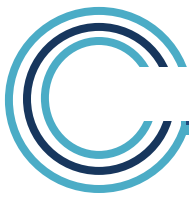


# Governor's Multimodal Strategic Plan for the Commonwealth of Virginia

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## Summary

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### Purpose of the Strategic Plan

This Strategic Plan will guide the policymaking of the Transportation Secretariat in a focused manner to achieve the vision and goals for multimodal transportation in Virginia. The Secretariat includes the transportation agencies, their programs, and their leadership. The statewide multimodal transportation plan, VTrans2035, is the benchmark planning document that has been adopted by the Commonwealth Transportation Board and fulfills federal planning requirements. VTrans2035 provides guidance on the transportation improvements and policies to focus on across the Commonwealth. The Strategic Plan provides a framework of measures, data, and change levers to assess and, as necessary, redirect the policies of the transportation agencies to achieve desired results. The Strategic Plan will be used to measure the performance of the transportation agencies' policies and processes. In order to do so, the measures address the impact of the administration's policies on the transportation system. This allows the transportation agencies to comprehensively assess their success in meeting the needs of the citizens of the Commonwealth. The timeframe of the Strategic Plan is four years.

### Vision and Goals

Under Governor Bob McDonnell and Secretary of Transportation Sean Connaughton, a vision and goals for multimodal transportation were developed as follows:

#### **Vision for Multimodal Transportation in Virginia**

*Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian and aviation resources that provides integrated and efficient options that meet citizen, visitor and business transportation needs.*

### Goals for Achieving the Vision

Goals identify what needs to be accomplished to make the preferred vision a reality. They provide long-term direction on where actions should be directed and how progress can be measured.

#### **Goal 1: Establish a seamless multimodal system that moves people and freight**

The system will provide connectivity across all transportation options. Multimodal regional command centers (hubs of intelligent transportation system information and control) will help ensure safe, secure and efficient operations across the system.

**Goal 2: Ensure the transportation system promotes and supports economic opportunity**

The multimodal system will attract businesses and generate employment, enhancing economic opportunities throughout the state. Intermodal business parks, airports, enhanced intercity/high-speed rail, and rapid transit will be key multimodal assets in the system.

**Goal 3: Develop unified and collaborative transportation planning and implementation processes**

A multimodal work team will help coordinate efforts across state agencies.

**Goal 4: Establish sustainable and stable financial support**

The transportation system will be developed and maintained through a variety of innovative and dependable funding sources. Innovative financing such as the Virginia Infrastructure Bank and Public Private Partnerships (PPP) will be used to leverage available funds to their maximum benefit.

**Goal 5: Be an innovative pacesetter in technology, environmental protection and system management**

The transportation system will be well maintained. Advanced technology will increase operational efficiency, connectivity and safety. The multimodal transportation system will help to minimize environmental impacts.

**Goal 6: Maintain a strong customer focus to address travel and business needs**

The multimodal system will be affordable, dependable, and easy to use. Connectivity between various transportation modes will provide efficient and desirable travel and shipping options.

**Goal 7: Improve safety across all modes of transportation by reducing transportation-related injuries, fatalities, and crashes**

Virginia's multimodal team will work collaboratively to identify and solve safety challenges. Safety issues will be analyzed and evaluated across all modes of transportation. Virginia's transportation system will adhere to a data-driven approach to identify and prioritize safety issues.

**Goal 8: Develop and maintain a competent and stable workforce that maximizes human capital**

Virginia's transportation agencies will provide training, career development, and educational opportunities to ensure a highly motivated and competent workforce. A multimodal staffing and succession plan will be implemented to develop a productive, diverse workforce and a talented pool of leaders.

## Implementation

To implement the vision, the transportation agencies will annually assess the transportation system on the basis of performance measures and, as needed, recommend policy adjustments to achieve the desired outcomes. The Strategic Plan identifies the measures of success and

the change levers that will be used to pursue the vision and goals for multimodal transportation in the Commonwealth.

### Measures of Success

The measures of success for achieving both performance and administrative goals are listed in *Table 1: Measures of Success*. Each measure can be supported by data and linked to change levers that the transportation agencies can use to adjust policies and procedures. Some measures relate to the transportation system – infrastructure and operations - while others relate to administrative functions of the transportation agencies. These measures and policy adjustments will provide ongoing improvement in the achievement of goals and the vision for transportation in the Commonwealth.

