyond the confines of its geographic boundaries to seek technical information from experts found in government agencies or within private industry. The program incorporates these sources of technical assistance to provide for better informed input into the transportation planning process.

All this is done within a learning environment, where local community leaders learn more about their transportation past, present and future. Community leaders not only identify needs, but develop strategies as to how local transportation issues might be addressed. The process is inclusive and open, allowing for large segments of the public to participate.



It should be noted that the Transportation Action Model is not required by any state or by ISTEA legislation. In the spirit of the open planning process advocated by the ISTEA legislation, it is hoped that this model will be a useful tool to incorporate more local users of transportation into the planning of the systems they access.

Brown, David L. and Kenneth L. Deavers. 1988. "Rural Change and Rural Economic Policy Agenda for the 1980s." In *Rural Economic Development in the 1980s: Prospects for the Future*. Research Report 69. Washington, D.C.: Economic Research Service-USDA.





The Action Planning Process

Gathering and incorporating informed public input into a transportation planning process often takes time. Narrow interests and a local viewpoint often supersede a comprehensive transportation focus. Local interests, however, need to become involved in transportation planning if the outcomes of the process are to receive widespread local acceptance.

The Transportation Action Model attempts to involve local leaders and public officials in transportation planning by creating an environment for open and informed input. This will not create a technical transportation plan, for that is the role of the professional planner. It does attempt to:

- Identify future vision of local transportation.
- Identify local transportation issues.
- Create more consensus on local transportation issues.
- Facilitate local decision making and action upon the issues identified.

If properly planned and executed, the TAM may involve dozens if not hundreds of local citizens and leaders. A strong emphasis is placed on participatory methods of gaining local input into the more technical transportation planning.

The process itself may be broken down into 10 suggested steps. Note the word suggested. Local conditions will create the need for variation. While a 21-week period is detailed in Figure 1 (p. 6), the first seven weeks are allowed for organizing the model's delivery. The model itself is delivered in less

than 14 weeks. Local cultures and decision-making methods may create an environment to either speed up or slow down the process at any given point. What is presented should not be construed as being prescriptive, but as guidelines through which informed, local input may be gathered.

The suggested steps within the Transportation Action Model are as follows:

Step #1 Community Identification and Selection

A decision to begin the TAM should be reached jointly among key local community leaders and the agency(ies) assisting in its use (i.e., Extension Service, State Department of Transportation, Transportation Centers, and/or Regional Planning Districts). As the process depends upon a voluntary dialogue among key community leaders, it should not be forced upon a community.



A method of mutual selection of the planning area is suggested. This could include a request for proposals and/or an outreach program. Whatever method is used, a strong indication of local interest should be observed before the TAM is initiated for the planning area. Some initial definition of the community is made during this step. How will *community* or *local* be defined? Organizers will need to articulate the geographical area local plans will address.

It is suggested that the TAM feed into the state, county and regional transportation planning process. Therefore, the overall time frame of the program may have to be adjusted accordingly.

Step #2 Sponsoring Agency Commitment

A local sponsor of the TAM is needed. This might be the county government, a local chamber of commerce, a local extension office, or a local economic development organization. The agency should be prepared to organize meetings and meeting rooms, coordinate and staff committee activities, maintain mailing lists, provide for agendas and minutes of key meetings, and be responsible for the ultimate preparation and distribution of the transportation action plan. Once a commitment is made, the local sponsoring agency should designate an initiating committee to provide early oversight, and maintain ongoing enthusiasm and energy behind the process.



Step #3 Getting Started: Preparing for the Program

The Initiating Committee is charged with starting the TAM process. Five weeks is suggested for this step, which involves forming the initiating committee and conducting its first meeting within two weeks. This includes selecting a project coordinator to provide organizational leadership, and locating a facilitator to lead meetings. The initiating committee must publicize the TAM process and recruit participants that are willing to become involved in local transportation planning over the next four months. Approximately 20 to 40 local leaders should be recruited to participate in four general meetings. They should also be aware that they will be asked to serve on additional committees.



Step #4 Orientation Meeting (Meeting 1)

The Orientation Meeting should be held soon after the participants are identified. It will involve reviewing the TAM schedule and the expectations of the people involved. This session will cover the state transportation planning program as it affects the local area, and the history of local transportation and community development.



A Technical Committee and a Public Input Committee should be organized at this point. The responsibilities of the technical committee include providing technical information and expertise toward the identification and analysis of local transportation issues. The public input committee ensures an open public involvement throughout the discussion and analysis of issues and subsequent local action planning. These committees will be charged respectively with providing technical expertise and information, and involving the public in the planning process.

Step #5 Committee Meetings

The technical committee will meet during this three-week period to collect and analyze information and present trends affecting local transportation. This would include demographic, economic and social data, and transportation-specific information. Local transportation plans should be reviewed and summaries prepared for the next general meeting.



The public input committee is charged with preparing a slide-tape show on the present state of transportation in the community, county or other area being addressed. This committee should also prepare a news release on what occurred at the first meeting and what is planned for the next meeting.

Step #6 A Look at Today's Transportation System (Meeting 2)

This general meeting focuses on the present state of the area's transportation. The technical committee will report on the trends and plans they have identified. The public input committee will present its slide-tape show on the existing local transportation network. The facilitator will guide participants through an issue identification process, and the meeting will conclude by forming up to three issue committees to develop an action plan on the three most critical issues.



Step #7 Issue Committees Meet (Initial Planning Phase)

The Issue Committees will meet during this period to clarify the issues identified, set tentative goals, identify helping and hindering forces for the resolution of problems, and begin to set tentative strategies. The public input committee will need to begin preparing a plan as to how further public input will be solicited once a draft transportation action plan is prepared. A news release on the progress to date should also be prepared.



Step #8 A Vision for the Community's Transportation Future (Meeting 3)

Committee reports will be given before the general group. The facilitator will guide the participants through an exercise to provide a collective vision of what local transportation should look like in 20 years. Participants will then be asked to relate their vision(s) of future transportation to their tentative strategies to resolve the issues already identified.



Step #9 Issue Committees Meet (Strategy Development)

The issue committees further the development of their action strategies by identifying key decision makers, by identifying what action steps are needed to achieve their goals, and by developing a plan to achieve public support for their planned actions. The public input committee should prepare news releases on the progress of the transportation action plan to date, and prepare a final draft of a public input plan for presentation at the next meeting.



Step #10 Developing a Transportation Action Plan (Meeting 4)

The technical committee will act as a review panel as the issue committees present their action strategies. An Action Plan Committee will be formed to integrate the problem statements, the trends identified, the transportation visions, and the developed strategies of action into an integrated transportation action plan. During this time, the public input committee will be organizing methods to secure public feedback into the drafting of the final plan.



Step #11 Writing the Transportation Action Plan

The action plan committee will assemble all of the information and write the document.



Step #12 Final Plan Presentation

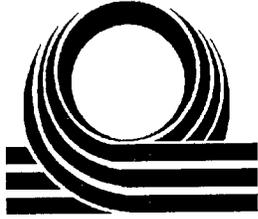
The action plan committee will present the final plan to the governing boards and technical planning organizations involved. This might include the county government, a regional council of government, or the state department of transportation. The final recipients of the plan will be determined in part by the issues and strategies selected. Rural and small urban areas should consider providing their action plans to their state's Department of Transportation as input into the long-range transportation plan and three-year Statewide Transportation Improvement Program.



Figure 1 - The Action Planning Process

Step		Week
1	Community Identification and Selection	1
2	Sponsoring Agency Commitment	2
3	<pre> graph LR A((Initiating Committee Selected)) --- B((Coordinator and Facilitator Selected)) B --- C((Participants Recruited)) </pre>	3
		4
		5
		6
		7
4	Orientation Meeting (Meeting 1)	8
5	<pre> graph LR A((Technical Committee Meets)) --- B((Public Input Committee Meets)) </pre>	9
		10
		11
6	A Look at Today's Transportation System (Meeting 2)	12
7	<pre> graph LR A((Issue 'A' Committee Meets)) --- B((Issue 'B' Committee Meets)) B --- C((Issue 'C' Committee Meets)) C --- D((Public Input Committee Meets)) </pre>	13
		14
8	A Vision for the Community's Transportation Future (Meeting 3)	15
9	<pre> graph LR A((Issue 'A' Committee Meets)) --- B((Issue 'B' Committee Meets)) B --- C((Issue 'C' Committee Meets)) C --- D((Public Input Committee Meets)) </pre>	16
		17
10	Developing a Transportation Action Plan (Meeting 4)	18
11	Writing the Transportation Action Plan	19
		20
12	Final Plan Presentation	21

Transportation Action - NCRCRD



Getting Started: Preparing for the Program

Is the Community Ready?

To initiate the Transportation Action Model in a local community, local leaders must address three major questions:

1. Is there a local organization or agency willing and committed to sponsor the TAM? The program requires time, effort, leadership and some financial resources. Expenses might include duplication of materials, postage, refreshments, meeting room rental, and fees for a facilitator. A local sponsoring organization might be (but is not limited to) the local Chamber of Commerce, a regional planning commission, the county board of supervisors, the council of governments, or a countywide economic development commission.
2. Are leaders in the community willing to meet about transportation issues? Is there a desire and commitment to improve the transportation system in the community?
3. What is the geographic community to be included in the plan? The definition of the community should be determined early in the process by local leaders. It is desirable that the planning process be a multicomunity effort. In some communities this may encompass a county, in other places it may be a regional area.

**Every community,
sooner or later, has to
face the question of
whether it has the will
and resolve to act.**

*Community Politics
David Mathews and Noëlle McAfee
Kettering Foundation*

If local leaders obtain commitment from a sponsoring organization, find enough interest among other leaders to initiate the TAM, and define the community to be included in the process, the following steps should then be taken to initiate the program.

Select a Project Coordinator

The sponsoring organization should identify a person who can coordinate the program over the next four to six months. The coordinator's role is to provide overall leadership and coordination for the program. The individual chosen should have some interest in and knowledge about transportation issues, and possess organizational skills. His or her responsibilities include:

- Contact the State Department of Transportation and become familiar with the state planning processes.
- Identify and contact participants for the initiating committee.
- Ensure meeting facilities are arranged.
- Send out meeting notices and pertinent information to participants.
- Ensure the coordination of tasks between the initiating committee, facilitator, technical committee, public input committee, issue committees, and the action plan committee.
- Ensure public notice of the first meeting before the public input committee is formed.
- Ensure that county officials and state DOT officials are kept informed and involved in the program.

The person who accepts this position must recognize the time that will be required over the next few months to undertake the program and be willing to make the commitment. The Chamber of Commerce executive director, economic development director, county engineer or extension educator might have the necessary organizational skills and have an interest in serving in this role.

Form an Initiating Committee

The sponsoring organization and the project coordinator should identify and contact six to 12 individuals in the community who have an interest in local transportation issues to help initiate the effort. Ideally, they should represent the total geographic area of the community and the

breadth of community interests such as those listed on Resource Guide 1, Community Stakeholders in Transportation Issues (p. 13).

The responsibilities of the initiating committee include:

- Legitimize the effort with key community influentials.
- Identify a person to facilitate the four meetings. The facilitator should be skilled in facilitating group discussion and decision making. Usually an outside facilitator works best as he or she can be more objective on local issues. A skilled facilitator, however, may require an honorarium and travel expenses. The initiating committee has responsibility for such expenses. Local residents may have facilitation skills, such as faculty at community colleges or nearby universities, or the local extension educator.
- Identify and contact people to participate in the program (see next section).
- Assist with arrangements for the orientation meeting.
- Inform the public about the program. A news release should be prepared about the first meeting.

The responsibilities of the initiating committee will be concluded after the first meeting of the group.

After the project coordinator contacts and gains commitment from individuals to serve on the initiating committee, a meeting should be held to explain the state transportation planning process and the purposes of the TAM. The committee then needs to undertake the above tasks. The coordinator should clarify with committee members what each person will do and the time frame for the completion of tasks.

Identify and Gain Commitment of Participants

There are six types of transportation stakeholders in the community who should participate in this program:

1. People who are directly involved in the transportation business such as bus lines, truckers, road and street departments, and road construction companies.
2. People who depend upon the transportation system for the transport of goods or services in their business, such as industries, agriculture, health care services and schools.

3. People who influence and/or carry out overall community design plans.
4. Transportation professionals such as local planners and county engineers who have the necessary technical expertise.
5. Decision makers in the community who have authority to allocate community resources.
6. Citizens who depend on the transportation system for their daily activities and who also provide community support and funding.

Refer to Resource Guide 1 (p. 13) for a list of community stakeholders in transportation interests. This guide will help identify interested and knowledgeable community participants.

As a community comes to redefine its problems, it is then able to reassess what people can do to solve those problems—including people who may have been thought to have nothing to contribute.

*Community Politics
David Mathews and Noëlle McAfee
Kettering Foundation*

Determine which of the agencies and organizations listed on Resource Guide 1 are significant in your community. Next, identify the key individuals who make the decisions within that organization. These individuals are important because they occupy a position that gives them authority to allocate their organization's resources, such as people, money and knowledge.

The number of people who participate in the program will vary depending on the needs of the community. In some cases, the initiating committee may believe that an existing transportation organization or selected community leaders would benefit from this program and the number of participants may

be small, perhaps around 20 to 40 individuals. In other cases, when engagement of the total community is desired, the number of participants may be quite large. Determining the focus of the program and who the participants will be is a decision to be made by the initiating committee.

The success of this program is dependent on the participants being involved in the four meetings. Additional time and energy will also need to be spent outside of the total group meetings on committees. Gaining commitment from the people is a responsibility of the initiating committee. After potential participants are identified, the initiating committee should select individuals to contact the participants personally. Follow-up letters are useful to confirm meeting date, time and place after a person has made a commitment to the program. Initial contact, however,

should be made in person. The purpose of the program, the dates of the meetings and the expectation of the participants to attend all meetings should be conveyed. The overview of the program (Resource Guide 2, p. 23) and the action planning process (Figure 1, p. 6) will assist in recruiting participants.

Inform the Community

Information disseminated through local organizations will reach some citizens. The local newspaper is another very important vehicle. Publicity and promotion of the program is key to involving the total community for successful efforts. The initiating committee will have responsibility for preparing the press release for the first meeting. A public input committee will be formed at the orientation meeting to carry out this responsibility over the course of the program.



Resource Guide 1



Community Stakeholders in Transportation Issues

Stakeholder Groups

Individual Stakeholders

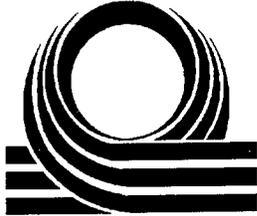
Airport Board	_____
Agriculture, Agribusiness	_____
Americans with Disabilities	_____
Banks/Financial Institutions	_____
Bicycle and Pedestrian Advocates	_____
Bus Lines	_____
Chamber of Commerce/ Commercial Clubs	_____
Civic Organizations	_____
Community Improvement Groups	_____
Community Design	_____
Commuter Airlines	_____
County Engineer	_____
County Highway Department	_____
Environment Groups	_____
Health Care Providers	_____
Industry	_____

Stakeholder Groups

Individual Stakeholders

Intercity Bus Lines	_____
Local Government	_____
(town board, city council, county	_____
council, park board, zoning board,	_____
planning commission)	_____
Post Office	_____
Professionals	_____
(attorneys, accountants,	_____
architects, marketing specialists)	_____
Railroad	_____
Real Estate	_____
Retail Businesses	_____
Schools	_____
Senior Citizens	_____
State Transportation Department	_____
(local office)	_____
Street Superintendents	_____
Transit Provider	_____
(public and specialized)	_____
Taxicabs/Limo Services	_____
Truckers	_____
Unions	_____
Volunteer Transportation Providers	_____

Meeting 1



Orientation Meeting

The purpose of the first meeting is to provide participants with an orientation to the Transportation Action Model, the process involved and the expected outcomes; to provide participants with a better understanding of the interdependency between transportation and the community's development; and to build the capacity of the local community to plan and act. The technical committee and the public input committee will also be formed at the orientation meeting, and given assignments for the second meeting.

