



REGION II
UNIVERSITY TRANSPORTATION RESEARCH CENTER

Final Report

Defining the Shared Goals of the NYMTC Principals and Related Future Trends

Task 5 Technical Memo

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<p>NYMTC's Principals reached consensus on five Shared Goals to guide regional transportation investment decision-making. The Shared Goals reflect broad agreement on the need for regional approaches to complex issues facing the region. The Shared Goals are:</p> <ul style="list-style-type: none"> • Build the case for obtaining resources to implement regional investments; • Enhance the regional environment; • Improve the regional economy; • Improve the regional quality of life; and • Provide convenient, flexible transportation access within the region. <p>The agreement on the Shared Goals represented an important organizational achievement, but the Principals recognized that the goals required greater definition to provide an overall framework for NYMTC's planning process. To this end, the NYU/Wagner Rudin Center Team was asked to conduct this study, the goals of which were (1) to help the Principal members of NYMTC characterize more clearly each of the five Shared Goals and the outcomes they are intended to generate; (2) to establish measures of success that could be tracked to ascertain how well the Shared Goals and related outcomes were being achieved; (3) to identify the key trends – political, demographic, socio-economic, technological – that are likely to have an impact on the Shared Goals and outcomes, and the manner in which the goals and outcomes are therefore most likely to prove achievable; and (4) to develop recommendations for integrating the Shared Goals and outcomes into the formal regional transportation planning process.</p> <p>This study has comprised five tasks: (1) further definition of the Shared Goals and identification of related outcomes, (2) identification of related key trends, (3) identification of objectives related to the Shared Goals and outcomes, (4) integration of the Shared Goals with the planning process, and (5) documentation of the process and results.</p> <p>This technical memorandum is the final deliverable of this project – the documentation of the process and results. Part One of this memo describes the process that was used to achieve the goals of the project. Part Two provides the substantive outputs from the various project tasks.</p>					
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INTRODUCTION

NYMTC's Principals reached consensus on five Shared Goals to guide regional transportation investment decision-making. The Shared Goals reflect broad agreement on the need for regional approaches to complex issues facing the region. The Shared Goals are:

- Build the case for obtaining resources to implement regional investments;
- Enhance the regional environment;
- Improve the regional economy;
- Improve the regional quality of life; and
- Provide convenient, flexible transportation access within the region.

The agreement on the Shared Goals represented an important organizational achievement, but the Principals recognized that the goals required greater definition to provide an overall framework for NYMTC's planning process. To this end, the NYU/Wagner Rudin Center Team was asked to conduct this study, the goals of which were (1) to help the Principal members of NYMTC characterize more clearly each of the five Shared Goals and the outcomes they are intended to generate; (2) to establish measures of success that could be tracked to ascertain how well the Shared Goals and related outcomes were being achieved; (3) to identify the key trends – political, demographic, socio-economic, technological – that are likely to have an impact on the Shared Goals and outcomes, and the manner in which the goals and outcomes are therefore most likely to prove achievable; and (4) to develop recommendations for integrating the Shared Goals and outcomes into the formal regional transportation planning process.

This study has comprised five tasks: (1) further definition of the Shared Goals and identification of related outcomes, (2) identification of related key trends, (3) identification of objectives related to the Shared Goals and outcomes, (4) integration of the Shared Goals with the planning process, and (5) documentation of the process and results.

This technical memorandum is the final deliverable of this project – the documentation of the process and results. Part One of this memo describes the process that was used to achieve the goals of the project. Part Two provides the substantive outputs from the various project tasks.

PART ONE: THE PROCESS

Task 1: Elaboration of the Shared Goals

In order to explicate the meaning of the Shared Goals and to identify measurable “outcomes” related to those goals (i.e., the ways one would know if progress toward the goal was being achieved), interviews were conducted in the spring of 2008 by the Rudin Center's Allison C. de Cerreño and Allen Zerkin with the NYMTC principals or their representatives.

From the aggregated comments of the interviewees, de Cerreño and Zerkin distilled concise statements about the meaning of each of the Shared Goals and a list of desired outcomes that related to them.