*Table 1: Measures of Success*

Measure of Success	System (S) or Administrative (A)
Number of Intermodal Facilities	S
Percent of Cross-Trained Staff	A
Number of Fatalities, Crashes and Injuries	S
Incident Response Time	S/A
Return on Investment	S
Travel Time Reliability	S
Customer Service – Percent of Customers Satisfied	A
Percent of Assets in State of Good Repair	S
Decreased Rate of Growth of Vehicle Miles Traveled (VMT)	S
Number of Corridors of Statewide Significance (CoSS) Studies	A
Accessibility Index	S

## Introduction

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Secretary of Transportation Sean Connaughton convened agency leaders under his Secretariat to begin formulating a strategic plan for multimodal transportation planning and implementation in Virginia. This work began with a full-day, pre-retreat workshop of modal agency planners on March 23, 2010 and was followed by a retreat on April 13, 2010 with modal agency leadership and the agency planners. Leadership teams in attendance represented:

- Department of Aviation (DOAV)
- Department of Motor Vehicles (DMV)
- Department of Rail and Public Transportation (DRPT)
- Department of Transportation (VDOT)
- Motor Vehicle Dealer Board (MVDB)
- Virginia Port Authority (VPA)

The pre-retreat workshop of transportation planners and other agency representatives provided an overview of current state multimodal methods and identified opportunities and hindrances relative to future efforts. This group prepared the following definition:

*Multimodal transportation planning is a coordinated process that provides an integrated and efficient network for the seamless movement of people and goods.*

Several key concepts are inherent in this definition:

- All modes of transportation are included
- Linkages and reliability between various transportation modes are essential
- Public need for and acceptance of transportation options are considered
- Cost efficiencies are realized
- The transportation system is linked to land use and economic development objectives

Participants of the pre-retreat workshop also addressed the strengths, weaknesses, opportunities, and threats for multimodal transportation in Virginia, and they also identified potential actions that could be taken to strengthen multimodal approaches. Participants of the retreat worked on a statement of vision, goals and strategies for multimodal transportation. Ultimately, a working group was formed of representatives from each modal agency that focused on developing this Strategic Plan. Their efforts resulted in the formation of measures of success and change levers that can be used to assess and influence the achievement of the vision for multimodal transportation. The change levers are policies and processes of the transportation agencies that can influence the outcomes of the measures of success, such as

communication, education, program development, and prioritization of funding. This Strategic Plan documents the collective results of this planning process. Focusing on specific areas and developing integrated strategies is important for charting the way forward.

In addition to the Strategic Plan, there are equally important assessments of how well transportation progress is being achieved. *Virginia Performs*, a signature initiative of the Council on Virginia's Future, is a performance leadership and accountability system within state government. Its transportation goal is to:

“Ensure Virginia has a transportation system that is safe, allows the easy movement of people and goods, enhances the economy, and improves our quality of life.”

The indicators used to assess performance are infrastructure condition, land use, and traffic congestion. The annual *Transportation Performance Report* is another assessment that evaluates the state of the overall transportation system rather than that of a particular transportation agency.

This Strategic Plan is the Governor's and the Secretary of Transportation's means for assessing progress on multimodal issues.



## VTrans2035 Goals and the Strategic Plan

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Virginia law (Section 33.1-23.03) requires the development of a multimodal long-range transportation plan every five years that assesses needs and assigns priorities on a statewide basis. VTrans2035<sup>1</sup> is the most recent version of this plan. It is a policy document that frames the vision for the future and the critical steps that must be taken to make that vision a reality.

VTrans2035 was developed by the previous administration. The Strategic Plan is the means for the current administration to implement VTrans2035. The VTrans2035 goals emphasize how the transportation system should perform, while the Strategic Plan goals go further by addressing additional administrative issues such as unified planning processes, sustainable financial support, and customer focus. VTrans2035 sets the long-range vision for transportation needs and investments while the Strategic Plan provides the short-range, achievable means for formal tracking of performance.