Coordinator and Facilitator Guide

The orientation meeting can be scheduled as soon as the initiating committee has identified the participants. Some communities may decide to conduct this meeting with dinner. The content of the orientation meeting is detailed below. In addition, we have provided you with a list of what the initiating committee, the project coordinator and the facilitator needs to prepare *before* the orientation meeting; a sample agenda for the orientation meeting; and a list of what needs to be done after the orientation meeting. The numbered boxes to the right indicate overhead transparencies that can be found in Appendix 2.

Welcome and Introductions

We suggest that the *coordinator* welcome participants and state that the purpose of this meeting and the following three meetings is to produce a local transportation plan. Explain the intended purpose and outcome of this first

1

2

meeting, and distribute copies of the agenda to review briefly with the participants. Introduce and acknowledge the initiating committee and sponsoring organization for initiating the process. Acknowledge others who have assisted with this meeting, such as a local host who donated use of facilities or provided refreshments. Introduce the facilitator as well.

Get Acquainted Exercise

The *facilitator* should then lead the participants in an activity where they can become acquainted with one another. This breaks the ice and enables people to work together. You may use the get acquainted activity that we have provided below, or develop another suitable exercise. Allow about 20 minutes for this activity.

1. Ask participants to find a partner, preferably someone they don't already know.
2. Each person asks his or her partner the following questions:
 - What is your name, community, occupation?
 - What is your interest in transportation as it relates to improving your community?
 - What one issue do you hope will be addressed by the TAM?
3. Each partner is asked to introduce the other and their interest and issue to the rest of the people at the table (or total group if small) after both have had an opportunity to respond to the above questions.

What is ISTEA?

We recommend that the *project coordinator* contact the State Department of Transportation to have a representative discuss the state's planning process and the importance of the local community's plan. Have the *facilitator* introduce the speaker and allow about 30 minutes for the presentation and questions.

Overview of the TAM

The *coordinator* can then go over the local planning process and the time frame. Distribute and review Resource Guides 2 (Overview of the Transportation Action Model, p. 23) and 3 (Committee Structure, p. 26) to illustrate the entire process, the time line and the committees that will be formed. Distribute and review Resource Guide 4 (Components of an Action Plan, p. 27). This is the product toward which the

group is working. Answer any questions from the group, and emphasize that their participation in all four meetings is essential for the program's success. In addition, many of them will be asked to be involved in committees that will meet between the monthly meetings.

Transportation and Development in the Community

The *facilitator* should introduce a local or state historian who can provide a historical overview on the development of the community and its transportation system. The point is to show the interdependency between the development of the community and the transportation system. Slides may make this presentation more interesting. Allow 30 minutes for this portion of the program.

Committee Formation and Charge

At this point, the *facilitator* should explain the purpose of the technical committee and the public input committee, their charge, and how they fit into the total planning process. The resource guides listed below will provide the facilitator with additional information, and can be distributed to participants as well. Ask for volunteers or appoint people to serve on the committees.

- 5, Technical Committee (p. 28)
- 6, Information and Data to be Assembled by the Technical Committee (p. 29)
- 7, Public Input Committee (p. 32)
- 8, Slide Show Guidelines (p. 34)

Wrap-Up

The *facilitator* should review the purpose of this first meeting and how it fits into the overall planning process. He or she should seek agreement from the participants on what was accomplished. The purpose of the next meeting should be stated as well as the next meeting date, time and place. The members of the two newly-formed committees are asked to remain with the coordinator after the meeting is adjourned to clarify their tasks. Acknowledge guests and participants for their participation, and the hosts (if appropriate) for meeting facilities and/or refreshments.

10

13

14



Preparation (Meeting 1)

The initiating committee, the project coordinator and the facilitator should complete the following tasks *before* the orientation meeting. Please note that although the facilitator may be introducing various speakers or activities, it is generally the responsibility of the project coordinator to arrange for the speaker or prepare the activity.

Initiating Committee

- Set the date, time and place for all four meetings.
- Identify and contact participants.

Project Coordinator

- Secure a meeting facility large enough to accommodate the anticipated group, with table and chairs.
- Identify and contact the meeting facilitator.
- Send out follow-up correspondence to participants to inform them of the date, time and place of the orientation meeting.
- Contact the State Department of Transportation or an ISTEA representative to give a 30 minute presentation on ISTEA and the local community's role in the program.
- Contact a state or local historian to give a 30 minute presentation on the importance of transportation and the development of the community.
- Arrange for equipment needed by the speakers, such as overhead or slide projectors and screen.
- Arrange for refreshments (or dinner) at the meeting.
- Anticipate and secure funding for expenses such as refreshments, meeting room, duplication of materials and postage.
- Prepare the following materials:
 - name tags
 - flip charts with plenty of paper
 - markers, tape and pencils
 - meeting agenda, a copy for each participant
 - figure 1 (p. 6), a copy for each participant

- the following resource guides, a copy for each participant:
 - 2, Overview of the Transportation Action Model (p. 23)
 - 3, Committee Structure (p. 26)
 - 4, Components of an Action Plan (p. 27)
 - 5, Technical Committee (p. 28)
 - 6, Information and Data to be Assembled by the Technical Committee (p. 29)
 - 7, Public Input Committee (p. 32)
 - 8, Slide Show Guidelines (p. 34)
- guidelines on operating procedures from your state DOT on how your state is implementing ISTEA legislation
- Arrive early to ensure meeting room is set up with tables and chairs and arranged in a manner to facilitate discussion.

Initiating Committee and Project Coordinator

- Review meeting agenda.
- Inform the public through press releases and community organizations.

Facilitator

- Understand the state transportation planning program and how it relates to the TAM (see Resource Guide 2 and Figure 1, pp. 23 and 6).
- Arrange for an activity that encourages participants to get acquainted with one another (example offered on p. 16).
- Be prepared to introduce speakers.



Sample Agenda (Meeting 1)

- 10 min. Welcome and Introductions — *Coordinator*
 - 20 min. Get Acquainted Exercise — *Facilitator*
 - 30 min. What is ISTEA? A State Perspective — *State DOT Administrator, Planner or ISTEA Coordinator*
 - 10 min. Overview of the TAM — *Coordinator*
 - 30 min. Transportation and Development
in the Community — *Local or State Historian*
 - 15 min. Committee Formation and Charge — *Facilitator*
 - 10 min. Wrap-up — *Facilitator*
 - Adjourn Refreshments available
- Total meeting time: 2 hours - 2½ hours



After the Meeting (Meeting 1)

The coordinator will want to meet with the two newly-formed committees to clarify their tasks and what they need to prepare for the next meeting. Resource Guides 5 and 6 (pp. 28 and 29) will assist the technical committee. Resource Guides 7 and 8 (pp. 32 and 34) will assist the public input committee in carrying out their responsibilities. Before leaving this meeting, both committees should do the following:

- Be clear about their tasks and what to prepare for the second meeting.
- Choose a chairperson.
- Identify additional committee members if appropriate.
- Set the next committee meeting date, time and place. The committees should meet several times within the month, prior to the second full group meeting.



Resource Guide 2



Overview of the Transportation Action Model

The Transportation Action Model attempts to involve local leaders and public officials in transportation planning by creating an environment for open and informed input. This will not create a technical transportation plan, for that is the role of the professional planner. It does attempt to: 1) identify future vision of local transportation, 2) identify local transportation issues, 3) create more consensus on local transportation issues, and 4) facilitate local decision making and action on the issues identified.

Step #1 Community Identification and Selection

Week 1: A decision to begin the TAM should be reached jointly among key local community leaders and the agency(ies) assisting in its use (i.e., Extension Service, State Department of Transportation, Transportation Centers, and/or Regional Planning Districts).

Step #2 Sponsoring Agency Commitment

Week 2: A local sponsor of the TAM is needed. This might be the county government, a local chamber of commerce, a local extension office, or a local economic development organization.

Step #3 Getting Started: Preparing for the Program

Weeks 3-7: The initiating committee is charged with starting the TAM process. This includes selecting a project coordinator to provide organizational leadership, and locating a facilitator to lead meetings. Approximately 20 to 40 local leaders should be recruited to participate in four general meetings.

Step #4 Orientation Meeting

Week 8: Meeting 1 - The orientation meeting will involve reviewing the TAM schedule and the expectations of the people involved. This session will cover the state transportation planning program as it affects the local area, and the history of local transportation and community development. A technical committee and a public input committee should be organized at this point.

Step #5 Committee Meetings

Weeks 9-11: The technical committee will meet during this period to collect and analyze information and present trends affecting local transportation. The public input committee will prepare a slide show on the present state of transportation in the area.

Step #6 A Look at Today's Transportation System

Week 12: Meeting 2 - This general meeting focuses on the present state of the area's transportation. The facilitator will guide participants through an issue identification process. The meeting will conclude by forming up to three committees to develop an action plan on the three most critical issues.

Step #7 Issue Committees Meet (Initial Planning Phase)

Weeks 13-14: The issue committees will meet to clarify the issues identified, set tentative goals, identify helping and hindering forces for the resolution of problems, and begin to set tentative strategies.

Step #8 A Vision for the Community's Transportation Future

Week 15: Meeting 3 - Committee reports will be given before the general group. The facilitator will guide participants through an exercise to provide a collective vision of what local transportation should look like in 20 years.

Step #9 Issue Committees Meet (Strategy Development)

Weeks 16-17: The issue committees further the development of their action strategies by identifying key decision-makers, by identifying what action steps are needed to achieve their goals, and by developing a plan to achieve public support for their planned actions.

Step #10 Developing a Transportation Action Plan

Week 18: Meeting 4 - The technical committee will act as a review panel as the issue committees present their action strategies. An action plan committee will be formed to integrate the problem statements, the trends identified, the transportation visions, and the developed strategies of action into an integrated transportation action plan.

Step #11 Writing the Transportation Action Plan

Weeks 19-20: The action plan committee will assemble all of the information and write the document.

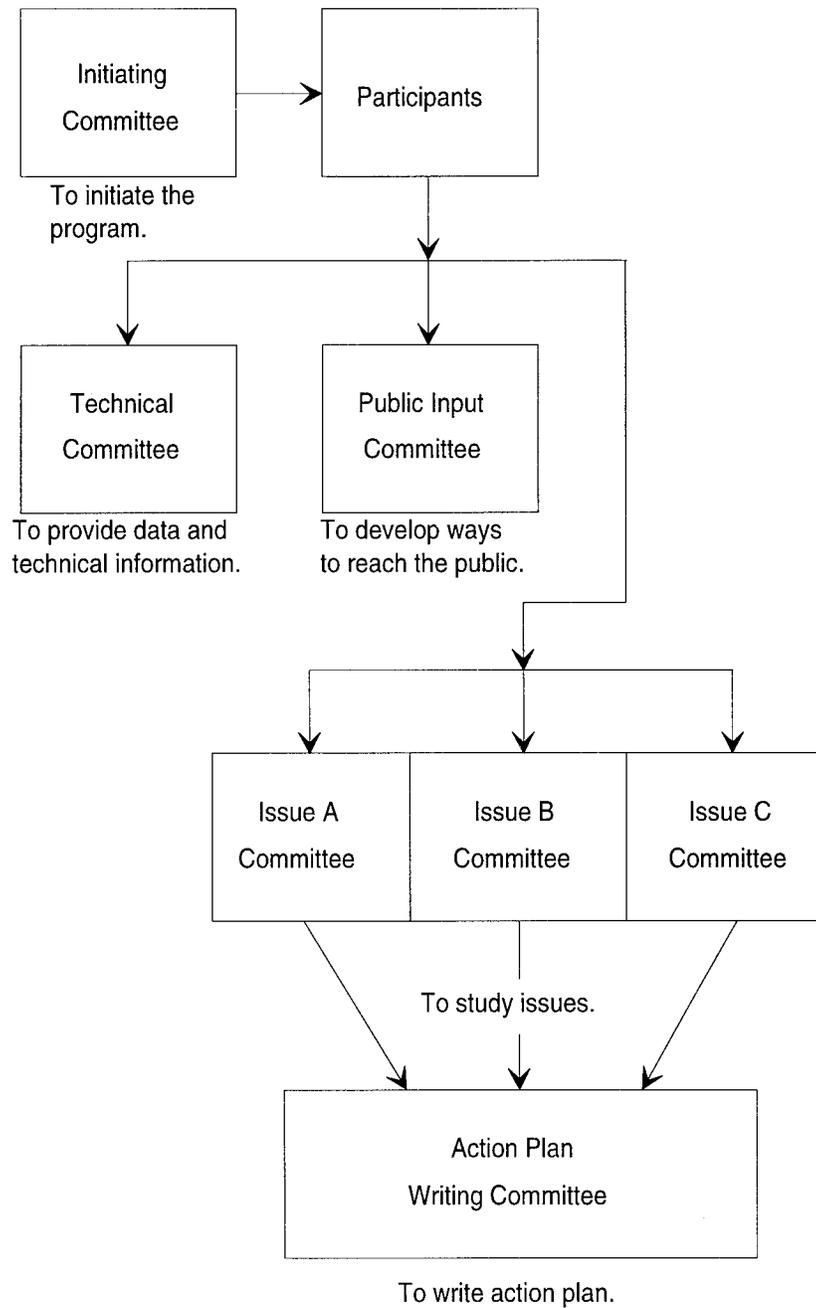
Step #12 Final Plan Presentation

Week 21: The action plan committee will present the final plan to the governing boards and technical planning organizations involved.

Resource Guide 3



Committee Structure



Resource Guide 4



Components of an Action Plan

The action plan is a written document that will consist of the information generated at the four meetings. The following components should be contained in the plan.

1. Introduction

- Why the plan is being done.
- How the local effort relates to the state's requirements.
- Brief description of the community (population, economic base, current description of the transportation system and transportation plans).
- How the local planning process was carried out, who was involved, when it was undertaken.
- Describe the public input process.

2. Problem Identification and Objectives - Transportation problems identified in relation to trends in the community (information from the second meeting). State objectives and intended outcomes of this planning process.

3. Vision - Description of the preferred future of the community as it relates to the transportation system (information from the third meeting).

4. Critical Transportation Issues - A description and analysis of transportation issues in the community (information from issue committees presented at the third meeting).

5. Action Strategies - Recommended actions to be taken, by whom, how, what costs. Specify actions for community and state. Specify how state requirements are being met.

6. Review and Monitor - Recommendations on how the action plan will be reviewed and monitored over time and by whom.

7. Conclusion - Restate problem and objectives in Section 2 and how they are being met by this plan.

Resource Guide 5



Technical Committee

Members

The technical committee consists of five to seven individuals who have the expertise or can assemble information necessary for the planning process. The members of this committee are viewed as the professionals and experts in transportation.

Responsibilities

- Provide technical and background information throughout the TAM process as transportation issues are identified and analyzed.
- Select a chairperson to ensure that the committee completes its tasks. The chairperson should communicate closely with the project coordinator.
- Identify additional people to take part in this committee if appropriate.
- Prepare for the second meeting:
 - > Assemble existing community and/or regional plans and be prepared to present **key** information at the second meeting.
 - > Assemble pertinent information, including maps, regarding the local transportation system.
 - > Assemble data showing trends in the community (see Resource Guide 6, p. 29).
- Provide information needed by the issue committees as they clarify transportation issues and identify action strategies.
- Three people from these committees will later join the action plan committee to provide expertise and information for the completion of the plan.