Task 2: Define Related Key Trends

Key trends were then defined that may affect the achievement of the Shared Goals. Five overarching issues that had been identified in NYMTC's 2010-2035 Regional Transportation Plan were examined. They are: (1) Lifestyle and Workforce Change; (2) Innovation Economy and Technology Change; (3) Globalization and Security; (4) Energy and Climate; and (5) Transportation Financing. Hyeon-Shic Shin of the Rudin Center, with the assistance of the project team members, defined each of the five overarching issues, described trends related to each, and examined the potential relationships of those trends to each of the Shared Goals. This task was accomplished through meetings and telephone discussions with NYMTC staff and the use of NYMTC-provided and other publicly available documents from a variety of sources including government documents, academic papers, and reports from non-profit organizations.

Task 3: Define Objectives for the Desired Outcomes Related to Each of the Shared Goals

This task, led by Allen Zerkin and assisted by Hyeon-Shic Shin, analyzed the relationship between the overarching issues and the Shared Goals and desired outcomes in order to define objectives for the Shared Goals. The task had two parts. The first part analyzed the relationship between the Plan's overarching issues and the Principals' Shared Goals and desired outcomes and produced an *outcomes/overarching issues matrix* that highlights the intersections of outcomes and overarching issues. That matrix can be found as an appendix to this report.

The second part of the task had been originally conceived as an effort to "define objectives for the desired outcomes related to each of the Shared Goals". A "working group" of representatives from NYMTC's member agencies was convened to assist in the definition of objectives. The working group consisted of Linda Bailey of the New York City Department of Transportation, Peter King of the New York State Department of Transportation, Robert Shinnick of the Suffolk County Department of Public Works, Patty Chemka of the Westchester County Department of Transportation, and Lou Venech of the Port Authority of New York and New Jersey. The working group determined that the concept of "objectives" was fulfilled by the statements of desired outcome and that what was really needed were ways to institutionalize them, to ensure that the Shared Goals and the desired outcomes were fully integrated into the NYMTC planning process.

Task 4: Integrating the Goals with the Planning Process

This task, led by Rachel Weinberger, investigated procedural mechanisms for integrating the Shared Goals and related desired outcomes into NYMTC's planning process as an overarching framework. The six recommendations from Task 4 have been combined with the five recommendations of the Task 3 task force to produce a consolidated set of eleven recommendations for ensuring that the Shared Goals and Desired Outcomes are fully integrated into the NYMTC planning process.

PART TWO: THE OUTPUTS OF THE PROCESS

1. Further Definition of the Shared Goals and Their Desired Outcomes

Shared Goal: Build the Case for Obtaining Resources to Implement Regional Investments

What the goal means: NYMTC members and the Congressional delegation thinking regionally and making the case for the entire package of strategic transportation investments as the regional priority, according to the Shared Goals, and showing the importance of strategic transportation investments in this region to the entire nation.

The following are desired outcomes related to this goal:

- Coordinated long-term planning.
- Prioritized list of projects.
- Non-Federal, non-State alternative financing.
- Fair share of federal monies for the region.
- No "unfunded mandates" (partial funding aimed at specific projects that have not been identified by the members as priorities).

Shared Goal: Enhance the Regional Environment

What the goal means: Selecting transportation projects and programs and embracing land use policies that, *in the aggregate*, continuously reduce the negative impacts of transportation on the natural environment and human health.

The following are desired outcomes related to this goal:

- Improved air quality.
- Reduced greenhouse gas emissions.
- Maintained or improved water quality.
- Preservation of open space, especially wetlands.

Shared Goal: Improve the Regional Economy

What the goal means: Maintaining and developing the regional transportation infrastructure to support the vitality, competitiveness, and sustainable growth of the entire regional economy, which, in turn, generates tax revenues and jobs.

The following are desired outcomes related to this goal:

- Strengthened position of the region as a global and national gateway.
- Strategic distribution of growth.
- Improved regional mobility for people and goods.

Shared Goal: Improve the Regional Quality of Life

What the goal means: Coordinating regional transportation, land use and zoning so that the negative impacts of individual public and private decisions in any of those arenas are recognized and addressed in the planning process.

The following are desired outcomes related to this goal:

- Increased intra-regional mobility and accessibility for recreation, tourism, and commuting.
- Mitigation of negative transportation impacts.
- Increased ability to safely enjoy walking, bicycling and use of public space.
- Quality communities.

Shared Goal: Provide Convenient, Flexible Transportation Access within the Region

What the goal means: Providing mobility and modality choices, so that everyone can participate in our society, regardless of income level, location, access to transit, age, or ability, and providing for the efficient movement of freight to, from and through the region.

The following are desired outcomes related to this goal:

- Sufficient array of choices.
- Expanded connections.
- Increased reliability.
- Increased transit ridership, especially on suburban bus routes.
- Ensured safety.