### VTrans2035 Goals:

**Safety and Security** – to provide a safe and secure transportation system

**System Maintenance and Preservation** – to preserve and maintain the condition of the existing transportation system

**Mobility, Connectivity and Accessibility** – to facilitate the easy movement of people and goods, improve interconnectivity of regions and activity centers, and provide access to different modes of transportation

**Environmental Stewardship** – to protect the environment and improve the quality of life for Virginians

**Economic Vitality** – to provide a transportation system that supports economic prosperity

**Coordination of Transportation and Land Use** – to promote livable communities and reduce transportation costs by facilitating the coordination of transportation and land use

**Program Delivery** – to achieve excellence in the execution of programs and delivery of service

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<sup>1</sup> See [www.vtrans.org](http://www.vtrans.org)





The VTrans2035 goals were originally developed with input received from discussion group meetings held throughout the Commonwealth, informal questionnaires, and stakeholder group meetings. The consistency of the goals in these two important transportation planning documents is shown in *Table 2: Comparison of Strategic Transportation Goals and VTrans2035 Goals*.

**Table 2: Comparison of Strategic Transportation Goals and VTrans2035 Goals**

		Strategic Transportation Goals							
		Seamless Multimodal System	Economic Opportunity	Planning and Implementation Processes	Financial Support	Technology, Environmental Protection & System Management	Customer Focus	Improve Safety Across all Modes	Competent and Stable Workforce
VTrans2035 Goals	Safety and Security							✓	
	System Maintenance and Preservation	✓			✓	✓	✓		
	Mobility, Connectivity, and Accessibility	✓	✓			✓	✓		✓
	Environmental Stewardship					✓			
	Economic Vitality		✓						✓
	Coordination of Transportation and Land Use			✓	✓				
	Program Delivery			✓	✓		✓		

The check marks indicate where a Strategic Transportation goal relates directly to a VTrans2035 goal as stated above.



## How the Strategic Plan will be Used

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The purpose of the Strategic Plan is to identify specific actions that will be undertaken to measure the achievement of the Commonwealth's vision in a way that will indicate when policy changes or adaptations are needed. To this end, the Strategic Plan and the data generated by the measures of success will be used in the following ways:

1. *Establish Measures of Success for Performance* – Create a framework for annually assessing progress on the achievement of the Strategic Transportation goals.
2. *Ensure Progress* – Track the changes in performance over time to identify and report progress in achieving transportation vision and goals so that change levers may be implemented to affect the desired target.
3. *Program Funds* – Use the information about system performance to shape priorities in the programming of transportation funds.
4. *Focus Scarce Resources* – Use the information about system performance to affect policies and funding priorities to achieve maximum impact with scarce resources.
5. *Change Business Processes* – Use the measures of success related to administrative functions to identify improvements to business processes.
6. *Improve Coordination Across Modes* – Use the Strategic Plan process to improve coordination among agencies within the Secretariat.
7. *Coordinate Efforts Across Modes, Local Governments, Metropolitan Planning Organizations, and Planning District Commissions* – Use the measures of success to identify strengths and weaknesses in coordination across planning for modes and regions and work to improve these processes where needed.
8. *Improve Efficiencies* – Use the change levers identified with the measures of success to improve the efficiency of both the transportation system and the administrative functions of the transportation agencies.
9. *Provide Focus for the Secretariat* – Use the Strategic Plan to provide information and feedback that will focus the activities of the transportation agencies.
10. *Identify Legislative/Policy Initiatives* – Use the Strategic Plan to identify needs and challenges that require legislative and/or executive branch policy initiatives.

# Measuring Performance

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## Developing the Measures of Success

The cornerstone of the Strategic Plan is the set of measures of success. These measures will generate the information necessary to create accountability, feedback, and direction for policy and programming in the transportation agencies. Some of the measures are fairly standard transportation system performance measures, such as safety in the form of reducing the numbers of fatalities, injuries and crashes. Others address the administrative functions of the transportation agencies. Collectively, the measures are intended to assess the performance of the transportation agencies and administrative policies, not the transportation system. Individual transportation agencies report on their respective systems and will continue to do so – the Strategic Plan does not replace those reports.

The Multimodal Strategic Transportation Planning Team considered an extensive list of measures to address the vision and goals for multimodal transportation. The final measures are cross-referenced with the goals in *Table 3: Measures of Success and Strategic Transportation Goals*. The measures carried forward must be measurable, meaningful, and related to change levers that can be used to affect change. As shown in *Table 4: Measures of Success – Summary Characteristics*, all of the final measures have an identifiable trend and can be either controlled or influenced by the policies and actions of the transportation agencies. Most rely on existing data but all can be measured within the four-year timeframe of the Strategic Plan implementation.