Resource Guide 6



Information and Data to be Assembled by the Technical Committee

Purpose for Assembling the Information

The purpose for assembling this information is to provide participants with enough knowledge about trends and characteristics of the community and of the transportation system that they can make informed judgments.

Guidelines for Presenting the Data

After compiling the data, think about how to present the data in an interesting and informative way. Use charts, graphs and maps where possible. People respond best when they can see how data and information relate together. Numbers, by themselves, may have little meaning. Keep in mind the above stated purposes of this activity.

Characteristics of the Community

The necessary data are available through the U.S. Census and should be available in your local library, extension office, Chamber of Commerce, economic development commission, or department of transportation. It is useful to have a *benchmark* against which to compare community data. It is suggested, therefore, that state averages also be included.

Population of community

1970 _____

1980 _____

1990 _____

2000 (projected) _____

2015 (projected) _____

	<u>Community</u>	<u>State Average</u>
Age structure of population (%)		
Under school age (under 5 years)	_____	_____
School age (5-18 years)	_____	_____
Young working age (18-39 years)	_____	_____
Older working age (40-64 years)	_____	_____
Senior citizens (65 and older)	_____	_____

Per capita income _____

Number of vehicles per household _____

Number of residents employed in county _____

Number of residents employed outside county _____

Major industries _____

Local public expenditures on transportation

Cities and Towns _____

County _____

Major products shipped in or out of the area _____

Other relevant transportation data _____

Characteristics of current transportation system *(include state averages where available):*

- Condition of existing highways, roads and streets
- Safety features of current transportation system
- Count and condition of bridges
- Traffic counts
- Public transit system
- Trucking services
- Bicycle and pedestrian accommodations/facilities
- Rail services (passenger and freight)
- Intercity bus services
- Waterway transportation (barge, ports)
- Intermodal facilities

Resource Guide 7



Public Input Committee

Members

The public input committee consists of five to seven individuals who are interested in keeping the community informed and involved in the Transportation Action Model. People with skills in journalism, marketing or public relations would be most useful on this committee.

Responsibilities

- The primary responsibility of the public input committee is to inform the public of the TAM process and solicit their involvement whenever feasible and appropriate.
- Select a chairperson to ensure that the committee completes its tasks. The chairperson schedules committee meetings and notifies all members of a meeting date, time and place. The chairperson should communicate closely with the coordinator.
- Preparation of a news article. As soon as the committee has been formed, one of the committee members needs to write an article for the local media (newspaper and radio) to inform the public about the TAM and the outcome of the orientation meeting. This should be done as soon as possible after the meeting. This article can also serve as notes for the meeting and should be sent to each participant.
- Preparation for the second meeting. Other members of the committee need to prepare a slide presentation to present at the second meeting. The slide presentation will show the different forms of transportation in the community and their condition, and issues and trends in the community (see Resource Guide 8, p. 34).

- The public input committee is also responsible for keeping the community informed and involved in the TAM. A news article should be written after each meeting informing the community about the meeting's outcomes. The U.S. Department of Transportation's *Innovations in Public Involvement for Transportation Planning* provides a range of techniques for involving the public. Ways of informing the public include:
 - Focus groups to identify the general public's concerns.
 - Civic organizations' meetings to reach community members.
 - Community survey of residents to identify concerns.
 - Town meeting for residents to identify local transportation issues.
- Plan review. The committee should develop strategies on how to inform and involve the community in the total planning process. At a minimum, the committee should have the draft action plan printed in the local newspaper. Other methods should also be identified to allow citizens the opportunity to review the plan, discuss alternatives, question recommendations and express their view.

Resource Guide 8



Slide Show Guidelines

Assignment

Develop a 20-minute slide presentation about the transportation system in your community. The finished product should include a written script used to narrate the slide show. Be sure to include the total geographic area of the community and include all forms of transportation. Be prepared to show the presentation at the next meeting.

Step 1: Brainstorm

Get together with the other committee members and brainstorm ideas. What are your objectives and how can you meet your objectives?

Step 2: Write the Script

One mistake people often make when putting together a slide presentation is taking photographs with no script in mind. This results in many unusable shots. We recommend that you write your script *before* taking any photographs.

Once you've brainstormed and selected your ideas, then decide what you want to say. Write simply and clearly so that your message will be understood. Have someone who is unfamiliar with the script read it out loud. Rewrite any parts that aren't clear. Remember that the slide show must be kept to 20 minutes or less, so time the script as it is being read, and make any necessary alterations.

When the script is ready, type it double-spaced on the right two-thirds of each page. Then, on the left-hand side of each page, write or sketch your ideas for slides. A good rule of thumb is to show at least six slides for each minute of narration. Therefore, a 20 minute presentation would consist of about 120 slides.

Step 3: Make a List of Needed Slides

Look for the key points in your script that can be illustrated with slides. No doubt there are a lot of things you can highlight. Don't overload a slide—plan to illustrate one major point per slide. You can follow up with a second slide to further explain that point.

Make a list of all the slides you'll need to shoot, so you won't waste time taking shots you won't be able to use. For example:

- long shot of Main Street
- a busy major highway
- a dangerous intersection
- potholes on a side street
- senior citizens entering a van

Step 4: Take the Photographs

Now that you know what slide you need, taking them will be that much easier. However, your list isn't *etched in stone*. If you think of a better way to illustrate your point while you're shooting the photos, by all means make the change. Be creative.

Two important rules to remember when you're taking photographs is to *get close* and *include people* whenever possible. Your slides will be more appealing if you follow these rules. As much as possible, *avoid vertical shots*. Switching back and forth from vertical to horizontal slides in your presentation can be distracting. Horizontal shots are suitable for most subjects and they can be projected to fill the screen. In addition, take more than one shot of every item on your list. That way you'll have choices later when you're putting your presentation together.

Step 5: Select the Slides

As you look at each slide, ask yourself the following questions:

- Does this slide help achieve the slide show's objective?
- Is the slide in focus?
- Is the slide adequately exposed?
- Are important details large enough that even people in the back row of the audience will be able to see them?
- Is there good continuity between this slide, the one before it and the one after it?

Asking yourself these questions will help you select the best slides for your presentation. You may need to revise your script a little after you've selected the slides. That's OK. As you make needed revisions, read the script aloud so you can judge what it sounds like.

Step 6: Practice

Put the slides into a tray in order, and practice combining the slides with the script. Practice out loud. Be prepared to make adjustments as necessary. Try not to have slides changing too often, not often enough, or too regularly. Change the pace and keep the show moving. Have other people critique your practice presentation to help you work out the bugs.

Step 7: Add Recorded Audio (Optional)

You may record your script if you'd like. If you choose to record, again, be creative. You can add background music in appropriate spots. The recorded audio should be clear and easy to understand.

Meeting 2



A Look at Today's Transportation System

The purpose of the second meeting, *A Look at Today's Transportation System*, is to familiarize participants with the community and current transportation systems, and with trends and characteristics of the community as it relates to the transportation system. Critical issues in the community's transportation system will be identified and priorities established. Three issue committees will then be formed to conduct further study.

Coordinator and Facilitator Guide

We suggest that the second meeting, *A Look at Today's Transportation System*, be held three to four weeks after the orientation meeting. It is helpful to offer participants a break in the middle of the meeting. The content of the second meeting is detailed below. In addition, we have provided you with a list of what the project coordinator, the technical committee, the public input committee and the facilitator needs to prepare *before* the meeting; a sample agenda; and a list of what needs to be done after the meeting.

Welcome and Introductions

We suggest that the *coordinator* welcome participants and state the purpose and expected outcomes of this meeting. Distribute copies of the agenda to review briefly with the participants. Introduce the technical committee and the public input committee that were formed at the orientation meeting. Members of these two committees will be respon-

14

15

sible for the next three agenda items. Acknowledge the facilitator as well, who will assist with the identification and group selection of critical transportation issues facing your community.

Trends in the Community

Over the last three or four weeks, the *technical committee* has met several times in order to gather information and data about their community. That information needs to be presented to participants at this point, in order to provide them with enough knowledge about trends and characteristics of the community and of the transportation system that they can make informed judgments. Guidelines for presenting this data can be found in Resource Guide 6 (p. 29).

Our Transportation System: A Slide Show

Now that participants have some background information about trends and characteristics of their community and its transportation system, the *public input committee* will present a slide show that will display the different forms of transportation in the community and their condition. See Resource Guide 8 for assistance (p. 34).

Review Existing Transportation Plans

The *technical committee* was also asked to assemble information on existing community and/or regional transportation plans, and projects planned for the future. Present that information to participants at this time.

Identification of Critical Issues

16

To assist with the identification of critical transportation issues, the *facilitator* should divide participants into small groups of five to seven people each. Give each person an index card and ask them to write down the most critical transportation issues facing their community (allow about three minutes).

Provide each small group with a piece of newsprint and a marker, and have them select a recorder to list the identified issues. Within each group go around the table and ask each participant to give one of their issues. The recorder will list each issue on the newsprint. Continue going around the table until all issues are expressed (allow about 10 minutes). Then select the top three issues by consensus (allowing another 10 minutes).

Total Group Selection of Critical Issues

The *facilitator* will then bring all of the participants back together and ask each small group to present their issues and the top three issues to the large group. As they do this, record the top three issues on a clean sheet of newsprint. Use large letters and allow space between issues. Do not record duplicate issues.

Tape the newly-recorded list of the most critical issues to a wall. Distribute three self-adhesive color circles to each participant and ask them to vote for what they consider to be the three most critical transportation issues facing their community. A suggested color scheme is:

- Red = 1st priority
- Blue = 2nd priority
- Yellow = 3rd priority

Participants will vote by placing the appropriate sticker next to an issue. Count the votes, with red scores receiving three points each, blue scores receiving two points each and yellow scores receiving one point each. The issues with the highest scores will identify the top three transportation issues currently facing the community. Review the selection with participants.

Formation of Issue Committees

The *facilitator* will then list the top three issues on a separate piece of newsprint, which becomes a sign-up sheet to form the issue committees. Describe what the issue committees will do before and during the next meeting (see Resource Guide 9, p. 45), and then ask people to volunteer for a committee.

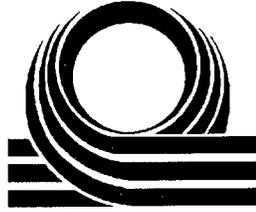
Wrap-Up

The *facilitator* should review the purpose of the second meeting and seek agreement from the participants on what was accomplished. State the purpose of the next meeting and confirm the date, time and place. Ask the project coordinator, the public input committee, and members of the newly-formed issue committees to meet for a few minutes after this meeting is adjourned to clarify their tasks. Acknowledge guests and participants for their participation, and the hosts (if appropriate) for meeting facilities and/or refreshments.

17

18

19



Preparation (Meeting 2)

The project coordinator, the technical committee, the public input committee and the facilitator should complete the following tasks *before* the second meeting.

Project Coordinator

- Secure a meeting facility large enough to accommodate the anticipated group, with table and chairs.
- Send out follow-up correspondence to participants to inform them of the date, time and place of the meeting.
- Confirm that the public input committee has written a news article and submitted it to the local media to inform the public about the Transportation Action Model and the outcome of the orientation meeting.
- Ensure that the technical committee has the requested information and materials assembled for the second meeting.
- Ensure that the public input committee has prepared a slide show presentation.
- Ensure that the facilitator understands and is prepared to guide the identification and group selection of critical issues exercise.
- Arrange for equipment needed by the speakers, such as overhead or slide projectors and screen.
- Prepare the following materials:
 - name tags
 - flip charts with plenty of paper
 - markers, tape and pencils
 - meeting agenda, a copy for each participant
 - data or information provided by the technical committee, a copy for each participant
 - the following resource guides, a copy for each participant:
 - 9, Issue Committees (p. 45)
- Arrive early to ensure meeting room is set up with tables and chairs and arranged in a manner to facilitate discussion.

Technical Committee

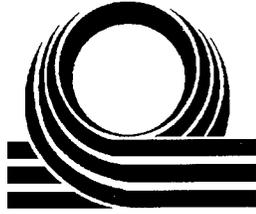
- Prepare to give a brief overview (30 minutes) of community trends and characteristics relevant to the transportation system.
- Prepare to report highlights of existing plans (20 minutes), and study current and planned projects.

Public Input Committee

- Prepare to give a slide show presentation (20 minutes) showing current forms of transportation, conditions and trends in the community.

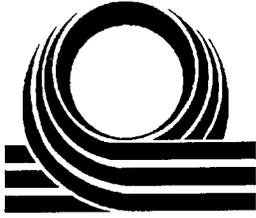
Facilitator

- Prepare to facilitate the group exercise on the identification and group selection of critical issues.
- Prepare to form issue committees (refer to Resource Guide 9, p. 45).
- Prepare to introduce speakers.



Sample Agenda (Meeting 2)

- 5 min. Welcome and Introductions — *Coordinator*
- 30 min. Trends in the Community — *Technical Committee*
- 20 min. Our Transportation System: A Slide Show —
Public Input Committee
- 20 min. Review Existing Transportation Plans —
Technical Committee
- 30 min. Identification of Critical Issues — *Facilitator*
- 10 min. Total Group Selection of Critical Issues —
Facilitator
- 10 min. Formation of Issue Committees — *Facilitator*
- 10 min. Wrap-up — *Facilitator*
- Adjourn Refreshments available
- Total meeting time: 2 hours - 2½ hours



After the Meeting (Meeting 2)

The project coordinator will want to meet with the three newly-formed issue committees to clarify their tasks and what they need to prepare for the next meeting. Resource Guide 9 (p. 45) will provide assistance. Before leaving this meeting, the issue committees should do the following:

- Be clear about their tasks and what to prepare for the next meeting.
- Choose a chairperson to communicate with the coordinator.
- Identify additional committee members, if appropriate.
- Set the next committee meeting date, time and place. The committees should meet several times within the month, prior to the third full group meeting.

The public input committee should meet to discuss the news article they will write on the second meeting, and other methods to involve the public.



Resource Guide 9



Issue Committees

Members

An issue committee consists of five to seven people who are interested in clarifying an identified problem and determining what can be done.

Responsibilities

- Select a chairperson and a group reporter. The chairperson has responsibility for ensuring that the committee completes its assignment. The chairperson schedules a time for the committee to meet and notifies all members. The reporter takes notes at the committee meeting and writes a brief one- or two-page report which can be distributed at the next meeting of the total group.
- Define the problem and analyze the situation in terms of what can be done. Be prepared to give a *10 minute* report to the total group at the next meeting.
- Select a spokesperson to give the committee's report at the next meeting. Give the name and phone number of this person to the coordinator.
- Select a person to serve on a panel at the next meeting to relate the future scenarios to their issue which will be developed at the meeting. Give the name and phone number of this person to the coordinator.
- If the committee needs information, data, or to review existing studies or plans, a member of the technical committee can provide this.

Worksheet

1. Define Problem

Define the transportation problem or opportunity: _____

Causes of the problem: _____

Desired outcome: _____

Who will benefit from desired outcome: _____

2. Analyze Situation

Identify background information (studies, plans, data): _____

3. Identify Forces Related to Reaching Desired Outcomes

Helping Forces

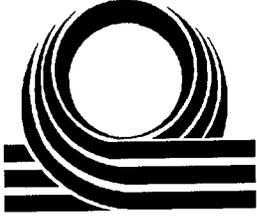
Hindering Forces

_____	_____
_____	_____
_____	_____
_____	_____

4. Brainstorm Alternative Strategies to Reach Desired Outcome

(Adapted from: *Cluster Action Plan, Tomorrow's Leaders Today Program*, prepared by John L. Tait and Mary Foley, Iowa State University Extension, Ames, IA, TLT12/August 1990.)

