

Analysis of the Governance
of Metropolitan Planning Organizations
(MPOs) in the United States for Potential
Application to North Carolina

Final Report

to the

North Carolina Department of Transportation

by

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<p>16. Abstract</p> <p>North Carolina has seventeen different metropolitan planning organizations (MPOs) responsible for transportation planning. Many of these MPOs face problems in both representation and governance. These include: boundary issues associated with city, county and state boundaries; representational issues concerning a city dominating, or being dominated by, the MPO; structural issues surrounding committee and voting structures; and so on. The goal of this study was to consider recommendations for restructuring the governmental frameworks for North Carolina's MPOs in order to improve their ability to deal with regional issues. The research team conducted a Web-based survey of MPOs across the country. In addition, we performed a series of case studies involving interviews, detailed secondary research, and direct observations of actual MPO policy meetings.</p> <p>Nearly half of the survey respondents cited an MPO's ability to develop and approve projects of truly regional significance as the most important factor in the overall success of an MPO. No responding MPOs stated that they had undergone any combinations of service areas. MPOs that regarded themselves as "successful" tended to have staffs with high levels of expertise and experience that allows them to provide additional assistance to the state Department of Transportation (DOT) and municipal governments in their data collection, modeling and planning endeavors.</p> <p>The most critical problem identified in the survey and case studies was the parochial, rather than regional, vision of transportation planning by some MPO members. Rather than suggesting a particular weighted representation, weighted voting, or other structural arrangement, we recommend that each individual MPO in North Carolina focus on developing a consensus in regards to: processes for deliberation, number and structures of committees, methods of involving the public, and means for coordination with the state DOT. Educating MPO policy and technical advisory board members through a systematic, periodic orientation program, offered in concert by municipalities and the state DOT, may prove beneficial.</p> <p>Observations from our case study of the Kansas City area MPO lends credence to the consideration of different arrangements for regional cooperation based on functional classification. This report contains tentative recommendations in this regard that are subject to change as the proposed North Carolina Multimodal Investment Network (NC MIN) is developed.</p>			
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SUMMARY

North Carolina has seventeen different metropolitan planning organizations (MPOs) responsible for transportation planning. Many of these MPOs face problems in both representation and governance. These include: boundary issues associated with city, county and state boundaries; representational issues concerning a city dominating, or being dominated by, the MPO; structural issues surrounding committee and voting structures; and so on. The goal of this study was to consider recommendations for restructuring the governmental frameworks for North Carolina's MPOs in order to improve their ability to deal with regional issues. The research team conducted a Web-based survey of MPOs across the country. In addition, we performed a series of case studies involving interviews, detailed secondary research, and direct observations of actual MPO policy meetings.

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TABLE OF CONTENTS

Introduction	1
Historical Background	
Current Status of Metropolitan Planning Organizations	
Regional Governance in North Carolina	
Successful Characteristics of MPOs	
Problem Statement	
Literature Review	5
Methodology	7
Developing Measures of Effectiveness	
Survey Design	
Identifying Target MPOs	
Obtaining Survey Results	
Survey of MPOs in the United States	13
Summary of Survey Responses	
Analysis of Survey Responses	
Conclusions from Survey Responses	
Case Studies of Selected MPOs in the United States	30
Selection of Case Study MPOs	
Case Study: Mid-America Regional Council	
Case Study: Austin’s CAMPO, Capital Area Metropolitan Planning Organization	
Case Study: Atlanta Regional Commission	
Overall Conclusions	48
Recommendations – MPOs, NCDOT, And Interrelationships	50
Selected References	53

Appendix A: MPO Internet Survey	
Appendix B: Tabular Summary of Survey Results	
Appendix C: University of Denver – characteristics of effective MPOs	

INTRODUCTION

Historical Background

Although the actual phrase “metropolitan planning organization” did not appear in federal highway legislation until the 1970s, a codified role for transportation planning at the regional level has existed since the Federal Aid Highway Act of 1962, with entities resembling metropolitan planning organizations existing in several northern cities even earlier. The Federal-Aid Highway Act of 1962 included the first Congressional requirements for urban transportation planning, particularly the codification of the “3-C process,” specifying a continuing, comprehensive, and cooperative transportation planning process. The Bureau of Public Roads (the predecessor to the Federal Highway Administration) would require the creation of entities to meet these requirements; hence, the creation of metropolitan planning organizations, or MPOs.

Initially, most MPOs were regional councils of governments: planning organizations led by elected officials. These voluntary organizations had only a limited role until 1991. The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 created and strengthened requirements for increased local involvement and consideration of all transportation modes in the planning process. Under ISTEA, MPOs received the additional authority to develop a “fiscally constrained” local transportation improvement program (LTIP) that had to remain in “conformity” with the Clean Air Act Amendments (CAAA) of 1990. MPOs became involved in the programming of projects, in cooperation with state DOTs, through the development of prioritized project lists. This new responsibility provided the regionally focused MPOs to balance the power of both local and state governments. This power has continued under the Transportation Equity Act for the 21st Century (TEA-21) of 1998.

Current Status Of Metropolitan Planning Organizations

According to the Association of Metropolitan Planning Organizations, there are currently a total of 341 MPOs in the United States. State and federal legislation provide a statutory basis for the existence of MPOs. Title 23, section 134 of the United States Code governs the MPOs at the federal level. In North Carolina, chapter 136, sections 66, 200 and 202 of the North Carolina General Statutes pertain to MPOs. Revisions to G.S. 136-66.2 enacted in June 2001 provided MPOs with sole approval authority in cooperation with the State for regional transportation plan adoption. The federal statute describes the purpose of MPOs as follows (23 U.S.C. 134):

To consider projects and strategies that will:

- ❑ “support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency
- ❑ increase the safety and security of the transportation system for motorized and nonmotorized users
- ❑ increase the accessibility and mobility options available to people and for freight
- ❑ protect and enhance the environment, promote energy conservation, and improve quality of life

- ❑ enhance the integration and connectivity of the transportation system, across and between modes, for people and freight
- ❑ promote efficient system management and operation
- ❑ emphasize the preservation of the existing transportation system”

There are many ways to define an MPO, and several definitions exist. We have defined an MPO as **an organization composed primarily of local elected officials that facilitates the development of comprehensive transportation plans and the selection and prioritization of the publicly funded transportation projects for urban regions.** An “urban region” has a population of at least 50,000 people. The urban region under the purview of an MPO includes all land within the projected 20-year growth zone. A 25-year horizon is sometimes used when an area is faced with the prospect of a conformity lapse. Note that metropolitan planning organizations, with few exceptions, deal exclusively with *transportation* planning issues. In many areas, the local governments that comprise the MPO deal with the other regional issues, such as land-use.

Lewis and Sprague (1997) report four types of MPOs: a council of government (COG); a freestanding entity; an entity housed in a county government; and an entity staffed by the state government. The largest MPO in the United States by population served is the Southern California Association of Governments (SCAG), serving the Los Angeles basin. The most powerful MPO in the country is probably Metro in Portland, Oregon. While other cities such as Indianapolis have combined city-county governments, Portland’s Metro remains the only directly elected regional government in the United States. Another well-known and politically powerful MPO of the freestanding type is the San Francisco Bay Area’s Metropolitan Transportation Commission (MTC).

The Federal-Aid Highway Act of 1978 initiated the requirement that both the governor and the local governments approve MPOs. To this day, however, federal legislation does not specify either the organizational or voting structure for MPOs. Typically, the city councils and county boards of supervisors appoint or elect their representatives to the MPO.

The method selected for the governance for an MPO plays a critical role in the effectiveness of the organization, including the numbers and types of transportation projects selected. Various methods and frameworks exist throughout the country. One of the more common MPO representation formulas is the “one government-one vote,” in which each local city or county government, regardless of population, land area, or extent of transportation network, receives the same number of representatives. Other possibilities exist for increasing the clout of the larger areas, including weighted representation, weighted voting, additional veto powers, and at-large seats. Requirements for achieving a quorum and apposite means for creating or stopping a filibuster are also of concern.

Regional Governance In North Carolina

There are a total of seventeen metropolitan planning organizations that serve the urban areas of the state. Most of the state's land area does not lie within an MPO; however, each of the one hundred counties in North Carolina falls within one of the eighteen state-designated regional councils, several of which are termed councils of government (COGs). A COG provides services in several areas for the counties it serves. These may include: serving as a "conduit" for administering federal grants, acting as a regional data center, and providing local and regional planning and technical assistance.

North Carolina's MPOs are cooperative umbrella organizations that deal exclusively with transportation planning. Sixteen of NC's seventeen MPOs have municipal governments that serve as the Lead Planning Agency for the MPO, although one North Carolina MPO (Hickory-Newton-Conover) is a COG. Housing the MPO in a municipality typically results in a blurring of the work tasks and responsibilities between the municipality and the MPO. Though housed in a municipality, both CAMPO (Raleigh) and MUMPO (Charlotte) operate more independently and focus on mostly MPO issues.

Problem Statement

Since 1981, the State's population has grown 37%, and the vehicle-miles traveled within North Carolina have quadrupled. These challenges have taxed the ability of North Carolina's governmental agencies to maintain and develop an infrastructure to deal with the growth. In addition, air quality, business and labor markets, and the many links in the transportation network do not stop at municipal or county boundaries. North Carolina's metropolitan planning organizations in particular are attempting to provide the state's urban regions with a means of dealing with these complex issues of a regional nature and salience.

In attempting to deal with regional issues, MPOs face problems in both representation and governance. These include: boundary issues associated with city, county and state boundaries; representational issues concerning a city dominating, or being dominated by, the MPO; structural issues surrounding committee and voting structures; and so on. *The problem is that the current representational and organizational structures and compositions of North Carolina's MPOs may not be the most effective for resolving issues of regional significance.* In other words, in addition to the exogenous factors facing MPOs in a growing state, some of the difficulties North Carolina's MPOs are currently dealing with are endogenous, institutional, and thus amenable to change.

The Charlotte metropolitan area provides a good introduction into the difficulties facing North Carolina's MPOs. For example, the Centralina Council of Governments, which serves the portions of the Charlotte metropolitan area lying within North Carolina, contains three MPOs: Mecklenburg-Union; Cabarrus-South Rowan; and the Gaston Urban Area. A fourth MPO in the Charlotte metropolitan area, RFATS (Rock Hill/Fort Mill Area Transportation Study), serves the adjoining area of South Carolina and itself lies within the larger Catawba Regional Planning Council in South Carolina.

Coordination of transportation plans in the metropolitan region is further exacerbated by the fact that these MPOs have limited coverage areas. For example, the Mecklenburg-Union MPO ("MUMPO") serves only Mecklenburg County and the three Union County municipalities just over the county line. The city of Monroe in Union County is not included in MUMPO or any other MPO. *Decisions made in one MPO clearly have implications for adjoining MPOs and other adjacent areas. A single metropolitan region that is served by multiple MPOs (with some areas within the urban region perhaps not under any MPO) may find regional policy coordination and harmonization difficult or impossible.*

Other structural difficulties certainly exist. For example, fast-growing areas may have less representation or voting power in an MPO than current population figures might suggest.

The goal of this study was to consider recommendations for restructuring the governmental frameworks for North Carolina's MPOs in order to improve their ability to deal with regional issues.

LITERATURE REVIEW

Although not part of our project scope, we felt it important to provide some general information concerning the extensive study of MPOs conducted by the University of Denver.

University of Denver Study

Dempsey, Goetz, and Larson conducted a study while at the University of Denver that produced a number of recommendations for MPOs and state DOTs to strive for when establishing or running MPOs. The University of Denver study is a report prepared for Congress as an independent study of the Denver Metropolitan Planning Organization complete with surveys of MPOs from across the nation and case studies of four MPOs serving growing areas in the US.

The four case study MPOs were:

- **Dallas Fort Worth** (the North Central Texas Council of Governments);
- **Denver** (the Denver Regional Council of Governments);
- **Phoenix** (the Maricopa Association of Governments); and
- **Seattle** (the Puget Sound Regional Council).

The research team also evaluated how the same issues were addressed in municipalities that are served by multiple MPOs. The metropolitan areas studied were:

- **Charlotte** (the Cabarrus/South Rowan County MPO, the Gaston Urban Area MPO, the Rock Hill/York County SC MPO, and the Mecklenburg/Union MPO);
- **Miami/Ft. Lauderdale** (the Miami-Dade County MPO, the Broward County MPO, the Palm Beach County MPO); and
- **Tampa/St. Petersburg** (the Pinellas County MPO, the Hillsboro County MPO, the Pasco County MPO, and the Springhill/Hernando County MPO).

Several people were interviewed including: the public, transportation providers, staff, engineers, planners, and federal, state and local government (elected and non-elected) officials.

EVALUATION OF MPO PROCESS

Using process quality issues, the University of Denver research team identified a 17-item scale. Factor analysis reduced the “process quality” items to a set of 15. The following dimensions of process quality were used to measure the perceptions of MPO participants.

1. Whether the people involved in the MPO process usually are focused on broader goals, rather than individual agendas.
2. Whether the MPO process is free of favoritism.
3. Whether the decisions are made in advance and simply confirmed by the MPO process.
4. Whether everyone has an equal opportunity to influence decisions in the MPO process.
5. Whether the MPO process gives some people more than they deserve, while short-changing others.
6. Whether the MPO process responds fairly to the needs of its members.
7. Whether the decisions made in the MPO process are based on fair criteria.
8. Whether some peoples’ “merits” are taken for granted while other people are asked to justify themselves.

9. Whether strings are being pulled from the outside, which influence important decisions.
10. Whether the criteria for allocations is fair.
11. Whether the criteria for allocation are fairly applied.
12. Whether there is sufficient opportunity to challenge decisions.
13. Whether, in discussions about decisions or procedures, some people are discounted because of the organization they represent.
14. Whether the decisions made in the MPO process are consistent.
15. Whether the decisions are based on accurate information.

EVALUATION OF MPO EFFECTIVENESS

Respondents were asked to comment on issues directly related to the research objectives, including:

1. The extent to which the MPO in question meets regional transportation needs.
2. The extent to which the MPO meets rapidly changing transportation needs.
3. How well the MPO and the regional transit agency work together.
4. How well the MPO and state DOT work together.
5. How well the MPO process satisfies the respondents' needs in the following areas:
 - (a) Additional transportation capacity;
 - (b) Roadway construction;
 - (c) Operational/safety improvements;
 - (d) Investment in transit and bus service;
 - (e) Investment in bicycle and pedestrian facilities.
6. The participants' response to the idea of having multiple MPOs operating within the metropolitan area.
7. How much impact the public has in decisions coming from the MPO.
8. The fairness of the TIP criteria.
9. The extent to which the institutional structure and decisional process in the MPO meets the long-term transportation needs of the region.
10. The respondents' comparison of the process used by the state DOT to allocate transportation dollars, relative to the MPO process.

From interviews and from evaluating various MPOs through surveys and case studies, the University of Denver study identifies these eight characteristics shared by effective MPOs:

- effective leadership
- competence and credibility of staff
- a streamlined, efficient process
- promotion of regional interests over individual interests
- public involvement
- cooperation and collaboration between MPO and state DOT
- integrated land-use planning among constituent municipalities
- accountability to the public and elected officials

Appendix C contains a more detailed description of each of these characteristics.

METHODOLOGY

Our methodology to the stated problem is to develop measures of effectiveness, survey and interview MPOs and then use the survey and interview results to draw conclusions and make recommendations regarding the effectiveness of different MPO organizational structures. Our methodology is outlined in **Figure 1**.

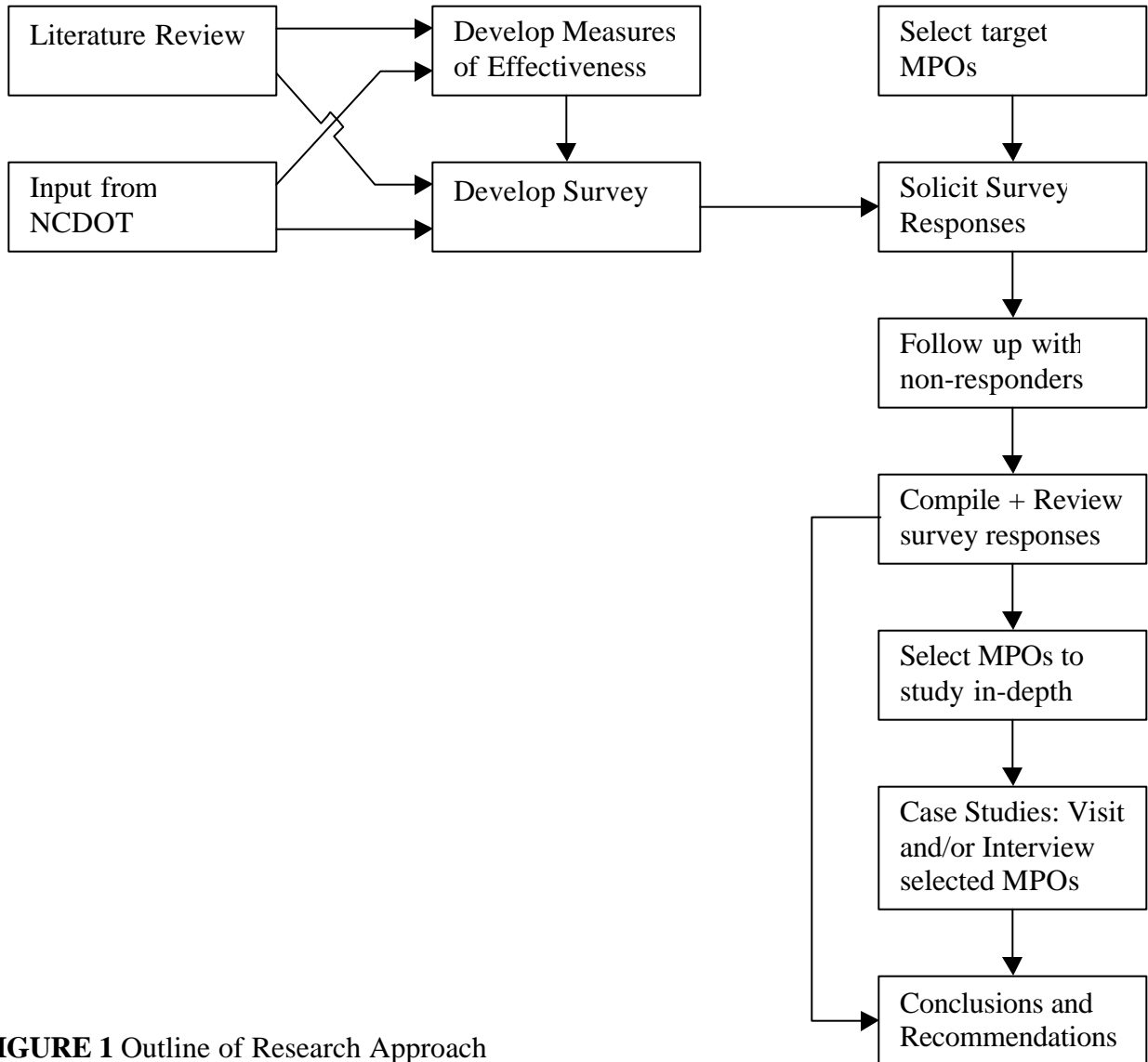


FIGURE 1 Outline of Research Approach

Developing Measures of Effectiveness

Measures of effectiveness (MOEs) were developed loosely based on the characteristics of successful MPOs as determined by the University of Denver study. Five specific MOEs were identified. Together, these MOEs provide a basis for an evaluation of the effectiveness of an MPO. Here are the five MOEs:

- **Technical staff competency and expertise** evaluated on the basis of size of staff and modeling procedures used
 - This MOE deals with the human component of the MPO. Size of staff and extent of expertise is considered. The modeling process is also considered in this MOE.
- **Coordination with land-use planning** evaluated on the basis of presence of effective processes.
 - This MOE looks at the relation and interaction between transportation planning and land-use planning. The fundamental question is “Is there an effective process to coordinate land-use planning with the transportation planning process?” An effective process could be either formal or informal.
- **Coordination with other jurisdictions in neighboring counties and states** evaluated on the basis of presence of effective processes
 - This MOE deals with the MPO’s ability to coordinate and communicate effectively with other jurisdictions in nearby counties and states. “Jurisdictions” in this case includes municipal governments, state governments, public agencies, as well as other MPOs. The fundamental question is “Is there an effective process to coordinate and communicate with neighboring entities?” An effective process could be either formal or informal.
- **Coordination with state Department(s) of Transportation** evaluated on basis of the frequency of staff contact
 - This MOE deals with the MPO’s ability to coordinate efforts with the state DOT(s). The evaluation of the MPO will focus on the frequency and quality of staff contact.
- **Public involvement** evaluated on the basis of the frequency and degree of influence of the general public, as contrasted with influence of specific interest groups, on transportation decision-making priorities
 - This MOE evaluates how well an MPO can involve the public in the decision-making process. More specifically, “Is the MPO able to balance the influence of special interests groups that may be very forthcoming with their opinions with the influence of the general public who is usually not as active nor vocal regarding transportation decisions?”

ITRE-NCDOT Survey Design

The survey development occurred in conjunction with the North Carolina Department of Transportation, North Carolina MPOs, and the ITRE research team. NCDOT and NC MPOs contributed questions for the survey. The ITRE team incorporated into this set of survey questions those of a graduate student's previous efforts. The resulting survey with thirty-nine questions was submitted to and approved by NCDOT. After the initial development of questions, an interactive web interface was created to allow respondents the convenience of completing and submitting the survey via the Internet. Electronic submissions of the survey eliminated the necessity of manually entering survey responses into a database. See Appendix A for the complete list of survey questions, including a reproduction of the survey on the Web. The survey questions were broken into eight parts, based on topic, as shown below.

Part I – MPO Characteristics <5 questions>

Part II – MPO Funding <3 questions>

Part III – Technical Staff <2 questions>

Part IV – Modeling Parameters <6 questions>

Part V – Policy Committee/Member Attributes <11 questions>

Part VI – Committee Resources and Communication Techniques <2 questions>

Part VII – Policies and Decision-Making <6 questions>

Part VIII – Comments, Advice, Lessons Learned, Etc. <4 questions>

Identifying Target MPOs

By reviewing US Census metro area data, a diverse list of metro areas was created based on population size, growth rate, similarity to North Carolina regions, unique characteristics such as land-use policies in Portland and Houston, governmental structure and professional judgment.

Figure 2 contains the initial list of metropolitan areas selected by the researchers.

METROPOLITAN AREA	STATE(S)	METROPOLITAN AREA	STATE(S)
Birmingham	AL	Cincinnati-Hamilton	OH-KY-IN
Little Rock-North Little Rock	AR	Oklahoma City	OK
Phoenix-Mesa	AZ	Portland-Salem	OR-WA
Tucson	AZ	Pittsburgh	PA
Fresno	CA	Charleston-North Charleston	SC
Sacramento-Yolo	CA	Columbia	SC
Santa Barbara-Santa Maria-Lompoc	CA	Greenville-Spartanburg-Anderson	SC
Denver-Boulder-Greeley	CO	Chattanooga	TN
Washington-Baltimore	DC-MD-VA-WV	Nashville	TN
Jacksonville	FL	Johnson City-Kingsport-Bristol	TN-VA
Miami-Fort Lauderdale	FL	Austin-San Marcos	TX
Orlando	FL	Dallas-Fort Worth	TX
Tampa-St. Petersburg-Clearwater	FL	El Paso	TX
West Palm Beach-Boca Raton	FL	Houston-Galveston-Brazoria	TX
Atlanta	GA	San Antonio	TX
Louisville	KY	Salt Lake City-Ogden	UT
Kansas City	MO-KS	Richmond-Petersburg	VA
Albuquerque	NM	Norfolk-Virginia Beach-Newport News	VA-NC
Las Vegas	NV-AZ		

FIGURE 2 Preliminary List of Metropolitan Areas

A list of MPOs having jurisdiction over part or all of the identified metro areas was then developed, as shown in **Figure 3**. This initial list of MPOs was then approved by NCDOT.