There are important aspects of the goals that do not appear directly in the measures of success; many measures were considered but not carried forward because they did not meet the preceding criteria. For example, there is not a measure of success based on environmental impacts because the impact of transportation on the environment is highly complex and is already addressed in regional planning (air quality) and corridor planning (natural, cultural, and human environment impacts) governed by numerous, evolving federal laws and regulations. At the same time, some measures of success, such as “Decrease the rate of growth of Vehicle Miles Traveled (VMT) by increased use of public transportation, bicycles, walking and alternative freight solutions,” indirectly address the environmental goal of the Strategic Plan. As new data sources are developed over time, additional measures may be considered in the future.



*Table 3: Measures of Success and Strategic Transportation Goals*

		Strategic Transportation Goals							
		Seamless Multimodal System	Economic Opportunity	Planning and Implementation Processes	Financial Support	Technology, Environmental Protection & System Management	Customer Focus	Improve Safety Across all Modes	Competent and Stable Workforce
Measures of Success	Number of Intermodal Facilities	✓							
	Percent of Cross-Trained Staff			✓					✓
	Number of Fatalities, Crashes and Injuries							✓	
	Incident Response Time							✓	
	Return on Investment		✓						
	Travel Time Reliability	✓							
	Customer Service						✓		
	State of Good Repair				✓	✓			
	Decreased Rate of Growth of VMT					✓			
	Number of CoSS Studies			✓					
Accessibility Index	✓					✓			

CoSS = Corridors of Statewide Significance



**Table 4: Measures of Success – Summary Characteristics**

Measure of Success	System (S) or Administrative (A)	Desired Trend	Control (C) or Influence (I)	Baseline Data Yes (Y) or No (N)
Number of Intermodal Facilities	S	↑	C	Y
Percent of Cross-Trained Staff	A	↑	C	Y
Number of Fatalities, Crashes and Injuries	S	↓	I	Y
Incident Response Time	S/A	↓	I	Y
Return on Investment	S	↑	C	Y
Travel Time Reliability	S	↑	I	Y
Customer Service	A	↑	C	Y
State of Good Repair	S	↑	C	Y
Decreased Rate of Growth of VMT	S	↓	I	Y
Number of CoSS Studies	A	↑	C	Y
Accessibility Index	S	↑	I	N

CoSS = Corridors of Statewide Significance



### Detailed Measures of Success

The individual measures of success are discussed in detail in the remainder of this section. Each measure is defined and an indication of the agencies that will provide data to support the measure is provided, as indicated below:

- DOAV: Department of Aviation
- VPA: Virginia Port Authority
- VDOT: Virginia Department of Transportation
- DMV: Department of Motor Vehicles
- DRPT: Department of Rail and Public Transportation
- MVDB: Motor Vehicle Dealer Board

<i>Increase the number of intermodal facilities on the Corridors of Statewide Significance that are served by multiple modes.</i>	
Agencies contributing data:	DOAV, VPA, VDOT, DMV, DRPT
Measure addresses:	System
<i>This measure will identify the number of intermodal connections serving freight and passengers and will track the increase in these connections over time. The measure focuses on the Corridors of Statewide Significance as the locations that reflect established priority for intermodal connections.</i>	

**Change levers:** If the desired trend in intermodal connectivity does not occur, adjustments to the outcome can be influenced by policy changes such as incentivizing rail, barge, or other transportation options; increasing freight rail investment; encouraging competitive freight rail access; adjusting Public-Private Transportation Act (PPTA) requirements regarding the incorporation of intermodal facilities; allowing flexible funding for intermodal facilities such as transit transfer centers; and prioritizing funding for projects that serve multiple modes.

**Comments:** One consideration in the implementation of this measure is whether it should take the successful operation of intermodal facilities into account, such as the volume of freight and/or passengers using intermodal facilities. Establishing a good baseline inventory of intermodal facilities and their characteristics is an important first step and is underway by the Office of Intermodal Planning and Investment.



*Establish a multimodal transportation planning training program that crosses all modal disciplines to increase the percentage of agency planning staff who have multimodal planning knowledge.*

Agencies contributing data:	All
Measure addresses:	Employees

*This measure recognizes the value of establishing and implementing a multimodal cross-training program in the agencies of the Secretariat. The measure will track the level of participation in the training by agency staff over time.*

**Change levers:** To strengthen performance under this measure, the transportation agencies could consider a combination of recognition and incentives for participation in the cross-training program. Job descriptions would be modified to reflect the training as a requirement as appropriate. The program also would be strengthened by reaching beyond the Secretariat to other state agencies involved in economic development, housing, and workforce development to participate and contribute to the training curriculum.