2. Eleven-Point Procedural Framework to Guide the Planning Process

The following section summarizes the eleven elements of a procedural framework to guide the planning process. Explanatory text is provided below for recommendations 1 through 6, which come from the Task 4 analysis. The extensive discussions of the Task 3 task force generated recommendations 7 through 11.

- (1) Increase clarity and consistency of language with respect to the Shared Goals and “outcomes” across planning documents.
- (2) Tie actions and projects included in the Unified Planning Work Program (UPWP) and the Transportation Improvement Program (TIP), by appropriate performance measures, to the goals of the RTP that support the Shared Goals and “outcomes.”
- (3) In applications for transportation enhancement or other funds, inclusion in the UPWP and ultimately inclusion in the TIP incorporate a disclosure document that states the ways in which the project corresponds to the Shared Goals and “outcomes.”
- (4) Revise the NYMTC mission and goals of the Regional Transportation Plan (RTP) to better correspond to and thus support the Shared Goals.
- (5) Add a feedback protocol that revisits forecasting after community visioning and prior to adoption of the plan. The feedback loop would permit an analysis of whether the plan appropriately addresses the Shared Goals.
- (6) Shift from the current paradigm of solving transportation problems to a new approach – suggested by the Shared Goals – that uses transportation as a way to solve regional problems.

- (7) Ensure that all the “outcomes” are being considered within the PFAC subcommittee structure and that the various subcommittees periodically report to PFAC on both progress and issues.
- (8) Periodically revisit the Planning Prospectus so that it reflects the “outcomes” related to the “overarching issues”.
- (9) Periodically update the “outcomes”/“overarching issues” matrix and, on the basis of that update, propose the next generation of projects.
- (10) Institutionalize the planning process that the Principals used to produce “A Shared Vision” and the selection of the “desired growth areas” and the “strategic transportation investment options.”
- (11) Report on best practices and strategies in use by NYMTC member agencies and by other MPOs that would advance NYMTC’s Shared Goals and “outcomes”.