METROPOLITAN AREA	STATE(S)	MPO
1 Birmingham	AL	Birmingham Regional Planning Commission
2 Little Rock-North Little Rock	AR	Metroplan
3 Phoenix-Mesa	AZ	Maricopa Association of Governments
4 Tucson	AZ	Pima Association of Governments
5 Fresno	CA	Council of Fresno County Government
6 Sacramento-Yolo	CA	Sacramento Area COG
7 Santa Barbara-Santa Maria-Lompoc	CA	Santa Barbara County Association of Governments
8 Denver-Boulder-Greeley	CO	Denver Regional COG
9 Washington-Baltimore	DC-MD-VA-WV	Baltimore Metropolitan Council
10 Washington-Baltimore	DC-MD-VA-WV	Metropolitan Washington COG
11 Jacksonville	FL	First Coast MPO
12 Miami-Fort Lauderdale	FL	Broward County Office of Planning
13 Miami-Fort Lauderdale	FL	Miami Urbanized Area MPO
14 Orlando	FL	Metroplan Orlando
15 Tampa-St. Petersburg-Clearwater	FL	Hillsborough County MPO
16 Tampa-St. Petersburg-Clearwater	FL	Pinellas County Planning Department
17 West Palm Beach-Boca Raton	FL	Palm Beach County MPO
18 Atlanta	GA	Atlanta Regional Commission
19 Louisville	KY	Kentuckiana Regional Planning & Development District
20 Kansas City	MO-KS	Mid-America Regional Council
21 Albuquerque	NM	Middle Rio Grande COG
22 Las Vegas	NV-AZ	Regional Transportation Commission of Clark County
23 Cincinnati-Hamilton	OH-KY-IN	Ohio-Kentucky-Indiana Regional COG
24 Oklahoma City	OK	Association of Central Oklahoma Governments
25 Portland-Salem	OR-WA	Metro
26 Portland-Salem	OR-WA	Mid Willamette Valley COG (Salem/Keizer Area Transportation Study)
27 Pittsburgh	PA	Southwestern Pennsylvania Regional Planning Commission
28 Charleston-North Charleston	SC	Berkeley Charleston Dorchester COG
29 Columbia	SC	Central Midlands COG
30 Greenville-Spartanburg-Anderson	SC	City of Anderson
31 Greenville-Spartanburg-Anderson	SC	Greenville County Planning Commission
32 Greenville-Spartanburg-Anderson	SC	Spartanburg County Planning and Development Council
33 Chattanooga	TN	Chattanooga Hamilton County Regional Planning Commission
34 Nashville	TN	Nashville MPO
35 Johnson City-Kingsport-Bristol	TN-VA	Bristol MPO
36 Johnson City-Kingsport-Bristol	TN-VA	Johnson City MPO
37 Johnson City-Kingsport-Bristol	TN-VA	Kingsport MPO
38 Austin-San Marcos	TX	Austin Urban Transportation Study - Capital Area MPO
39 Dallas-Fort Worth	TX	North Central Texas COG
40 El Paso	TX	El Paso MPO
41 Houston-Galveston-Brazoria	TX	Houston Galveston Area Council
42 San Antonio	TX	San Antonio - Bexar County MPO
43 Salt Lake City-Ogden	UT	Wasatch Front Regional Council
44 Richmond-Petersburg	VA	Crater Planning District Commission
45 Richmond-Petersburg	VA	Richmond Regional Planning District Commission
46 Norfolk-Virginia Beach-Newport News	VA-NC	Hampton Roads Planning District Commission

FIGURE 3 Identified Target MPOs

Obtaining Survey Responses

Once the survey was made available through the Internet, the researchers contacted representatives from all 46 MPOs to request their participation in the survey. Multiple series of follow-up calls were placed to non-responding MPOs in order to encourage more responses. A total of twenty-four survey responses were received from the MPOs. These responses are summarized in **Figure 4**. The response we received from the Houston Galveston Area Council (Houston, Texas) was largely empty and thus removed from further analysis. Thus, we had twenty-three valid survey responses. From conversations with some non-responders, it appears that the length of the survey (39 questions over 8 typed pages) dissuaded some potential respondents from completing and submitting the survey.

	METROPOLITAN AREA	STATE(S)	MPO	RESPONDED TO SURVEY
1	Birmingham	AL	Birmingham Regional Planning Commission	Yes
2	Little Rock-North Little Rock	AR	Metroplan	Yes
3	Tucson	AZ	Pima Association of Governments	Yes
4	Fresno	CA	Council of Fresno County Government	Yes
5	Santa Barbara-Santa Maria-Lompoc	CA	Santa Barbara County Association of Governments	Yes
6	Jacksonville	FL	First Coast MPO	Yes
7	Miami-Fort Lauderdale	FL	Miami Urbanized Area MPO	Yes
8	Tampa-St. Petersburg-Clearwater	FL	Hillsborough County MPO	Yes
9	Tampa-St. Petersburg-Clearwater	FL	Pinellas County Planning Department	Yes
10	West Palm Beach-Boca Raton	FL	Palm Beach County MPO	Yes
11	Louisville	KY	Kentuckiana Regional Planning & Development District	Yes
12	Kansas City	MO-KS	Mid-America Regional Council	Yes
13	Albuquerque	NM	Middle Rio Grande COG	Yes
14	Oklahoma City	OK	Association of Central Oklahoma Governments	Yes
15	Portland-Salem	OR-WA	Mid Willamette Valley COG (Salem/Keizer Area Transportation Study)	Yes
16	Charleston-North Charleston	SC	Berkeley Charleston Dorchester COG	Yes
17	Columbia	SC	Central Midlands COG	Yes
18	Chattanooga	TN	Chattanooga Hamilton County Regional Planning Commission	Yes
19	Nashville	TN	Nashville MPO	Yes
20	Johnson City-Kingsport-Bristol	TN-VA	Bristol MPO	Yes
21	Johnson City-Kingsport-Bristol	TN-VA	Johnson City MPO	Yes
22	Houston-Galveston-Brazoria	TX	Houston Galveston Area Council	Yes
23	Richmond-Petersburg	VA	Crater Planning District Commission	Yes
24	Norfolk-Virginia Beach-Newport News	VA-NC	Hampton Roads Planning District Commission	Yes

FIGURE 4 MPOs Responding to Survey

SURVEY OF MPOS IN THE UNITED STATES

Summary of Survey Responses

The survey responses are summarized in this section. Preceding the summary of the responses to each question, the question has been restated. Questions have accompanying figures that show the exact responses of each MPO for each question. These accompanying figures, containing **Figures 5 through 38**, are in Appendix B.

Part I – MPO Characteristics

MPOs responded from 17 states in the Northwest, Southwest, Midwest, and Southeast US. Some respondents left some responses blank. As a result, in the summary below, the responses provided for each question may not sum to 23.

Question 1: What is the population of your MPO?

- ❖ MPOs responding to the survey have a population between 55,000 and 2.1 million people.

Question 2: What is the land area of your MPO?

- ❖ MPOs responding to the survey encompass land areas between 67.85 sq. miles and 9187 sq. miles.
- ❖ Population densities range from 83 (rural area) to 5455 (urban area) inhabitants per square mile.

Question 3: Does your MPO include multiple urbanized areas? If yes, what are they?

- ❖ Most MPOs did not indicate having multiple urbanized areas. However, 4 out of 23 responded as including multiple urbanized areas.

Question 4: Does your MPO include multiple governmental entities? If yes, who are they?

- ❖ Of those MPOs responding to this question, all had multiple governmental entities. Answers varied dramatically between respondents. The government entities included in MPOs varied from only a few governmental entities, such as two cities and two counties in the Bristol Urban Area MPO to two state DOTs, 7 counties, 71 municipalities and 3 transit operators in the Mid-America Regional COG.

Question 5: How would you describe your MPO’s governmental structure?

- ❖ The majority of MPOs have council of government structures. The following table indicates the frequency of each type of MPO governmental structure listed by the responding MPOs.

Type of Administrative Structure	Quantity (out of 23)
Council of Governments	12
Housed in Municipality	4
Housed in County Government	4
Freestanding entity	1
No response	2

Part II – MPO Funding

Question 6: What is the MPO’s annual budget?

- ❖ Annual budgets for the responding MPOs range from \$200,000 to \$4,866,137. Per capita budgeted dollars range from \$0.70 to \$6.81.

Question 7: Who funds the MPO? (federal, state, local, regional or other; in percentages)

- ❖ The typical budget funding split for MPOs is: Federal – 80%, State – 10%, Regional/Local – 10%. There are many variations on this formula. All but two MPOs receive more than 50% of their annual budget allocation from the federal level. MPOs receiving less than 80% of funding from the federal government receive more money from state and local governments.
- ❖ Federal budget funding shares range from 39% to 88%. State shares range from 0% to 46%. Local shares range from 0% to 35%. Only one MPO reported having regional contributions, at 10% of total funding.
- ❖ Other sources of funding besides federal, state and local government contributions include the Chamber of Commerce (for particular projects), transit district, air district, and contributions in kind, in the form of services. These additional sources of funding contribute anywhere from 0.2% to 15% of the annual budget.

Question 8: Does the MPO receive funds for projects beyond the planning process?

- ❖ 11 MPOs said they did not receive funds for projects beyond the planning process, while 8 said they did receive funds for projects beyond the planning process.

Part III – Technical Staff

Question 9: How many members comprise the full time staff of your MPO?

- ❖ The MPOs surveyed employ between 1 and 50 staff members. MPOs with larger budgets and a larger number of inhabitants tended to employ more staff.

Question 10: How often do members of your staff meet with members of your state DOT?

- ❖ 8 MPOs meet weekly with the state DOT, 12 MPOs meet monthly with the state DOT, and 2 MPOs meet several times per year with the state DOT.

Part IV – Modeling Parameters

Question 11: Does one transportation model cover the entire MPO or are there multiple models? If any of these modeled areas overlap, please describe.

- ❖ All MPOs but one have a single transportation model to cover their entire MPO. The exception has a single model to cover their entire jurisdictional area, but there are also models to cover certain particular areas in their jurisdiction. 3 MPOs also mentioned that the model covering their area also served adjacent counties or MPOs.

Question 12: What agency (e.g., your MPO, regional COG, state DOT, etc.) is responsible for each of the following travel demand modeling functions in your area?

- **Developing the model**
 - 12 MPOs are responsible for developing their own transportation model, and 3 MPOs share this responsibility with the state DOT. 6 MPOs depend upon their state DOT to develop a transportation model.
- **Maintaining / Revising the model**
 - 11 MPOs are responsible for maintaining and revising the model, while 5 MPOs share this responsibility with the state DOT. 5 MPOs depend entirely upon their state DOT to maintain and revise the model.
- **Documenting the model**
 - 12 MPOs are responsible for documenting the transportation model, and 4 MPOs share this responsibility with the state DOT. 5 MPOs depend upon their state DOT to document a transportation model.
- **Distributing the model**
 - 13 MPOs are responsible for distributing the transportation model, and 2 MPOs share this responsibility with the state DOT. 5 MPOs depend upon their state DOT to distribute a transportation model.
- **Housing the model**
 - 13 MPOs are responsible for housing the transportation model, and 4 MPOs share this responsibility with the state DOT. 4 MPOs depend upon their state DOT to house the transportation model.
- **Socioeconomic data projections**
 - 16 MPOs are solely responsible for socioeconomic data and making projections. 1 MPO shares this responsibility with local agencies, and in the case of 2 MPOs, the local planning department(s) does all forecasting. The MPO and DOT combine efforts in 2 MPOs.
- **Collecting transportation system characteristics**
 - 6 MPOs are solely responsible for collecting transportation system characteristics, and 7 MPOs share this task with the state DOT. 1 MPO shares this task with local government agencies. 2 MPOs allow the state DOT to do all data collection tasks, and 1 MPO has local agencies working with the state DOT for data collection tasks. In the case of 3 MPOs, responsibility for data collection tasks is shared with local government and the state DOT.

Question 13: Is there a formal model agreement among agencies regarding distribution of the above responsibilities? If no, how are model decisions made.

- ❖ 8 MPOs do have a formal agreement among agencies concerning the assignment of responsibilities pertaining to the development, maintenance, documentation, and housing of the transportation model, collection of transportation system characteristics and making socioeconomic projections. 14 MPOs do not have a formal agreement regarding modeling responsibility.
- ❖ The 14 MPOs having no formal agreement regarding the assignment of modeling responsibility have the following methods of dealing with modeling in the absence of a formal agreement of responsibility:
 - Collaboration and cooperation among MPO(s) and state DOT
 - A “Network Committee”, “Transportation Technical Coordinating Committee”, “Technical Review Team”, or “MPO Modeling Coordinating Committee” is established comprised of all parties dealing with the model
 - Let consultant take care of modeling (for small MPOs)
 - Informal agreement that jointly oversees development, maintenance and housing of model

Question 14: How many full or part time positions are dedicated to modeling?

- ❖ MPOs have a range of staff devoted to modeling tasks from 1 part time staff to 4 full time and 1 part time staff.

Question 15: What is the annual budget for modeling functions? Is the amount budgeted differently during major model updates?

- ❖ MPOs have a wide range of budgets devoted to modeling from \$10,000 for the smaller MPOs to \$450,000 for the larger MPOs. 18 MPOs have separate funding intended for major updates to the transportation model, while 2 MPOs use their regular modeling budget to perform updates.

Question 16: What is the modeling platform?

- ❖ 12 MPOs use Tranplan for modeling; 3 use TransCAD; 3 use MINUTP; 3 use EMME/2; 1 uses Tranplan and Viper and 1 MPO uses System II.

Part V – Policy Committee/Member Attributes

Question 17: Do you have a policy committee or board? If so, what is its name?

- ❖ All but one MPO have a policy committee or board. Typical names include: “Transportation Study”, “Policy Board”, “Policy Committee”, “Executive Board”, “Governing Board”, and “Regional Council”.

Question 18: On average, how often does your policy committee/board meet each year?

- ❖ Almost all policy committees meet 10 to 12 times per year, with an exception being very small MPOs that meet 4 times per year.

Question 19: How many voting and nonvoting members does your policy board/committee have?

- ❖ Individual MPO Policy committees have between 6 and 46 voting positions and from 0 to 8 non-voting positions.

Question 20: What are the roles and representative organizations of nonvoting members?

- ❖ The non-voting members are a diverse group. Representatives from FHWA, FTA, local and state DOT, and FAA serve in advisory or technical support roles as non-voting members in the policy committee. Also seen on MPO Policy committees in non-voting advisory or liaison positions: National Park Service, local planning commissions, Department of Housing and Urban Development (HUD), military bases, county governments, environmental interest groups, public interest groups, and Chambers of Commerce.

Question 21: How many policy committee/board members are elected officials?

- ❖ Most MPOs with policy boards have the majority of the policy board filled with elected officials. However, 4 MPOs have policy boards where greater than half of the body is composed of non-elected members.

Question 22: Are state DOT representatives on your policy committee? If yes, please list each position and the branch or division represented.

- ❖ Of those MPOs with a policy board, all but one has state DOT officials on its policy board. Types of DOT units involved with the policy board include: division of planning, representative of Governor, district secretary/engineer/commissioner, state Board of Transportation, and transit or intermodal divisions.

Question 23: Do the DOT representatives have the right to vote? If no, what role do they serve? (e.g., liaison)

- ❖ In 8 MPOs, DOT officials are permitted to vote in policy board meetings, but in 11 MPOs, DOT is not allowed to vote in policy board meetings. Non-voting DOT policy board members serve in advisory or technical support roles or as liaisons between state DOTs, MPOs, and other agencies.

Question 24: Does your policy committee/board have weighted representation (e.g., representation based on size, population, or other criteria)? If yes, what is the basis for weighted representation and how is it derived?

- ❖ 8 MPOs have weighted representation on their policy boards on a regular basis. 6 of these weight their constituent agencies' representation on population alone. 1 MPO bases the representation on population and land area. 1 MPO has representation based on population, however for a successful vote, one must have a majority of the member agencies and at least 40% of the population. 1 MPO has one seat per municipality, however a special population-based vote can be called under certain circumstances.

Question 25: If you answered yes in question 24, please indicate the weighted representation of your committee/board. (Indicate the name of each city, county or other entity having two or more votes and the number of committee/board members each entity has.)

❖ Summarized in table

Name of MPO	Name of Entity	Number of Votes
Pinellas County MPO	Pinellas County	3
	St. Petersburg	2
Nashville Area MPO	Metro Nashville/Davidson	56
	Rutherford County	6
	Williamson County	6
	Wilson County	6
	Sumner County	5
	City of Murfreesboro	5
Central Midlands COG	Lexington Co.	10
	Richland Co.	11
	City of Columbia	6
	Farifield Co.	3
	Newberry Co.	2
METROPLAN	Little Rock	40
	North Little Rock	14
	Pulaski County	13
	Saline County	8
	Jacksonville	7
Mid-America Regional Council	Sherwood	4
	We have 7 member agencies with more than one voting representative	N/A
Middle Rio Grande Council of Govts	City of Albuquerque	6
	Bernalillo County	3
Chattanooga Urban Area MPO	East Ridge, Tn	1
	Fort Oglethorpe, Ga	1
	Collegedale, Tn	1
	Red Bank, TN	1
	Signal. Mountain, TN	1
	Soddy Daisy, TN	1
Question 25: Entities with Weighted Representation and their Weighting		

Question 26: If you answered yes to question 24, when is the weighted voting system used?

❖ Of the 8 MPOs with weighted representation on their policy boards, 5 use the weighting during votes, and 3 MPOs do not use weighting during votes. Weighting leaves the largest city in an MPO with many more votes than the next largest city in most cases. This system permits a larger city to have more clout in regional decision-making.

Question 27: Does the committee/board strive to reach consensus in decision-making? If yes, how often is consensus achieved?

- ❖ The policy board strives to achieve consensus in all but one MPO. In 5 MPOs, consensus is achieved as a requirement. 16 MPOs achieve consensus most of the time and one MPO achieves consensus some of the time.

Part VI – Committee Resources and Communication Techniques

Question 28: Do other committees serve in advisory roles to the policy committee/board? If yes, name the advisory committees and tell their areas of expertise (e.g., auto, bike, pedestrian, transit, etc.)?

- ❖ All MPOs have committees that serve in advisory roles to the policy committee. Examples of advisory committees are:
 - Technical committee
 - Executive Management committee
 - Public involvement committee
 - Highway committee
 - Intermodal committee (pedestrian, bicycle, transit)
 - ITS committee
 - Land use committee
 - Freight committee
 - Environmental committee
 - Transportation operations committee (traffic signal, median control)
 - Aviation committee
 - Architectural/Aesthetics committee (livable roadways, livable communities, urban design)
 - Congestion management committee
 - Disadvantaged transportation committee (handicapped, sick, elderly – paratransit)
 - School transportation committee

Question 29: Do committee structures or boards exist that have greater influence on transportation decisions than that of the policy committee (in effect, veto power)? If yes, please list each committee/board below and its role in the decision-making process.

- ❖ 3 MPOs mentioned having committees or boards that have more authority in transportation decisions than the policy board. Particular boards or committees cited as having higher authority than the policy committee in an MPOs decision making process include:
 - State Board of Transportation or State Transportation Commission
 - County Board of Transportation
 - City Council
 - FHWA
 - FTA

Part VII – Policies and Decision-Making

Question 30: How is the local transit agency(ies) involved in the decision-making process?

- ❖ Every MPO responding to this question has representation from the local transit agency(s) involved in the decision-making process. How transit agencies are involved varies between respondents. Many MPOs include transit agency representatives as voting members on various boards and committees including executive boards, technical advisory committees, and policy committees. One MPO allows the local transit agency to appoint a citizen to the MPO citizens' advisory council.

Question 31: Do other outside organizations (not mentioned previously) contribute substantially to the decision-making process? If yes, what are the names of the organizations?

- ❖ Other groups that contribute to the decision-making process not yet mentioned by an MPO include:
 - Rideshare and travel demand management organization
 - Port authority
 - State and local air quality agency
 - Regional economic development commission
 - Regional planning district commission
 - Interest groups
 - Private citizens
 - Air force base
 - Rail company
 - Trucking association
 - Airport authority

Question 32: Do you use any innovative methods for enhancing the involvement of the general public in the transportation decision-making process of your MPO?

- ❖ MPOs named a variety of strategies to solicit public involvement. Websites seem to be a popular method of presenting information concerning the MPOs current projects and topics of public interest. Lacking from survey responses however are comments regarding the promotion of the MPO website itself – how do constituents even know that it exists? Methods of enhancing public involvement in the decision-making process include:
 - kiosks
 - newsletters
 - public notices
 - announcements
 - websites
 - news/media coverage
 - special reports
 - visualization exercises
 - visual preference surveys
 - public opinion surveys
 - public input venues in shopping malls
 - engaging under-represented populations

- public meetings
- establishing a public involvement plan
- open houses

Question 33: What processes or policies does your MPO use to integrate transportation and land use in the decision-making process?

- ❖ Responses varied between MPOs. Most MPOs tried to integrate land use and transportation in their decision-making process, however one MPO said that “land use and decision-making is currently not on the table for transportation.” A few MPOs said that they are working on integrating transportation and land use in the decision-making process. MPOs specified the following ways of integrating transportation and land use in their decision-making process:
 - instituting land use patterns that are conducive to multi-modal transportation
 - educating transportation decision makers as to the land use policies
 - staff that are responsible for land use decisions sit on transportation technical advisory committee
 - MPO decision makers give input on comprehensive land use plan
 - transportation model used to evaluate new developments and land use changes
 - make transportation decisions conform to existing comprehensive plans that include future land use elements
 - integrating future land use plans into comprehensive transportation plans
 - an iterative approach to land use planning and transportation decision-making: changing land use plans based on transportation model, then updating land use plans to reflect changes in model
 - MPO gives priority to transportation projects falling within the established urban growth boundary thereby encouraging growth within the urban growth boundary and supporting previous land use decisions
 - TIP projects that are consistent with existing jurisdictional land use plans are more likely to succeed in the selection process

Question 34: Do processes exist outside of your MPO structure that attempts to coordinate transportation and land use in your area?

- ❖ One third of MPOs responding listed outside processes or agencies that attempt to coordinate transportation and land use. Specific types of agencies are:
 - state DOT
 - regional modeling agencies
 - planning agencies

Specific policies coordinating transportation and land use are:

- statewide multi-modal plan under development (sponsoring agency not specified)
- comprehensive planning process at the city and county level make land use and transportation integration a priority
- Florida law dictates that evaluations of Developments of Regional Impact must be performed to address extra-jurisdictional impacts of large scale developments

Question 35: If your MPO serves multiple counties or states, how does the MPO deal with issues that arise from political jurisdictional boundaries?

- ❖ MPOs provided a number of different strategies to overcome conflicts due to political jurisdictional boundaries such as:
 - expanding MPO's jurisdiction in order to encompass all regional transportation decision-making within one organization
 - jurisdictional conflicts dealt with by concerned city councils or county commissions
 - resolving conflicts through deliberation
 - non-weighted voting
 - all concerned jurisdictions have representation on policy board
 - policy-driven, technical processes guide decision-making
 - completely understand issues and their implications prior to voting on issues
 - emphasize that the regional area is one economic unit, not separate individual units

Part VIII – Comments, Advice, Lessons Learned, Etc.

Question 36: Do you consider your MPO a success? Explain.