Meeting 3



A Vision for the Community's Transportation Future

The purpose of the third meeting is to build a vision of what the community's transportation system could be. The priority issues identified at the second meeting will be more clearly defined and reviewed in relationship to the community's future. The issue committees will be charged with developing action strategies to present at the fourth meeting.

Coordinator and Facilitator Guide

We suggest that the third meeting, A Vision for the Community's Transportation Future, be held three to four weeks after the second meeting. The content of the third meeting is detailed below. In addition, we have provided you with a list of what the project coordinator, the issue committees and the facilitator needs to prepare *before* the meeting; a sample agenda; and a list of what needs to be done after the meeting.

Welcome and Introductions

We suggest that the *coordinator* welcome participants and state the purpose and expected outcomes of this meeting. Distribute copies of the agenda to review briefly with the participants. Introduce members of the issue committees who will be responsible for the next agenda item. Acknowledge the facilitator as well, who will be leading participants in several group activities.

19

20

Report from the Issue Committees

Each *issue committee* has defined their respective issue or problem and analyzed the situation in terms of what can be done. A spokesperson from each group will provide a 10 minute report on their findings.

21

Futures Quotient

The *facilitator* will lead the group in this exercise, the purpose of which is to develop awareness of the participants' ability to think about the future (see Resource Guide 10, p. 55). Distribute a copy of the Futures Quotient exercise to each participant, asking them to respond to the questions and then calculate their score. Allow about five minutes, and then ask participants how well they scored.

Conclude the exercise by emphasizing the importance of thinking about the community's future. There are two ways to move toward the future. One way is on a day-to-day basis with little thought given to the kind of future we prefer. The other way is to develop a vision of what the community could be based on history, current trends and desired future, then develop strategies to move toward the desired future.

This third meeting is based on the notion that we can affect the quality of the community's future. But first we must determine what kind of future we desire. This leads in to the next exercise, Hi! Welcome to the Year 2015.

22

Small Group Exercise — Hi! Welcome to the Year 2015

The *facilitator* will now divide participants into smaller groups of five to six people each. Distribute the exercise titled Hi! Welcome to the Year 2015 (see Resource Guide 11, p. 58). The purpose of the exercise is to enable participants to think about what the community will be in the year 2015. Allow about 20 minutes for the small groups to discuss this exercise.

Report from Small Groups

Reconvene the total group and ask each small group to report (allow about 10 minutes). The *facilitator* may summarize this activity by identifying common themes, issues and values expressed by the small groups.

Small Group Exercise — Best Case/Worst Case Scenario

Next the *facilitator* will divide participants into two groups. Ask one group to list features or characteristics if the very best things happen to the community for a best case scenario, and ask the other group to list features or characteristics if the very worst things happen to the community for a worst case scenario (see Resource Guide 12, p. 60). Give each group flip chart paper and markers to write the characteristics. Allow about 10 minutes.

Realistic, Preferred Future

Reconvene the total group and ask each group to tape their lists on the wall. From the best and worst characteristics, identify the most realistic or preferred future. A suggested way to proceed is to focus on each characteristic listed and ask the group how realistic it is. Compile a new list of realistic features of the future. Come to some consensus with the group about what they believe the most realistic or preferred future will be. Write it on flip chart paper and tape to the wall for reference.

Relationship of Future Scenario and Priority Issues

The *facilitator* will now ask a representative from each of the issue committees to come forward for a panel discussion. These people should be identified and prepared for this discussion prior to the meeting. The facilitator will moderate the discussion on how the priority issues addressed by the issue committees relate to the future scenario just discussed. Allow about 20 minutes for this discussion. Following are some possible questions:

- How do the issues relate to the future?
- Are they still priority issues?
- Have other priority issues emerged?
- What new insights have been gained about the priority issues and their resolutions?

Examining the Spheres of Influence

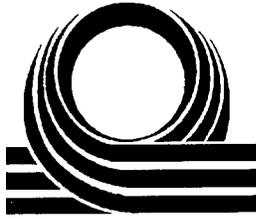
The purpose of this exercise is to reconfirm or validate the priority issues identified by the group and to start thinking about action strategies. The *facilitator* should refer to Resource Guide 13 (p. 61) and distribute copies to each participant so that they can follow along while you explain the three spheres of influence. Ask participants to complete the evaluation. Lead the group through the discussion

questions given at the end of the Resource Guide. This discussion will assist the issue committees as they identify possible action strategies.

Wrap-up

26

The *facilitator* should review the purpose of the third meeting and seek agreement from the participants on what was accomplished. The purpose of the next meeting should be stated as well as the next meeting date, time and place. Members of the technical committee, the public input committee and the issue committees are asked to remain with the coordinator after the meeting is adjourned to clarify their tasks. Acknowledge guests and participants for their participation, and the hosts (if appropriate) for meeting facilities and/or refreshments.



Preparation (Meeting 3)

The project coordinator, the issue committees and the facilitator need to complete the following tasks *before* the third meeting.

Project Coordinator

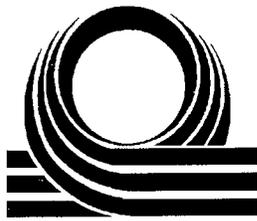
- Secure a meeting facility large enough to accommodate the anticipated group, with table and chairs.
- Send out follow-up correspondence to participants to inform them of the date, time and place of the meeting.
- Confirm that the public input committee has written a news article and submitted it to the local media to inform the public about the Transportation Action Model and the outcome of the second meeting.
- Ensure that each issue committee has met and prepared the requested information and is ready to report at the meeting.
- Ensure that the facilitator understands and is prepared to guide the small group activities.
- Ask the issue committee chairs to serve on a discussion panel to relate the future scenarios to their issue.
- Arrange for equipment needed by the speakers, such as overhead or slide projectors and screen.
- Prepare the following materials:
 - name tags
 - flip charts with plenty of paper
 - markers, tape and pencils
 - meeting agenda, a copy for each participant
 - materials prepared by the issue committees, a copy for each participant
 - the following resource guides, a copy for each participant:
 - 10, Futures Quotient (if used) (p. 55)
 - 11, Hi! Welcome to the Year 2015 (p. 58)
 - 12, Best Case/Worst Case Scenario (p. 60)
 - 13, Examining Spheres of Influence (p. 61)
 - 14, Action Planning: A Guide for the Issue Committees (p. 67)

Issue Committees

- Prepare to give committee reports.

Facilitator

- Prepare to facilitate group activities:
 - Futures Quotient Exercise, Resource Guide 10 (p. 55)
 - Hi! Welcome to the Year 2015, Resource Guide 11 (p. 58)
 - Best Case/Worst Case Scenario, Resource Guide 12 (p. 60)
 - Examining the Spheres of Influence, Resource Guide 13 (p. 61)



Sample Agenda (Meeting 3)

- 5 min. Welcome and Introductions — *Coordinator*
- 30 min. Report from Issue Committees —
Issue Committees
- 10 min. Futures Quotient (optional) — *Facilitator*
- 20 min. Small Group Exercise — Hi! Welcome
to the Year 2015 — *Facilitator*
- 10 min. Report from Small Groups — *Facilitator*
- 10 min. Small Group Exercise — Best Case/Worst
Case Scenario — *Facilitator*
- 10 min. Realistic, Preferred Future — *Facilitator*
- 20 min. Relationship of Future Scenario and Priority
Issues — *Panel of Issue Committee Representa-*
tives, moderated by the Facilitator
- 30 min. Examining Spheres of Influence — *Facilitator*
- 10 min. Wrap-up — *Facilitator*
- Adjourn Refreshments available
- Total meeting time: 2 hours - 2½ hours



After the Meeting (Meeting 3)

The project coordinator will want to meet with the technical committee, the public input committee and the issue committees to prepare for the next meeting. The committees are responsible for:

- Technical Committee — providing data, information and studies needed by the issue committees.
- Public Input Committee — preparing a news article on the third meeting, *A Vision for the Community's Transportation Future*, and discussing other public input methods.
- Issue Committees — incorporating information gained at this meeting to develop action strategies. Refer to Resource Guide 14 (p. 67) for specific tasks.

Resource Guide 10



Futures Quotient

Each line is a continuum. Mark the space on the continuum that most closely fits your honest assessment of yourself. Mark only one space in each line.

1. Do you tend to be

Very optimistic.

— F — U — T — U₂ — R — E —

Very pessimistic.

2. How interested are you in statistics on trends?

I love statistics on trends.

— F — U — T — U₂ — R — E —

I hate statistics on trends.

3. How much control do you believe human beings have over the future?

Great control over the future.

— F — U — T — U₂ — R — E —

No real control over the future.

4. Which statement best describes you?

I love trying new things.

— F — U — T — U₂ — R — E —

I hate trying new things.

5. When the conversation turns to the future of the world

I am easily bored.

— F — U — T — U₂ — R — E —

I am really stimulated.

6. I tend to examine things from

A global perspective: worldwide impacts.

— F — U — T — U₂ — R — E —

A local perspective: my own backyard.

7. Ambiguities and uncertainties

Make me uncomfortable.

— F — U — T — U₂ — R — E —

Challenge me to think

8. Situations I've never encountered are

Easy for me to imagine.

— F — U — T — U₂ — R — E —

Hard for me to imagine.

9. When it comes to predicting the future I'm

Very confident about making a prediction.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Very reluctant to make a prediction.

10. I get information from

A few very dependable sources.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Lots of different sources.

11. I would describe myself as someone who

Welcomes risk.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Avoids risks.

12. I prefer to focus on

Details.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

The big picture.

13. I prefer to work with

Definite end points: jobs that can be finished.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Open-ended processes: jobs that have no end.

14. I think of myself as

Creative.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Uncreative.

15. I think of myself as

A futuristic in orientation.

\bar{F} \bar{U} \bar{T} \bar{U}_2 \bar{R} \bar{E}

Here-and-now in orientation.

Circle the point score for each answer. Your total point score is your FQ.

	F	U	T	U ₂	R	E
1.	0	3	5	5	2	0
2.	5	4	3	2	1	0
3.	3	5	3	2	1	0
4.	5	4	3	2	1	0
5.	0	1	2	3	4	5
6.	5	4	3	2	1	0
7.	0	0	1	3	4	5
8.	5	4	3	2	1	0
9.	0	3	5	4	2	0
10.	1	2	3	3	4	5
11.	2	4	3	2	1	0
12.	1	2	3	4	5	5
13.	0	0	2	3	4	5
14.	5	4	3	2	1	0
15.	5	4	3	2	1	0

Total the scores. **My FQ is:** _____



Interpreting Your Futures Quotient

61 or higher: Futurist: Capable of going great distances in the mind. Board the thought-machine for the year 2000 and beyond.

51-60: Potential futurist: You have excellent potential as a futurist, especially able to add solid doses of reality to discussions of the future.

31-50: Possible futurist: You are capable of taking a futures perspective if you want to, but you will need some work to develop and realize your potential as a futurist.

Under 31: You are oriented primarily to the present. Your perspective is here and now. If you want to be a futurist, you will need to further develop your long-range thinking.



Adapted from *Futures Quotient Self Assessment Instrument* by Professor Michael Quinn Patton of the University of Minnesota. Taken from *Communities Creating their Future—A Facilitators Guide*, Iowa State Extension, Ames, IA, TLT 30, March 1991, p. 7-8.

Resource Guide 11



Hi! Welcome to the Year 2015

You have just agreed to be a tour guide for a group of visiting Japanese dignitaries who wish to discover more about your country. Members of the group are all involved in the transportation profession. They have been told that your community has one of the best planned local transportation systems in the United States. The year is 2015.

To plan the tour, you will need to design a detailed itinerary for the U.S. State Department. They will be spending three days in your community. What would you highlight on this tour? What will your community look like? What will be the major changes that will have occurred in your transportation system?

To give a background for your touring party, they will need an idea of the general nature of your community. You should include in your tour information on the local population (i.e., elderly, school age children, working adults, etc.). In addition, is addressing the issue of where people work and how they commute to work still important? Is farming still important? How do children get to school? What do people do for recreation and where?

To be an interesting tour, the group should receive more than statistics. It's your job to present your community as it relates to transportation. What kind of fire and ambulance service is provided? Are there public safety concerns as it relates to transportation? What products are produced locally and to what locations are they transported? How mobile are local senior citizens? Is there a local public transit system? Where do people shop?

Again, your task is to put together an itinerary for a transportation tour of your community in the year 2015. The State Department specifically asks that you be descriptive of what they will see and experience.

Write your itinerary on a piece of flip chart paper. Be prepared to report back to the total group.

Identify three common themes from the small groups:

1. _____

2. _____

3. _____

Are these the key components to the community's future?

Resource Guide 12



Best Case/Worst Case Scenario

Identify features or characteristics if the very best things or the very worst things happen to the community.

Best Case Scenario

Worst Case Scenario

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Most Realistic Future

Identify features of the community's future that are the most realistic.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Resource Guide 13



Examining Spheres of Influence

What are the Issues?

Who makes the decisions that can best address your community's transportation problem(s)? This exercise is designed to help your group define the locus of decision-making as it pertains to a problem or need that has been identified. A high priority should be placed on problems that the community itself has the resources to address.

Some issues are just too big for your community to handle, or require people from outside your community to make the decisions that will bring about solutions. With the implementation of the ISTEA legislation, however, problems that require outside resources or policy changes should not be ignored.

If some of the problems you have identified can only be resolved through the use of outside funds or changing state or federal policy, developing a plan of action toward these ends may well be worth your efforts. ISTEA is designed to provide local officials more input into how local transportation planning is conducted and implemented. If some of your community's problems can only be resolved by decisions reached outside of your community, a plan of action to convey your problems and influence those decisions may be your best recourse.

The exercise *Examining Spheres of Influence* attempts to break down your community's transportation issue(s) into three spheres of influence in rural transportation. Transportation decisions are reached within these spheres:

- External Policy
- Market Sector
- Community Policy

Decisions are made in each sphere. Figure 2 shows how these spheres intersect. Policies affect communities, which in turn are affected by the market. Examining local community issues in terms of these spheres of decision making can help local community transportation leaders get a better sense of what their local efforts can accomplish.

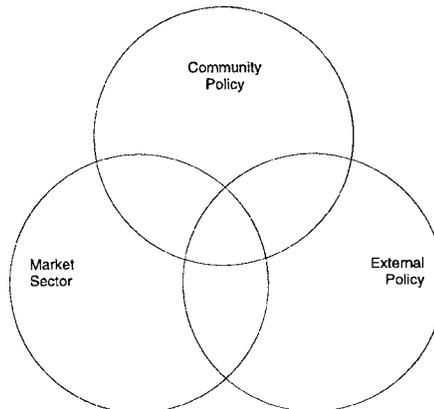
External Policy

In some respects, transportation issues are more complex than many other community issues. Transportation is a highly regulated industry. Government regulations and planning guide everything from highway construction to the size and weight loads of trucks. Government actions and regulations are derived from public policy. Public policy helps determine what services and systems are offered in which communities.

Corporate policy is also an important factor in transportation. Decisions that may have a profound effect on rural communities often are reached outside those communities with little or no input from those directly affected.

Policies and plans can be changed. However, the broader the base of the policy, or the more people it affects, the more difficult it will be to change. For example, changing state plans for highway construction may be more feasible than changing a federal regulation. This statement is not meant to discourage your community's involvement within the public policy forum. However, focusing your efforts on what can be accomplished locally may provide more immediate results to your community. Taking a local focus also may provide your community with valuable information to use in the ISTEA statewide planning process.