**Comments:** Developing the training will be the initial challenge and should be approached systematically, based on identified objectives and outcomes relating to the Strategic Plan. The human resource and career development aspects of the training should be managed in a way that fosters consistency across the transportation agencies and positive outcomes for the participants.

*Reduce the number of fatalities, injuries and crashes.*

Agencies contributing data:	DOAV, VPA, VDOT, DMV, DRPT
Measure addresses:	Process and Operations

*This measure will record trends in the number of fatalities, injuries and crashes on the multimodal transportation system throughout the Commonwealth.*

**Change levers:** Safety education for port operations, transit and highway modes, and the aviation community is a key strategy for reducing the measured incidents. The Department of Motor Vehicles can contribute to success under this measure through driver education programs targeting safety issues such as aging drivers, distracted drivers, and others.



Coordination and partnerships with law enforcement agencies are critical to success through enforcement of traffic safety laws. The transportation agencies can also examine potential improvements to the transportation system to improve incident prevention. In part, this can be accomplished by funding programs that target safety improvement such as the Highway Safety Improvement Program (HSIP) and Strategically Targeted Affordable Roadway Solutions (STARS).

**Comments:** This measure presents a challenge in that economic growth in the Commonwealth will increase the movement of people and goods, such that a reduction in the rate of incidents could still result in an increase in the number of incidents – yet the measure seeks an absolute decrease in the number of incidents. The rate of incidents will need to be reduced by a greater amount than the increase in travel throughout the Commonwealth to achieve this objective. The combination of education, program development, and programming of priority safety projects will be used to meet this challenge.

<i>Improve incident response time.</i>	
Agencies contributing data:	DOAV, VPA, VDOT, DMV
Measure addresses:	Process and Operations
<i>This measure will identify the response times for aviation, port and roadway incidents and track the progress in reducing those times.</i>	

**Change levers:** The transportation agencies impact system performance by influencing response times through both planning and committing resources to programs and improvements. Achieving improvement in response times may require dedicated resources in both areas. Development of emergency plans is an example of administrative action, while highway safety service patrols and accessibility improvements for emergency vehicles (such as emergency vehicle-only turnarounds or access points on highways) relate directly to the transportation system. Coordination with local emergency management, emergency response, and law enforcement agencies, as well as private operators is essential to make progress.

**Comments:** Because of the widespread need for incident response, monitoring of priority areas and prioritization of funding is a key strategy in support of this measure.





<i>Maintain or improve program return on investment.</i>	
Agencies contributing data:	DOAV, VPA, VDOT, DRPT
Measure addresses:	Financial
<i>This measure will identify the economic benefits, short-term and long-term, accruing to Virginia as a result of the Commonwealth's transportation investments as reflected in the Six-Year Improvement Programs.</i>	

**Change levers:** If the desired trend in return on investment does not occur, adjustments to the projects advanced to the Six-Year Improvement Program would be recommended by the Office of Intermodal Planning and Investment.

**Comments:** An analysis completed in 2009 for VTrans2035 serves as the base case. The analysis will be repeated annually and would reflect state highway, transit, rail, aviation and port transportation programs. The analysis may result in adjustment to the Six-Year Improvement Programs to achieve the desired outcome. The analysis would be conducted by the Office of Intermodal Planning and Investment.

<i>Improve travel time reliability:</i>	
<i>A. Improve on-time performance for transit and inter-city passenger rail;</i>	
<i>B. Reduce average annual hours of delay for roadways in Hampton Roads, Richmond, and Northern Virginia;</i>	
<i>C. Reduce average truck turnaround time at ports; and</i>	
<i>D. Improve navigational aid system reliability.</i>	
Agencies contributing data:	DOAV, VPA, VDOT, DMV, DRPT
Measure addresses:	Process and Operations
<i>This measure will provide mode-specific data regarding the reliability of travel times.</i>	

**Change levers:** Change levers are diverse, relating to the types of programs available to reduce travel times and improve travel time reliability. Examples include prioritizing operational improvements, funding or incentivizing travel demand programs to reduce peak period travel on



roadways, and education/awareness building of time-saving options such as the Weigh-in-Motion program for trucks.

**Comments:** For annual hours of delay, Northern Virginia includes the Fredericksburg region. This measure could be positively affected by a wide variety of programs; therefore, the development of pilot programs to test congestion-reduction strategies on a small scale is advisable.