- ❖ 18 MPOs felt that their MPO is a success in contrast to 3 MPOs who are not sure as to whether their MPO is a success.
 - Comments by MPOs feeling successful:
 - Despite a range of interests, Hampton Roads almost always comes to agreement on most transportation issues. The MPO is actually the Executive Committee member from the Planning District Commission. This allows for non-transportation issues to also be in front of the same people.
 - With the authority to allocate resources accorded by ISTEA and TEA-21, the MPO has become recognized as a consortium of local transportation decision makers who can back up their policies with funding.
 - MPO respected by other agencies and general public. MPO accepted as mediator in some disputes. Other agencies and organizations seek advice from MPO. Many projects and approaches resulted from MPO process or initiatives.
 - This MPO endeavors to meet the needs of the communities within its boundaries as well as to satisfy federal mandates
 - Over time the individual jurisdictions have grown transportation planning and management capabilities and worked together on key initiatives regionally. One of our major successes (although relative due to size) is ITS Regional Architecture and deployment.
 - While not perfect, inter-jurisdictional cooperation here is better than I have seen it in other regions. The members have also developed certain internal policies to help projects move along on a timely basis, such as (1) requiring a completed Advance Planning Report before a project can be placed in the TIP, and (2) requiring a cost inflation factor to be applied if a project is re-programmed for the subsequent year.

- Potentially divisive issues have been resolved. Regional, rather than jurisdictional, perspective usually prevails.
 - For the most part, this MPO is providing a valuable regional service, and a place for the entities to gather to discuss regional issues.
 - We have tackled a number of tough issues in the region, and continue to be viewed as an authority and positive resource for transportation in the region.
 - We have been able to maintain federal transportation planning certification and the committee membership comes to meetings, as requested.
 - Achieves meaningful results through a comprehensive and cooperative process involving many stakeholders.
 - We have adopted a coherent, coordinated regional plan, and are in the process of implementing it through the TIP.....
 - The MPO is a success because it is a process in which all those involved in transportation work together to accomplish their goals.
- Comments by MPOs that aren't sure about their success:
 - The MPO has placed transportation onto the forefront of pressing local issues, but has not yet been able to garner support for funding mechanisms needed to implement many of the planned transportation improvements.
 - As a small MPO we do not receive a large amount of funding for planning or local allocations of project funds. It takes several years of carry-over funding (STP) for a single project to be implemented.
 - We do the best we can; in our area, we are trying to play "catch up" to upgrade our infrastructure to meet current needs brought on by recent growth; as always, there's always more to do than we have resources to accomplish

Question 37: Name the single most important aspect of your MPO governance process or structure that leads to the success or failure of your MPO.

- ❖ Most MPOs stated aspects that if successfully realized, lead to a successful MPO. However, two MPOs provided problems that they had encountered that impede the success of their MPO.
 - **Leads to success:**
 - providing a regular monthly forum to transportation decision-makers to raise and resolve transportation issues
 - Inclusion of municipal and county representatives on policy board which does not answer to anyone and provides forum to address area-wide and common problems.
 - "Long term transportation plans update: cooperative development of this plan is key to the success of the metropolitan planning process. The TIP, conformity, and congestion management are all linked to this plan.
 - Having purposeful well-organized meetings in which busy people feel attendance is worthwhile and their views are being considered is crucial. Many times new Mayors, etc. form opinions quickly if they wish to make MPO attendance a key item or delegate it out due to competing time pressures.

- Regular monthly meetings of the Technical Coordinating Committee, which is composed mostly of professional planners and engineers from each of the jurisdictions.
- Assistance from the State DOT(s) on technical issues has been helpful for the MPO.
- Resolving potentially divisive issues.
- Regional, rather than jurisdictional, perspective usually prevails.
- Key dedicated elected officials that are committed to regional success.
- Direct participation by elected officials is critical. Only they can set policy with the kind of finality needed to have it viewed as "official" by other interests in the region (including their own local staff).
- The presence of local elected officials interacting in a regional forum creates consensus building on regional needs. Anytime a region can come together and unite on an issue or need, agencies that allocate resources will tend to listen more earnestly than if a single jurisdiction acts alone.
- Balance of power among the committee structure of technical vs. citizen, special interest groups, plus the personality of the Board members, which strive for consensus rather than parochial interests.
- managing the conflict between the needs of our central cities versus the needs of outlying suburban and rural communities
- The recognition that all the jurisdictions are "in this together," and a willingness to cooperate with each other to achieve the best result
- Strong policy committee members who constantly work for regional cooperation
- Ongoing communication between MPO staff and staff of local governments. Communication between MPO Staff and local elected officials. Communication with Transit, DOT, etc. Efforts by FHWA of FTA to be clear about rules or laws, when the issue has been muddied.
- Coordination
- **Factors inhibiting success:**
 - Parochialism of the majority of the MPO members, since County Commissioners are elected on a district basis, tends to make it difficult for projects with area-wide benefits to obtain support.
 - All of our projects are implemented by the state; however, regional projects between states have been difficult because of different funding levels and priorities.

Question 38: Name one aspect of the governance process or structure that you would like to see changed – no matter how small – in order to improve the effectiveness of the transportation decision-making process in your MPO.

- ❖ The MPOs suggested a number of methods to improve their governance process as follows:
 - As a single-county MPO surrounded by similarly designated MPOs, we are often accused of acting parochially and impeding progress on regionally significant projects.
 - The mayor (Executive Board Chairman) of the municipality in which this MPO is housed changes every two years which somewhat limits understanding and continuity of processes. For our purposes 4-year terms would be preferable.
 - need revisions to the way in which STP and CMAQ funds are distributed throughout the region. It's difficult to find a balance where projects are truly selected on the basis of regional need, yet each jurisdiction feels that it has received its fair share of the "pot."
 - Because we are a multi-state MPO, we have two different regional offices on the federal level (FHWA, FTA, EPA), which makes it difficult to coordinate the planning process.
 - more explicit development of regional public policies.
 - much more federal planning dollars in order to meet the many federal planning requirements placed upon us.
 - state DOTs should view the MPO as more of a partner rather than a stepchild and would invest the time of higher-level officials in the MPO's work.
 - improvement in the development of State and metropolitan TIP.
 - greater devolution of federal transportation dollars directly to MPO areas
 - more effective methods of meaningful public involvement
 - eliminate turfism

Question 39: Please offer any advice, comments, and lessons learned, etc. for metropolitan areas looking to improve regional transportation decision-making structures.

- ❖ Following are the comments made by eight MPOs:
 - No local government staff permitted on MPO; only policy-level representatives. This creates problems when dealing only with the Directors of local governmental agencies such as Public Works or Planning.
 - The MPO Chairmen's Coordinating Committee (CCC) was formed specifically to address the perception that as a single-county MPO surrounded by similarly designated MPOs we act parochially and impede progress on regionally significant projects. The CCC gained importance and new members (now encompassing six MPOs) with state enabling legislation that defined its role and duties.
 - Take care to strike the balance between required processes and informality that encourage persons to participate and speak in meetings at which key decisions are being discussed.
 - Limit the number of meetings at which elected officials are asked to participate, particularly if the MPO area is geographically large and members will have to drive a long way to meetings. Consider allowing larger jurisdictions to "contract" with the MPO to provide technical assistance to smaller governmental entities,

especially if they are in the same county; this promotes cooperation and reduces the load for MPO staff.

- Get support/participation of state DOT(s). Find an effective mechanism for meaningful, representative public participation.
- Develop a strategy WITH the special interest groups on how to deal with the special interest groups. They are loud, organized, and typically 180 degrees from the political climate of the area. Engage them early and often and get the elected officials to participate in that as well. It is more effective if an elected official tells a special interest person "I hear you, but we're doing this instead and here is why" than if a staff person has to deal with it alone.
- Spend a day visiting a successful MPO and interview and observe or invite an MPO representative to your agency.
- Push the envelope, don't be satisfied with the status quo, and don't be afraid to ask why not.

Analysis of Survey Responses

MPOs with large populations, land areas, population densities and staffs tend to meet with their respective state DOTs more frequently. One explanation is that these MPOs have a greater need to confer with DOTs and more staff available to confer with state DOTs. MPOs with larger populations and land areas likely have more projects to deal with than MPOs with smaller constituent populations or jurisdictional areas. In addition, a larger staff can more easily accommodate frequent meetings with state DOTs since the absence of one employee is less crucial among a staff of 15 employees than among that of 3 employees. **Figure 40** summarizes the meeting frequency between the two parties.

Frequency of MPO meeting with state DOT	Avg. Population	Avg. Area (sq mi)	Avg. Pop. Density (ppl/sq mi)	MPO Staff Number
Weekly	1,217,971	2,685	1,206	15.9
Monthly	966,718	1,811	1,046	10.0
Several times per year	68,500	420	195	3.0

Figure 40 MPO/State DOT meeting frequency

Two MPOs that responded as being “not sure” about their success as MPOs also happen to meet only 4 and 6 times per year, respectively, with their state DOTs. The majority of MPOs indicating success met around 10 to 12 times per year with their state DOTs.

With the exception of First Coast MPO, all MPOs housed in the municipal government tended to have smaller budgets than MPOs with other governance structures. All MPOs that responded as being housed in the county government are located in Florida. All responding MPOs from Tennessee are housed in the municipality. All responding MPOs in the Midwestern and Western states are regional councils of government.

The typical budget funding split for MPOs is: Federal – 80%, State – 10%, Regional/Local – 10%. There are many variations on this formula. All but two MPOs receive more than 50% of their annual budget allocation from the federal level. MPOs receiving less than 80% of funding from the federal government receive more money from state and local governments. In the three MPOs where state or local governments contribute a larger proportion of funding and the federal contribution is particularly small (52% or less), the average budgeted dollars per capita of \$5.36 is much greater than the average budgeted dollars per capita of \$1.98 representative of those MPOs having larger federal shares due to smaller state or local contributions.

The MPOs surveyed employ between 1 and 50 staff members. MPOs with larger budgets and a larger number of inhabitants tended to employ more staff, as they most likely tend to have more transportation projects to consider.

A variety of agencies are responsible for modeling tasks including the MPO, state DOT, local planning department, and other local governmental agencies. In a number of cases, multiple entities share responsibility for one particular modeling task. The table below shows the number of MPOs for which a particular agency or agencies are responsible for the various modeling tasks.

	MPO	DOT	Shared MPO/DOT	Local Planning Department	Shared MPO, local agencies	Shared DOT, local agencies	Shared MPO, Local Government, DOT
Responsible For Developing the Model	12	6	3	-	-	-	-
Responsible For Maintaining/Revising the Model	11	5	5	-	-	-	-
Responsible For Documenting the Model	12	5	4	-	-	-	-
Responsible For Model Distribution	13	5	2	-	-	-	-
Responsible For Housing the Model	13	4	4	-	-	-	-
Responsible For Socio-Economic Data and Projections	16	-	2	2	1	-	-
Responsible For Collecting Transportation System Characteristics	6	2	7	-	1	1	3

Question 12: Responsible Party for Modeling tasks

Conclusions from survey responses

From quantitative responses and responses to the open ended questions, a number of conclusions or recommendations can be made. This is by no means an exhaustive list of conclusions that can be drawn from the survey responses, as there is a great multitude of data in the responses. Following is an attempt to highlight the main conclusions and recommendations based on the survey responses.

In order to successfully plan and implement projects of regional significance, all members of the MPO must be able to see the larger picture of regional transportation planning. Of all the responses to the question asking about the single most important factor leading to success or failure of the MPO, about half of the responses mentioned that being able to develop and approve projects of truly regional significance. Another MPO cited the one thing that contributed most to their MPO's failure was the parochialism among its voting members. Clearly, having a regional vision is more effective than having a parochial, localized vision in carrying out regional transportation decision-making. Additionally, MPOs with nearby urbanized MPO neighbors should strive to act in a regional instead of parochial manner in transportation decision-making.

One solution to the problem of parochialism mentioned by an MPO was through the development of relationships at the monthly meetings of the Technical Coordinating Committee (TCC). TCC membership is comprised of planning and engineering professionals, and its meetings were seen as being less formal and more conducive to forming friendly relationships across municipal boundaries. These friendships enable compromise when "controversial issues arise". A solution to multiple MPO parochialism presented by one MPO is to form a "chairmen's coordinating committee" whereby the chairs or directors of all MPOs in the region convene to discuss issues of multi-MPO impact.

In order to make MPO decisions "final" or "official" in the eyes of the public and MPO staff, decisions often need the approval of elected officials. As one MPO noted, *having elected officials on the policy board or executive board makes decisions more "official" and also provides some level of accountability to the decisions that are made.* However, there are certain issues associated with having elected officials on the policy board. *Elected officials occasionally are not always aware of transportation decision-making procedures. Also, politics may come into play with elected officials, as projects with long-term benefits may be harder to politically justify than projects with immediate benefits. This problem arises because elected officials must show their constituents current successes rather than promises of future successes.*

Clearly, it is critical to educate elected officials on transportation planning procedures at the MPO and state level. Despite the need for this educational process, and the influence of politics, the presence of elected officials in the decision-making process should give more authority to the MPO policy board, and the next election provides accountability for choices made by elected officials (those who make a "bad" decision may not get reelected).

One MPO that was “not sure” about its success specified a serious problem with the transportation improvement process. They said that transportation is on “the forefront of pressing local issues”, however, getting funding for transportation projects and implementing the projects has presented difficulties. This idea is also paralleled by the case study of the Atlanta Regional Council addressed later. *Obviously, finding a means to ensure project implementation following MPO approval is necessary. A fiscally constrained planning process should help remedy this problem, assuming that a sufficient supply of transportation dollars for an area exists or can be found.*

CASE STUDIES OF SELECTED MPOS IN THE UNITED STATES

Selection of Case Study MPOs

Upon examination of the 23 survey results returned to ITRE, three case study areas were recommended to meet the measures of effectiveness outlined in the Denver study as contributing to effective MPO processes. The characteristics of each of the three selected possible case study sites are summarized below.

Kansas City: Mid-America Regional Council

The Mid-America Regional Council is the MPO that serves the Kansas City region. This MPO met the measures of effectiveness as suggested by the Denver study. It has coordination with land-use planning, coordination with counties and state agencies, coordination with the state DOT and promotes and practices public involvement. It also has a high level of expertise in the form of various advisory committees (highway, transit, bicycle/pedestrian, goods movement and aviation). It has weighted voting and strives for consensus in decision-making.

Austin, Texas: Capital Area Metropolitan Planning Organization

The Capital Area Metropolitan Planning Organization (CAMPO) serves the Austin metropolitan area. CAMPO did not respond to our survey; however, due to Austin's similarities to Triangle and Charlotte urban areas, CAMPO was selected as one of our case studies. The Austin area is a very rapid growing area with several jurisdictions to deal with. Austin's employment, government make up, universities and high tech society make it extremely similar to Raleigh.

Atlanta: Atlanta Regional Commission

The Atlanta Regional Commission (ARC) serves the greater Atlanta metropolitan area. ARC did not respond to our survey, but like CAMPO in Austin, Atlanta faces similar concerns and challenges as major North Carolina cities. Atlanta is a high growth area and is perhaps the best example of suburban sprawl in the US. Atlanta also sits at the intersection of major interstate freeways and has air quality problems.

CASE STUDY: MID-AMERICA REGIONAL COUNCIL

MARC, the MARC Board, and the MARC MPO

The Mid-America Regional Council (MARC) serves Kansas City, Kansas; Kansas City, Missouri; and around 70 nearby municipalities. In addition to a typical MPO transportation department, MARC also houses regional emergency services staff, a community development branch and other governmental functions. Mell Henderson, the Director of Transportation for MARC, sees the entity as a “problem solving organization for the region.” The area of 1.76 million people (1999 census estimate) is situated on the state line between Kansas and Missouri. The Kansas City metropolitan area has experienced slow growth of about 1.1 % per year for the past 10 years. However, the affluent suburbia of Johnson County, Kansas has burgeoned in the past few years, with growth rates much larger than Kansas City as a whole.

The MARC Board of Directors contains 24 members, including 14 in Missouri and 10 in Kansas. The Missouri membership includes the Counties of Cass, Clay, Jackson, Platte, and Ray, and the larger cities of Kansas City and Independence. The Kansas delegation includes the Counties of Johnson, Leavenworth and Wyandotte and the larger cities of Kansas City and Overland Park. The four larger cities receive two votes each, and each county receives one countywide vote and one at-large vote for all smaller municipalities within the county. The MARC Board is the final approval body for all functions, including transportation.

MARC contains a larger group called the “Total Transportation Policy Committee” (TTPC), which advises the MARC Board on transportation issues. The TTPC contains 38 positions, of which larger entities comprise a larger number of members. The voting entities in the TTPC are similar to, but not exactly the same as, the MARC Board. For example, Olathe (Johnson County), Kansas receives an individual vote on the TTPC but not on the MARC Board, while Ray County, Missouri is a non-voting member of the TTPC. The two state Departments of Transportation each receive a vote on the TTPC, while the regional transit agency (KCATA) receives two. A quorum of only 13 members, barely one third of the voting membership, is needed for the TTPC. While the organizational structure is for the TTPC to advise the MARC Board, in practice an approved motion by the TTPC will invariably pass the MARC Board.

The rural parts of two counties just to the north of the MARC MPO boundary decided to remain autonomous from MARC. These areas were trying to get Missouri Route 92 to be upgraded to a freeway class facility. Some members of MARC committees noted that a contributing factor in the decision to remain separate from MARC may have been a sense that they would have a better chance competing for transportation dollars for the M 92 improvements with other municipalities in the State of Missouri at large instead of entities involved with MARC.

MARC staff noted that the policy meetings were a great opportunity for local officials to be more engaged. Ron Martinovich, City Administrator for Sugar Creek, Missouri, echoed these sentiments, noting that a great benefit of MARC was an opportunity to network with other local officials two times per week.

MARC staff did admit that parochialism is still prevalent. They lamented that MARC does not take advantage of the fact that, due to the bi-state location of Kansas City, the region has access to four US senators. Although not purely a transportation issue, MARC staff noted that the

Union Station revitalization project in downtown Kansas City, Missouri contained enough regional emotional salience for broad-based geographic support. They could not envision ways for other transportation projects in the area to gain that level of emotional support unless a crisis was perceived.

MARC staff and others noted that much of the “real decision-making” occurs, not at the MARC Board or TTPC levels, nor even in the regional highway priorities committees, but at the individual states’ highway priorities subcommittees (one for Missouri and one for Kansas). *An interesting component is that the scoring process for ranking projects is not even the same for the two state highway priorities subcommittees.* With the membership of these subcommittees composed of public works officials, MARC staff suggested that some of these individuals may not even necessarily possess a holistic view of their own community, let alone that of the region. One positive aspect of the twin highway priority committees is that political influences aren’t as prevalent as in the combined Total Transportation Policy Committee.

The “Midwestern tendency,” according to MARC staff, is to achieve consensus on decision-making. If the TTPC meeting that we attended on Monday, June 18 is any indication, that consensus is being achieved. MARC staff noted that they achieve consensus by working on relationships and “handholding” for the tougher issues.

MARC staff indicated that they would like to see more participation in the modal committees by policy committee members, so as to increase the utility of these committees as a resource.

Department of Transportation Structures in Kansas and Missouri

Kansas and Missouri both possess “rural” legislatures in terms of policy outlook from both rural and many suburban districts. Kansas is similar to North Carolina in that there is not a single dominant city, and that the population has become predominantly urban on a percentage basis only in the last few years. Kansas is experiencing a rural depopulation phenomenon, while Missouri’s rural population is stabilizing. Both states possess in the culture the mistrust of money from one state being spent in another. Kansas is a “home rule” state, which provides the municipalities with power over many functions. Missouri, like North Carolina, is a “Dillon’s rule” state, in which power over a much larger area lies within the state government’s control.

The Missouri and Kansas Departments of Transportation are dramatically different from each other, and from that of North Carolina. Unlike North Carolina, Kansas DOT has a statutory limit on the number of road miles that they can control, so the focus of KDOT is primarily on freeways and other major intercity connectors. Like North Carolina, KDOT has all of its major functions in the central office, with the Districts having a more limited role.

The Missouri Department of Transportation, which operates roads with a much broader range of functional classifications, is similar to North Carolina in that respect. However, MoDOT is much more functionally decentralized than either Kansas or North Carolina, with planning, public involvement, and a host of other functions replicated in all ten districts. District office territories do not necessarily coincide with MPO boundaries, and indeed there are four decentralized MoDOT districts serving portions of a single regional planning commission in Missouri.

The KDOT project development process appeared to be confusing to us; some of the KDOT staff that we spoke to shared this assessment. In Kansas, a project must be on two lists simultaneously for funding (both a state TIP and a local projects list). Communities submit projects to both MARC and KDOT; KDOT then submits many of these same projects to MARC. The process in Missouri seemed much more transparent and logical. MARC receives applications and programs projects, while MoDOT district office staff processes agreements and administers projects. It is not even necessary for a project to be on a long-range plan to qualify for the TIP.

Kansas DOT is structured differently at the top level as well. The secretary of transportation at KDOT wields a substantial amount of power. The KDOT Board, however, is much less powerful than that of NCDOT. John Kemp, former KDOT Secretary, noted that a new governor does not change the KDOT leadership because “we’ve got a good thing going.”

Marcia Bernard, Transit Manager for Kansas City, Kansas – Wyandotte County, believed that she has a great working relationship with her highway counterparts in Kansas, and that “transit is accepted.” She did not view highways as a source of direct competition for transit in Kansas. She noted the existence of the Economic Lifeline corporation, a lobbying organization composed of Kansas Public Transit, Farm Bureau, the Kansas League of Municipalities, contractors, etc. that tries to ensure that sufficient public dollars are spent on critical areas, with transportation as the primary focus. However, she did not believe that consensus between highways and transit came as easily in Missouri.

According to Linda Ell Clark, the transportation planning manager for District 4 (Lee’s Summit, serving metropolitan Kansas City), planning, design, right-of-way, public involvement, and other functions were indeed replicated in at least the larger districts. She noted that there were engineers on her planning staff that provided a good mix of expertise.

MARC Planning and Modeling

MARC performs almost all transportation modeling functions for the region. Steve Noble, the Manager of Transportation Data and Analysis for MARC has 12 years of experience. However, this MPO, like many government entities, has staffing problems. To compensate for the lack of staff, MARC hires consultants to perform model updates associated with individual projects. They receive electronic files from the consultants at the conclusion of each study, resulting in a timely feedback loop. MARC coordinates planning with the public works departments of the various municipalities.

MARC – Measures of Effectiveness

Following is an evaluation of the Mid-America Regional Council with respect to the five measures of effectiveness previously developed.

- 1. Technical staff competency and expertise (size of staff, modeling procedures used)**
 - MARC has a problem recruiting and retaining qualified modeling staff. One factor contributing to this problem is low pay. The modeling positions tend to be filled with entry-level people, and as soon as they acquire the modeling skills, they are then able to find more financially rewarding employment outside of MARC. However, the MARC staff member in charge of the model has been in his current position for some time now. In addition, the transportation director has been present at MARC for twelve years, giving continuity to the organization.
 - MARC has a staff of approximately 18 in their transportation department. There is also a department within MARC that assists municipalities in land use planning.
 - When MARC finds itself lacking technical competence for a certain task or problem (NEPA documents, rehabilitation and renovation, bridge design, other engineering tasks), KDOT and MoDOT lend their engineering and planning expertise to MARC.
 - KDOT feels that MARC has competent staffers.