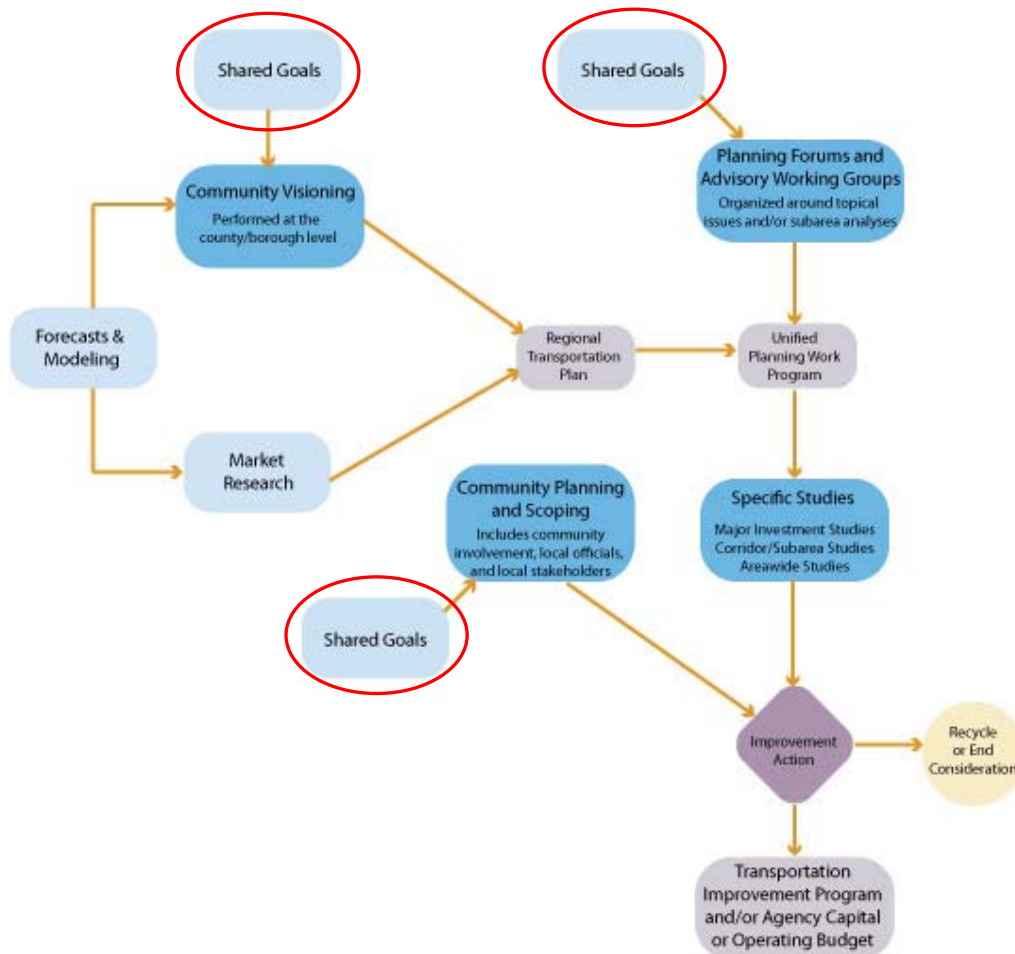


Figure 1. Opportunities to Introduce Shared Goals

Source: This figure is a modification of the schematic in New York Metropolitan Transportation Council. (Undated). A Guidebook for Public Involvement, pp 17-18.

(1) Increase clarity and consistency of language and references to the Shared Goals across planning documents.

For inclusion in the TIP and the UPWP projects and studies must be consistent with the Plan. To be consistent with the Plan implies that they should be consistent with goals of the Plan, which are now the Shared Goals and related objectives/desired outcomes. To maintain clarity and consistent linkage between goals and plan, the Shared Goals should be articulated within each document. Future consideration of the Shared Goals should be introduced at every entry point to the process. This is depicted in Figure 1, a modified schematic of the planning process that incorporates our suggested changes (Shared Goals circled in red). As shown in the figure, by re-stating the goals in every document, the people working on the product are reminded of what they are trying to accomplish, which will

also help audiences understand NYMTC's products. Then, such products should be backed by a performance-based process for project selection, which is mentioned below as the second step.

Our analysis of the previous Plan, TIP, and UPWP showed a variety of different terminologies. They are unclear and sometimes contradictory. Some examples include the following:

(a) In the Plan, "Shared Goals" are listed and followed by a list of guiding principles. Discussion of each "guiding principle" includes its own list of "shared goals." This second set of "shared goals" is unrelated to the Principals' Shared Goals. As a result, it is difficult to determine what the goals of the plan include. A clearer statement of the Shared Goals will serve to institutionalize those goals facilitating their carriage through the entire process. Consistency should be ensured going forward.

(b) The Plan Executive Summary makes no mention of the Shared Goals. The Executive Summary is arguably read by more residents (including advocates and elected officials) than the Plan. By omitting reference to the Shared Goals, this important feature remains unknown to the majority of interested parties. Furthermore, the Executive Summary contains a goals statement that lists several items that the Plan lists instead as areas of focus. In future Plans a clear and easily identified list of goals should be incorporated in the Plan and its Executive Summary.

(c) The Plan lists **seven** federal planning factors. In the public participation workshops for the Plan up-date, the **eight** federal planning factors are identified. This inconsistency causes confusion. Inclusion of these factors, both in the current Plan and in the public participation workshops, as another set of requirements, to some degree, usurps the prominence of Shared Goals. Framing the federal planning factors in a rubric defined by the Shared Goals would highlight the importance of both sets. There is substantial overlap in these sets of requirements and streamlining their presentation would give greater emphasis to the Shared Goals without compromising the planning factors.

(d) What have been identified as "Guiding Principles" in the Plan are referred to as Plan Goals in the UPWP. If Guiding Principles and Goals are used interchangeably that should be clarified; if they are not interchangeable, that should be clarified as well. Our recommendation is that Guiding Principles and Goals be maintained as two distinct concepts.

(e) Within the TIP, the project selection criteria are described in the following way: "... improvement concepts must first be consistent with the long-range plan and studied in detail before they can be defined as TIP projects. Several key considerations – social, economic, transportation and environmental – influence this selection process." While there is consideration of the Shared Goals along the path to inclusion in the TIP, the direct connection can be strengthened by explicitly referring to Shared Goals as a TIP selection criterion.

(f) In the UPWP, "Federal emphasis areas" are identified. These are referred to as "Federal planning factors" in the public input workshop and in the RTP. Consistent language would make the planning process and requirements more clear.

Clarifying and making consistent the usage of these concepts will aid the planning process both in development of the RTP as well as meeting the RTP and Shared Goals throughout the planning process. Eliminating inconsistencies between the RTP and the RTP Executive Summary and other documents would help establish a template or protocol.