Figure 2. The Local Transportation Systems Environment



The Market Sector

The principles of supply and demand affect how decisions are made about local transportation. Transportation is both a business and a service. Factors such as population and geography help determine whether different types of transportation providers can stay in business within a region.

What the community 15 miles down the road does about transportation has a profound effect on transportation services and investments in your community. The market places limitations on what your community can support. As some rural areas lost population, they also lost transportation services. They did not have the critical mass in population to support the level of service that used to be available.

One way to adapt to these market trends is to redefine the rural community. Instead of competing with nearby communities for services, collaborating with neighboring towns may bring about the critical mass needed to support a broader base of services. Building new multicomunity alliances can help compensate for a community's market position. However, community transportation leaders still need to assess the market by:

- Gaining accurate information about the market.
- Determining how much the community can do in light of the present market.

Community Policy

The *art* of community transportation planning is to determine what can be accomplished at the community level despite the constraints of external policy and the transportation services market. What can be done using existing financial and human resources? Can some issues be addressed by redirecting existing local programs?

If your community can't address its transportation issues alone, perhaps it can do so if it joins with another community. Collaborative efforts between and among communities can help overcome some of the problems of size. If nearby communities have similar needs, collaboration is an alternative course of action.

When community leaders lack vision or simply won't take action, a community's transportation needs may go unmet. In such cases, a community will have to find other ways to address local issues. This may be difficult and painful, but resolving community transportation problems must begin from within the community.

Examining Spheres of Influence

Problem statement

Write your group's statement of its transportation problem or need.

Now answer the following questions about the above transportation problem by circling the appropriate responses. Answer the questions on your own. You will be able to discuss them later.

- 5 = Strongly agree
- 4 = Agree
- 3 = Don't know
- 2 = Disagree
- 1 = Strongly disagree

Community Policy

- | | | | | | |
|--|---|---|---|---|---|
| 1. This transportation problem is unique to my community. | 5 | 4 | 3 | 2 | 1 |
| 2. My community has the human resources to handle this problem. | 5 | 4 | 3 | 2 | 1 |
| 3. My community has the financial resources to handle this problem. | 5 | 4 | 3 | 2 | 1 |
| 4. We don't have the resources, but could solve the problem by working with nearby communities. | 5 | 4 | 3 | 2 | 1 |
| 5. If local transportation business and governments would only work together, I know we could solve the problem. | 5 | 4 | 3 | 2 | 1 |
| 6. We could solve this problem if the community could agree on a course of action. | 5 | 4 | 3 | 2 | 1 |
| 7. If community leaders had more information about the problem, I know we could solve it. | 5 | 4 | 3 | 2 | 1 |

Market Sector

- | | | | | | |
|---|---|---|---|---|---|
| 8. The transportation problem is due to competition from urban centers or nearby communities. | 5 | 4 | 3 | 2 | 1 |
| 9. There just aren't enough people here to financially support solutions to the problem. | 5 | 4 | 3 | 2 | 1 |
| 10. There wouldn't be a problem if people knew what we offered locally. | 5 | 4 | 3 | 2 | 1 |
| 11. The problem exists because local transportation systems cost too much. | 5 | 4 | 3 | 2 | 1 |
| 12. The problem exists because other communities make improvements before we improve here. | 5 | 4 | 3 | 2 | 1 |

13. People can't get the specialized services they need in this community. 5 4 3 2 1

14. People believe transportation is better or cheaper in nearby communities. 5 4 3 2 1

External Policy

15. Decisions affecting local transportation are made by corporations outside the community. 5 4 3 2 1

16. Our community doesn't have better transportation because of federal and state regulations. 5 4 3 2 1

17. Our problem results from little local input into the decisions affecting transportation. 5 4 3 2 1

18. It seems that every community our size has similar problems. 5 4 3 2 1

19. Our transportation problem exists because economic or social policies set at the federal level affect our local transportation systems more than any decisions the community might make. 5 4 3 2 1

20. Our community transportation problem will be solved only through political action. 5 4 3 2 1

21. Our local problems exist because larger issues aren't being resolved at the state or federal level. 5 4 3 2 1

Individual score

Now copy your answer to each question in the spaces below, and add up each column to reach your individual scores for each sphere of influence. Give your totals to the facilitator, who will compute the group's composite score for each sphere.

Community Policy	Market Sector	External Policy
1.	8.	15.
2.	9.	16.
3.	10.	17.
4.	11.	18.
5.	12.	19.
6.	13.	20.
7.	14.	21.
_____	_____	_____
Total scores _____	_____	_____

Discussion Questions

Consider the group's composite scores for community policy, market sector and external policy¹. Then discuss the following questions.

1. Does the group perceive that the community can address the transportation problem? Or, does the group perceive that the problem can be addressed only through changes in the market sector or in external policy? Why?
2. Do group members disagree in their perceptions of the transportation problem? Why do they disagree?
3. What is the real effect of the market sector on this problem? What are the real effects of external policies on this problem? Can the community address these external forces?
4. Can the community alone address this transportation problem? Should the community get help from nearby communities to address the problem?
5. Would the community's time and resources be better spent solving a different problem or issue?

Comment: ISTEA is a way to have input into the external policy sector. Community information and involvement is folded into the statewide transportation plan.

¹The higher the composite score for each sphere, the greater the group's collective perception that the sphere affects decision-making related to the problem.

Resource Guide 14



Action Planning: A Guide for the Issue Committees

Identify issue: _____

Identify goal to be accomplished: _____

Identify action steps, resources needed, agency or organization responsible for action, and time frame.

Action Steps	Resources Needed	Agency/Organization Responsible	Time Frame

What support is needed (i.e., from key officials, the public, local organizations, state agencies)?



Meeting 4



Developing a Transportation Action Plan

The purpose of the fourth meeting, *Developing a Transportation Action Plan*, is to discuss the feasibility of action strategies and outline the components of an action plan. The outcome of this meeting will be the formation of a committee to draft the action plan.

Coordinator and Facilitator Guide

The fourth meeting can be scheduled approximately three weeks after the third meeting. It is helpful to offer participants a break in the middle of the meeting. The content of this meeting is detailed below. In addition, we have provided you with a list of what the project coordinator, the issue committees, the technical committee, the public input committee and the facilitator needs to prepare *before* the meeting; a sample agenda for the meeting; and a list of what needs to be done after the meeting.

Welcome and Introductions

We suggest that the *project coordinator* welcome participants and state the purpose and expected outcomes of this meeting. Distribute copies of the agenda to review briefly with the participants. Introduce the issue committees, the technical committee, the public input committee and the facilitator, who will each be responsible for a portion of the agenda.

26

27

28

29

Action Strategies Presented

Each *issue committee* gives a 10 minute report as to their findings, recommendations and strategies for action on the transportation issues identified. The facilitator is charged with monitoring the time so no single issue or group dominates this portion of the meeting.

Implementation and Feasibility of Strategies

A panel of transportation planners and professionals will review and comment upon the presented strategies (see Resource Guide 15, p. 75). Moderated by the facilitator, and formed through the *technical committee*, this group should focus on implementation details and alternatives rather than question the community's need. If suggestions are unrealistic, however, this is the time to point it out.

9

30

Components of an Action Plan and Formation of an Action Plan Committee

After the panel discussion has concluded, the *facilitator* should review the components of an action plan (see Resource Guide 4, p. 27) and assist in the formation of an action plan committee (see Resource Guide 16, p. 76). The charge of this committee is to compile the needs assessment, issue analyses, and suggestions for action into short reports for public review.

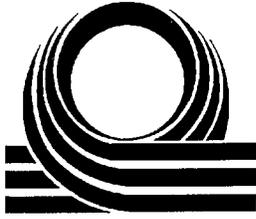
Public Involvement

At this time, the *public input committee* should submit for review, plans for further public involvement.

Wrap-Up

To bring this final meeting to closure, it is suggested that the *project coordinator* and the *facilitator* initiate a discussion and review what happens to the action plan upon its completion. What organizations and agencies should be presented with the plan? Where would this input have the greatest impact on the transportation planning process in your state? Who should be making presentations of the plan?

Before adjournment, it is also suggested that those in attendance be acknowledged for their commitment and participation in the Transportation Action process.



Preparation (Meeting 4)

The project coordinator, the issue committees, the technical committee, the public input committee and the facilitator should complete the following tasks *before* the fourth meeting.

Project Coordinator

- Secure a meeting facility large enough to accommodate the anticipated group, with table and chairs.
- Send out follow-up correspondence to participants to inform them of the date, time and place of the meeting.
- Confirm that the public input committee has written a news article and submitted it to the local media to inform the public about the Transportation Action Model and the outcome of the third meeting.
- Ensure that the technical committee has contacted local technical experts/professionals and state department of transportation officials to serve on the panel (see Resource Guide 15, p. 75)
- Ensure that the public input committee is prepared to present public involvement strategies.
- Ensure that the facilitator understands and is prepared to review the components of an action plan and form an action plan committee (see Resource Guides 4 and 16, pp. 27 and 76).
- Arrange for equipment needed by the speakers, such as overhead or slide projectors and screen.
- Prepare the following materials:
 - name tags
 - flip charts with plenty of paper
 - markers, tape and pencils
 - meeting agenda, a copy for each participant
 - data or information provided by the issue committees, the technical committee or the public input committee, a copy for each participant
 - the following resource guides, a copy for each participant:
 - 4, Components of an Action Plan (p. 27)
 - 15, Panel Discussion Questions (p. 75)
 - 16, Action Plan Committee (p. 76)

Issue Committees

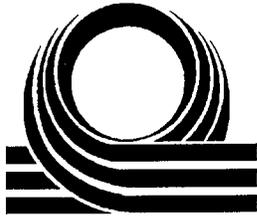
- Prepare to present action strategies.

Public Input Committee

- Prepare to present public involvement strategies.

Facilitator

- Prepare to facilitate group activities.
 - components of an action plan (see Resource Guide 4, p. 27)
 - action plan committee (see Resource Guide 16, p. 76)
- Prepare to introduce speakers.



Sample Agenda (Meeting 4)

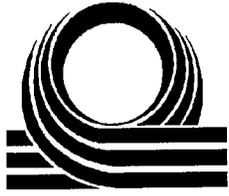
- 5 min. Welcome and Introductions — *Project Coordinator*
 - 30 min. Action Strategies Presented — *Issue Committees*
 - 50 min. Implementation and Feasibility of Strategies — *Technical Committee*
 - 10 min. Components of an Action Plan — *Facilitator*
 - 10 min. Formation of Action Plan Committee — *Facilitator*
 - 10 min. Public Involvement — *Public Input Committee*
 - 10 min. Wrap-Up — *Project Coordinator and Facilitator*
 - Adjourn Refreshments available
- Total meeting time: 2 hours to 2½ hours



After the Meeting (Meeting 4)

After the meeting, the project coordinator needs to meet with the action plan committee to clarify their task of writing the action plan (see Resource Guides 4 and 16, pp. 27 and 76). The public input committee will want to discuss how to present the plan to the community once a draft is available.

Resource Guide 15



Panel Discussion Questions

The following questions may be used by the facilitator in guiding the panel discussion.

1. Will the strategies identified by the issue committees move the community toward its desired future?
2. Are the action strategies feasible? Why or why not?
3. How will the strategies be carried out? Who will carry them out? What financial resources are needed and available?
4. Which actions are the responsibility of the local community and which are the responsibility of the state?
5. Is there a need for political advocacy at the local or state level? How will this be done?
6. Are the state's ISTEA requirements and expectations being met?

Resource Guide 16



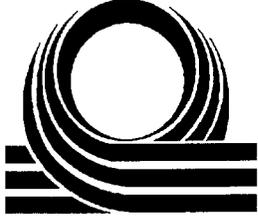
Action Plan Committee

Members

The action plan committee is made up of three members from each of the issue committees, members of the technical committee, and the project coordinator (12 to 15 people).

Responsibilities

- Draft the action plan by compiling all the information from the four meetings into a written document. It is suggested that this be done within one month. One person who has skills in writing should actually write this plan, but all members should assist in outlining the information for the plan. Refer to Resource Guide 4 (p. 27) for an outline of the plan.
- Present the document to county government officials, regional council of governments and the state department of transportation. The final recipients of this document are determined in part by the issues and strategies selected.



Action Plan Implementation

The Action Plan Committee will present the final plan to the governing boards and technical planning organizations involved in the Transportation Action program. This might include the county government, regional council of governments, or state department of transportation. The final recipients of the plan will be determined in part by the issues and strategies selected.

The public input committee will have its suggestions on how to involve the public in the final review of the plan. At a minimum, the plan itself, or highlights of the plan, should be printed in the local newspaper. The public input committee may also suggest a public meeting to discuss the alternative strategies and suggested actions. They should ensure that everyone in the community, including hard to reach populations, has had a chance to participate. Expanding the slide presentation developed for the second meeting to include action strategies would be a useful vehicle to give residents an image of the plan.

Options for Action

After the action plan is presented to the appropriate local authorities, the community, and the state department of transportation, the first step in the planning process will be completed. However, the community may wish to play an active role in the implementation of the plan. Suggested options for action include an annual review and update of the plan, and an assessment of the implementation of recommendations.

ISTEA calls for each state to develop a continuous planning process. The application of this process varies from state to state, but all are making some provision for evaluation and periodic updating of their long-range plans. Your local plans of action should be given consideration within the state transportation planning process as state plans are reviewed and revised. A major objective of a local or regional implementation team would be to input the results of your local action planning efforts into your state's long-range planning process.

One way of structuring such a process would be the formation of an advisory committee composed of participants in this planning process, who serve at the discretion of the community or county officials. Their charge would be to review, monitor and advise the officials on the implementation and update of the action plan; provide further consultation on the intent of the action plan; develop future public input processes as needed; and ensure the diverse needs of the community are being met. A committee of a regional council, a regional development organization, and a regional planning council could also be applied.

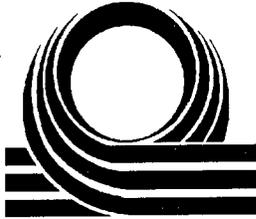
Another option is a regional action team. If neighboring communities have undertaken a similar planning process, they may want to join together to develop a regional transportation plan. The process outlined in this manual would be useful, with modification, to fit a larger geographic area. Regional planning agencies, councils of governments, or state departments of transportation districts are just a few of the potential facilitators for organizing such a regional process.

Monitoring Your Action Plan

The action plan should be reviewed on an annual basis to determine how well actions are being implemented, to review goals, and to revise any components of the plan. The sponsoring agency may want to take responsibility for this yearly check-up. Questions which should be asked include:

- Are the action steps still relevant? Do the actions need to be revised?
- What progress is the responsible agency making in meeting the goals?
- Is the time line still relevant or does it need to be revised?
- Are resources available to implement the actions?

Appendix A



ISTEA Overview

The Intermodal Surface Transportation Efficiency Act is a six year, \$155 billion program that gives states maximum flexibility to use federal transportation dollars according to state, not federal priorities. The purpose of ISTE A is clearly enunciated in its statement of policy: "to develop a National Intermodal Transportation System that is economically efficient, environmentally sound, provides the foundation for the Nation to compete in the global economy and will move people and goods in an energy efficiency manner." The provisions of ISTE A reflect these important policy goals. Some major features include:

- A National Highway System, consisting primarily of existing interstate routes and a portion of the primary system, is established to focus federal resources on roads that are the most important to interstate travel and national defense, roads that connect with other modes of transportation, and are essential for international commerce.
- State and local governments are given more flexibility in determining transportation solutions, whether transit or highways, and the tools of enhanced planning and management systems to guide them in making the best choices.
- The private sector is tapped as a source for funding transportation improvements. Restrictions on the use of federal funds for toll roads have been relaxed and private entities may even own such facilities.