- 2. Coordination with land-use planning (presence of effective processes)**
 - The Community Development Department within MARC provides guidance and makes suggestions to the local municipalities to foster sustainable development and other favorable development patterns. The Transportation Department staff (MPO staff) coordinates efforts regularly with the Community Development staff on land use issues. Being located in the same organization facilitates interaction and coordination between the transportation department within MARC and the land use planning staff.
 - Each local government is responsible for codifying their own land use and zoning regulations. MARC incorporates future land use plans provided by local municipalities into their forecasts of population growth and travel demand. The land use planning / transportation planning process in the MARC area is an iterative process. MARC uses municipally produced land use plans to create their transportation plans. Local municipalities then refer to MARC's future transportation plans and incorporate proposed transportation system improvements into their land use planning process. This iterative process is not mandated by law, but instead occurs due to functionality of the process. Each agency incorporates known plans from other agencies into their own planning process with the hope that their own plans will be made more accurate.

- 3. Coordination with other jurisdictions in neighboring counties and states (presence of effective processes)**
 - MARC interacts on a regular basis with Kansas DOT and Missouri DOT. In most cases coordination between MARC and other adjacent areas occurs through the state DOTs.
 - MARC coordinates efforts with external jurisdictions on an as-needed basis. The recent planning efforts for a regional commuter rail system have made cooperation with adjacent MPOs a necessity. MARC has dealt with the Topeka, KS MPO, the Lawrence, KS MPO and the St. Joseph, MO MPO in the preliminary planning stages of the regional commuter rail line. After narrowing potential sites for construction of the rail lines, MARC continues to coordinate planning efforts with the Topeka and Lawrence MPOs.

Coordination efforts to date include conducting meetings with staff and policy officials from all three MPOs present. MARC has made presentations regarding the rail line to the other MPOs. A recent initiative to create a regional trail system brought about another instance of MARC corroborating with adjacent MPOs. Extra-jurisdictional coordination is usually necessary in the case of projects extending beyond the boundaries of MARC and into other MPOs' jurisdictions. In Missouri, MARC and local planning commissions from across the state meet periodically to work as a unified force in developing a legislative platform pertaining to planning and transportation policy.

- Modeling data is provided to local governments who request it.

4. Coordination with state Departments of Transportation (frequency of staff contact)

- MARC meets with the state DOTs formally on a monthly basis. MoDOT has a fully staffed district office in the MARC area. MoDOT and MARC appear to have well-established communication links, as one particular MoDOT staff member has a work area made available to her in the MARC office. KDOT, being geographically separated from the MARC headquarters, is not in contact with MARC to the extent that MoDOT is. The disparity between levels of communication found among the state DOTs and MARC may also arise from the level of staffing and administrative structure found in each DOT. KDOT has a much smaller staff than does MoDOT, which would mean that MoDOT has more resources to increase coordination efforts between themselves and MARC. KDOT also has a centralized structure, with all KDOT planning and engineering staff being headquartered in the Topeka office. MoDOT has a full staff of engineering, planning and public involvement employees in District 4, devoted solely to the MARC area. MoDOT also relinquishes more control over project programming to MARC than KDOT does. MARC feels that they have a better working relationship with MoDOT than with KDOT.
- KDOT and MoDOT are working together on the SCOUT ITS project. This project is of bi-state concern. MARC has facilitated interaction between the two state DOTs.
- In the I-35 Corridor Study, according to MARC staff, KDOT dominated the discussion and had a very strong opinion of what should occur in the I-35 corridor. In contrast, MoDOT tends to be more negotiable. For example, in the "Grand Triangle" interchange update project where I-435, I-470 and US 71 converge, the original plans called for a \$90 million interchange. After rounds of public involvement and subsequent revisions, the budget rose from \$90 to \$230 million. This increase was attributed to the accommodation of local needs.
- MARC applies the following budget allocation constraints to MoDOT's transportation funds when doing programming for MoDOT:
 - 40 % - capacity improvements (new roads, widening roads)
 - 40 % - rehabilitation and renovation (maintaining existing facilities)
 - 20 % - transportation system management, operations

5. Public involvement (frequency and degree of influence of the general public, as contrasted with influence of specific interest groups, on transportation decision-making priorities)

- MARC has a comprehensive Public Involvement Plan. This plan includes:
 - Conducting frequent public meetings and increasing public awareness by alerting the major news media of the time, date, and place of the meetings.

- Publishing 2 regional newsletters concerning transportation issues involving the MARC area. MARC also produces publications about other programs and projects in which they are involved.
 - Distributing published items in many ways. Published items are available at MARC offices, regional libraries, and on their website. The newsletters are mailed to those who request them via the website, while at public meetings, or through other means. MARC maintains a mailing list for the timely distribution of informational material.
 - Writing and distributing “plain English translations” of the Long-Range Transportation Plan, Unified Planning Work Program, and other technical transportation documents. These summary brochures serve to communicate the messages contained in highly technical and lengthy documents to the general public in a language they can understand.
 - Actively informing the multiple media outlets of transportation projects of public concern.
 - Proactively meeting with the public in times and places convenient to the public.
 - Conducting public opinion surveys of transportation issues.
 - Promoting use of MARC’s website
- There was some concern on the part of MARC’s Total Transportation Policy Committee that KDOT carries out the development and implementation of projects without obtaining complete input from the public and affected municipalities.

Conclusions

The MARC MPO is an organization that attempts to coordinate transportation decision-making for a wide variety of functional classification roads across a two-state region. Given that the structures, functions, and breadth of the two state DOTs are so dramatically different, we find that MARC performs reasonably well. The multi-tiered committee structure, in particular the two highway priorities committees individually tailored to the needs of the respective states, appears to be particularly effective for this MPO. In addition, the Midwestern penchant for “consensus” eliminates many relationship problems that might otherwise ensue for an MPO of this size.

MoDOT, despite its similar road network size, is functionally dissimilar from North Carolina. The autonomy granted to the ten Missouri Highway Districts is far greater than the power afforded the 14 North Carolina Highway Divisions. The transparency of the planning process, and the intensity of the public involvement process at the district level may warrant further investigation by NCDOT as it continues to enhance its own efforts in those areas.

MARC staff lamented their lack of a shared consensus with KDOT on appropriate levels of concern and shared responsibilities for roads of various functional classifications. KDOT seems to be almost exclusively concerned with higher functional classification roads, and the interchanges and intersections of these roads with other roads. On the other hand, while MARC’s staff felt that they had a better working relationship with MoDOT than KDOT, we did notice during our brief stay that the major roads appeared to be newer and wider in Kansas than in Missouri. The general consensus of people we interviewed from both states concerning the major highways in the metropolitan area was similar to our observations.

CASE STUDY: AUSTIN'S CAMPO, CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION

Austin's CAMPO, the Capital Area Metropolitan Planning Organization, serves all of Travis County and portions of Hays County to the south and Williamson County to the north. There are 21 members on the CAMPO Policy Advisory Committee (PAC). The PAC includes 2 state senators, 6 state representatives, the Mayors of Austin and Pflugerville in Travis County and Round Rock in Williamson County, three county commissioners from Travis County and one commissioner each from Hays and Williamson Counties, three members of Austin City Council, and representatives from Texas DOT and the Capital Metro transit agency. Therefore, there are eight members of the state legislature, one member from the state DOT, eight members from Travis County, one member from Capital Metro (with a service territory that is almost exclusively within Travis County), and only three members from the two suburban counties. If we group the state DOT representative with the state representatives and senators, and group the Capital Metro representative with other Travis County representatives, we have: 9 state members, 9 Travis County members, and 3 suburban county members.

We contacted Mike Aulick, the Executive Director of CAMPO, and Allison Shulze of the CAMPO staff, who helped coordinate our meetings. We interviewed Bill Garbade, District Engineer for Texas DOT, on Monday, June 11, 2001. Then, we traveled to the state capitol building to meet with Gonzalo Barrientos, State Senator for Texas senatorial district 14 and the chair of the Policy committee for over a decade. We then interviewed some members of an organized neighborhood group, "MONAC," just before the monthly meeting of the PAC. We then attended a very lively and interesting monthly PAC meeting, during which the committee voted to continue to study a proposed freeway expansion – while taking control of the study away from TxDOT and instilling it with the MPO. In addition, we observed the PAC rescind about \$3.5 million worth of projects awarded in the previous meeting in order to reallocate the money to a City of Austin project. Immediately after the meeting, we interviewed the mayor and director of planning for the City of Leander in Williamson County – officials from a town that had just lost \$2.5 million in the reallocation moments before. To gain a historical perspective, we conducted a telephone interview with a former executive director of CAMPO.

Texas DOT perspective

We interviewed Bill Garbade, District Engineer for Texas DOT, on Monday, June 11, 2001. Garbade stated that having essentially no technical representation and limited technical advisory capacity is a fundamental problem for CAMPO. He stated that the community is fractionalized, with an adversarial relationship between cities and suburbs, and between growth and anti-growth interests. With the outlying areas growing so fast, he felt that some regionalism would be necessary. In addition, collaboration between San Antonio and Austin will be needed, due to concerns about clean air. He lamented that the organization was "dysfunctional."

Garbade noted that in 1990, CAMPO had ½ full time staff position, now CAMPO is at 14 employees – yet TxDOT still experiences delays in receiving travel model results from CAMPO. He felt that public participation was heavy even before ISTEAs in 1991, and continues as such after TEA-21. He noted that there are public hearings for every MTIP amendment. He also stated that much of the participation from various interest groups is "predictable".

We asked Garbade about other cities in Texas, and he stated that other cities had much more developed freeway networks. As an example, he noted that San Antonio route 1604 was conceived over 40 years ago, with 500' right of way bought for future growth. Initially, a 24' road was built there; now the corridor contains a freeway. He also stated that Houston and Dallas have well-built freeway systems, but that Austin's was lacking. We observed the truth of his statement just trying to arrive at the Texas DOT offices via Loop 1 (since a crash was blocking traffic lanes on I-35). The two north-south parallel freeways (I-35 and loop 1) did not have a single full freeway connection.

CAMPO Chair perspective

Immediately after interviewing Bill Garbade, we traveled to the state capitol building to meet with Gonzalo Barrientos, State Senator for Texas senatorial district 14 and the chair of the Policy committee for over a decade. He provided some excellent background on the origins of CAMPO. We asked him about Transportation Summit 2001 which had occurred on Friday, June 8. He said that some county commissioners, judges, mayors, legislators, and members of city council were all invited, but only some of each to keep the numbers below quorum so as not to violate the open meetings law. He stated that the goal of the meeting was to get people to recognize that "We all live in the same house" and that everyone had to work together to solve the problems.

Given this desire to work together we wondered at the non-inclusion of the State DOT at the recent Transportation Summit, a surprising omission that Garbade had brought briefly to our attention during his interview. Barrientos responded that TxDOT was *intentionally* not invited in an effort to give the people who attended an opportunity to speak openly. He stated that people needed to be able to speak freely about TxDOT without fear of repercussion since some people feel that TxDOT does not listen to their viewpoints.

Barrientos noted that he was elected to the Texas House in 1975, and then legislators were added to CAMPO because there was a sense that legislators could work better with Texas DOT. He felt that CAMPO provides checks and balances, and provides a stage for communication and coordination among City of Austin, other cities and towns, county commissioner, and TxDOT. He sees CAMPO as a quasi-regional government on transportation, and felt that the current composition was pretty balanced between liberal and conservative philosophies. He suggested that there is very effective public participation. He admitted that a silent majority probably does exist that wants increased highway facilities, but that the special interest groups are out-spoken.

He was not in favor of eliminating all legislators on the policy advisory committee. He believes that they provide "bigger- picture perspectives from 100 miles away." He also believes that he personally has a good relationship with the other members of CAMPO, and he states that he looks for balance. He is neither for nor against all roadway projects.

CAMPO Policy Advisory Committee (PAC) -- Monday, June 11, 2001

The CAMPO meeting was contentious and had a charged atmosphere. Several television stations and dozens of attendees were at the meeting. We interviewed a few members of the "MONAC" (Mopac Noise Abatement Coalition) umbrella organization of neighborhood associations just before the meeting. Several felt that there had been an overrepresentation of the

suburban areas until the MONAC neighborhood coalition formed. However, only three of the twelve CAMPO representatives from local areas (as opposed to state legislators) serve the two suburban counties, so this opinion may be unfounded.

At the meeting itself, Agenda Item 4, “Consider endorsement of continued study of Loop 1 / US 183 Improvement Study alternatives” proved to be the first item of interest to the project team. Supporters of the project wanted to proceed to a phase 2 study by TxDOT, which would examine in more detail a few managed lane alternatives. The neighborhood association was against the widening. The PAC voted to proceed to a newly created “phase 1-A” of a study of managed lanes along Loop 1 and US 183. This decision appeared to be a compromise between proceeding with the next phase of the study and terminating the project. Under “phase 1-A”, the MPO, rather than TxDOT, would control the process. The City of Austin will pay to fund this revised study.

Agenda Item 6 was listed as “Consider rescinding approval of \$3,544,400 at the April 9 CAMPO PAC meeting for STP 4C Tier 1 projects for Travis County, Cedar Park, and Leander and if rescinded, consider reallocating the available STP 4C funds in the TIP.” The reallocation would go to RM (ranch to market) 2222, “Koenig Lane,” which is a somewhat controversial east-west connector through Austin. At the April 2001 meeting, the state and city council could not obtain an agreement on recommended improvements for that highway, and so, by a 7-6 vote, the money that was to go to Koenig was given to two projects in suburban Williamson County and one to Travis County.

As the mayor of Leander, one of the communities that stood to lose money if the rescission were successful, Larry Barnett requested at the meeting that the PAC not rescind the funding for Williamson and Travis Counties. He did note that his town had signed a contract with an engineering firm to design the road, using monies that were allocated in April. He also noted that, were the money to be rescinded, his town would issue bonds to build the road anyway, because of the severe need in his growing community. Other members of the community described their opinions of expanding Koenig, with some people in the local neighborhood supporting the road and others opposing it. In any case, the PAC voted 12-8 to rescind the money and return it to Austin for Koenig Lane. Leander lost over \$2.5 million as a result of the rescission.

Smaller jurisdictional perspective

We interviewed Larry Barnett, the mayor of the Williamson County community of Leander, and the Town Planner, Shannon Mattingly, on Monday June 11, 2001, immediately after the meeting. As might be expected, these proved to be very interesting interviews, since the town had just lost over \$2.5 million in previously awarded projects as a result of the PAC vote to rescind funding for the town.

Barnett would like to see state representatives remain part of the PAC in an advisory capacity but he would rather that they lose their voting rights. He felt that CAMPO’s fundamental representational structure was flawed, such that it provided a “poor representation of growing counties” and that a “disproportionate amount of money” is directed to Austin. As to the loss of \$2.5 million to Austin due to the rescission, he stated that Leander “will still build these roads”

and noted that the City of Leander might actually get them more quickly than through the federal process.

Mattingly stated that she would like for some of the meetings to be held outside Austin, since the 20-mile travel time from Leander can exceed 90 minutes during rush hour. She stated that, despite the loss tonight, Leander has been successful at getting funding in the past.

Historical perspective

Joe Gieselman, Travis County Executive Manager for Transportation and Natural Resources and the former executive director of CAMPO, stated that PAC meetings are not just a “transportation soup” but also a “regional legislative forum” and that a lot of issues are discussed among the members at the meeting. He stated that, when MPOs were formally created in Texas in the 1970s, Texas DOT stated that regional councils of governments (COGs) would serve the MPO function unless a city requested otherwise. While many metropolitan areas in Texas accepted the COG model, Austin did not, with the Austin Transportation Study being created.

State representation was added as a directive of the Texas Transportation Commission, and has remained there ever since despite periodic efforts of local governments to remove the state's voting members. He stated that the state legislators have shown an interest in the transportation issues of metropolitan Austin and have educated themselves accordingly. When asked what would happen if state representatives and senators were reduced to an advisory role, he remarked that “they would have no power so they would stop coming.”

CAMPO – Measures of Effectiveness

Following is an evaluation of the Capital Area Metropolitan Planning Organization (CAMPO) serving metropolitan Austin, Texas with respect to the five measures of effectiveness previously developed.

1. Technical staff competency and expertise (size of staff, modeling procedures used)

- CAMPO has hired more staff over the quarter-century of its existence and conducts modeling. However, the local TxDOT district engineer was not pleased with the delays in receipt of required model data from CAMPO.
- The presence of the “joint staff” from the state legislature enhances the technical competence available to CAMPO.

2. Coordination with land-use planning (presence of effective processes)

- There does not appear to be consensus on the basic forms of transportation required in this area. As one CAMPO professional staff member stated before the monthly meeting, “mobility (in Austin)-what mobility? Light rail was killed, HOV may be killed tonight.” The CAMPO peer review study conducted by Cambridge Systematics noted that “The bottom line is that the region cannot wait for 10 years or more for most of the major projects to begin to come on line. A more aggressive funding strategy is needed.” Given this lack of consensus of transportation itself, we did not investigate land-use planning’s relationship with transportation planning.

3. Coordination with other jurisdictions in neighboring counties and states (presence of effective processes)

- The TxDOT district engineer noted that cooperation will be needed with adjacent metropolitan areas, notably San Antonio, due to air quality concerns, implying that some coordination needs still exist.
- Within the MPO itself, there appeared to be a great deal of division between Austin and the growing counties to the north and south, if the monthly meeting we attended is any indication. Members of TxDOT as well as smaller city staff noted that there is frustration from the smaller towns as to the workings of CAMPO.
- We did not further investigate this issue.

4. Coordination with state Departments of Transportation (frequency of staff contact)

- CAMPO staff meet regularly with local TxDOT representatives.
- The intentional decision to not invite the TxDOT representative to the recent “Transportation Summit” seemed indicative of a very strained relationship between some members of the MPO and TxDOT. It may be that some members needed to have an opportunity to speak freely without the TxDOT present, since there was a sense by some MPO members that TxDOT was “authoritarian.” However, other members of the MPO found it absurd that TxDOT staff was not invited to such a meeting, with one member calling the Summit an “exercise in hot air;” another MPO member stated that “TxDOT has worked with us very well – if only the city of Austin would do the same.”

- Coordination with other state agencies is clearly enhanced by the presence of legislators as voting members of CAMPO. The use of the “joint staff” is also beneficial.

5. Public involvement (frequency and degree of influence of the general public, as contrasted with influence of specific interest groups, on transportation decision-making priorities)

- Public participation has been heavy in CAMPO for years, even before the passage of ISTEA in 1991.
- The presence of several citizens, as well as several television stations, at the recent MPO meeting indicates that CAMPO is well-known in the area. However, local activist groups were perceived as carrying a very large amount of sway, according to Joe Gieselman, Travis County Executive Manager for Transportation and Natural Resources, and former executive director of CAMPO. The decision to remove authority for the Loop 1 freeway study from TxDOT to the MPO may have been at least partially due to the heavy presence of a vocal group of neighborhood activists at the monthly meeting.
- One member of the CAMPO professional staff stated that “it seems to me that elected officials bow to neighborhoods and cannot make the hard decisions for the greater public good,” and that “planning” for elected officials is approximately a three-year horizon.

Conclusions

The visit to Austin's CAMPO revealed an organization that is dealing with a series of relationship and structural issues as well as an enormous level of regional growth. The organization possesses a unique structure that includes state representatives as well as municipal officials. There appears to be a high level of public involvement—although we are not convinced that the level of “public involvement” adequately represents the will of *all* of the people in the Austin metropolitan region, or even the general consensus.

CAMPO has been in existence for over a quarter-century. They recently took the positive step of holding a transportation “Summit” to discuss critical issues—then intentionally did not invite the only voting member in the MPO from the state Department of Transportation. At the policy advisory committee meeting we attended, a suburban county MPO member seriously considered eliminating his own representation on a freeway expansion study and giving it to an activist group from another part of the region. Later during that same meeting, we observed the MPO renege on a previous outlay of several million dollars for a growing county so as to reallocate funding for a central city project that did not appear to enjoy uniform neighborhood support.

Clearly, the MPO in Austin is dealing with serious structural and relationship issues on several levels. While we applaud the recent Transportation Summit initiative, we strongly recommend that the state DOT be invited to such meetings in the future. However, even though Austin is suffering from a number of difficult issues within and beyond the MPO, it is clear that the high level of attendance at the PAC meeting we attended exemplifies the awareness of the importance that CAMPO holds in regard to transportation decisions for greater Austin.

CASE STUDY: ATLANTA REGIONAL COMMISSION

The City of Atlanta, Georgia is part of the rapidly growing Atlanta metropolitan area in the southeastern United States. The Atlanta Regional Commission (ARC), a council of governments for the greater Atlanta area, strives to deal with the transportation problems created by rapid growth. One main function of ARC is acting in the role of metropolitan planning organization. ARC also houses a number of social programs including community development and elderly services. The transportation planning branch performs transportation planning and modeling for ten counties in the Atlanta metro area and three other counties in Atlanta's air quality non-attainment area.

We attended a meeting in November, 2000 where Dr. Catherine Ross presented the history and purpose of the Georgia Regional Transportation Authority (GRTA). We also talked with Dr. Ross following the meeting. Dr. Ross revealed that with the urging of the Governor of Georgia, the Georgia State Legislature passed SB 57 in 1999, thereby enacting the Georgia Regional Transportation Authority to deal with air quality non-attainment areas. All project programming originating in the MPO (ARC) must be approved by GRTA for approval before the projects can officially be placed into the Transportation Improvement Plan. GRTA encourages transportation planning decision-making that has a minimal negative effect on air quality. In practice, GRTA supports the development of transportation demand management strategies and of alternative transportation modes such as transit, walking, and biking. For example, GRTA is currently working on a commuter rail project and a study of transit options in the region. GRTA's role in the transportation decision-making process is still evolving, as GRTA is only two years old. To date, there is no memorandum of understanding between GRTA and ARC. As such, all formal aspects of the working relationship are not completely defined.

GRTA might be viewed as just another layer of government and bureaucracy, yet the immediate purpose of GRTA is clear: to get Atlanta out of air quality non-attainment. GRTA is also different in nature than an MPO. GRTA has the authority to issue \$2 billion in bonds for transportation projects. GRTA's true success at improving Atlanta's air quality will be evaluated in the coming years. For the purposes of this study, ARC can be considered the main decision-making board and the region's MPO, while recognizing that GRTA has the ultimate statutory authority in transportation decision-making. Following is an evaluation of ARC's MPO process with respect to our five measures of effectiveness.

1. Technical staff competency and expertise (size of staff, modeling procedures used)

- ARC has a staff of 18 that deals with transportation planning and modeling.
- When ARC has a modeling task that is beyond the expertise of their in-house staff, ARC hires a consultant to take care of the complicated modeling task.
- Staff retention is not a problem at ARC.

2. Coordination with land-use planning (presence of effective processes)

- The regional development plan serves as a guide for how the regional development should occur. Currently, the basic tenet of the regional development plan is to prevent sprawl and encourage more dense development in “city centers”. The regional development plan is ARC’s vision of the ideal future land use.
- The regional transportation plan (with a 25 year horizon) has a land use strategy plan that is incorporated from the regional development guide.
- ARC plans to establish “land use teams” that will help link the land use plan with the regional development plan.
- All actual land use decisions that are made by local municipalities go into ARC’s transportation model.
- During the transportation project selection phase, projects that support the land use plans are given priority. For example, if a town has low density agricultural zoning along a length of land, and then requests that a 4 lane local street be built through this agricultural zone, this request would likely lose out to another project that better supports the planned land use. In essence, ARC exercises “common sense” when evaluating potential transportation improvements.
- While ARC has no statutory authority to zone land under its jurisdiction, ARC does have influence on the local municipalities’ land use plans. When a local municipality submits their comprehensive plan for review and approval by ARC, ARC may reject the comprehensive plan if it is not in line with the regional development plan, thereby bringing the municipality’s land use plan more in line with the regional land use plan.