(2) Tie the actions of the organization, as represented in the Regional Transportation Plan (the Plan), Unified Planning Work Program (UPWP) and the Transportation Improvement Program (TIP) to the Shared Goals using appropriate organizational procedures, performance measures, and performance standards.

"Together with the regulations and Federal emphasis areas, NYMTC's mission, vision and planning prospectus guide the development of work programs which define the planning priorities facing the metropolitan area"¹ This statement underscores the importance of the NYMTC mission and vision in the selection process for inclusion in the UPWP. However, it does not explicitly reference the Shared Goals nor is there a defined analytic process by which

¹ New York Metropolitan Transportation Council, 2008. *Unified Planning Work Program 2009-2010 Management Summary*. Second Draft 12/31/08. Page 2

these concepts guide the selection process. Similarly, projects selected for the TIP are “evaluated based on their relevance to the Regional Transportation Plan and to the criteria of the relevant Federal funding programs.”² Yet there is no transparent process for this evaluation.

We recommend adoption of performance standards to guide the evaluation and selection of studies for the UPWP and projects for the TIP. The selected measures should be consistent with the principles for a performance-based system as outlined in section 2.1.2 of the RTP³. The performance measures and goals that NYMTC has considered to support the guiding principles should serve as a template for Shared Goals measures.. It is not to be expected that a particular project would address all the objectives of the shared goals but a scoring system should be developed that indicates why a project should be implemented or policy adopted in terms of how it can move the region toward reaching the Shared Goals.

(3) Applications for transportation enhancement or other funds, inclusion in the UPWP and, ultimately, inclusion in the TIP should incorporate a disclosure document that states the ways in which the project corresponds to the Shared Goals.

A disclosure statement accompanied by a simple checklist will provide project proponents an opportunity to reflect on a particular project’s effect on the Principals’ Shared Goals. It also provides another mechanism by which NYMTC staff, the PFAC and NYMTC’s Principals can evaluate projects in terms of their ability to affect the Shared Goals.

The statement need not be binding, i.e., it should not be a requirement that all projects meet a standard but the simple inclusion of a statement will naturally help prioritize projects that are responsive to the Shared Goals.

(4) The NYMTC mission and goals of the Regional Transportation Plan (RTP) must support the Shared Goals.

To support development of the three products listed above, NYMTC engages in myriad planning exercises, dialogues, public meetings, and studies. This work takes place within a framework defined by the agency’s mission and objectives. Each of NYMTC’s activities (i.e., public meetings, planning exercises, etc.) and the mission context that contains them represents an opportunity to incorporate the Shared Goals. As an exemplar of how NYMTC can evaluate the relationship between the Shared Goals and the goals of other studies or the mission proper, we evaluate the mission with respect to the Shared Goals.

The Mission: NYMTC has a four-part mission as follows:

- (1) To serve as the collaborative forum to address transportation-related issues from a regional perspective;
- (2) To facilitate informed decision-making within the Council by providing sound technical analyses;
- (3) To ensure the region is positioned to capture the maximum federal funds available to achieve the goals of the Unified Planning Work Program, Regional Transportation Plan and Transportation Improvement Program; and
- (4) To focus the collective planning activities of all Council members to achieve a shared regional vision.

The color ramp in Figure 2 shows how the mission elements support achievement of the Shared Goals – with bright green indicating strong support, light green indicating weak support, yellow indicating related support and a blank cell indicating that the mission element does not relate to the Shared Goals. Of the mission’s four points, only one – point 3 – is fully aligned and consistent with the Shared Goals. Point 3, “ensure the region is positioned to capture the maximum federal funds available,” is exactly consistent with the first of the Shared Goals, *Building the case for obtaining resources*. Mission points 1 and 4 do not directly forward the specific goals that the Principals have agreed on, but the first commits NYMTC staff to working with the Principals to develop a shared region perspective and the other commits NYMTC staff to operationalizing it. This project itself exemplifies the importance of NYMTC’s mission.

The Principals’ articulation of the Shared Goals represents a significant advancement in specifying what the “shared regional vision” in point 4 is. One way to better reflect the Shared Goals in the mission statement would be to change point 4 by substituting “the Shared Goals” for “a shared regional vision.” A second way would be to change

² New York Metropolitan Transportation Council, “Transportation Improvement Program,” <http://www.nymtc.org/abouttip.cfm> (accessed November 13, 2008).