- Highway funds are available for activities that enhance the environment, such as wetland banking, mitigation of damage to wildlife habitat, historic sites, activities that contribute to meeting air quality standards, a wide range of bicycle and pedestrian projects, and highway beautification.

The bill is covered in eight titles:

- Title I - Surface Transportation (related to highway)
- Title II - Highway Safety
- Title III - Federal Transit Act Amendments of 1991
- Title IV - Motor Carrier Act of 1991
- Title V - Intermodal Transportation
- Title VI - Research
- Title VII - Air Transportation
- Title VIII - Extension of Highway-Related Taxes and Highway Trust

Following are some of the important features of Title I and Title III.

Title I - Surface Transportation

This title covers matters relating mainly to highways, generally administered by the Federal Highway Administration. Some of the program funds are distributed through procedures that are significantly different from the formulas of the past. Layered on these differences are revised program eligibilities and requirements.

Programs

The Federal-Aid Highway Program had been directed primarily toward the construction and improvement of four federal-aid systems: interstate, primary, secondary and urban. Now, instead of four federal-aid systems, there are two: the National Highway System and the Interstate System, which is a component of the NHS. Also, a new block grant type program, the Surface Transportation Program, will be available for all roads not functionally classified as local or rural minor collector.

National Highway System

The National Highway System was developed by the Department of Transportation in cooperation with the States, local officials and metropolitan planning organizations. The DOT proposed the system to Congress on December 9, 1993, as

required by the ISTEA. The system approved by Congress reflects modifications agreed upon by the DOT and Congress as of November 13, 1995. As of that date, the system consisted of 160,955 miles and includes the Interstate System as well as other roads important to the Nation's economy, defense and mobility. The NHS Designation Act of 1995 was signed by President Clinton on November 28, 1995.

The NHS is a dynamic system that can change in response to future travel and trade demands. The NHS legislation permits the DOT Secretary to approve modifications to the system (except connection to major intermodal terminals), without congressional approval. The State must cooperate with local and regional officials in proposing the modifications. In metropolitan areas the local and regional officials shall act through the metropolitan planning organization.

Within 180 days of enactment, the Secretary must send to Congress proposed NHS connections to major intermodal facilities (e.g., ports, airports and rail terminals). There will be a one-time congressional approval of the intermodal connections. Following approval by Congress, the Secretary may modify the connections proposed by the States in cooperation with MPOs and local and regional officials. Until approved by Congress, the Secretary may approve projects using NHS funds on connections to intermodal terminals that meet the criteria established by the Secretary.

Interstate System

Although a part of the NHS, the interstate system will retain its separate identity and will receive separate funding. Provided is: complete funding of interstate construction; interstate substitute highway projects; and an interstate maintenance program that finances projects to rehabilitate, restore and resurface the interstate system. Reconstruction is also eligible if it does not add capacity. However, high-occupancy-vehicle and auxiliary lanes can be added.

Surface Transportation Program

The Surface Transportation Program is a new block grant type program that may be used by the states and localities for any roads (including NHS) that are not functionally classified as local or rural minor collectors. These roads are now collectively referred to as federal-aid roads. Bridge projects paid for with STP funds are not restricted to federal-aid roads but may be on any public road. Transit capital projects are also eligible under this program.

The total funding for the STP over the six years is \$23.9 billion. However, this level may be augmented by the transfer of funds from other programs and by the equity funds which may be used as if they were STP funds. In addition, Minimum Allocation funds may be used for STP projects, as well as for projects under certain other categories.

Other funds are distributed to the states and each state must set aside 10 percent for safety construction activities, and 10 percent for transportation enhancements. Some of the eligible enhancement activities include a broad range of environmental-related activities; pedestrian and bicycle facilities; rehabilitation of historic transportation facilities; scenic and historic highway programs; and landscaping. The state must divide 50 percent of the funds by population between each of its areas over 200,000 and the remaining areas of the state. The remaining 30 percent can be used in any area of the state. Areas of 5,000 population or less are guaranteed an amount based on previous Secondary funding.

Other Important Provisions

Statewide Planning

In both rural and urban areas, the only way that ISTEA's funding mechanisms can be implemented is through a set of local and state transportation plans. Highway and transit projects must be in these plans; projects that are not listed in the plans will not be funded. The Metropolitan Transportation Improvement Program are short-term planning documents that specify the transportation activities that will be taking place during the period they cover, and identify the funding resources that will be used to carry out these activities, including any funds transferred using ISTEA's flexible funding provisions.

In developing the transportation improvement programs, Metropolitan Planning Organizations are required to provide citizens, affected public agencies, and other interested parties reasonable opportunities to comment on activities proposed for inclusion in TIPs. Neither FTA nor FHWA will review TIPs. However, projects must be incorporated into approved statewide plans in order to be funded.

The Statewide Transportation Improvement Program is a new provision under ISTEA. This is the most critical component in ISTEA's planning and funding process. Every single activity that is to receive federal highway or transit funding must appear on an approved STIP. STIPs must also be

developed with a high level of public participation and be consistent with the long-range plan. The states' funds that are earmarked for planning and research under the Act are available to carry out the statewide planning requirements, with some conditions. Statewide planning also is an eligible activity under the NHS and STP.

Management Systems

The National Highway System Designation Act of 1995 suspended the management systems requirements. The States may choose not to implement in whole or in part any of the management systems required under ISTEA. The Secretary may not impose the 10 percent penalty on funds if the State elects this option. The Comptroller General, in cooperation with the States, is required to report to Congress by October 1, 1996 recommending to what extent the management systems should be implemented.

Title III - Federal Transit Act Amendments of 1991

Even though the transit formula and discretionary programs requirements and program structure remain basically unchanged from previous law, they still achieve such objectives as transit and highway funding flexibility and identical matching shares, rail modernization funding by formula, increased use of the trust fund, and an expanded research program. However, a number of programs, including planning and research are now funded as percentage takedowns from the total amount of funding provided rather than as separate line items.

With a new awareness that public transportation is vital to all citizens, urban and rural, the agency which had been called the Urban Mass Transportation was renamed the Federal Transit Administration.

Transit Formula Programs

Section 18

ISTEA mandated that a portion of FTA's Section 18 rural transit funds be set aside every year to support rural intercity bus transportation. States can use funds from this program, known as Section 18(i), in a variety of ways, including operating subsidies to preserve intercity service to rural areas by major carriers and supporting intercity and feeder services of local rural transit providers. A new requirement is that a state must use 15 percent of the

funds it receives in FY 1994, and thereafter, for intercity bus service projects, unless the state certifies that intercity bus needs have been met. If the needs have been met, then this allows the state to use Section 18(i) funds for local rural transit activities.

Section 16

The Section 16(b)(2) program provides transportation services for elderly and disabled persons. Two significant changes arose due to ISTEA. One change was to allow public bodies to receive Section 16 assistance if they are the lead agency in a coordinated transportation system that included participation by private nonprofit agencies. The second change was to allow Section 16 funds to be used to purchase transportation services from other providers, as long as the funds were used only to cover the capital costs of these purchase-of-service agreements.

Section 9

The Section 9 formula grant program makes funds available on the basis of a statutory formula to all urbanized areas in the country. For the first time, Section 9 funds may be used for highway projects in Transportation Management Areas (all areas over 200,000 and any other areas which the governor requests), if all needs related to the Americans with Disabilities Act are met, the MPO approves, and there is a balanced local approach to funding highways and transit.

Section 3

The Section 3 Discretionary and Formula Capital Program continues to be the primary source of capital assistance for rail projects, buses and bus facilities. However, Section 3 now has the same federal matching ratios as all other FTA and FHWA capital assistance programs. Under ISTEA, FTA will now fund as much as 80 percent of the cost of capital projects receiving Section 3 assistance. Moreover, FTA can fund as much as 90 percent of the additional capital costs of complying with the ADA or the Clean Air Act.

Section 26

Funds for FTA-supported transit planning, research and technical assistance formerly were appropriated according to each distinct section of the Federal Transit Act authorizing these activities. Under ISTEA, funding for former Section

6 (research), Section 8 (planning), Section 10 (managerial training), Section 11 (university research), Section 18(h) (rural transit training and technical assistance) and Section 20 (human resource) programs has been combined into a new Section 26 formula funding program. Section 26 funds are allocated to activities such as: metropolitan transit planning; the state component of FTA's Rural Transit Assistance Project, or RTAP; state-level transit planning, training and research; an independent Transit Cooperative Research Program; and national transit planning and research.

ISTEA Planning Requirements

The Intermodal Surface Transportation Efficiency Act of 1991 transformed federal transportation policy and state funding allocations. ISTEA now delegates to the states the primary responsibility for planning, building, and operating the surface transportation system. ISTEA requires a state-wide planning process, a statewide transportation plan, and a statewide transportation improvement program.

The statewide transportation improvement program must include all projects in the state proposed for funding with federal funds and must be consistent with the long-range plan. The states' funds that are earmarked for planning and research under the Act are available to carry out the state-wide planning requirements with some conditions. State-wide planning is an eligible activity under the National Highway System and Surface Transportation Program.

Transportation under ISTEA is no longer the sole responsibility of the U.S. DOT and state transportation departments, but now requires the involvement of local government, communities, interest groups, associations, regional government entities, and citizens. Local input is required at the very early stages of the planning process, and the state department of transportation must indicate to the U.S. DOT that public input has been actively sought and is part of the state transportation plan. For the first time, communities can have real input into shaping their transportation system.

ISTEA did not merely off-load responsibilities to the states. It requires a broadened, more comprehensive approach to transportation planning that embodies new governance concepts. These new concepts are not just buzz words, but govern the implementation of ISTEA, and affect the way the transportation system in your state is shaped. This enhanced opportunity gives the state DOT, local govern-

ments, and citizens at the grassroots level a chance to tailor their transportation programs in a way that efficiently and effectively responds to their specific transportation needs.

ISTEA encourages participation from all levels of government. The Act does not specify the mechanism for local participation, so each state is developing its own process. The first step that communities can take is to contact their state transportation agency, which is responsible for compiling the state's TIP. Projects must be on a state's TIP to be considered for funding under ISTEA.

Statewide Transportation Planning Process Factors

ISTEA insists that states shall, at a minimum, explicitly consider, analyze as appropriate and reflect in the planning process, 23 factors in conducting its continuing statewide transportation planning process. A few of these factors are:

- The transportation needs of nonmetropolitan areas (areas outside of Metropolitan Planning Organization planning boundaries) through a process that includes consultation with local elected officials with jurisdiction over transportation.
- Recreation travel and tourism.
- Methods to expand and enhance appropriate transit services and to increase the use of such services (including commuter rail).
- Long-range needs of the state transportation system for movement of persons and goods.
- Investment strategies to improve adjoining state and local roads that support rural economic growth and tourism development, federal agency renewable resources management, and multipurpose land management practices, including recreation development.
- The concerns of Indian tribal governments having jurisdiction over lands within the boundaries of the state.

Public Involvement

According to ISTEA, public involvement processes shall be proactive and provide complete information, timely public notice, full public access to key decisions, and opportunities for early and continuing involvement. The processes shall provide for the following items:

- Early and continuing public involvement opportunities throughout the transportation planning and programming process.
- Timely information about transportation issues and processes.
- Reasonable public access to technical and policy information used in the development of the plan and TIP.
- Adequate public notice of public involvement activities and time for public review and comment at key decision points, including but not limited to action on the plan and TIP.
- A process for demonstrating explicit consideration and response to public input during the planning and program development process.
- A process for seeking out and considering the needs of those traditionally underserved by existing transportation systems, such as low-income and minority households which may face challenges accessing employment and other amenities.
- Periodic review of the effectiveness of the public involvement process to ensure that the process provides full and open access to all and revision of the process as necessary.

During initial development and major revisions of the statewide transportation plan, the state shall provide citizens, affected public agencies and jurisdictions, employee representatives of transportation and other affected agencies, private and public providers of transportation, and other interested parties a reasonable opportunity to comment on the proposed plan. The proposed plan shall be published, with reasonable notification of its availability, or otherwise made readily available to public review and comment. The time provided for public review and comment for minor revisions to the statewide transportation plan or statewide transportation improvement program will be determined by the state and local officials based on the complexity of the revisions.

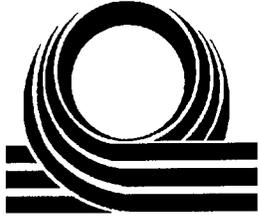
The state shall, as appropriate, provide for public comment on existing and proposed procedures for public involvement throughout the statewide transportation planning and programming process. As a minimum, the state shall

publish procedures and allow 45 days for public review and written comment before the procedures and any major revisions to existing procedures are adopted. The public involvement process will be considered by the Federal Highway Administration and the Federal Transit Administration as they make the planning required to assure that full and open access is provided to the decision making process.

The approach and philosophy taken by FHWA and FTA is that the planning process is open to all and should provide the opportunity to those desiring to participate to do so. It is up to the participating parties to define a process which provides the opportunity for participation for the interested parties, which include private sector providers of both freight and passenger transportation.

To meet ISTEA planning requirements, rural communities must provide information on a broad array of transportation requirements, including transit and highway needs; place those needs within a broader, regional transportation perspective; consider factors such as social, economic, energy, and environmental effects of transportation decisions; and provide an intermodal and comprehensive approach to meeting their transportation needs.