3. Coordination with other jurisdictions in neighboring counties and states (presence of effective processes)

- ARC deals not only with its 10 county jurisdiction, but also with three adjacent counties in the air quality non-attainment area. Land use planning guidance for these three additional counties is provided by Regional Development Centers. ARC coordinates efforts with the Regional Development Centers for the three adjacent non-attainment counties.
- ARC worked with Chattanooga, Tennessee on a high-speed MAGLEV (magnetic levitation) transit proposal for the US Department of Transportation. Other than the MAGLEV project, ARC does not have a lot of direct contact with neighboring municipalities or MPOs. The Georgia Department of Transportation has acted as an intermediary on a commuter rail project involving ARC, the Macon, Georgia MPO and the Athens, Georgia MPO. ARC did mention that they typically have informal contact with the adjacent MPOs whenever issues affecting multiple MPOs arise.

4. Coordination with state Departments of Transportation (frequency of staff contact)

- The Georgia Department of Transportation (GDOT) is not on ARC’s policy committee, however they do have a seat on a technical level planning committee.
- ARC and GDOT work together on a multitude of projects including transportation demand management, ITS, roadway projects and pedestrian/bike issues.
- ARC frequently interacts with GDOT planning staff.
- Overall, one ARC staff member indicated that they have a great deal of contact with GDOT.

5. Public involvement (frequency and degree of influence of the general public, as contrasted with influence of specific interest groups, on transportation decision-making priorities)

- ARC employs a public relations director.
- Methods of public involvement include:
 - Web site
 - Making plans public
 - Public opinion surveys addressing transportation issues such as pedestrian/bicycle concerns or questions regarding funding of particular projects
 - Holding public meetings
 - Answering and appropriately responding to telephone and email inquiries
 - Summarizing all public comments and making these public comments known to the applicable ARC decision-making board
 - Citizen outreach – going into the community and making presentations on a variety of transportation topics like a recent presentation to the Chamber of Commerce on the transportation planning process
- ARC did note that multiple environmentally-oriented organizations, including the Sierra Club, have initiated a lawsuit over transportation planning and policy issues and that this particular faction has made a tremendous impact on the transportation planning process in the Atlanta region

In closing, the members of the ARC staff that we spoke to described their organization as an effective and innovative transportation decision-making body. ARC noted that their planning process is good, but there is occasionally a problem with the implementation of their plans. ARC feels that GRTA may be able to lend a hand in implementing ARC's plans.

Conclusions

The presence of two decision-making bodies, ARC and GRTA, and the potential benefits and consequences is worth further investigation after some time. Currently, GRTA still has a newness that prevents a comprehensive evaluation of GRTA and its relationship with ARC.

ARC's innovative approach to project selection, the "common sense" approach, appears worthy of consideration for the decision-making structure for all MPOs. The practice of giving a stronger weighting to transportation projects that agree with the land use and transportation plans appears to be an effective way to encourage a desired pattern of growth and development. The key is to have an appropriate plan for growth and development in place, in order to have some guidance in the project selection phase.

ARC has expressed a problem facing not only MPO decision-making, but nearly all public decisions made. Special interest groups have seemingly gained a disproportionate level of influence in the decision-making process. In this case, an environmental faction has filed a lawsuit and is using activism to publicize their opinion. Since by their very nature activists and special interest groups strive to make their voices heard above all the rest, it is obvious how difficult it must be for decision-making bodies to make decisions based on the true opinions of the citizenry at large and recognize that the loud voices that they constantly hear may not necessarily be representative of what the "silent majority" believes.

In an effort to combat the persuasive effects of special interest groups, ARC employs surveys and also presents a report of all public input. Surveys (if designed and administered properly) can be an effective tool to assess public opinions of the whole target population. From the results gathered in a survey, a decision-making body can judge the sentiments of its constituents without relying on subjective indications such as newspaper opinion pieces or protesters' chants outside city hall. ARC compiles a report of all public input gathered from emails, phone calls and public meetings. Decision-makers can see exactly what constituents are saying, and it can be said that with the summary of all public input, each individual that comments has a direct link to representation at the decision-making level.

OVERALL CONCLUSIONS

Nearly half of the survey respondents cited an MPO's ability to develop and approve projects of truly regional significance as the most important factor in the overall success of an MPO. In order to successfully plan and implement projects of regional significance, all members of the MPO must be able to see the larger picture of regional transportation planning and be willing to vote for it. Anthony Downs summarizes the difficulty of having a regional instead of parochial perspective by writing "Without some greater recognition by citizens in individual localities of their crucial economic, social, and even physical linkages with the rest of their region, continued parochialism in land-use decisions will make effective solutions to growth-related problems impossible."

A solution to multiple MPO parochialism posited by members of one MPO is to form a "chairmen's coordinating committee" whereby the chairmen or directors of all MPOs in the region convene to discuss issues of multi-MPO impact. MARC has been able to develop consensus within the MPO by working on relationships between members. Many of the major issues are worked out in committee. One MPO found that monthly meetings of their Technical Coordinating Committee (comprised of planning and engineering professionals) was a solution to the problem of parochialism. These meetings are less formal and more conducive to forming friendly relationships across municipal boundaries. These friendships enable compromise when "controversial issues arise".

Our Web survey also examined the issue of consolidation of MPOs. No responding MPOs stated that they had undergone any combinations of service areas. A phone conversation with the Federal Highway Administration revealed that no one was aware of any MPO consolidations.

MPOs that regarded themselves as "successful" tended to have staffs with high levels of expertise and experience that allows them to provide additional assistance to the state DOTs and municipal governments in their data collection, modeling and planning endeavors. Recruiting and retaining competent staff is critical and for many smaller MPOs this is a challenge. MPO managers should encourage staff to participate in education programs that improve their transportation planning skills.

We found that MPOs with large populations, land areas, population densities and staffs tend to meet with their respective state DOTs more frequently. One explanation is that these MPOs have a greater need as well as more available staff members to confer with state DOTs. MPOs with larger populations and land areas likely have more projects to deal with than MPOs with smaller constituent populations or jurisdictional areas. Larger staff size more easily permits more frequent meetings with state DOTs. Good coordination between the MPO and their respective state DOT is very important.

In order to make MPO decisions "final" or "official" in the eyes of the public and MPO staff, decisions often need the approval of elected officials. As one MPO noted, having elected officials on the policy board or executive board makes decisions more "official" and also provides some level of accountability to the decisions that are made, since these decisions affect reelection chances. However, with elected officials come complications. Elected officials occasionally are not aware of transportation decision-making procedures and need to be educated

in these matters. In addition, politics come into play with elected officials, since projects with long-term benefits may be harder to politically justify than projects with immediate benefits. One MPO that was “not sure” about its success specified a serious problem with the transportation improvement process. They said that transportation is on “the forefront of pressing local issues”, however, getting funding for transportation projects and implementing the projects has presented difficulties. This same theme was echoed by the case study of the Atlanta Regional Council. Obviously, finding a means to ensure project implementation following approval is necessary.

The Atlanta Regional Commission attempts to incorporate a “common sense” approach into their project selection process. When reviewing and evaluating proposed projects, ARC gives preferential treatment to those projects that “make sense” when considered in the context of their comprehensive land use plan. There are admittedly limits to the ability of any governmental organization in controlling growth and development. Anthony Downs recently wrote in *Planning* magazine that “In reality, the governments within a region cannot control its rate of growth, which is basically determined by the region's climate, location, topography, size, population, and past investments... None of these traits can be influenced much by local or even state government policies.”

ARC employs two methods in an attempt to appropriately incorporate public opinion into the decision-making process. Through surveys of the public, ARC can obtain responses to questions about transportation projects and funding decisions, which will allow decision-makers to more accurately assess the public’s opinion. ARC also compiles a summary of all public input received through email, over the telephone or in person in a public meeting. This summary of public input is then provided to the decision-making body for review, thereby allowing the decision-makers an opportunity to hear what their constituents are saying regarding transportation.

RECOMMENDATIONS – MPOs, NCDOT, and INTERRELATIONSHIPS

The most critical problem identified in the survey and case studies was the parochial, rather than regional, vision of transportation planning by some MPO members. *Solutions must include a focus on relationships and education – forging relationships at TCC meetings, TAC meetings, and periodic meetings of contiguous MPO directors, and educating members of the importance of regional cooperation and the consequences of failing to do so. The Kansas City experience at MARC would be an excellent example of the benefits of forging and maintaining relationships.*

The continued need for purposeful, regular, monthly meetings involving elected officials must be considered crucial. The meeting must be seen to be an effective forum for discussing regional transportation issues of significance to members and the area. Even though Austin is suffering from a number of difficult issues within and beyond the MPO, it must be noted that the high level of attendance at and interest in the meeting by participants, the public, and the media demonstrates the salience that decisions by CAMPO hold in that area.

No particular structure stood out as being better or worse than another in our case studies and surveys. Of the 21 MPOs responding to the self assessment survey question (#36), 18 of the 21 responding MPOs proclaimed themselves to be a success, while the remaining three MPOs were “not sure.” Involving all affected jurisdictions and resolving conflicts through deliberation was a recurring theme. **Rather than suggesting a particular weighted representation, weighted voting, or other structural arrangement, we recommend that each individual MPO in North Carolina focus on developing a consensus as to: processes for deliberation, number and structures of committees, methods of involving the public, and means for coordination with the state DOT.**

The NCDOT provides orientation to new NC Board of Transportation members. In addition, the Department will provide education and training to both elected officials and staff of new Rural Planning Organizations (RPOs) in North Carolina during 2002. **Educating all MPO, TAC, and TCC members through a systematic, periodic orientation program, offered in concert by municipalities and NCDOT, may prove beneficial in reducing confusion, delays, and parochialism.** *This process could also be useful in highlighting the benefits of regional initiatives and cooperative arrangements between MPOs and NCDOT. This training could be conducted in conjunction with the annual MPO conference or it could be a separate series of training sessions.*

Improved public involvement is always beneficial. Atlanta’s MPO stated that they had had success from methods such as public surveys. However, public input and surveys both require a critical, hard-to-achieve component: an active, interested citizenry. Private citizens must care enough about issues in order to respond to surveys or to actively inquire or comment to ARC regarding transportation decisions. In order for private citizens to participate effectively in transportation planning, the process must be as easy, accessible and painless for the general public as possible. Additionally, an effective and appropriate means of incorporating the public’s opinion into the decision-making structure must be established.

The Kansas experience lends credence to the consideration of different arrangements for regional cooperation based on functional classification. We note here that **the State is in the process of updating its Statewide Transportation Plan**, and it is expected to deal with the differentiation

between state and local responsibility through the proposed North Carolina Multimodal Investment Network (NC MIN). *The recommendations in the next four paragraphs are tentative and are subject to change as the NC MIN is developed.*

An MPO does not have to employ a single voting or policy structure across all highways and other transportation facilities. *Instead, we recommend that each MPO consider a two-tiered voting and policy structure based on functional classification or primary geographic service area.* The proposed NC MIN is a three-tiered structure; therefore, there would need to be a regional consensus among the municipalities, the MPO, and NCDOT, as to which roads or corridors in the each of the NCMIN tiers would be a part of whose purview. Any decisions would have to be consistent with GS 136-66.2. Once those decisions are made, however, the process should become dramatically easier and the resulting consensus should speed implementation times.

For roads of intrastate or interstate importance, likely corresponding to all of the Statewide or Core tier facilities and perhaps a number of the Regional Tier facilities in the proposed NCMIN, the state Department of Transportation could assume primary responsibility and set policy accordingly. The state would provide the MPO with substantial opportunities for input as to proposed or potential local or metropolitan area *components* of these highways. Examples would include interchange locations, a regional bicycle trail within or crossing freeway rights-of-way, sound barriers, park-and-ride facilities, pedestrian crossings, etc. MPO input regarding these components would be using weighted representation, with the resulting consensus vote serving as the MPO's input into the plan for the highway. But the impetus for the general framework of the highway (six lanes or eight, local or express lanes, an intrastate toll system) would be the responsibility of the State under a two-tiered framework.

For example, in Wake County, I-40, I-440, I-540, US 1, US 64, and US 70 are the primary roads of true intrastate or interstate importance, and the state could take the lead on the critical through travel elements of the highways. However, even for these highways, the MPO could work in concert with the state DOT on aspects of those roads that are not essential to the intrastate or interstate travel function. The appearance of sound barriers, local transit use of the corridor, pedestrian and bicycle crossings, etc. are potential examples.

The success of MARC provides us with an excellent example for establishing regional priorities under bi-state metropolitan regions. As noted earlier, MARC has separate, powerful state highway priorities subcommittees. *While it may seem contrary to regional cooperation to have two separate groups determining priorities, we see this as merely recognition of the dramatically different state planning processes in the two States.* However, we would recommend that the full highway priorities committee develop a consensus as to which roads are the corridors that have *substantial* regional impacts in both states and prioritize those projects simultaneously. In other words, *we recommend that the level of regional cooperation be dependent on the functional classification of these facilities, rather than worrying about a lack of regional cooperation for all facilities.*

On the next level down of functional classification – **for those roads that are essential to travel within the metropolitan region but not critical for intrastate or interstate travel** – *the MPO could wield primary decision-making power.* The state would still establish the standards, but the decisions as to traffic flow, HOV versus general-purpose versus toll versus bus-only lanes,

pedestrian facilities, could be primarily under the purview of the MPO under a two-tiered framework. These facilities would probably include all of the Subregional tier facilities and probably a large portion of the Regional tier facilities in the proposed NCMIN framework.

We also have a few additional recommendations that are not feasible at the present time due to legal constraints. For projects that primarily affect only local communities, our initial recommendation was to have individual towns play the lead role, with the MPO primarily serving as an information gathering function. However, federal law governing MPO approval of federal funds spent in a metropolitan area, as well as recent changes to North Carolina G.S. 166-66.2, preclude implementation of this recommendation; an exception is in urban areas over 200,000 in population, where some MPOs are already redirecting their STP-DA funds.

The presence of elected officials on MPO policy boards provides the blessing of accountability for decisions (i.e., reelection) and the concern that decisions will be focused more on short-term solutions. Naturally, the two-year terms of local elected officials does indeed promote short-term visions, and a change in North Carolina election laws would be required to alter this in any significant way.

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Appendix A: MPO Internet Survey - list of questions

Part I – MPO Characteristics

Question 1: What is the population of your MPO?

Question 2: What is the land area of your MPO?

Question 3: Does your MPO include multiple urbanized areas? If yes, what are they?

Question 4: Does your MPO include multiple governmental entities? If yes, who are they?

Question 5: How would you describe your MPO's governmental structure?

Part II – MPO Funding

Question 6: What is the MPO's annual budget?

Question 7: Who funds the MPO? (federal, state, local, regional or other; in percentages)

Question 8: Does the MPO receive funds for projects beyond the planning process?

Part III – Technical Staff

Question 9: How many members comprise the full time staff of your MPO?

Question 10: How often do members of your staff meet with members of your state DOT?

Part IV – Modeling Parameters

Question 11: Does one transportation model cover the entire MPO or are there multiple models? If any of these modeled areas overlap, please describe.

Question 12: What agency (e.g., your MPO, regional COG, state DOT, etc.) is responsible for each of the following travel demand modeling functions in your area?

- Developing the model
- Maintaining / Revising the model
- Documenting the model
- Distributing the model
- Housing the model
- Socioeconomic data projections
- Collecting transportation system characteristics

Question 13: Is there a formal model agreement among agencies regarding distribution of the above responsibilities? If no, how are model decisions made.

Question 14: How many full or part time positions are dedicated to modeling?

Question 15: What is the annual budget for modeling functions? Is the amount budgeted differently during major model updates?

Question 16: What is the modeling platform?

Part V – Policy Committee/Member Attributes

Question 17: Do you have a policy committee or board? If so, what is its name?

Question 18: On average, how often does your policy committee/board meet each year?

Question 19: How many voting and nonvoting members does your policy board/committee have?

Question 20: What are the roles and representative organizations of nonvoting members?

Question 21: How many policy committee/board members are elected officials?

Question 22: Are state DOT representatives on your policy committee? If yes, please list each position and the branch or division represented.

Question 23: Do the DOT representatives have the right to vote? If no, what role do they serve? (e.g., liaison)

Question 24: Does your policy committee/board have weighted representation (e.g., representation based on size, population, or other criteria)? If yes, what is the basis for weighted representation and how is it derived?

Question 25: If you answered yes in question 24, please indicate the weighted representation of your committee/board. (Indicate the name of each city, county or other entity having two or more votes and the number of committee/board members each entity has.)

Question 26: If you answered yes to question 24, when is the weighted voting system used?

Question 27: Does the committee/board strive to reach consensus in decision-making? If yes, how often is consensus achieved?

Part VI – Committee Resources and Communication Techniques

Question 28: Do other committees serve in advisory roles to the policy committee/board? If yes, name the advisory committees and tell their areas of expertise (e.g., auto, bike, pedestrian, transit, etc.)?

Question 29: Do committee structures or boards exist that have greater influence on transportation decisions than that of the policy committee (in effect, veto power)? If yes, please list each committee/board below and its role in the decision-making process.

Part VII – Policies and Decision-Making

Question 30: How is the local transit agency(ies) involved in the decision-making process?

Question 31: Do other outside organizations (not mentioned previously) contribute substantially to the decision-making process? If yes, what are the names of the organizations?

Question 32: Do you use any innovative methods for enhancing the involvement of the general public in the transportation decision-making process of your MPO?

Question 33: What processes or policies does your MPO use to integrate transportation and land use in the decision-making process?

Question 34: Do processes exist outside of your MPO structure that attempt to coordinate transportation and land use in your area?

Question 35: If your MPO serves multiple counties or states, how does the MPO deal with issues that arise from political jurisdictional boundaries?

Part VIII – Comments, Advice, Lessons Learned, Etc.

Question 36: Do you consider your MPO a success? Explain.

Question 37: Name the single most important aspect of your MPO governance process or structure that leads to the success or failure of your MPO.

Question 38: Name one aspect of the governance process or structure that you would like to see changed – no matter how small – in order to improve the effectiveness of the transportation decision-making process in your MPO.

Question 39: Please offer any advice, comments, and lessons learned, etc. for metropolitan areas looking to improve regional transportation decision-making structures.

Appendix A

MPO Internet Survey

MPO Decision-Making Structure Survey

Name of your MPO

Contact Information:

Name

Position

Telephone with Area Code () **extension**

E-Mail Address

Please complete this survey to the best of your ability.
 Feel free to leave a question blank if you are unsure of the answer.

Part I — MPO Characteristics

1 What is the population of your MPO? (indicate number)

2 What is the land area of your MPO? (indicate number)

 square miles

3 Does your MPO include multiple urbanized areas? (select one)

Yes No

If yes, what are they?

4 Does your MPO include multiple governmental entities? (select one)

Yes No

If yes, who are they?

5 Which of the following best describes your MPO? (select one)

- Regional Council of Government
- Housed in County Government
- Housed in Municipality
- Staffed by State DOT
- Freestanding Entity

Part II — MPO Funding

6 What is the MPO's annual budget? (indicate dollar amount)

\$

7 Who funds the MPO? (indicate a numerical percentage for each category)

Federal %

State %

Local %

Regional %

Other Source %

(indicate source; e.g., ports, transit system, private, etc.)

8 Does the MPO receive funds for projects beyond the planning process? (select one)

Yes No

Part III — Technical Staff

9 How many members comprise the full-time staff of your MPO? (indicate number)

10 How often do members of your staff meet with members of your state DOT? (select one)

- weekly
 monthly
 several times per year
 rarely
 never

Part IV — Modeling Parameters

11 Does one transportation planning model cover the entire MPO or are there multiple models? (select one)

- One Model Multiple Models

Do any of these modeled areas overlap? (please describe)

12 What agency (e.g., your MPO, regional COG, state DOT, etc.) is responsible for each of the following travel demand modeling functions for your area? (indicate the responsible agency for each area)

Developing the Model	<input type="text"/>
Maintaining/Revising the Model	<input type="text"/>
Documenting the Model	<input type="text"/>
Model Distribution	<input type="text"/>
Housing the Model	<input type="text"/>
Socioeconomic Data and Projections	<input type="text"/>
Collecting Transportation System Characteristics	<input type="text"/>

13 Is there a formal model agreement among agencies regarding distribution of the above responsibilities? (select one)

- Yes No

If no, how are model decisions made?

14 How many positions are dedicated to modeling? (indicate number of positions for each)

Full Time Part Time

15 What is the annual budget for modeling functions? (indicate dollar amount)

\$

Is the amount budgeted differently during major model updates? (select one)

- Yes No Not Applicable

16 What is the modeling platform? (select one)

- Tranplan
 TransCAD
 QRS II
 Other

If other, please specify.

Part V — Policy Committee/Member Attributes

17 Do you have a policy committee or board? (select one)

- Yes No

If yes, what is the name of the committee/board?

18 On average, how often does your policy committee/board meet each year? (indicate number)

19 How many members does your policy committee/board have? (indicate number for each)

Voting Nonvoting

20 What are the roles and representative organizations of nonvoting members? (indicate role in first blank, organization in second blank)

Nonvoting Member's Role	Organization Nonvoting Member Represents
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

21 How many policy committee/board members are elected officials? (indicate number)

22 Are state DOT representatives on your policy committee? (select one)

- Yes No

If yes, please list each position and the branch or division represented. (indicate position in the first blank, branch/division in the second)

Position	Branch or Division Represented
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

23 Do the DOT representatives have the right to vote? (select one)

- Yes No

If no, what role do they serve? (e.g., liaison)

24 Does your policy committee/board have weighted representation (e.g., representation based on size, population, or other criteria)? (select one)

- Yes No

If yes, what is the basis for weighted representation and how is it derived? (please explain)

25 If you answered yes in question 24, please indicate the weighted representation of your committee/board. (Indicate the name of each city, county, or other entity having two or more votes in the first blank and the number of committee/board members in the second blank)

Name of Entity	Weighted Representation
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>

26 If you answered yes to question 24, when is the weighted voting system used? (select one)

- always
- 5 or more times per year
- 1-4 times per year
- never

27 Does the committee/board strive to reach consensus in decision-making? (select one)

- Yes No

If yes, How often is consensus achieved? (select one)

- all of the time (required)
- most of the time
- some of the time
- rarely

Part VI — Committee Resources and Communication Techniques

28 Do other committees serve in advisory roles to the policy committee/board? (select one)

Yes No

If **yes**, what are the advisory committees' areas of expertise (e.g., auto, bike, pedestrian, transit, etc.)? (indicate the committee in the first blank and its area of expertise in the second blank)

Advisory Committee	Area of Expertise

29 Do committee structures or boards exist that have greater influence on transportation decisions than that of the policy committee (in effect, veto power)? (select one)

Yes No

If **yes**, please list each committee/board below and its role in the decision-making process. (Indicate the committee/board name in the first blank and its decision-making role in the second blank)

Committee	Decision-Making Role

Part VII — Policies and Decision-Making

30 How is the local transit agency(ies) involved in the decision-making process? (please describe)

31 Do other outside organizations (not mentioned previously) contribute substantially to the decision-making process? (select one)

Yes No

If yes, what are the names of the organizations? (separate names using commas)

32 Do you use any innovative methods for enhancing the involvement of the general public in the transportation decision-making process of your MPO? (please describe)

33 What processes or policies does your MPO use to integrate transportation and land use in the decision-making process? (please describe)

34 Do processes exist outside of your MPO structure that attempt to coordinate transportation and land use in your area? (please describe)

35 If your MPO serves multiple counties or states, how does the MPO deal with issues that arise from political jurisdictional boundaries? (please describe)

Part VIII — Comments, Advice, Lessons Learned, Etc.

36 Do you consider your MPO a success? (select one)

Yes No Not Sure

Please explain.

37 Name the single most important aspect of your MPO governance process or structure that leads to the success or failure of your MPO. (please describe)

38 Name one aspect of the governance process or structure of your MPO that you would like to see changed — no matter how small — in order to improve the effectiveness of the transportation decision-making process in your MPO. (Please describe)

39 Please offer any advice, comments, lessons learned, etc. for metropolitan areas looking to improve regional transportation decision-making structures.