³ New York Metropolitan Transportation Council, *2005-2030 Regional Transportation Plan* (New York, NY: NYMTC, 2005), p. 10.

point 1 to read, “To serve as the collaborative forum to address regional problems and further the Council members Shared Goals through transportation initiatives.” (This latter change is more than just a semantic change – it would represent a more significant paradigm shift that is discussed below, as the last of our six recommendations.)

Figure 2. Correspondence between NYMTC Mission and the Principal’s Shared Goals

NYMTC Mission	Shared Goals				
	Build the case for obtaining resources to implement regional investments	Enhance the regional environment	Improve the regional economy	Improve the regional quality of life	Provide convenient, flexible transportation access within the region
1. To serve as the collaborative forum to address transportation-related issues from a regional perspective					
2. To facilitate informed decision-making within the Council by providing sound technical analyses					
3. To ensure the region is positioned to capture the maximum federal funds available to achieve the goals of the UPWP, RTP, and TIP.					
4. To focus the collective planning activities of all Council members to achieve a shared regional vision.					

(5) Add a feedback protocol that revisits forecasting after community visioning and prior to adoption of the plan. The feedback loop would permit an analysis of whether the plan appropriately addresses the Shared Goals

This final step – adding a feedback loop – would represent a more complex modification and might therefore be more difficult to implement. Forecasting and modeling is frequently done at the beginning of a planning process and then again after projects have been selected to evaluate the effects of the selected projects on air quality and congestion. The proposed modification would have NYMTC add an evaluation step after community visioning to ensure that the concepts, project ideas and other outputs of the community visioning process are consistent with the Shared Goals. If the community visioning output is consistent with the Shared Goals then the process moves ahead to the Plan stage as depicted in figure 3. If the community visioning output is inconsistent with the Shared Goals, it should be fed-back to the preliminary analysis stages to have a rigorous understanding of the community visioning outputs’ impacts on the goals, on air quality and on congestion.

In recommendation (1), we suggested explicit consideration of the Shared Goals as an input to framing the community visioning process. The use of Shared Goals to frame community visioning, while important to highlight the importance of Shared Goals, does not guarantee consistency between community visioning and the Shared Goals. This recommendation, inclusion of an additional loop through forecasting analysis, would make consideration of the Shared Goals a requirement of the process rather than simply a suggestion.

The new analysis will be used to reenter the community visioning process. By adding new information and knowledge the public discussion can go further toward satisfying the Shared Goals.

Effectively this step ensures that the Shared Goals maintain priority throughout the planning process.

The change is depicted in Figure 3, below. A decision making point is added between “Community Visioning” and “Regional Transportation Plan” to ensure the consistency of the proposed plans to the Shared Goals.