<i>Improved scores for customer service survey.</i>	
Agencies contributing data:	All
Measure addresses:	Customers
<i>All agencies of the Secretariat have a customer service survey in place that can be used to support this measure. These surveys focus on the recipients of funding and services administered by each agency.</i>	

**Change levers:** The agencies relate to their customers in different ways, including facilities, services, and funding. The change levers are the project development process and funding priorities for facilities, the customer interface for services, and the administrative processes for recipients of funding. The levers for each agency are developed individually to meet the needs of their customers.

**Comments:** The customers surveyed range from the traveling public, in the case of VDOT, to the grant recipients of DRPT funding programs.



<i>Increase the percentage of assets by agency/mode considered to be in good repair by recognized standards.</i>	
Agencies contributing data:	All
Measure addresses:	Process and Operations
<i>This measure identifies the condition and maintenance backlog for the facilities and equipment that make up the transportation assets of the Commonwealth, including roadway pavement, bridges, runways, ports, transit vehicles, and customer service centers.</i>	

**Change levers:** The information on the state of good repair will be used to target areas of critical need to prioritize funding.

**Comments:** Existing maintenance backlogs are substantial and have grown in the past. Turning around this trend will likely require actions beyond policy and prioritization efforts.

<i>Decrease the rate of growth of VMT by increased use of public transportation, bicycles, walking, and alternative freight solutions.</i>	
Agencies contributing data:	VPA, VDOT, DRPT
Measure addresses:	System
<i>This measure highlights growth in the travel modes for people and freight that will result in a reduction in the rate of growth in vehicle miles traveled (VMT) on the roadways.</i>	

**Change levers:** For passengers, travel demand management strategies such as telework and improvements to the availability and reliability of public transportation are the primary change levers. Success with freight depends on improved intermodal connectivity and strategic capacity improvements for rail and intermodal facilities.

**Comments:** This measure can be influenced significantly by economic conditions, as well as by policy. The economic factors will need to be considered in assessing success, failure, and policy shifts pertaining to this measure.



*Number of Corridors of Statewide Significance studies completed.*

Agencies contributing data:	All
Measure addresses:	Process and Operations

*An inventory of all corridors has been prepared and initial baseline conditions have been captured. This information will be used to develop a prioritized list for studying the corridors.*

**Change levers:** The studies are intended to identify projects and prioritize investments as input to both the programming process and the PPTA process. Progress on the completion of the studies can be expedited by prioritizing the studies, focusing on corridor subsections of greatest concern, or changing the administrative approach to funding and/or conducting the studies.

**Comments:** The studies cannot all be conducted simultaneously but each corridor does have “hotspots” in terms of safety and travel demand that should be addressed first.

*Improve accessibility to modes and activity centers.*

Agencies contributing data:	DOAV, VPA, VDOT, DRPT
Measure addresses:	Customers

*This measure will assess the three key factors influencing accessibility (proximity of activities, transportation choices, and multimodal connectivity) through use of GIS applications. Examples of specific measures include:*

- population within a given distance of activity centers,*
- percentage of industrial employment within a given number of miles of interstate interchange,*
- population within a given distance of transit service,*
- number of airports served by transit, etc.*

**Change levers:** Transportation investment would be used as an incentive for land use planning that provides improved accessibility or otherwise better coordinates with transportation.

**Comments:** Accessibility can be measured on a statewide, regional or local level. The exact performance measures need to be determined based on availability of data.

## Next Steps

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Initial activities towards implementing the Strategic Plan are as follows:

- Evolve the Multimodal Strategic Transportation Planning Team to become the Multimodal Transportation Working Group. Provide staff support for the initiatives of the group and the responsibilities for state transportation planning as identified in the Code of Virginia.
- Initiate outreach to law enforcement, housing, economic development, education, and other agencies to coordinate data and initiatives on an as-needed basis.

An annual cycle of implementation using the Strategic Plan will be established with the following steps:

- Gather data
- Report on Measures of Success
- Discuss findings and recommendations in the Multimodal Transportation Working Group
- Implement recommendations – to be done by the Office of Intermodal Planning and Investment (OIPi)
- Reevaluate and refine measures
- Convene a meeting that includes expanded agency representation to inform and engage stakeholders in the Strategic Plan implementation

The monitoring and implementation will take place on an ongoing basis with the support of the OIPi and the Multimodal Transportation Working Group.