Thank you for completing this survey.
Please press the button below to submit your responses.

Finish

If you experience any technical difficulties completing this survey, please contact the [Webmaster](#).

Appendix B

Tabular Summary of Survey Results

Name of MPO	Population	Area (sq. mi.)	Population Density (ppl/sq. mi.)
Hampton Roads MPO	1,500,000	1,900	789
Hillsborough County MPO	1,001,910	1,072	935
Miami-Dade MPO	2,100,000	385	5,455
Palm Beach MPO	1,042,196	2,300	453
Pinellas County MPO	899,445	280	3,212
Bristol Urban Area MPO	55,000	*	*
First Coast MPO	900,000	1,118	805
Johnson City	82,000	420	195
Nashville Area MPO	1,000,000	*	*
Berkeley Charleston Dorchester COG	550,000	3,160	174
Birmingham MPO	796,990	1,908	418
Central Midlands COG	*	1,049	*
Council of Fresno County Govt	500,000	6,000	83
Kentuckiana Regional Planning & Development Agency	950,000	1,052	903
METROPLAN	572,000	1,500	381
Mid-America Regional Council	1,600,000	3,800	421
Middle Rio Grande Council of Govts	600,000	700	857
Pima Association of Govts	866,125	9,187	94
Salem/Keizer Area Transportation Study	200,000	68	2,948
Santa Barbara County Association of Govts	414,000	2,774	149
Tri-Cities Area MPO	135,000	*	*
Assn of Central Oklahoma Govts	*	*	*
Chattanooga Urban Area MPO	*	*	*

* = data not provided

Note - population density calculated using population and land area responses

Questions 1 and 2: MPO Population, Area, and Density

Name of MPO	Multiple Urban Areas
Johnson City	City of Johnson City, City of Elizabethton, Town of Jonesborough, Washington County, Carter County
Nashville Area MPO	Nashville urbanized area, Murfreesboro urbanized area
METROPLAN	Little Rock-North Little Rock Urbanized Area Small Urban Areas -Conway, Benton, Bryant, Maumelle, Cabot
Santa Barbara County Association of Govts	Santa Barbara, Lompoc, Santa Maria
Question 3: Listing of MPOs with Multiple Urban Areas	

Name of MPO	Government Entities that MPO Encompasses
Hampton Roads MPO	13 local governments (Cities and counties) 2 transit operatorsVDOTHRPDC Exec. Director
Hillsborough County MPO	Cities of Plant City, Tampa, Temple Terrace, Hillsborough County, Hillsborough Area Regional Transit Authority, Hillsborough County Aviation Authority, Tampa-Hillsborough Expressway Authority, Tampa Port Authority, City-County Planning Commission (ex officio), Florida DOT (ex officio)
Miami-Dade MPO	28 municipal governments
Palm Beach MPO	37 municipalities 1 county
Pinellas County MPO	Pinellas County and the Cities of St. Petersburg, Clearwater, Pinellas Park, Largo, Dunedin, Safety Harbor, Tarpon Springs and Oldsmar. These nine governmental entities have membership on the MPO Board. However there are sixteen other small cities in the County that do not have a seat on the MPO Board. The local transit authority is also a voting member of the MPO.
Bristol Urban Area MPO	Bristol Tennessee Sullivan County Tennessee,Bristol Virginia,Washington County Virginia
First Coast MPO	Consolidated City of Jacksonville ,(Duval County),Cities of Jacksonville Beach, Neptune Beach and Atlantic ,Beach, Towns of Orange Park and Baldwin, Clay and St. Johns Counties
Johnson City	-
Nashville Area MPO	Local governments, regional council, state DOT, state air quality agency
Berkeley Charleston Dorchester COG	Portions of Berkeley County, Charleston County, and Dorchester County; City of Charleston, City of North Charleston, Town of Mount Pleasant, City of Hanahan, City of Goose Creek, Town of Lincolnville, City of Folly Beach, City of Isle of Palms, Town of Kiawah Island, Town of Seabrook Island, Town of Sullivan's Island, and Town of Summerville
Birmingham MPO	Jefferson County,Shelby County, City of Birmingham, City of Hoover, City of Vestavia Hills, City of Homewood, City of Mountain Brook, City of Graysville,City of Lipscomb, City of Adamsville, City of Fairfield, City of Bessemer, City of Hueytown, City of Pleasant Grove, City of Gardendale, City of Warrior, City of Brighton,City of Midfield, City of Alabaster, City of Maytown, City of Pelham,City of Morris, City of Columbiana, City of Trussville, City of Moody, City of Montevallo, City of Helena, City of Tarrant, City of Irondale, City of Leeds, City of Clay,City of Fultondale,City of Morris,Town of Sylvan Springs, Town of Trafford,Town of North Johns, Town of Chelsea,Town of Brookside, Town of Kimberly,Town of Vincent,Town of Mulga,Town of West Jefferson,Town of Cardiff. A lot of the smaller governemets included here are represented by the Mayors Association which has several positions on the MPO.
Central Midlands COG	2 Counties -- Richland and Lexington and 12 municipalities -- Columbia, Lexington, Irmo, West columbia, Springdale, Cayce, Arcadia Lakes, Forest Acres, South Congaree, Pine Ridge, Gaston
Council of Fresno County Govt	Fresno Fresno County Clovis Sanger Selma Coalinga Firebaugh Fowler Huron Kerman Kingsburg Mendota Parlier Reedley San Joaquin
Kentuckiana Regional Planning & Development Agency	City of Louisville,City of St. Matthews,City of Jeffersontown,City of Jeffersonville,City of New Albany,City of Charlestown,City of Shively,Town of Clarksville,Bullitt County,Clark County,Floyd County,Jefferson County,Oldham County,Indiana Department of Transportation,Kentucky Transportation Cabinet,Jefferson League of Cities,Regional Airport Authority,Transit Authority of River City,FHWA-IN (advisory),FHWA-KY (advisory),FTA-Region IV (advisory),Louisville-Jefferson County Planning Commission (advisory),HUD (advisory)
METROPLAN	25 members -nineteen (19) municipal jurisdictions, four (4) counties, one (1) transit authority and one (1) state DOT Municipalities - Conway, Mayflower, Vilonia, Wooster, Cabot, Austin, Ward,North Little Rock,acksonville, Sherwood, Maumelle, Little Rock, Cammack Village,Alexander, Wrightsville,> Benton, Bryant, Shannon Hills, Haskell> Counties - Pulaski, Faulkner, Saline, Lonoke> Transit - Central Arkansas Transit Authority> DOT - Arkansas Highway and Transportation Department
Mid-America Regional Council	2 state departments of transportation; 7 counties; 71 municipalities; 3 transit operators
Middle Rio Grande Council of Govts	City of Albuquerque,City of Rio Rancho,Town of Bernalillo,Village of Los Ranchos de Albuquerque,Village of Corrales,Village of Tijeras,County of Bernalillo,County of Sandoval.
Pima Association of Govts	Pima County, City of Tucson, City of South Tucson, Town of Marana, Town of Oro Valley, Town of Sahuarita
Salem/Keizer Area Transportation Study	Cities of Salem and Keizer, OR. Polk and Marion Counties (OR). Salem Area Mass Transit District. Salem/Keizer School District. Oregon Department of Transportation.
Santa Barbara County Association of Govts	Cities of Santa Barbara, Lompoc, Carpinteria,Buellton, Solvang, Santa Maria, Guadalupe, and the Unincorporated County of Santa Barbara
Tri-Cities Area MPO	Cities of Petersburg, Colonial Heights, Hopewell & counties of Prince George, Dinwiddie, Chesterfield
Assn of Central Oklahoma Govts	-
Chattanooga Urban Area MPO	-
'-' = no response	
Question 4: Governmental Entities Served by MPOs	

Name of MPO	MPO type
Hampton Roads MPO	Freestanding Entity
Hillsborough County MPO	Housed in County Govt
Miami-Dade MPO	Housed in County Govt
Palm Beach MPO	Housed in County Govt
Pinellas County MPO	Housed in County Govt
Bristol Urban Area MPO	Housed in Municipality
First Coast MPO	Housed in Municipality
Johnson City	Housed in Municipality
Nashville Area MPO	Housed in Municipality
Berkeley Charleston Dorchester COG	Regional Council of Govt
Birmingham MPO	Regional Council of Govt
Central Midlands COG	Regional Council of Govt
Council of Fresno County Govt	Regional Council of Govt
Kentuckiana Regional Planning & Development Agency	Regional Council of Govt
METROPLAN	Regional Council of Govt
Mid-America Regional Council	Regional Council of Govt
Middle Rio Grande Council of Govts	Regional Council of Govt
Pima Association of Govts	Regional Council of Govt
Salem/Keizer Area Transportation Study	Regional Council of Govt
Santa Barbara County Association of Govts	Regional Council of Govt
Tri-Cities Area MPO	Regional Council of Govt
Assn of Central Oklahoma Govts	None Specified
Chattanooga Urban Area MPO	None Specified
Question 5: MPO Governmental Structure	

Name of MPO	Budget	Per Capita Expenditures (\$)
Hampton Roads MPO	2,250,000	\$1.50
Hillsborough County MPO	1,215,885	1.21
Miami-Dade MPO	2,100,000	1.00
Palm Beach MPO	1,233,856	1.18
Pinellas County MPO	-	*
Bristol Urban Area MPO	200,000	3.64
First Coast MPO	4,866,137	5.41
Johnson City	230,000	2.80
Nashville Area MPO	700,000	0.70
Berkeley Charleston Dorchester COG	-	*
Birmingham MPO	1,336,723	1.68
Central Midlands COG	1,300,000	*
Council of Fresno County Govt	3,405,000	6.81
Kentuckiana Regional Planning & Development Agency	1,314,724	1.38
METROPLAN	2,404,650	4.20
Mid-America Regional Council	2,200,000	1.38
Middle Rio Grande Council of Govts	900,000	1.50
Pima Association of Govts	-	*
Salem/Keizer Area Transportation Study	719,100	3.60
Santa Barbara County Association of Govts	1,600,000	3.86
Tri-Cities Area MPO	-	*
Assn of Central Oklahoma Govts	-	*
Chattanooga Urban Area MPO	-	*

- = data not provided
* = insufficient data to calculate

Question 6: Budget and Per Capita Expenditures

Name of MPO	Federal %	State %	Local %	Regional %	Other Source	Other %
Hampton Roads MPO	80	10	10	0		0
Hillsborough County MPO	88	8	4	0		0
Miami-Dade MPO	64	20	10	0		6
Palm Beach MPO	73	6	21	0		0
Pinellas County MPO	-	-	-	-		-
Bristol Urban Area MPO	80	10	10	0		0
First Coast MPO	39	46	15	0		0
Johnson City	80	10	10	0		0
Nashville Area MPO	70	10	20	0	Chamber [of Commerce] for certain projects	0
Berkeley Charleston Dorchester COG	-	-	-	-		-
Birmingham MPO	82	2	16	0		0
Central Midlands COG	80	10	10	0		0
Council of Fresno County Govt	52	14	34	0		0
Kentuckiana Regional Planning & Development Agency	80	3	17	0		0
METROPLAN	81	0	19	0		0
Mid-America Regional Council	80	5	0.3	0	Contributed services	15
Middle Rio Grande Council of Govts	82	18	0	0		0
Pima Association of Govts	79	9	12	0		0
Salem/Keizer Area Transportation Study	71	25	3.8	0	Transit district	0.2
Santa Barbara County Association of Govts	45	15	35	0	Air District, County	5
Tri-Cities Area MPO	80	10	0	10		0
Assn of Central Oklahoma Govts	-	-	-	-		-
Chattanooga Urban Area MPO	-	-	-	-		-
- = data not provided						
Question 7: MPO Funding Sources						

Name of MPO	Receive Funds Beyond Planning Process?
Hampton Roads MPO	No
Hillsborough County MPO	No
Miami-Dade MPO	Yes
Palm Beach MPO	Yes
Pinellas County MPO	-
Bristol Urban Area MPO	No
First Coast MPO	No
Johnson City	No
Nashville Area MPO	Yes
Berkeley Charleston Dorchester COG	-
Birmingham MPO	No
Central Midlands COG	Yes
Council of Fresno County Govt	-
Kentuckiana Regional Planning & Development Agency	Yes
METROPLAN	Yes
Mid-America Regional Council	No
Middle Rio Grande Council of Govts	No
Pima Association of Govts	Yes
Salem/Keizer Area Transportation Study	No
Santa Barbara County Association of Govts	Yes
Tri-Cities Area MPO	No
Assn of Central Oklahoma Govts	-
Chattanooga Urban Area MPO	-

"-" indicates no response

Question 8: Funding Beyond the Planning Process

Name of MPO	MPO Staff Number	Frequency of meetings between staff and DOT
Hampton Roads MPO	11	Monthly
Hillsborough County MPO	12	Monthly
Miami-Dade MPO	15	Monthly
Palm Beach MPO	7	Weekly
Pinellas County MPO	13	Weekly
Bristol Urban Area MPO	3	Several times per year
First Coast MPO	10	Monthly
Johnson City	3	Several times per year
Nashville Area MPO	4	Weekly
Berkeley Charleston Dorchester COG	3	Monthly
Birmingham MPO	6.5	Monthly
Central Midlands COG	4	Monthly
Council of Fresno County Govt	16	Monthly
Kentuckiana Regional Planning & Development Agency	12	Monthly
METROPLAN	15	Weekly
Mid-America Regional Council	18	Monthly
Middle Rio Grande Council of Govts	11	Monthly
Pima Association of Govts	50	Weekly
Salem/Keizer Area Transportation Study	6.5	Weekly
Santa Barbara County Association of Govts	16	Weekly
Tri-Cities Area MPO	1	Monthly
Assn of Central Oklahoma Govts	-	-
Chattanooga Urban Area MPO	-	-
"- " indicates no response		
Question 9 and 10: Staff Size and DOT Meeting Frequency		

Name of MPO	Number of Models	Overlapping Models
Hampton Roads MPO	One	-
Hillsborough County MPO	One	-
Miami-Dade MPO	One	-
Palm Beach MPO	One	-
Pinellas County MPO	One	The Pinellas MPO uses a regional planning model in coordination with 3 other MPOs in the region. The model is jointly developed and maintained by the MPOs and the Florida Department of Transportation
Bristol Urban Area MPO	One	-
First Coast MPO	One	FDOT is developing a regional model that would include 4 counties
Johnson City	One	-
Nashville Area MPO	One	The City of Murfreesboro does maintain a separate model, but it is not used for regional travel demand modeling. The City of Franklin has expressed interest in developing and maintaining its own model, using a portion of the regional network as the base.
Berkeley Charleston Dorchester COG	One	-
Birmingham MPO	One	-
Central Midlands COG	One	-
Council of Fresno County Govt	One	-
Kentuckiana Regional Planning & Development Agency	One	-
METROPLAN	One	-
Mid-America Regional Council	One	-
Middle Rio Grande Council of Govts	One	-
Pima Association of Govts	One	-
Salem/Keizer Area Transportation Study	One	-
Santa Barbara County Association of Govts	Multiple	SBCAG has one overall county model and there are other traffic models in Santa Maria and Goleta (large unincorporated urban area)
Tri-Cities Area MPO	One	There is a combined traffic model for the Tri-Cities MPO and Richmond MPO.
Assn of Central Oklahoma Govts	-	-
Chattanooga Urban Area MPO	-	-
"-" indicates no response		
Question 11: Number of Transportation Models		

Name of MPO	Responsible For Developing the Model	Responsible For Maintaining/Revising the Model	Responsible For Documenting the Model	Responsible For Model Distribution	Responsible For Housing the Model	Responsible For Socio-Economic Data and Projections	Responsible For Collecting Transportation System Characteristics
Hampton Roads MPO	DOT	DOT	MPO, DOT	MPO	MPO	MPO	MPO, DOT
Hillsborough County MPO	DOT	DOT	DOT	DOT	DOT	MPO	DOT
Miami-Dade MPO	MPO	MPO	MPO	MPO	MPO	Planning Dept.	DOT, MPO, Transit
Palm Beach MPO	DOT	DOT	DOT	DOT	MPO	MPO	DOT, MPO
Pinellas County MPO	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT
Bristol Urban Area MPO	MPO	MPO	MPO	MPO	MPO	MPO	MPO
First Coast MPO	MPO	MPO	MPO	MPO	MPO	MPO	-
Johnson City	DOT	MPO, DOT	DOT	DOT	DOT	MPO	MPO
Nashville Area MPO	MPO	MPO, DOT	MPO	MPO	MPO, DOT	MPO	MPO, DOT
Berkeley Charleston Dorchester COG	MPO	MPO	MPO	MPO	MPO	MPO, COG	MPO, COG
Birmingham MPO	MPO	MPO	MPO	MPO	MPO	MPO	MPO
Central Midlands COG	DOT	DOT	DOT	DOT	DOT	MPO	MPO, DOT
Council of Fresno County Govt	MPO	MPO	MPO	MPO	MPO	MPO	MPO
Kentuckiana Regional Planning & Development Agency	MPO	MPO	MPO	MPO	MPO	Planning Dept.	MPO, DOT, Transit Operator
METROPLAN	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT	MPO, DOT	MPO	MPO, DOT, Cities, Counties
Mid-America Regional Council	MPO	MPO	MPO	MPO	MPO	MPO	MPO, DOTs
Middle Rio Grande Council of Govts	MPO	MPO	MPO	MPO	MPO	MPO	MPO
Pima Association of Govts	MPO	MPO	MPO	MPO	MPO	MPO	MPO
Salem/Keizer Area Transportation Study	MPO	MPO	MPO	MPO	MPO	MPO	DOT, Local Jurisdictions
Santa Barbara County Association of Govts	MPO, DOT	MPO, DOT	MPO, DOT	N.A.	MPO, DOT	MPO, DOT	MPO, DOT
Tri-Cities Area MPO	DOT	DOT	DOT	DOT	DOT	COG	DOT
Assn of Central Oklahoma Govts	-	-	-	-	-	-	-
Chattanooga Urban Area MPO	-	-	-	-	-	-	-

"-" indicates no response

Question 12: Agencies Responsible for Modeling Tasks

Name of MPO	Formal Agreement for Responsibilities	No Agreement - How are decisions made?
Hampton Roads MPO	No	Collaboration, Cooperation
Hillsborough County MPO	No	We use the Tampa Bay Regional Planning Model, overseen by a Technical Review Team made up of staff from 4 MPOs and FDOT. Questions on regional transportation policy are referred to MPO directors' team, and from there to a regional Chairmen's Coordinating Committee made up of the same entities plus the Tampa Bay Regional Planning Council.
Miami-Dade MPO	No	There is a Network Committee comprised of all governmental entities having to do with the model. A cooperative decision-making process is undertaken with these types of decisions.
Palm Beach MPO	Yes	-
Pinellas County MPO	Yes	-
Bristol Urban Area MPO	No	Staff level with State DOT input. Because of the small staff, for major plan updates a consultant is used for the modeling process.
First Coast MPO	Yes	-
Johnson City	No	Our small area model is run infrequently; usually during long range plan updates when our staff works closely with DOT in calibration process.
Nashville Area MPO	Yes	-
Berkeley Charleston Dorchester COG	Yes	-
Birmingham MPO	No	-
Central Midlands COG	No	Cooperative process between MPO & DOT.
Council of Fresno County Govt	No	MPO Modeling Coordinateing Committee made up of local agency staff, mpo staff, DOT staff and local consultants
Kentuckiana Regional Planning & Development Agency	No	MPO/Consultants/Transportation Technical Coordinating Committee
METROPLAN	No	Informal agreement that jointly oversees development, maintenance and housing of model.
Mid-America Regional Council	Yes	-
Middle Rio Grande Council of Govts	No	-
Pima Association of Govts	No	-
Salem/Keizer Area Transportation Study	Yes	The annual MPO Planning Work Porgram (PWP) outlines these responsibilities. Since we contract with ODOT to perform the duties contained in the adopted PWP, it could be considered a formal agreement.
Santa Barbara County Association of Govts	No	Model users group composed of reps. from local agencies, air district, DOT subdistrict, a few consultants,transit agency which meets occassionally
Tri-Cities Area MPO	Yes	-
Assn of Central Oklahoma Govts	-	-
Chattanooga Urban Area MPO	-	-

'-' indicates no response

Question 13: Formal Modeling Agreement

Name of MPO	Full Time Positions	Part Time Positions	Modeling Budget	Different Budget For Major Updates
Hampton Roads MPO	2	-	250,000	No
Hillsborough County MPO	1	-	-	-
Miami-Dade MPO	1	-	124,000	Yes
Palm Beach MPO	2	-	75,000	Yes
Pinellas County MPO	1	2	-	Yes
Bristol Urban Area MPO	-	-	-	Yes
First Coast MPO	1	-	145,000	Yes
Johnson City	-	1	10,000	Yes
Nashville Area MPO	-	1	125,000	Yes
Berkeley Charleston Dorchester COG	-	1	-	Yes
Birmingham MPO	1	1	110,000	Yes
Central Midlands COG	-	-	-	-
Council of Fresno County Govt	1	2	226,000	Yes
Kentuckiana Regional Planning & Development Agency	2	1	250,000	Yes
METROPLAN	-	1	-	Yes
Mid-America Regional Council	1	4	225,000	Yes
Middle Rio Grande Council of Govts	2	-	-	Yes
Pima Association of Govts	4	1	450,000	Yes
Salem/Keizer Area Transportation Study	2	-	133,500	Yes
Santa Barbara County Association of Govts	-	1	100,000	Yes
Tri-Cities Area MPO	-	-	-	NA
Assn of Central Oklahoma Govts	-	-	90,000	Yes
Chattanooga Urban Area MPO	-	-	-	-

'-' indicates no response

Questions 14 and 15: Modeling Staff and Budget

Name of MPO	Modeling Platform	Other Modeling Platform/Comments
Hampton Roads MPO	Other	MINUTP
Hillsborough County MPO	Other	Florida Standard Urban Transportation Modeling Structure (FSUTMS), based on Tranplan
Miami-Dade MPO	Tranplan	-
Palm Beach MPO	Tranplan	-
Pinellas County MPO	Tranplan	-
Bristol Urban Area MPO	TransCAD	-
First Coast MPO	Tranplan	FSUTMS (Transplan)
Johnson City	TransCAD	-
Nashville Area MPO	TransCAD	Now migrating from MINUTP
Berkeley Charleston Dorchester COG	Tranplan	-
Birmingham MPO	Tranplan	-
Central Midlands COG	Tranplan	-
Council of Fresno County Govt	Other	TP+/Viper
Kentuckiana Regional Planning & Development Agency	Other	MINUTP
METROPLAN	Tranplan	-
Mid-America Regional Council	Other	EMME/2
Middle Rio Grande Council of Govts	Other	Emme/2
Pima Association of Govts	Tranplan	-
Salem/Keizer Area Transportation Study	Other	EMME/2
Santa Barbara County Association of Govts	Other	System II, but will change this year
Tri-Cities Area MPO	Other	MINUTP
Assn of Central Oklahoma Govts	Tranplan	Moving to TP+ & VIPER
Chattanooga Urban Area MPO	-	-
'-' indicates no response		
Question 16: Modeling Platform		