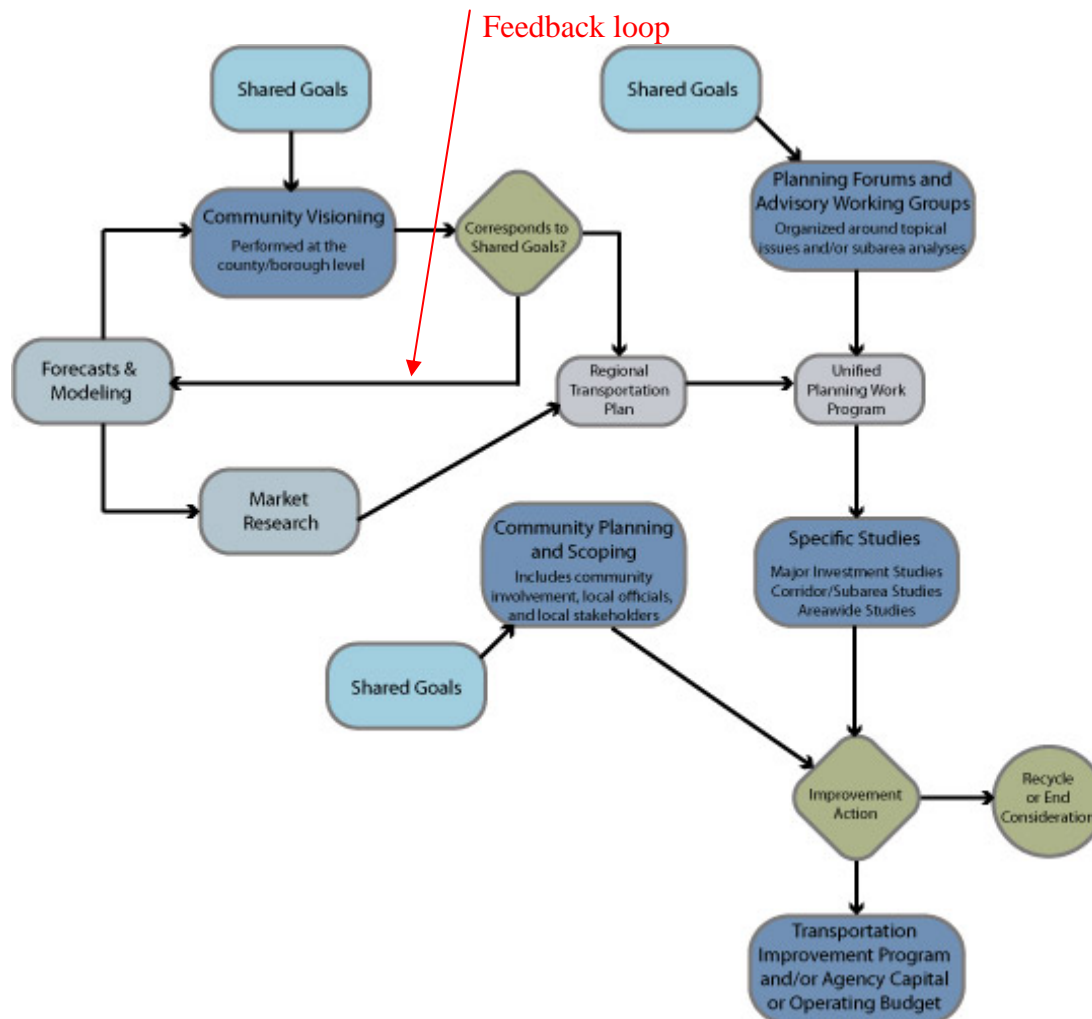


Figure 3. Alternate Planning Process

(6) Shift from the current paradigm of solving transportation problems to a new approach – suggested by the Shared Goals – that uses transportation as a way to solve regional problems

A final idea that we offer for NYMTC’s consideration would be a shifting of emphasis from the current paradigm of solving transportation problems to a new approach: using transportation as a way to solve regional problems. This would also allow NYMTC to incorporate more of a problem solving, rather than problem identification orientation in some of the public participation activities. Earlier in this memo, we suggested changing the wording of the first of the four parts of NYMTC’s mission statement. That change, from “To serve as the collaborative forum to address transportation-related issues from a regional perspective” to “To serve as the collaborative forum to address regional problems and further the Council members Shared Goals through transportation initiatives,” would reflect the suggested paradigm shift.

Recommendations 7 through 11 were developed by an ad hoc working group, consisting of five PFAC representatives, during a meeting and a series of phone discussions.

(7) Ensure that all the “outcomes” are being considered within the PFAC subcommittee structure and that the various subcommittees periodically report to PFAC on both progress and issues

The aim of this objective is to create an internal constituency for these goals and some accountability for making progress on them.

(8) Periodically revisit the Planning Prospectus so that it reflects the “outcomes” related to the “overarching issues”

The working group members agreed that changes that are implemented must be tested against the planning prospectus in order to produce feedback. The planning prospectus is well-suited to this function because it is on a regular cycle that involves communication back to the NYMTC members and PFAC. It was agreed that the feedback needs to loop back to the Principals in a way that is salient and relevant to them. Moreover, the feedback should be communicated to staff members, as not all issues require leadership involvement.

(9) Periodically update the “outcomes”/“overarching issues” matrix and, on the basis of that update, propose the next generation of projects

It was agreed that the “outcomes”/“overarching issues” matrix, which can be found as an Appendix to this document, should be regarded as a living document that is reexamined and updated. It was also suggested that significant macro trends be documented, though it was noted that this is already covered by the NYMTC Plan that is updated every 4 years.

(10) Institutionalize the planning process that the Principals used to produce “A Shared Vision” and the selection of the “desired growth areas” and the “strategic transportation investment options”

This recommendation is designed to ensure that the process that generated “A Shared Vision” is neither an aberration nor a function of the particular individuals who happen to be the members at any given time, but rather will be standard operating procedure.

(11) Report on best practices and strategies in use by NYMTC member agencies and by other MPOs that would advance NYMTC’s Shared Goals and “outcomes”

It was agreed by the working group members that individual member agencies and other MPOs may have developed useful ways for advancing their goals and desired outcomes and that NYMTC as a whole and its members would benefit from having staff monitor and report on best practices and approaches, both within the NYMTC region and beyond.