Appendix B



State Planning Coordinators

Alabama

George Ray
Transportation Planning Engineer
Department of Transportation
1409 Coliseum Blvd.
Montgomery, AL 36130
(334) 242-6438

Larry Lockett
Research and Development Engineer
Department of Transportation
1409 Coliseum Blvd.
Montgomery, AL 36130
(334) 206-2200

Alaska

Tom Brigham
Director, Headquarters Plans, Programs and Budget
Department of Transportation and Public Facilities
3132 Channel Dr.
Juneau, AK 99801-7898
(907) 465-6978

Matthew K. Reckard
Research Applications Engineer
Department of Transportation and Public Facilities
3132 Channel Dr.
Juneau, AK 99801-7898
(907) 465-6951

Arizona

A. Wayne Collins
Director, Transportation Planning Division
Department of Transportation
206 S. 17th Ave.
Phoenix, AZ 85007
(602) 255-7431

Larry Scofield
Manager, Arizona Transportation Research Center
Department of Transportation
206 S. 17th Ave., 075R
Phoenix, AZ 85007
(602) 407-3130

Arkansas

Steve Teague
Assistant Chief Engineer, Planning
State Highway and Transportation Department
P.O. Box 2261
9500 New Benton Highway
Little Rock, AR 72203
(501) 569-2241

Tom Harrell
Chief, Planning and Research Division
State Highway and Transportation Department
P.O. Box 2261
9500 New Benton Highway
Little Rock, AR 72203
(501) 569-2103

California

Brian Smith
Chief, Division of Transportation Planning
Department of Transportation
1120 N St., Mail Station 32
Sacramento, CA 95814
(916) 445-7111

Martha Tate Glass
Program Manager, Transportation System Information
Department of Transportation
1120 N St., Mail Station 38
Sacramento, CA 95814
(916) 654-6228

Colorado

Harvey R. Atchison
Director, Division of Transportation Development
State Department of Highways
4201 E. Arkansas Ave.
Denver, CO 80222
(303) 757-9525

Rich Griffin
Research Engineer, Research Coordination Branch
State Department of Highways
4201 E. Arkansas Ave.
Denver, CO 80222
(303) 757-9506

Connecticut

Richard Martinez
Chief of Planning, Bureau of Planning
Department of Transportation
24 Wolcott Hill Rd.
Wethersfield, CT 06109
(203) 566-5214

Dr. Charles Dougan
Director of Research and Materials
Department of Transportation
280 West St.
Rocky Hill, CT 06067
(860) 258-0372

Delaware

Gene Abbot
Director, Office of Planning
Department of Transportation
P.O. Box 778
Dover, DE 19903
(302) 739-3056

Wayne Kling
Chief, Materials and Research
Department of Transportation
P.O. Box 778
Dover, DE 19903
(302) 739-4852

District of Columbia

Larry King
Director, Office of Policy and Planning
Department of Public Works
2000 14th St. N.W.
Washington, DC 20009
(202) 939-8012

Florida

Ysela Llort
Director, Division of Planning and Programming
Department of Transportation
Haydon Burns Building
605 Suwannee St.
Tallahassee, FL 32399-0450
(904) 488-3329

Richard Long
Director, Transportation Research Center
Department of Transportation
2006 N.E. Waldo Rd.
Gainesville, FL 32609
(904) 372-5304

Georgia

George Boulineau
Division Director, Planning and Programming
Department of Transportation
No. 2 Capitol Square
Atlanta, GA 30334
(404) 656-0610

Ronald Collins
State Materials and Research Engineer
Department of Transportation
15 Kennedy Dr.
Forest Park, GA 30050

Hawaii

Julia Tsumotojin
Director, Statewide Transportation Planning Office
Highways Division
Department of Transportation
600 Kapiolani Blvd.
Honolulu, HI 96813
(808) 587-1845

Ronald Tsuzuki
Chief, Planning Branch Highway Division
Highways Division
Department of Transportation
600 Kapiolani Blvd.
Honolulu, HI 96813
(808) 587-1830

Idaho

Lee Ray Mickelson
Transportation Planning and Program Manager
State of Idaho Transportation Department
3311 W. State St.
P.O. Box 7129
Boise, ID 83707
(208) 334-8203

Bob Smith
Assistant Materials Engineer/Research Supervisor
State of Idaho Transportation Department
3311 W. State St.
P.O. Box 7129
Boise, ID 83707
(208) 334-8437

Illinois

Linda Wheeler
Director, Office of Planning and Programming
Department of Transportation
Administration Building
2300 S. Dirksen Parkway
Springfield, IL 62764
(217) 782-6289

Eric E. Harm
Engineer of Physical Research
Department of Transportation
126 E. Ash St.
Springfield, IL 62704
(217) 782-6732

Indiana

Robert Woods
Chief, Roadway Management
Indiana Department of Transportation
Indiana Government Center North
100 North Avenue
Indianapolis, IN 46204
(317) 232-5359

Gunnar J. Rorbakken
Chief, Transportation Planning
Indiana Department of Transportation
Indiana Government Center North
100 North Avenue
Indianapolis, IN 46204
(317) 232-5473

Iowa

Dennis Tice
Director, Planning and Program
Department of Transportation
800 Lincoln Way
Ames, IA 50010
(515) 239-1661

Ian MacGillivray
Director, Engineering Division
Department of Transportation
800 Lincoln Way
Ames, IA 50010
(515) 239-1646

Kansas

Deb Miller
Director, Division of Planning and Development
Department of Transportation
State Office Building, 7th Floor
Topeka, KS 66612
(913) 296-2252

Terry Heidner
Chief, Bureau of Transportation Planning
Department of Transportation
State Office Building, 7th Floor
Topeka, KS 66612
(913) 296-2252

Kentucky

Bill Monhollan
Research Coordinator
Transportation Cabinet
State Office Building, High Street
Frankfort, KY 40622
(502) 564-3730

John Carr
Assistant State Highway Engineer for Planning
Transportation Cabinet
State Office Building, High Street
Frankfort, KY 40622
(502) 564-3730

Louisiana

Coan J. Bueche
Director, Traffic and Planning Division
Department of Transportation and Development
P.O. Box 94245
8900 C St.
Baton Rouge, LA 70804-9245
(504) 358-9131

Joseph Baker
Director, Louisiana Transportation Research Center
Department of Transportation and Development
P.O. Box 94245
8900 C St.
Baton Rouge, LA 70804-9245
(504) 767-9131

Maine

Paul Minor
Director, Bureau of Planning
Department of Transportation
Transportation Building
Augusta, ME 04333
(207) 289-3131

Warren T. Foster
Engineer of Technical Services
Department of Transportation
Transportation Building
Augusta, ME 04333
(207) 289-2151

Maryland

Fred Rappe
Acting Director, Office of Systems
Planning and Evaluation
Department of Transportation
P.O. Box 8755
BWI Airport
Baltimore, MD 21240
(410) 859-7333

Neil Pedersen
Director, Planning and Preliminary Engineering
State Highway Administration
707 N. Calvert St.
P.O. Box 717
Baltimore, MD 21203
(410) 333-1110

Massachusetts

Daniel F. Beagan
Director, Bureau of Transportation Planning
and Development
Highway Department
Transportation Building
10 Park Plaza
Boston, MA 02116-3973
(617) 973-7877

Walter Kondo
Research/Computer Support Manager
Highway Department
Transportation Building
10 Park Plaza
Boston, MA 02116-3973
(617) 973-7314

Michigan

Louis Lambert
Deputy Director, Bureau of Transportation Planning
Department of Transportation
State Highway Building
P.O. Box 30050
425 W. Ottawa
Lansing, MI 48909
(517) 373-0343

John Venturino
Manager, Federal Programs
Department of Transportation
State Highway Building
P.O. Box 30050
425 W. Ottawa
Lansing, MI 48909
(517) 335-2969

Minnesota

Eugene E. Ofstead
Assistant Commissioner, Transportation Research
and Investment Management Division
Department of Transportation
Room 417, 395 John Ireland Blvd.
St. Paul, MN 55155
(612) 296-1344

Bob Benke
Director of Research Administration
Office of Research Administration
Ford Building
117 University Ave.
St. Paul, MN 55155
(612) 282-2267

Mississippi

Marlin D. Collier
Division Engineer, Planning Division
Department of Transportation Building
401 N. West St.
P.O. Box 1850
Jackson, MS 39215-1850
(601) 359-7685

Alfred B. Crawley
Research and Development Engineer,
Research and Development Division
Department of Transportation Building
401 N. West St.
P.O. Box 1850
Jackson, MS 39215-1850
(601) 359-7650

Missouri

J.T. Yarnell
Division Engineer, Planning
Highway and Transportation Department
State Highway Building
East Capital and Jefferson
P.O. Box 270
Jefferson City, MO 65102
(314) 751-3758

Keith McGowan
Planning Systems Support Engineer
Highway and Transportation Department
State Highway Building
East Capital and Jefferson
P.O. Box 270
Jefferson City, MO 65102
(314) 751-4641

Montana

Patricia Saindon
MDT Administrator, Transportation Planning Division
Department of Highways
2701 Prospect Ave.
Helena, MT 59620
(406) 444-3103

Robert A. Garber
Supervisor, Research Section, Materials Bureau
Department of Highways
2701 Prospect Ave.
Helena, MT 59620
(406) 444-6269

Nebraska

Tom Wais
Deputy Director, Planning and Administration
Department of Roads
P.O. Box 94759
1500 Nebraska Highway #2
Lincoln, NE 68509
(402) 479-4671

Ken Sieckmeyer
Transportation Planning Manager
Department of Roads
P.O. Box 94759
1500 Nebraska Highway #2
Lincoln, NE 68509
(402) 479-4519

Nevada

Tom Fronapfel
Director, Planning
Department of Transportation
1263 S. Stewart St.
Carson City, NV 89712
(702) 687-5440

D. Keith Maki
Chief, Research Division
Department of Transportation
1263 S. Stewart St.
Carson City, NV 89712
(702) 687-3446

New Hampshire

Ansel N. Sanborn
Administrator, Bureau of Transportation Planning
Department of Transportation
P.O. Box 483
John O. Morton Building, Hazen Dr.
Concord, NH 03302-0483
(603) 271-3344

Alan Rawson
Administrator, Bureau of Materials and Research
Department of Transportation
P.O. Box 483
John O. Morton Building, Hazen Dr.
Concord, NH 03302-0483
(603) 271-3151

New Jersey

William S. Beetle
Director, Transportation System Planning
Department of Transportation
1035 Parkway Ave.
Trenton, NJ 08625
(609) 530-2090

Richard Hollinger
Acting Manager, Bureau of Research and Demonstration
Department of Transportation
1035 Parkway Ave.
Trenton, NJ 08625
(609) 292-1991

New Mexico

Ron Forte
Deputy Secretary, Transportation Planning
and Programming
State Highway and Transportation Department
P.O. Box 1149
1120 Cerrillos Rd.
Santa Fe, NM 87504-1149
(505) 827-5549

Elmore Dean
Planning Division Director
State Highway and Transportation Department
P.O. Box 1149
1120 Cerrillos Rd.
Santa Fe, NM 87504-1149
(505) 827-5540

New York

Louis Rossi
Director, Planning Division
State Department of Transportation
1220 Washington Ave.
Albany, NY 12232
(518) 457-1965

Robert Perry
Director, Engineering Research and Development Bureau
State Department of Transportation
122- Washington Ave.
Albany, NY 12232
(518) 457-5826

North Carolina

L.J. Ward
Manager, Planning and Research Branch
Department of Transportation, Division of Highways
State Highway Building
Box 25201
1 S. Wilmington St.
Raleigh, NC 27611
(919) 733-3141

M.P. Strong
State Research Engineer
Department of Transportation, Division of Highways
State Highway Building
Box 25201
1 S. Wilmington St.
Raleigh, NC 27611
(919) 733-9770

North Dakota

Duane R. Bentz
Planning Engineer
Department of Transportation
600 East Blvd.
Bismarck, ND 58505
(701) 224-2673

Darcy R. Rosendahl
Geotechnical and Research Engineer
Department of Transportation
600 East Blvd.
Bismarck, ND 58505
(701) 221-6903

Ohio

John Platt
Assistant Director, Transportation Modes
Department of Transportation
Department of Transportation Building
25 S. Front St.
Columbus, OH 43215
(614) 466-8990

Gordon D. Proctor
Administrator, Office of Planning
and Environmental Services
Department of Transportation
Department of Transportation Building
25 S. Front St.
Columbus, OH 43215
(614) 644-7085

Oklahoma

Roger Driskill
Planning Engineer
Department of Transportation
Oklahoma Department of Transportation Building
200 N.E. 21st St.
Oklahoma City, OK 73105
(405) 521-2175

C. Dwight Hixon
Research Engineer
Department of Transportation
Oklahoma Department of Transportation Building
200 N.E. 21st St.
Oklahoma City, OK 73105
(405) 521-2671

Oregon

Michal Wert
Manager, Transportation Development Branch
Department of Transportation
Transportation Building
Capital and Center Streets
Salem, OR 97310
(503) 986-3419

Ron Schaadt
Manager, Planning Section
Department of Transportation
Transportation Building
Capital and Center Streets
Salem, OR 97310
(503) 986-4114

Pennsylvania

Larry King
Deputy Secretary for Planning
Department of Transportation
1200 Transportation and Safety Building
Commonwealth Ave. and Forster St.
Harrisburg, PA 17120
(717) 787-3154

Robert A. Garrett
Research Manager
Department of Transportation
1200 Transportation and Safety Building
Commonwealth Ave. and Forster St.
Harrisburg, PA 17120
(717) 787-6376

Puerto Rico

Antonio R. Arroyo
Director of Planning
Department of Transportation and Public Works
Highway Authority
P.O. Box 3909
Government Center, Diego Ave.
San Juan, PR 00936
(809) 729-1580

Wilfredo Castro
Director of Technical Investigations Office
Department of Transportation and Public Works
Highway Authority
P.O. Box 3909
Government Center, Diego Ave.
San Juan, PR 00936
(809) 798-3940

Rhode Island

Edmond T. Parker Jr.
Chief Design Engineer, Planning
and Management Systems
Department of Transportation
2 Capitol Hill
Providence, RI 02903
(401) 277-2023

Colin Franco
Managing Engineer for Research and Technology
Department of Transportation
2 Capitol Hill
Providence, RI 02903
(401) 277-4955

South Carolina

J.Y. Campbell
Director of Planning
Department of Highways and Public Transportation
P.O. Box 191
955 Park St.
Columbia, SC 29202
(803) 737-1444

Richard M. Stewart
Research and Materials Engineer
Department of Highways and Public Transportation
P.O. Box 191
955 Park St.
Columbia, SC 29202
(803) 737-6681

South Dakota

James H. Jenssen
Director, Division of Planning
Department of Transportation
700 Broadway Ave. E.
Pierre, SD 57501
(605) 773-3174

David L. Huft
Research Manager
Department of Transportation
700 Broadway Ave. E.
Pierre, SD 57501
(605) 773-3292

Tennessee

Glenn A. Beckwith
Director, Planning Division
Department of Transportation
James K. Polk Building
505 Deaderick St.
Nashville, TN 37219
(615) 741-3412

Mike Presley
Research Coordinator
Department of Transportation
James K. Polk Building
505 Deaderick St.
Nashville, TN 37219
(615) 741-5025

Texas

Alvin Luedecke Jr.
Director of Transportation Planning and Programming
Department of Transportation
P.O. Box 5051
Building 1 - Camp Hubbard
40th Street at Jackson
Austin, TX 78763
(512) 465-7346

Augustin Chavez
Director of Intermodal Planning
Department of Transportation
P.O. Box 5051
Building 1 - Camp Hubbard
40th Street at Jackson
Austin, TX 78763
(512) 465-7466

Utah

John Quick
Engineer for Transportation Planning
Department of Transportation
4501 South 2700 West
Salt Lake City, UT 84119
(801) 965-4377

Douglas Anderson
Research Division Director
Department of Transportation
4501 South 2700 West
Salt Lake City, UT 84119
(801) 965-4303

Vermont

Jeffrey F. Squires
Director of Planning
Agency of Transportation
133 State St.
Montpelier, VT 05602
(802) 828-3441

Robert F. Cauley
Materials and Research Engineer
Agency of Transportation
133 State St.
Montpelier, VT 05602
(802) 828-2561

Virginia

Claude D. Garver Jr.
Assistant Commissioner for Planning and Programming
Department of Transportation
1221 E. Broad St.
Richmond, VA 23219
(804) 786-1476

William Jeffrey
Act. Transportation Planning Division Administrator
Department of Transportation
1221 E. Broad St.
Richmond, VA 23219
(804) 786-7352

Washington

James P. Toohey
Assistant Secretary, Public Transportation and Planning
State Department of Transportation
Highway Administration Building
Maple Park at Franklin
Olympia, WA 98504
(206) 705-7929

Marty D. Pietz
Director of Research
State Department of Transportation
Highway Administration Building
Maple Park at Franklin
Olympia, WA 98504
(206) 705-7974

West Virginia

Paul F. Wilkinson
Director of Planning, Research and
Environmental Services Division
Department of Transportation
1900 Kanawha Blvd. E., Building 5
Charleston, WV 25305-0430
(304) 558-3156

T.V. Ramakrishna
Head of Research and Special Studies
Department of Transportation
1900 Kanawha Blvd. E., Building 5
Charleston, WV 25305-0430
(304) 558-3168

Wisconsin

Thomas Walker
Administrator, Division of Planning
Department of Transportation
4802 Sheboygan Ave.
Madison, WI 53707
(608) 266-6479

Arnold Mohiman
Chief Applied Research Engineer
Department of Transportation
Division of Highways and Transportation Services
3502 Kinsman Blvd.
Madison, WI 53704
(608) 246-7930

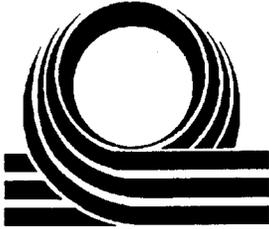
Wyoming

Gary Carver
Assistant Chief Engineer for Planning and Administration
Department of Transportation
P.O. Box 1708
Cheyenne, WY 82003-1708
(307) 777-4484

G. Spencer Garrett
State Planning Engineer
Department of Transportation
P.O. Box 1708
Cheyenne, WY 82003-1708
(307) 777-4412



Overhead 1

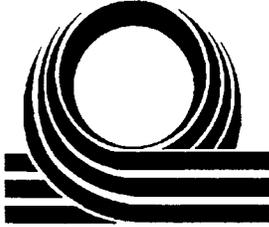


Transportation Action - NCRCD

The purpose of the Orientation Meeting is:

- To provide participants with an orientation to the Transportation Action Model, the process involved and the expected outcomes.
- To provide participants with a better understanding of the interdependency between transportation and the community's development.
- To build the capacity of the local community to plan and act.