Name of MPO	Policy Committee/ Board	Committee/Board Name
Hampton Roads MPO	Yes	Hampton Roads MPO (elected officials and CAOs) comprise the Policy Board of the MPO
Hillsborough County MPO	Yes	MPO board
Miami-Dade MPO	Yes	MPO Governing Board
Palm Beach MPO	Yes	MPO
Pinellas County MPO	Yes	Pinellas County Metropolitan Planning Organization Board
Bristol Urban Area MPO	Yes	MPO Executive Board
First Coast MPO	Yes	First Coast MPO
Johnson City	Yes	Executive Board
Nashville Area MPO	Yes	Executive Board
Berkeley Charleston Dorchester COG	Yes	Charleston Area Transportation Study Policy
Birmingham MPO	-	MPO
Central Midlands COG	Yes	Columbia Area Transportation Study
Council of Fresno County Govt	Yes	Policy Board
Kentuckiana Regional Planning & Development Agency	Yes	Transportation Policy Committee
METROPLAN	Yes	METROPLAN Board of Directors (our board of directors is the policy committee)
Mid-America Regional Council	Yes	2 Committees Committee and the MARC Board of Directors
Middle Rio Grande Council of Govts	Yes	Urban Transportation Planning Policy Board
Pima Association of Govts	Yes	PAG Regional Council
Salem/Keizer Area Transportation Study	Yes	SKATS Policy Committee
Santa Barbara County Association of Govts	Yes	-
Tri-Cities Area MPO	Yes	Transportation Policy Committee
Assn of Central Oklahoma Govts	Yes	Intermodal Trans. Plicy Comm.
Chattanooga Urban Area MPO	-	-
-' indicates no response		
Question 17: Policy Committee		

Name of MPO	Number of Meetings Per Year	Voting Board Members	Non-Voting Board Members
Hampton Roads MPO	12	17	0
Hillsborough County MPO	11	13	2
Miami-Dade MPO	10	21	1
Palm Beach MPO	10	18	1
Pinellas County MPO	11	11	1
Bristol Urban Area MPO	4	6	2
First Coast MPO	12	9	1
Johnson City	4	6	0
Nashville Area MPO	8	19	0
Berkeley Charleston Dorchester COG	6	42	5
Birmingham MPO	12	-	-
Central Midlands COG	10	46	8
Council of Fresno County Govt	12	17	-
Kentuckiana Regional Planning & Development Agency	10	19	7
METROPLAN	12	25	
Mid-America Regional Council	12	38	7
Middle Rio Grande Council of Govts	10	18	4
Pima Association of Govts	12	7	
Salem/Keizer Area Transportation Study	10	6	1
Santa Barbara County Association of Govts	-	-	-
Tri-Cities Area MPO	8	9	5
Assn of Central Oklahoma Govts	11	35	3
Chattanooga Urban Area MPO	-	-	-

- indicates no response

Questions 18 and 19: Frequency of Policy Board Meetings and Number of Members on Policy Board

Name of MPO	Nonvoting Member's Role	Organization
Hampton Roads MPO	-	-
Hillsborough County MPO	Advisory & Tech. Support	Hillsborough County City-County Planning Comm.
Miami-Dade MPO	Technical support	DOT
Palm Beach MPO	Advisory	DOT
Pinellas County MPO	pass through of federal funds, state funds	Florida Department of Transportation
Bristol Urban Area MPO	Advisory Advisory	FHWA FTA
First Coast MPO	-	-
Johnson City, Tennessee	-	-
Nashville Area MPO	-	-
Berkeley Charleston Dorchester COG	- - - -	Charleston County Berkeley County Dorchester County State DOT
Birmingham MPO	-	-
Central Midlands COG	-	multiple small municipalities
Council of Fresno County Government	-	-
Kentuckiana Regional Planning & Development Agency	Public/Special Interests Federal Interests Land Use Coordination Technical Coordination	Community Transportation Advisory Committee FHWA-IN, FHWA-KY, FTA-VI, HUD Louisville-Jefferson Co. Plan Commission Transportation Technical Coordinating Committee
METROPLAN	-	-
Mid-America Regional Council	Advisory Advisory Advisory Advisory Advisory Advisory	FTA FHWA (KS and MO Divisions) Chamber of Commerce Special Transportation Committee Chair Environmental Interest Ray County MO
Middle Rio Grande Council of Governments	Advisory Advisory Advisory Advisory	FHWA state highway commission state highway department Kirtland Air Force Base
Pima Association of Governments	-	-
Salem/Keizer Area Transportation Study	Coordination/Information/Liaison	Oregon Dept. of Transportation
Santa Barbara County Association of Govts.	-	-
Tri-Cities Area MPO (Petersburg, VA)	Coordination Coordination Advisory & Regulatory Advisory & Regulatory	National Park Service Fort Lee FHWA FTA
Assn of Central Oklahoma Govts	Non-voting member Non-voting member Non-voting member	FAA FHWA Ok. Div. FTA - Region 6
Chattanooga Urban Area MPO	-	-

'-' indicates no response

Question 20: Roles of Nonvoting Policy Board Members

Name of MPO	Elected Officials
Hampton Roads MPO	50
Hillsborough County MPO	-
Miami-Dade MPO	19
Palm Beach MPO	17
Pinellas County MPO	11
Bristol Urban Area MPO	6
First Coast MPO	7
Johnson City	6
Nashville Area MPO	19
Berkeley Charleston Dorchester COG	30
Birmingham MPO	-
Central Midlands COG	26
Council of Fresno County Govt	15
Kentuckiana Regional Planning & Development Agency	1
METROPLAN	23
Mid-America Regional Council	18
Middle Rio Grande Council of Govts	18
Pima Association of Govts	6
Salem/Keizer Area Transportation Study	6
Santa Barbara County Association of Govts	-
Tri-Cities Area MPO	5
Assn of Central Oklahoma Govts	29
Chattanooga Urban Area MPO	-

'-' indicates no response

Question 21: Number of Elected Officials on Policy Board

Name of MPO	Position	Branch/Division
Hampton Roads MPO	State Transportation Planning Engineer	Transportation Planning Division
Hillsborough County MPO	Advisory & Tech. Support	FDOT District Seven
Miami-Dade MPO	Chief	Planning and Programming
Palm Beach MPO	District Secretary	District Office
Pinellas County MPO	District Secretary	Represents all of the Divisions with FDOT
Bristol Urban Area MPO	Representative of Governor Representative of Governor	Tennessee DOT Virginia DOT
First Coast MPO	District Secretary	Florida Dept. of Transportation
Nashville Area MPO	-	-
Berkeley Charleston Dorchester COG	Commissioner DOT executive director	District office State DOT office
Council of Fresno County Govt	District deputy Director	Caltrans dist 6
Kentuckiana Regional Planning & Development Agency	Commissioner Secretary Division Chief	INDOT KYTC INDOT Intermodal
METROPLAN	Asst. Chief Engineer for Planning	Planning
Mid-America Regional Council	Their choice, currently Their choice, currently Assistant District Engineer	Urban Planning Branch Kansas City Urban District (#4)
Pima Association of Govts	Arizona State Transportation Board Member	Arizona State Transportation Board
Salem/Keizer Area Transportation Study	Oregon Dept. of Transportation	Region 2
Tri-Cities Area MPO	Transportation Planning Eng.	Transportation Planning Div.
Assn of Central Oklahoma Govts	Voting member Voting member Voting member Voting member	Planning Div. Dir. State Trans. Cmsn OR Planning Div. State Trans. Cmsn OR Planning Div. State Trans. Cmsn OR Transit Div.
<p style="text-align: right;">'-' indicates no response</p> <p>*** NOTES ***</p> <p>1: All MPOs listed responded 'yes' when asked if they have DOT reps on their policy board</p> <p>-> 1 MPO not listed stated they did not have any DOT reps on their policy committee</p> <p>-> 5 MPOs not listed did not specify either 'yes' or 'no' and did not name any DOT reps</p>		
Question 22: DOT Representatives Present on Policy Board		

Name of MPO	Does DOT Vote?	Role of DOT on Board
Hampton Roads MPO	Yes	-
Hillsborough County MPO	No	FDOT is de-centralized based on multi-county districts, each served by a district secretary. The district secretary sits on the MPO and provides policy advice and technical support in the form of special studies and analyses.
Miami-Dade MPO	No	Provide technical and administrative support
Palm Beach MPO	No	Advisory
Pinellas County MPO	No	Liaison
Bristol Urban Area MPO	-	-
First Coast MPO	No	Advisory
Johnson City	No	Officially the Governor is on Exec. Board but is represented by DOT staff.
Nashville Area MPO	-	-
Berkeley Charleston Dorchester COG	No	Liaison
Birmingham MPO	Yes	-
Central Midlands COG	No	-
Council of Fresno County Govt	Yes	-
Kentuckiana Regional Planning & Development Agency	Yes	-
METROPLAN	Yes	-
Mid-America Regional Council	Yes	-
Middle Rio Grande Council of Govts	No	-
Pima Association of Govts	-	Yes for transportation matters only
Salem/Keizer Area Transportation Study	No	Coordination/Information/Liaison
Santa Barbara County Association of Govts	-	-
Tri-Cities Area MPO	Yes	-
Assn of Central Oklahoma Govts	Yes	And they serve in an advisory/Liaison capacity
Chattanooga Urban Area MPO	-	-
'-' indicates no response		
Question 23: Do DOT Representatives Vote on Policy Board, and if no, then what Role do they Serve?		

Name of MPO	Weighted Representation	Basis for Weighted Representation
Hampton Roads MPO	No	-
Hillsborough County MPO	No	-
Miami-Dade MPO	No	Yes
Palm Beach MPO	No	-
Pinellas County MPO	Yes	Population and geographic coverage area
Bristol Urban Area MPO	No	-
First Coast MPO	No	-
Johnson City	No	-
Nashville Area MPO	Yes	Most votes are one for one. However, if any member calls for a "critical issue" vote, voting weights are determined by the proportional population of each jurisdiction.
Berkeley Charleston Dorchester COG	-	-
Birmingham MPO	Yes	Population
Central Midlands COG	Yes	Population
Council of Fresno County Govt	Yes	Vote based on percentage of population and at least 40% of population must approve and a majority of members. See www.fresnocog.org for full details of voting system.
Kentuckiana Regional Planning & Development Agency	No	-
METROPLAN	Yes	1. A member's weighted vote is proportional to the ratio that the population of the member jurisdiction has to the total population of all dues paying members, provided each member shall have at least one whole vote. The total number of weighted votes may exceed 100. The weighted votes of county governments shall be based on the population of the unincorporated areas of the county. 2. The weighted vote assigned to each member is established by the Board annually when it establishes the dues. Changes may be adopted during theyear only to adjust for members joining or withdrawing from the organization. Population figures used to establish weighted voting shall befrom the most recent decennial census, but may be adjusted at the directionof the Board based on intercensal population estimates.3. Any member may call for a weighted vote on any issue. Upon a weightedvote, a majority of the total weighted votes shall prevail on the issueprovided that majority has been cast by a minimum of three members.
Mid-America Regional Council	Yes	Each member's number of seats is based on population. Therefore, we have weighted membership, not weighted voting.
Middle Rio Grande Council of Govts	Yes	Because of population, city of Albuquerque gets six votes, Bernalillo county gets three votes. All other entities receive one. However, all of the representatives only get one vote each, so in order to receive the weight, their reps must show up and vote.
Pima Association of Govts	No	-
Salem/Keizer Area Transportation Study	No	-
Santa Barbara County Association of Govts	-	-
Tri-Cities Area MPO	No	-
Assn of Central Oklahoma Govts	No	The Transp. Policy Committee is one person/one vote.The ACOG Board is based on weighted vote, derived from population from most recent census or census estimate.
Chattanooga Urban Area MPO	-	-
Question 24: Basis for Weighted Representation -' indicates no response		

Name of MPO	Name of Entity	Number of Votes
Pinellas County MPO	Pinellas County	3
	St. Petersburg	2
Nashville Area MPO	Metro Nashville/Davidson County	56
	Rutherford County	6
	Williamson County	6
	Wilson County	6
	Sumner County	5
	City of Murfreesboro	5
Central Midlands COG	Lexington Co.	10
	Richland Co.	11
	City of Columbia	6
	Farifield Co.	3
	Newberry Co.	2
METROPLAN	Little Rock	40
	North Little Rock	14
	Pulaski County	13
	Saline County	8
	Jacksonville	7
	Sherwood	4
Mid-America Regional Council	We have 7 member agencies with more than one voting representative	N/A
Middle Rio Grande Council of Govts	City of Albuquerque	6
	Bernalillo County	3
Chattanooga Urban Area MPO	East Ridge, Tn	1
	Fort Oglethorpe, Ga	1
	Collegedale, Tn	1
	Red Bank, TN	1
	Signal. Mountain, TN	1
	Soddy Daisy, TN	1
Question 25: Entities with Weighted Representation and their Weighting		

Name of MPO	Frequency of weighted voting system	Consensus in Decision-Making	Consensus is achieved
Hampton Roads MPO	-	Yes	All of the time (required)
Hillsborough County MPO	-	Yes	Most of the time
Miami-Dade MPO	-	Yes	Most of the time
Palm Beach MPO	-	Yes	Most of the time
Pinellas County MPO	Always	No	-
Bristol Urban Area MPO	-	Yes	Most of the time
First Coast MPO	Always	Yes	Most of the time
Johnson City	-	Yes	Most of the time
Nashville Area MPO	Never	Yes	Most of the time
Berkeley Charleston Dorchester COG	-	Yes	Most of the time
Birmingham MPO	Always	Yes	Most of the time
Central Midlands COG	Always	Yes	Most of the time
Council of Fresno County Govt	Always	Yes	All of the time (required)
Kentuckiana Regional Planning & Development Agency	Always	Yes	Most of the time
METROPLAN	Never	Yes	All of the time (required)
Mid-America Regional Council	Never	Yes	Most of the time
Middle Rio Grande Council of Govts	Always	Yes	Most of the time
Pima Association of Govts	-	Yes	Most of the time
Salem/Keizer Area Transportation Study	-	Yes	All of the time (required)
Santa Barbara County Association of Govts	-	-	-
Tri-Cities Area MPO	-	Yes	Most of the time
Assn of Central Oklahoma Govts	-	Yes	Most of the time
Chattanooga Urban Area MPO	Never	Yes	Most of the time

'-' indicates no response

Questions 26 and 27: Frequency of Weighted Voting and Frequency of Reaching Consensus

Name of MPO	Advisory Committees?	Advisory Committee	Area of Expertise
Hampton Roads MPO	Yes	Transportation Technical Committee	All
Hillsborough County MPO	Yes	MPO Policy Committee Technical Advisory Committee Citizens Advisory Committee Bicycle/Ped. Advisory Committee Transportation Disadvantaged Coordinating Committee Livable Roadways Committee	Subset of MPO with greatest interest in transportation planning Planning, engineering, environmental protection Citizens' perspectives Bicycle & pedestrian planning & advocacy Coordinated transportation for elderly, handicapped & low income Urban Design, landscaping & traffic calming
Miami-Dade MPO	Yes	TPTAC TPC CTAC BPAC TARC	Transportation Planning Transportation Policy Interested Citizens Bicycle/Pedestrian Architectural/Aesthetics
Palm Beach MPO	Yes	Technical Advisory Citizens Advisory Bicycle/Pedestrian Advisory	Engineering, Planning Various Various
Pinellas County MPO	Yes	Technical Coordinating Committee Bicycle Advisory Committee Pedestrian Transportation Advisory Committee Traffic Signal & Median Control Committee Citizens Advisory Committee School Board Task Force	Planning and engineering Bicycling Pedestrian Issues Transportation System Operations, ITS, Access Management, etc Citizen Input School Related Transportation Issues
Bristol Urban Area MPO	Yes	Executive Staff	City Manager, Transit, Planning/Engineering Dept, State DOT.
First Coast MPO	Yes	Technical Coordinating Committee Citizens Advisory Committee Bicycle/Pedestrian Advisory Committee Duval County Transportation Disadvantaged Coordinating Board Freight Mobility Task Force Advisory committee	Transportation, air quality, economic development Transit & paratransit Freight movement (new)
Johnson City	Yes	Executive Staff	Traffic, Transit, Bike, ITS
Nashville Area MPO	Yes	Technical Coordinating Committee	Transportation/land use planning staff

'-' indicates no response

Question 28: Other Committees Serving in Advisory Roles

Name of MPO	Advisory Committees?	Advisory Committee	Area of Expertise
Berkeley Charleston Dorchester COG	Yes	Bicycle/pedestrian Intermodal/freight Congestion management Enhancements Johns Island Public Transportation	
Birmingham MPO	Yes	Transportation Citizens Committee Technical Committee MPO SubCommittee	Public Involvement Technical Review Policy
Central Midlands COG	Yes	Transportation Technical Comm. Transportaiton Subcommittee	Land Use and Transportation Planning City & County Administrators & Elected Officials
Council of Fresno County Govt	Yes	Transpoeration Technical Committee Policy advisory committee	Public works and planning directors City managers
Kentuckiana Regional Planning & Development Agency	Yes	Technical Coordinating Committee Citizens Advisory Committee	Engineering/Planning/ Operations Public/Special Interests
METROPLAN	Yes	Transportation Advisory Council (citizen & special interests) Technical Coordinating Committee	Long Range Plan Development, Citizen Involvement TIP, UPWP, Technical studies
Mid-America Regional Council	Yes	Highway Transit Bicycle/Pedestrian Goods Movement Aviation Congestion Management	Highway Transit Bicycle/Pedestrian Freight Aviation Congestion Management
Middle Rio Grande Council of Govts	Yes	Public Involvement Committee Transportation Coordinating Committee	General public Technical staff; auto, bike, transit, ped, ITS, recreation, development, etc.
Pima Association of Govts	Yes	Management Committee Transportation Planning Committee Environmental Planning Committee	High level jurisdictional management Transportation Environmental issues
Salem/Keizer Area Transportation Study	Yes	Technical Advisory Committee Ad Hoc Bicycle Advisory Committee	Transportation technical aspects Bike/Ped
Santa Barbara County Association of Govts	-	-	-
Tri-Cities Area MPO	Yes	Technical	Transportation Planning
Assn of Central Oklahoma Govts	Yes	Intermodal Trans Tech Comm Citizens Committee	Planning & engineering matters Civic, social, economic, environmental concerns
Chattanooga Urban Area MPO	Yes	MPO Executive Staff	Technical, engineers, various modes of transportation

'-' indicates no response

(continued) Question 28: Other Committees Serving in Advisory Roles

Name of MPO	Committees with Greater Influence	Committees	Decision-Making Roles
Hampton Roads MPO	No	-	-
Hillsborough County MPO	No	-	-
Miami-Dade MPO	No	-	-
Palm Beach MPO	No	-	-
Pinellas County MPO	No	-	-
Bristol Urban Area MPO	No	-	-
First Coast MPO	No	-	-
Johnson City	No	-	-
Nashville Area MPO	No	-	-
Berkeley Charleston Dorchester COG	No	-	-
Birmingham MPO	No	-	-
Central Midlands COG	No	-	-
Council of Fresno County Govt	No	-	-
Kentuckiana Regional Planning & Development Agency	No	-	-
METROPLAN	No	-	-
Mid-America Regional Council	No	-	-
Middle Rio Grande Council of Govts	No	-	-
Pima Association of Govts	No	-	-
Salem/Keizer Area Transportation Study	Yes	Marion & Polk County Boards Salem & Keizer City Councils FHWA/FTA ODOT SAMTD Board	- - - - -
Santa Barbara County Association of Govts		-	-
Tri-Cities Area MPO	Yes	Commonwealth Transportaion Board (State level members appointed by Governor	Project Selection on all transportation program, except CMAQ and Transit
Assn of Central Oklahoma Govts	Yes	Oklahoma Transportation Commission	"board" for Ok. Dept. of Trans.
Chattanooga Urban Area MPO	No	-	-

- indicates no response

Question 29: Do Committee Structures or Boards Exist That Have Greater Influence on Transportation Decisions Other Than That of the Policy Committee

Name of MPO	Local Transit Involvement
Hampton Roads MPO	There are two and they each have a voting member
Hillsborough County MPO	Hartline has a representative on both the MPO, staff appointed to the TAC and a citizen appointee to the CAC.
Miami-Dade MPO	The transit agency is represented in the TPTAC and TPC advisory committees. Both Local Transit Involvement
Palm Beach MPO	BCC is head of transit agency and has 5 members on policy board. Local transit operator part of Technical Advisory Committee.
Pinellas County MPO	Transit Agency has a voting member who is an elected official from the Transit Authority on MPO Policy Board, as well as a staff representative on each MPO advisory committee
Bristol Urban Area MPO	Member of executive staff. MPO administers FTA section 5303 funds
First Coast MPO	Represented on the FCMPO (Policy Board) and Technical Advisory Committee
Johnson City	Transit agency is key member of Executive Staff. MPO offices are in one facility with Transit System which helps regular integration of planning and services.
Nashville Area MPO	Each has a seat on the Technical Coordinating Committee, which serves as an advisory group to the policy board.
Berkeley Charleston Dorchester COG	Have voting positions on board and subcommittees
Birmingham MPO	Reperesntated in all three committes and on the policy board
Central Midlands COG	Both fixed route and paratransit representatives have an active role in the Technical Comm. and the Subcommittee
Council of Fresno County Govt	A member of the transit agency sits on the transportation technical committee
Kentuckiana Regional Planning & Development Agency	Voting member of Policy Committee and both advisory committees
METROPLAN	Voting seat on the Board of Directors,representation on the Transporation Advisory Council (TAC) and the Technical Coordinating Committee (TCC)
Mid-America Regional Council	They are represented on the Policy Board
Middle Rio Grande Council of Govts	They have a representative on the technical advisory committee and are represented on the policy board by the Albuquerque city council.
Pima Association of Govts	City of Tucson owns transit company and sits on policy board. Staff of transit provider sit on various committees which advise the board.
Salem/Keizer Area Transportation Study	An elected member of their BOD sits on the SKATS Policy Committee.
Santa Barbara County Association of Govts	-
Tri-Cities Area MPO	Voting member of Technical and Policy committees.
Assn of Central Oklahoma Govts	Board member or Exec Director has seat on ITPC
Chattanooga Urban Area MPO	The transit authority has a representative on the Executive board and staff of the MPO.
" - " indicates no response	
Question 30: How is the Local Transit Agency(ies) Involved In the Decision Making Process?	

Name of MPO	Contributions from Additional Outside Organizations	Other Contributing Organizations
Hampton Roads MPO	No	-
Hillsborough County MPO	Yes	We also have representation on the TAC from the Bay Area Commuter Services, a non-profit rideshare & TDM organization.
Miami-Dade MPO	No	-
Palm Beach MPO	No	-
Pinellas County MPO	No	-
Bristol Urban Area MPO	No	-
First Coast MPO	Yes	Jacksonville Port Authority-represented on Policy Board and Technical Advisory Committee
Johnson City	No	-
Nashville Area MPO	No	-
Berkeley Charleston Dorchester COG	Yes	State ports authority, Air Force Base, rail companies, trucking association
Birmingham MPO	No	-
Central Midlands COG	No	-
Council of Fresno County Govt	No	-
Kentuckiana Regional Planning & Development Agency	No	-
METROPLAN	No	-
Mid-America Regional Council	Yes	State and local air quality agencies
Middle Rio Grande Council of Govts	No	-
Pima Association of Govts	Yes	A broad variety of interest groups, citizens and agencies (too numerous to mention) sit on various committees which advise the board.
Salem/Keizer Area Transportation Study	No	The Oregon Dept of Land Use and Conservation promulgates a myriad of administrative rules that affect transportation planning. While DLCD does not contribute directly to the decision-making process of the MPO Board, these rules establish many parameters within which the MPO decision-making process takes place.
Santa Barbara County Association of Govts	-	-
Tri-Cities Area MPO	Yes	Regional economic development regional planning district commission
Assn of Central Oklahoma Govts	Yes	OKC Airport Trust has one voting member on ITPC
Chattanooga Urban Area MPO	No	-
" - " indicates no response		
Question 31: Which Organizations if Any Contribute Substantially to the Decision-Making Process?		

Name of MPO	Public Involvement
Hampton Roads MPO	Traveling kiosks, 3500 distribution newsletter, public notices, announcements, website, Newsmidia coverage, special reports
Hillsborough County MPO	We upgraded our website (www.hillsboroughmpo.org) to enhance public outreach. We also have started to experiment with visualization exercises as well as a household opinion survey on transportation issues.
Miami-Dade MPO	The MPO prepares a newspaper insert describing on-going planning projects as well as transportation program/plan updates. Great effort has been devoted to making the MPO web site the most viable media to inform and interact with the general public.
Palm Beach MPO	No
Pinellas County MPO	May not be innovative but strategies include public input venues in local malls and other places where large segments of the community gather, use of website,
Bristol Urban Area MPO	None
First Coast MPO	Just updated FCMPO Public Involvement Plan to specifically engage the under-represented (environmental justice)
Johnson City	Web site www.jcmpo.org
Nashville Area MPO	Citizen survey on website
Berkeley Charleston Dorchester COG	See answer to #33
Birmingham MPO	Developing a Web Site.
Central Midlands COG	-
Council of Fresno County Govt	-
Kentuckiana Regional Planning & Development Agency	Some methods, but probably not innovative.
METROPLAN	In the past we have tried several different tactics,including visual preference surveys.
Mid-America Regional Council	We utilize our adopted Public Involment Plan
Middle Rio Grande Council of Govts	Several years ago it was considered innovative to have a standing public involvement committee as a routine part of the decision-making process. However, FHWA has suggested that the committee is not a good representation of the general public so we still must have public meetings and other outreach initiatives in order to meet federal regs.
Pima Association of Govts	Yes. Complete report available on request.
Salem/Keizer Area Transportation Study	We attempt to involve the public in a meaningful manner in the planning process using a variety of techniques, although none of these would be characterized as particularly "innovative."
Santa Barbara County Association of Govts	-
Tri-Cities Area MPO	The MPO has adopted public involment procedures including a public notice and meeting at least once a year on the MTIP or lrp update and/or Conformity Analysis.
Assn of Central Oklahoma Govts	Open houses,newsletters, surveys, public meetings
Chattanooga Urban Area MPO	We have gone to malls and other strategic locations to get input.

" - " indicates no response

Question 32: Do you Use Any Innovative Methods for Enhancing the Involvement of the General Public in the Transportation Decision-Making Process of your MPO?

Name of MPO	Land-Use/Transportation Processes/Policies
Hampton Roads MPO	Land Use and decisionmaking is currently not on the table for transportation
Hillsborough County MPO	Currently, adopted future land use plans are a primary determinant of population and employment growth projections. In addition, policies such as the adopted urban services boundary are recognized because greater priority is given to proposed transportation improvements inside the boundary than outside. Lastly, the regional modeling process is developing an urban land allocation model for use in future updates.
Miami-Dade MPO	The MPO participates in the review of major developments through Florida's concurrency process. It is involved in the update of the area's Comprehensive Land Use Plan.
Palm Beach MPO	Land use plans used as basis for long range transportation plan. MPO model used to evaluate large development proposals and land use changes. Also used for what-if scenarios.
Pinellas County MPO	-
Bristol Urban Area MPO	MPO staff (transportationengineer) involved in site plan review.
First Coast MPO	Consistency with local government comprehensive plans all of which include Future Land Use Elements. Also, education of decision-makers.
Johnson City	Participant in TCSP grant underway.
Nashville Area MPO	This is our top priority. We recently revised our criteria for selecting projects for the TIP -- a project earns additional points if it is consistent with the jurisdiction's adopted land use plan. We are also working to revise local major thoroughfare plans and subdivision regulations to adapt street cross-sections to the adjoining land uses.
Berkeley Charleston Dorchester COG	We are involved in a multi-year project to study growth patterns in our region and explore means of linking transportation and land use planning; includes extensive public involvement and education
Birmingham MPO	-
Central Midlands COG	Careful monitoring of local land uses and participation in committees by local planners
Council of Fresno County Govt	-
Kentuckiana Regional Planning & Development Agency	Local land use planning agencies are responsible for projections of land use/socioeconomic data; those agencies participate on technical advisory committee.
METROPLAN	1)Tri-party access management agreements between the city, MPO and DOT for design, finance and construction of regionally significant projects. 2) MPO Project design approvals - MPO approvals of the design of projects prior to actual construction bids in order to maintain consistency between what was originally proposed for a project and what is going to construction bid.
Mid-America Regional Council	Land use forecasts attempt to reflect transportation investment decisions, and vice-versa. MARC has also developed land use principles to encourage land use decisions that are more supportive of transit, bicycling and walking and require less reliance on the private auto.
Middle Rio Grande Council of Govts	Recently we completed a 2050 land use plan that will be the basis for our next 2025 MTP development. Additional land use/transportation iterations will occur in order to develop an MTP that is consistent with emerging land use policies and represents sustainable development patterns.
Pima Association of Govts	In process
Salem/Keizer Area Transportation Study	MPO staff is involved in the various jurisdictional long-range land use visioning processes and we cooperatively attempt to integrate the land use visions and our transportation plan....
Santa Barbara County Association of	-
Tri-Cities Area MPO	Information in lrp updates is included on the relationships between land use and transportation planning in the urban area.
Assn of Central Oklahoma Govts	Work with local land use and comprehensive planning departments
Chattanooga Urban Area MPO	-
" - " indicates no response	
Question 33: What Processes or Policies Does Your MPO Use to Integrate Transportation and Land Use In the Decision-Making Process?	

Name of MPO	Non-MPO Transportation/Land Use Coordination
Hampton Roads MPO	No
Hillsborough County MPO	Yes, Florida has laws governing Developments of Regional Impact to address extra-jurisdictional impacts of large scale developments, including transportation. DRIs must be approved by the regional planning council.
Miami-Dade MPO	The process described above is outside of the MPO Board structure and responsibility.
Palm Beach MPO	No
Pinellas County MPO	-
Bristol Urban Area MPO	-
First Coast MPO	-
Johnson City	There is a keener awareness within local planning commissions of the need to consider impacts of rezonings, etc. on long term transportation issues and quality of life.
Nashville Area MPO	The comprehensive planning process for Metro Nashville/Davidson County is making transportation & land use integration a high priority.
Berkeley Charleston Dorchester COG	There is a statewide multimodal plan currently being developed that takes into account some land use issues
Birmingham MPO	-
Central Midlands COG	Not really
Council of Fresno County Govt	-
Kentuckiana Regional Planning & Development Agency	-
METROPLAN	-
Mid-America Regional Council	Only on a jurisdiction by jurisdiction basis
Middle Rio Grande Council of Govts	Just at the local level within each jurisdiction.
Pima Association of Govts	No
Salem/Keizer Area Transportation Study	Too many to list in Oregon.....DLCD, ODOT Statewide Planning, Statewide Modeling Process, Valleywide Modeling Process, Valley Visioning Process, each jurisdictional "visioning" process..... although "control" might be a more appropriate term than "coordinate," particularly in the case of DLCD.....
Santa Barbara County Association of Govts	-
Tri-Cities Area MPO	Not really. State initiatives in the area of wetland management and federal (EPA) initiatives in the area of SOV reduction are getting closer.
Assn of Central Oklahoma Govts	To some extent the State DOT is involved in this effort, particularly when the DOT is working on an MIS
Chattanooga Urban Area MPO	-
" - " indicates no response	
Question 34: Do Processes Exist Outside of your MPO Structure that Attempt to Coordinate Transportation and Land Use In Your Area?	

Name of MPO	Multiple Counties/States Issues
Hampton Roads MPO	There are 13 local jurisdictions. We always have multijurisdictional issues!!
Hillsborough County MPO	-
Miami-Dade MPO	Does not apply to this MPO.
Palm Beach MPO	-
Pinellas County MPO	-
Bristol Urban Area MPO	Multi-State MPO. Technical/policy issues on regulations require a consensus between federal and state agencies (Tennessee FHWA and Virginia FHWA, Tennessee DOT and Virginia DOT). Local jurisdictional conflicts have been addressed between City Councils and/or County Commissions.
First Coast MPO	Most issues that cross jurisdictional boundaries occur within the framework of developments of regional impact.
Johnson City	Very few arise since MPO is not a regional planning commission.
Nashville Area MPO	The reason the Nashville MPO expanded to five counties was to establish coordination of transportation projects within the entire air quality nonattainment area. Not sure what you mean by issues that ARISE from political boundaries...mostly I find that issues CROSS political boundaries. Competition for funding is, of course, a concern where political boundaries become very evident.
Berkeley Charleston Dorchester COG	Very carefully
Birmingham MPO	-
Central Midlands COG	Consensus is reached at the technical level, considered by the Subcommittee and a recommendation flows from the subcommittee to the policy committee
Council of Fresno County Govt	-
Kentuckiana Regional Planning & Development Agency	Committees' member votes are not weighted, differences and coordination are resolved through deliberation
METROPLAN	Always a problem, it is just the nature of the beast. We constantly emphasize the interconnectivity of this economic region in spite of the political boundaries which so readily divide us and to remind everyone that we are not competing with each other, but the rest of the US and the World.
Mid-America Regional Council	Each of the jurisdictions are represented (either directly or by county joint representatives) on the policy board. We try to establish policy driven, technical processes to guide decisionmaking. Dealing with these issues is why we exist.
Middle Rio Grande Council of Govts	Not very well.
Pima Association of Govts	-
Salem/Keizer Area Transportation Study	We seek to engender consensus
Santa Barbara County Association of Govts	-
Tri-Cities Area MPO	Attempts are made to explore issues and understand implications of decisions before the decision to take a vote is made.
Assn of Central Oklahoma Govts	Our effort is to serve the region - even though there are 6 counties and 30+ local governments involved. Compromise is sometimes required.
Chattanooga Urban Area MPO	All municipalities are on the Executive Board and Staff of the MPO and we coordinate with all jurisdictions.

" - " indicates no response

Question 35: If Your MPO Serves Multiple Counties or States, How Does the MPO Deal with Issues that Arise from Political Jurisdictional Boundaries?

MPO a Success?	Success of MPO Description
Yes	This MPO endeavors to meet the needs of the communities within its boundaries as well as to satisfy federal mandates
Yes	Over time the individual jurisdictions have grown transportation planning and management capabilities and worked together on key initiatives regionally. One of our major successes (although relative due to size) is ITS Regional Architecture and deployment.
Yes	While not perfect, interjurisdictional cooperation here is better than I have seen it in other regions. The members have also developed certain internal policies to help projects move along on a timely basis, such as (1) requiring a completed Advance Planning Report before a project can be placed in the TIP, and (2) requiring a cost inflation factor to be applied if a project is re-programmed for the subsequent year.
Yes	Potentially divisive issues have been resolved. Regional, rather than jurisdictional, perspective usually prevails.
Yes	We have been able to maintain federal transportation planning certification and the committee membership comes to meetings, as requested.
Yes	We have tackled a number of tough issues in the region, and continue to be viewed as an authority and positive resource for transportation in the region.
Yes	For the most part, this MPO is providing a valuable regional service, and a place for the entities to gather to discuss regional issues.
Yes	Achieves meaningful results through a comprehensive and cooperative process involving many stakeholders.
Yes	We have adopted a coherent, coordinated regional plan, and are in the process of implementing it through the TIP.....
Yes	The MPO is a success because it is a process in which all those involved in transportation work together to accomplish their goals.
Yes	MPO respected by other agencies and general public. MPO accepted as mediator in some disputes. Other agencies and organizations seek advice from MPO. Many projects and approaches resulted from MPO process or initiatives.
Yes	Despite a range of interests, Hampton Roads almost always comes to agreement on most transportation issues. The MPO is actually the Executive Committee member from the Planning District Commission. This allows for non-transportation issues to also be in front of the same people.
Yes	With the authority to allocate resources accorded by ISTEA and TEA-21, the MPO has become recognized as a consortium of local transportation decision makers who can back up their policies with funding.
Yes	-
Yes	-
Yes	-
Yes	-
Yes	-
-	-
-	-
Not Sure	The MPO has placed transportation onto the forefront of pressing local issues, but has yet been able to garner support for funding mechanisms needed to implement many of the planned transportation improvements.
Not Sure	As a small MPO we do not receive a large amount of funding for planning or local allocations of project funds. It takes several years of carry-over funding (STP) for a single project to be implemented. We are the smallest MPO in Tennessee and Virginia.
Not Sure	We do the best we can; in our area, we are trying to play "catch up" to upgrade our infrastructure to meet current needs brought on by recent growth; as always, there's always more to do than we have resources to accomplish

" - " indicates no response

* MPO name removed to protect anonymity of opinionated response

Question 36: Do You Consider your MPO a Success?

Single Most Important Success/Failure Factor

Balance of power among the committee structure of technical vs. citizen, special interest groups, plus the personality of the Board members which strive for consensus rather than parochial interests.

The consortium noted in Q. 36, that provides a regular monthly forum to raise and resolve transportation issues cannot be over-emphasized.

Parochialism of the majority of the MPO members, since County Commissioners are elected on a district basis, tends to make it difficult for projects with area-wide benefits to obtain support.

Inclusion of municipal and county representatives on policy board which does not answer to anyone and provides forum to address areawide and common problems.

Regular monthly meetings of the Technical Coordinating Committee, which is composed mostly of professional planners and engineers from each of the jurisdictions. These professional planners and engineers from each of the jurisdictions. These meetings are somewhat less formal than those of the policy board, which means staff from various jurisdictions can form friendly working relationships. This networking pays off by enabling compromise when controversial issues arise.

Long term transportation plans update.Cooperative development of this plan is key to the success of the metropolitan planning process. Everything, the TIP, Conformity, Congestion Management are all linked to this plan.

This is subjective but having purposeful well organized meetings in which busy people feel attendance is worthwhile and their views are being considered is crucial. Many times new Mayors, etc. form opinions quickly if they wish to make MPO attendance a key item or delegate it out due to competing time pressures.

Assistance from the State DOT(s) on technical issues has been helpful for the MPO. All of our projects are implemented by the state; however regional projects between states has been difficult because of different funding levels and priorities.

We have the common challenge of conflict between the needs of our central cities versus the needs of outlying suburban and rural communities

Strong policy committee members who constantly work for regional cooperation

Coordination

Direct participation by elected officials is critical. Only they can set policy with the kind of finality needed to have it viewed as "official" by other interests in the region (including their own local staff).

Key dedicated elected officials that are committed to regional success.

The recognition that all the jurisdictions are "in this together," and a willingness to cooperate with each other to achieve the best result

The presence of local elected officials interacting in a regional forum creates consensus building on regional needs. Anytime a region can come together and unite on an issue or need, agencies that allocate resources will tend to listen more earnestly than if a single jurisdiction acts alone.

Ongoing communication between MPO staff and staff of local governments. Communication between MPO Staff and local elected officials. Communication with Transit, DOT, etc.Efforts by FHWA of FTA to be clear about rules or laws, when the issue has been muddied.

Only local elected officials or their CAO are members. No staffers permitted.

" - " indicates no response

* MPO name removed to protect anonymity of opinionated response

Question 37: Name the Single Most Important Factor that Leads to the Success/Failure of your MPO.

Aspect to be changed

I wish the state DOTs veiwed the MPO as more of a partner rather than a stepchild and would invest the time of higher level officials in the MPO's work.

As a single-county MPO surrounded by similiarly designated MPOs, we are often accused of acting parochially and impeding progress on regionally significant projects.

Improvement in the development of State and metropolitan TIP.

Johnson City changes Mayors (Executive Board Chairman) every two years which somewhat limits understanding and continuity of processes. For our purposes, 4-year terms would be preferable.

None

Not sure what would help

Turfism

More explicit development of regional public policies.

Need revisions to the way in which STP and CMAQ funds are distributed throughout the region. It's difficult to find a balance where projects are truly selected on the basis of regional need, yet each jurisdiction feels that it has received its fair share of the "pot."

Beacuse we are a Tennessee/Virginia MPO, we have two different regional offices on the federal level (FHWA,FTA, EPA) which makes it difficult to coordinate the planning process.

Much more federal planning dollars in order to meet the many federal planning requirements placed upon us.

More efective means of meaningful public involvement

Greater devolution of federal transportation dollars directly to MPO areas

" - " indicates no response

* MPO name removed to protect anonymity of opinionated response

Question 38: Name the Single Aspect that You Would Like Changed In Order to Improve the Effectiveness of Your MPO.

Advice

The MPO Chairmen's Coordinating Committee (CCC) was formed specifically to address the perception that as a single-county MPO surrounded by similiarly designated MPOs we act parochially and impede progress on regionally significant projects. The CCC gained importance and new members (now encompassing six MPOs) with state enabling legislation that defined its role and duties.

Push the envelope, don't be satisfied with the status quo, don't be afraid to ask why not.

For full detatil of our committes, structure etc. see www.fresnocog.org Click on Regional Directory

Take care to strike the balance between required processes and informality that encourage persons to participate and speak in meetings at which key decisions are being discussed.

See question 37. No local government staffs are permitted on the MPO. Only policy level representatives. In Virginia, where Directors of Public Works, Planning Dept. etc exist, there are many problems.

Limit the number of meetings at which elected officials are asked to participate, particularly if the MPO area is geographically large and members will have to drive a long way to meetings. Consider allowing larger jurisdictions to "contract" with the MPO to provide technical assistance to smaller governmental entities, especially if they are in the same county; this promotes cooperation and reduces the load for MPO staff.

Get support/participation of state DOT(s). Find an effective mechanism for meaningful, representative public participation.

Spend a day visiting a successful MPO and interview and observe - or invite an mpo representative to your agency

Develop a strategy WITH the special interest groups on how to deal with the special interest groups. They are loud, organized, and typically 180 degrees from the political climate of the area. Engage them early and often and get the elected officials to participate in that as well. It is more effective if an elected official tells a special interest person "I hear you, but we're doing this instead and here is why" than if a staff person has to deal with it alone.

" - " indicates no response

* MPO name removed to protect anonymity of opinionated response

Question 39: Please Offer Any Advice, Comments, or Lessons Learned from MPO Experiences.

Appendix C

University of Denver – Characteristics of Effective MPO's

Appendix C: University of Denver – characteristics of effective MPOs

From interviews and from evaluating various MPOs through surveys and case studies, the University of Denver study identifies these eight characteristics shared by effective MPOs:

- ❑ having effective leadership
- ❑ competence and credibility of staff
- ❑ a streamlined, efficient process
- ❑ promotion of regional interests over individual interests
- ❑ public involvement
- ❑ cooperation and collaboration between MPO and state DOT
- ❑ integrated land-use planning among constituent municipalities
- ❑ accountability to the public and elected officials

Following is a description of each of these eight characteristics of effective MPOs.

1. **Effective Leadership.** The most effective MPOs in the study have leaders that are able to bridge the gap between individual interest groups to come up with a regional consensus to solve problems. An effective leadership serves to increase the credibility of the process and provides a higher comfort level for all those involved. The report recommends that MPOs should follow these guidelines when outfitting the organization with staff:
 - Evaluate the leadership abilities of all of the potential candidates prior to the staff selection process;
 - Encourage staff to pursue professional educational opportunities that will enhance their leadership abilities.
2. **Staff Competence and Credibility.** The most successful MPOs have staffs with high levels of expertise and experience that allows them to provide additional assistance to the state DOTs and municipal governments in their data collection, modeling and planning endeavors. The report recommends that MPOs:
 - Encourage and assist staff to participate in technical seminars and education programs aimed at improving their modeling, forecasting and planning skills;
 - Improve ITS technologies and staff;
 - Encourage MPO to provide alternatives as they develop their TIP and LRP, identifying the pros and cons of each alternative;
 - Enter into a formal agreement with state DOTs, regional transit providers and local jurisdictions to share data, technical methods and cooperatively provide technical assistance and training;
 - Distribute the assumptions and criteria used for air quality modeling;
 - Eliminate the duplication of effort and clarify the respective staff responsibilities so that only the best decision support information is available to decision makers;
 - Provide appropriate compensation to retain proficient staff.
3. **Streamlined, Efficient Process.** One criticism of the MPO planning and project selection process is that it is time-consuming and cumbersome. The steps involved with this recommendation would depend on the original structure of the MPO and the decision-making processes involved in planning.

4. **Regional Ethos.** The Denver study reveals that 40% of respondents believe that the individual MPO committee members are more interested in promoting their individual needs as opposed to the regional needs. Structural means for promoting a more regional approach include:
 - Having a representative from each county on the MPO board and on all key committees;
 - Having regionally elected members of the public serve on the MPO board;
 - Having seats on its Executive Board and committees represented by members who represent clusters of similarly situated jurisdictions;
 - Staffing a modest inter-governmental affairs office to assist the MPO in improving communications with local governments and the state.

5. **Public Involvement.** The most successful MPOs allow for public involvement in recognizing the priorities of the region. Public support for local projects is gained when the public is allowed to participate in the process. Public support enhances the ability for the region to compete for the procurement of state funds. MPOs should:
 - Work aggressively to form partnerships with citizens groups;
 - Encourage stakeholders to become involved in advocating their transportation priorities;
 - Provide informational briefings and dialogues with transportation committees of their State legislature, State DOT transportation commissions, local transit providers, municipal leagues and county organizations for the purpose of informing them of and building consensus on, needs and priorities;
 - Reassess their committee structures to ensure that all leaders, staff and stakeholders required to be included by TEA-21 are adequately represented in the transportation planning process;
 - Publicize the work that they do in addressing transportation and air quality problems;
 - Organize periodic symposia and publicize on information on the long-term economic and social needs of the region;
 - Provide timely information on their web pages; and
 - Respond promptly to inquiries and complaints.

6. **Cooperative Relationship with the State DOT.** Successful MPOs engage their State DOT in a cooperative and collaborative decisional process.
 - The MPO, State DOT and State Transportation Commission should better coordinate the long range transportation plan for the region with that of the state;
 - Transportation projects within the metropolitan region proposed by the State DOT, and local governments should be assessed by the same criteria in both the TIP and LRP;
 - The State DOT should have a seat on all key MPO transportation committees and a non-voting seat on the Executive Board;

- The MPO and State DOT should consider exchanges or assignments of staff to be housed in the other agency, and also a regular, substantive meeting schedule among the principals.
7. **Land-use.** The research reveals the importance of integrating land-use, air quality and transportation planning efforts.
- The MPO should serve as a forum for the planning directors of the region to coordinate their land-use and transportation plans;
 - Transportation projects proposed by jurisdictions which honor the growth boundary, as defined in the regional growth plan, should receive higher priority in the LRP and the TIP than those proposed by jurisdictions which ignore the growth boundary;
 - In developing TIP criteria, special attention should be given to the needs of rapidly growing regions, to accommodate population and demand trends in each succeeding planning cycle.
8. **Accountability.** The most successful MPOs are noteworthy in hiring and retaining staff members that have the confidence of their membership. Such staff should be accountable to the elected officials and public members who comprise the MPO.
- MPOs should engage in a periodic self-assessment process that involves their leaders, staff, and stakeholders in evaluating how well they are performing, how they might improve their process in the future and how well they might improve their relationships with constituents and their organizations;
 - Working cooperatively, all those involved in the MPO planning process should establish objective criteria, which would be used periodically to conduct an objective performance review;
 - MPOs should invite objective and candid peer or other outside review of their procedures, processes and work products;
 - MPOs should hold retreats headed by competent outside facilitators who bring experts to clarify “best practices” in MPO organizations and performance;
 - MPO Executive Board should monitor the performance of the Executive Director in an annual performance based salary process. The Executive Director should likewise develop a similar review for staff members;
 - Orientation and training programs should also be developed for elected officials new to the MPO process;
 - A formal grievance procedure should be created which would allow any MPO member to petition the Executive Board. The board should engage in a public report of any grievance filed.