Overhead 2



Transportation Action - NCRCD

Agenda - Meeting 1

- 10 min. Welcome and Introductions
- 20 min. Get Acquainted Exercise
- 30 min. What is ISTEA?
- 10 min. Overview of the TAM
- 30 min. Transportation and Development in the Community
- 15 min. Committee Formation and Charge
- 10 min. Wrap-up

Overhead 3



Transportation Action - NCRCD

Get Acquainted Exercise

- What is your name, community, occupation?
- What is your interest in transportation as it relates to improving your community?
- What one issue do you hope will be addressed by the TAM?

Overhead 4



Transportation Action - NCRCRD

Overview of the Transportation Action Model

1. Community Identification and Selection
2. Sponsoring Agency Commitment
3. Getting Started: Preparing for the Program
4. Orientation Meeting (Meeting 1)
5. Committee Meetings
6. A Look at Today's Transportation System (Meeting 2)

Overhead 5



Transportation Action - NCRCRD

Overview of the Transportation Action Model continued...

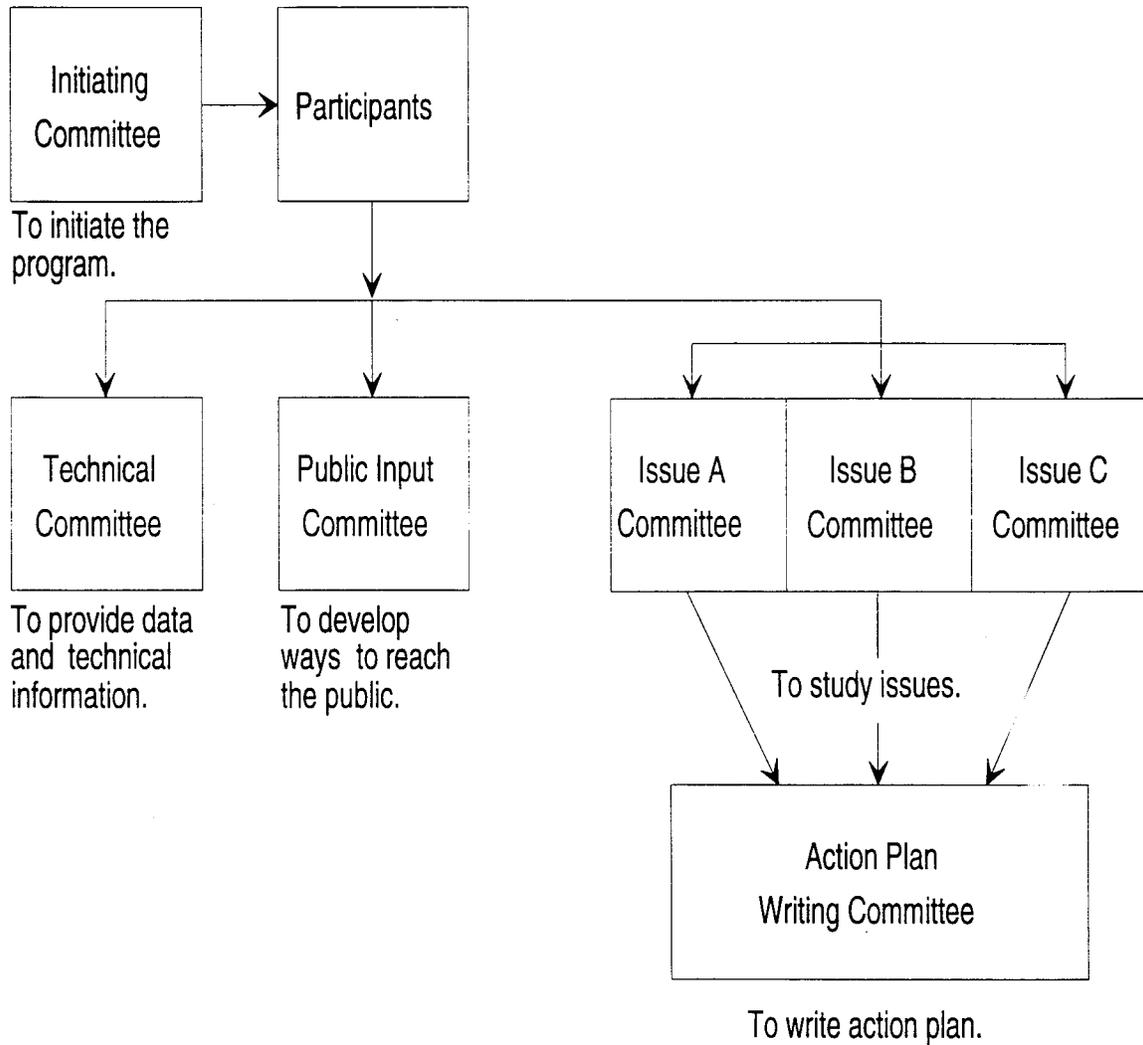
7. Issue Task Forces Meet
8. A Vision for the Community's
Transportation Future (Meeting 3)
9. Issue Task Forces Meet
10. Developing a Transportation
Action Plan (Meeting 4)
11. Writing the Transportation
Action Plan
12. Final Plan Presentation

Overhead 6

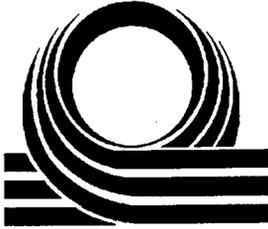


Transportation Action - NCRCRD

Committee Structure



Overhead 7



Transportation Action - NCRCD

The Action Planning Process

Step		Week
1	Community Identification and Selection	1
2	Sponsoring Agency Commitment	2
3	<pre> graph LR A((Initiating Committee Selected)) --- B((Coordinator and Facilitator Selected)) B --- C((Participants Recruited)) </pre>	3
		4
		5
		6
		7
4	Orientation Meeting (Meeting 1)	8
5	<pre> graph LR A((Technical Committee Meets)) --- B((Public Input Committee Meets)) </pre>	9
		10
		11

Overhead 8



Transportation Action - NCRCD

The Action Planning Process continued...

Step		Week
6	A Look at Today's Transportation System (Meeting 2)	12
7		13
		14
8	A Vision for the Community's Transportation Future (Meeting 3)	15
9		16
		17
10	Developing a Transportation Action Plan (Meeting 4)	18
11	Writing the Transportation Action Plan	19
		20
12	Final Plan Presentation	21

Overhead 9



Transportation Action - NCRCRD

Components of an Action Plan

1. Introduction
2. Problem Identification and Objectives
3. Vision
4. Critical Transportation Issues
5. Action Strategies
6. Review and Monitor
7. Conclusion

Overhead 10



Transportation Action - NCRCD

Technical Committee

The technical committee consists of five to seven individuals who have the expertise or can assemble information necessary for the planning process. The members of this committee are viewed as the professionals and experts in transportation.

Overhead 11

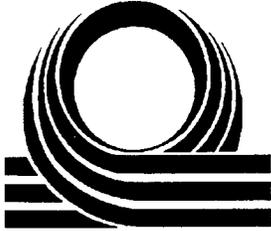


Transportation Action - NCRCD

Information and Data to be Assembled by the Technical Committee

The purpose for assembling this information is to provide participants with enough knowledge about trends and characteristics of the community and of the transportation system that they can make informed judgments.

Overhead 12



Transportation Action - NCRCD

Public Input Committee

The public input committee consists of five to seven individuals who are interested in keeping the community informed and involved in the Transportation Action Model. People with skills in journalism, marketing or public relations would be most useful on this committee.

Overhead 13



Transportation Action - NCRCD

Slide Show Guidelines

1. Brainstorm
2. Write the Script
3. Make a List of Needed Slides
4. Take the Photographs
5. Select the Slides
6. Practice
7. Add Recorded Audio (Optional)

Overhead 14



Transportation Action - NCRCD

The purpose of the second meeting, *A Look at Today's Transportation System*, is to familiarize participants with the community and current transportation systems, and with trends and characteristics of the community as it relates to the transportation system.

Overhead 15

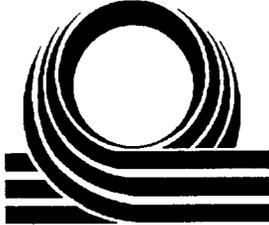


Transportation Action - NCRCD

Agenda - Meeting 2

- 5 min. Welcome and Introductions
- 30 min. Trends in the Community
- 20 min. Our Transportation System:
A Slide Show
- 20 min. Review Existing
Transportation Plans
- 30 min. Identification of Critical Issues
- 10 min. Total Group Selection
of Critical Issues
- 10 min. Formation of Issue Committees
- 10 min. Wrap-up

Overhead 16

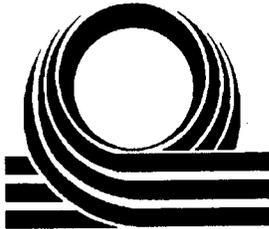


Transportation Action - NCRCD

Identification of Critical Issues

Write down the most critical transportation issues facing your community.

Overhead 17

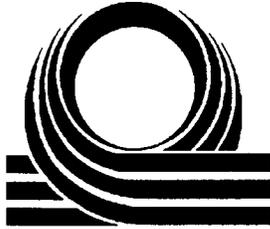


Transportation Action - NCRCD

Total Group Selection of Critical Issues

Red = 1st priority
Blue = 2nd priority
Yellow = 3rd priority

Overhead 18



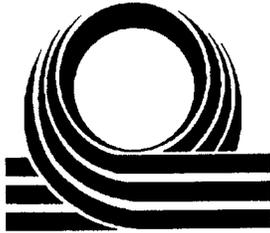
Transportation Action - NCRCRD

Issue Committees

An issue committee consists of five to seven people who are interested in clarifying an identified problem and determining what can be done.

- Define Problem
- Analyze Situation
- Identify Forces Related to Reaching Desired Outcomes
- Brainstorm Alternative Strategies to Reach Desired Outcome

Overhead 19



Transportation Action - NCRCD

The purpose of the third meeting is to build a vision of what the community's transportation system could be.

Overhead 20

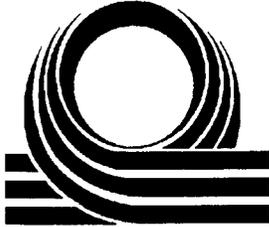


Transportation Action - NCRCRD

Agenda - Meeting 3

- 5 min. Welcome and Introductions
- 30 min. Report from Issue Committees
- 10 min. Futures Quotient (optional)
- 20 min. Hi! Welcome to the Year 2015
- 10 min. Report from Small Groups
- 10 min. Best Case/Worst Case Scenario
- 10 min. Realistic, Preferred Future
- 20 min. Relationship of Future Scenario and Priority Issues
- 30 min. Examining Spheres of Influence
- 10 min. Wrap-up

Overhead 21



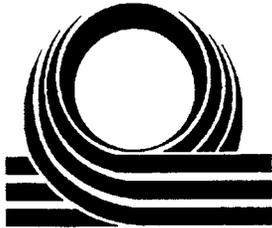
Transportation Action - NCRCD

Circle the point score for each answer.
Your total point score is your FQ.

	F	U	T	U ₂	R	E
1.	0	3	5	5	2	0
2.	5	4	3	2	1	0
3.	3	5	3	2	1	0
4.	5	4	3	2	1	0
5.	0	1	2	3	4	5
6.	5	4	3	2	1	0
7.	0	0	1	3	4	5
8.	5	4	3	2	1	0
9.	0	3	5	4	2	0
10.	1	2	3	3	4	5
11.	2	4	3	2	1	0
12.	1	2	3	4	5	5
13.	0	0	2	3	4	5
14.	5	4	3	2	1	0
15.	5	4	3	2	1	0

Total the scores. **My FQ is:** _____

Overhead 22



Transportation Action - NCRCD

Hi! Welcome to the Year 2015

The purpose of this exercise is to enable participants to think about what the community will be in the year 2015.

- Where will people work?
- Is farming still important?
- What kind of fire and ambulance service is provided?
- What products are produced locally and to what locations are they transported?
- How mobile are local senior citizens?
- Is there a local public transit system?
- Where do people shop?

Overhead 23



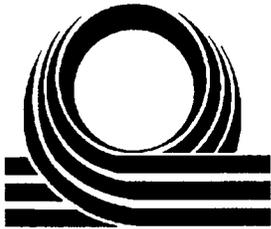
Transportation Action - NCRCD

Examining Spheres of Influence



Examining local community issues in terms of these spheres of decision making can help local community transportation leaders get a better sense of what their local efforts can accomplish.

Overhead 24



Transportation Action - NCRCD

Examining Spheres of Influence Discussion Questions

1. Does the group perceive that the community can address the transportation problem? Or, does the group perceive that the problem can be addressed only through changes in the market sector or in external policy? Why?
2. Do group members disagree in their perceptions of the transportation problem? Why do they disagree?

Overhead 25



Transportation Action - NCRCD

3. What is the real effect of the market sector on this problem? What are the real effects of external policies on this problem? Can the community address these external forces?
4. Can the community alone address this transportation problem? Should the community get help from nearby communities to address the problem?
5. Would the community's time and resources be better spent solving a different problem or issue?

Overhead 26



Transportation Action - NCRCD

The purpose of the fourth meeting, *Developing a Transportation Action Plan*, is to discuss the feasibility of action strategies and outline the components on an action plan.

Overhead 27



Transportation Action - NCRCD

Agenda - Meeting 4

- 5 min. Welcome and Introductions
- 30 min. Action Strategies Presented
- 50 min. Implementation and Feasibility of Strategies
- 10 min. Components of an Action Plan
- 10 min. Formation of Action Plan Committee
- 10 min. Public Involvement
- 10 min. Wrap-up

Overhead 28

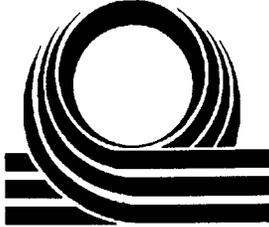


Transportation Action - NCRCD

Panel Discussion Questions

1. Will the strategies identified by the issue committees move the community toward its desired future?
2. Are the action strategies feasible? Why or why not?
3. How will the strategies be carried out? Who will carry them out? What financial resources are needed and available?

Overhead 29



Transportation Action - NCRCD

Panel Discussion Questions continued...

4. Which actions are the responsibility of the local community and which are the responsibility of the state?
5. Is there a need for political advocacy at the local or state level? How will this be done?
6. Are the state's ISTEA requirements and expectations being met?

Overhead 30



Transportation Action - NCRCD

Action Plan Committee

The action plan committee is made up of three members from each of the issue committees, members of the technical committee, and the project coordinator (12-15 people).