CONCLUDING REMARKS

When this study began, it was unclear to the study team how much impact the Shared Goals would have on guiding NYMTC’s planning process. More than a few people we spoke to thought that the Shared Goals might just be platitudes. We have concluded that the skeptics were wrong.

The NYMTC Principals and their representatives on the Program, Finance and Administration Committee (PFAC) are to be commended for the strides that have already been made in breathing life into the Shared Goals. Throughout the study process, the study team has been impressed by the determination of those we have worked with to make the Shared Goals meaningful for the region. Indeed, as we have noted in this report, one of the major recommendations the study team intended to make has already been implemented, without benefit of our report. It is clear that the Principals and the PFAC understand what the costs of parochialism have been and are determined to generate greater transportation funding for the region by bringing a regional perspective to bear in their decision making.

In this final report, the study team has made eleven recommendations that we believe will sustain the Shared Goals process and institutionalize their relevance to the NYMTC planning process. Five of them have come from the members of an ad hoc PFAC working group, and we are pleased that their contributions and those of the study team are both complementary and additive. We urge the Principals to embrace the recommendations and implement

them, thereby sending a powerful message to those who may yet doubt the importance of this initiative. The NYMTC region faces many challenges, but if the Principals use the Shared Goals and desired outcomes to ensure that major UPWP projects are selected on the basis of regional significance, and then speak with a unified voice, they will be able to meet them.

APPENDIX: ISSUES AND OUTCOMES MATRIX

Shared Goals	Desired Outcomes	Overarching Issues				
		Lifestyle and Workforce Change	Innovation Economy and Technology Change	Globalization and Security	Energy and Climate	Transportation Financing
Build the Case for Obtaining Resources	Coordinated Long-term planning	Aging population; workforce shift	Deployment of ITS (Make use of new technology)	Increasing trade with Asia; Supply chain security	Demand/behavioral change depending on energy price ; Impact of climate change on transportation infrastructure and demand	State and Local Budget Pressures
	Prioritized list of projects					State and Local Budget Pressures
	Non-federal, non-state alternative financing					State and Local Budget Pressures
	Fair share of federal monies for the region			Federal funding for investments based on the region's international gateway role (supply chain security)		
	No partially funded projects					State and Local Budget Pressures
Enhance the Regional Environment	Improved air quality and reduced GHG emissions	Increasing populations in suburbs; increasing suburb-to-suburb commutes and reverse commutes	Telecommute; Deployment of ITS	More goods movements thru ports/airports/inland ports	Climate change	
	Maintained or improved water quality		Strategies to reduce water runoff by capturing in tree wells, building green roofs.		Increasing precipitation causing heavier run-off and greater turbidity	
	Preservation of open space, especially wetlands				Global warming making open space more important	
Improve the Regional Economy	Strengthened position of the region as a global and national gateway		Sophisticated CSM and JIT; NYC as the center of global economy	More goods movements thru ports/airports/inland ports		

Shared Goals	Desired Outcomes	Overarching Issues				
		Lifestyle and Workforce Change	Innovation Economy and Technology Change	Globalization and Security	Energy and Climate	Transportation Financing
	Strategic distribution of growth	Population growth; Extreme Commutes			Concerns on energy price and carbon footprint	
	Regional mobility - people and goods	Population growth; Extreme Commutes	Sophisticated SCM and logistics strategies using IT technology	Increased freight movement by truck		
Improve the Regional Quality of Life	Increased intra-regional mobility and accessibility for recreation, tourism, and commuting				Energy price	
	Mitigation of negative transportation impacts		Demand management employing ITS			
	Increased ability to safely enjoy walking, bicycling, and use of public space	Population growth, especially aging population				
	Quality communities	Increasing emphasis on context sensitive solutions, complete streets, and placemaking				
Provide Convenient, Flexible Transportation Access within the Region	Sufficient array of choices	Aging population			Energy price may change mode choice, or vehicle types (e.g., electric cars)	
	Expanded connections (Accessibility)	Inter-suburban county commute; Extreme Commuting; Aging society				
	Increased reliability		Deployment of ITS (Make use of new technology)	Just-in-time logistics		

Shared Goals	Desired Outcomes	Overarching Issues				
		Lifestyle and Workforce Change	Innovation Economy and Technology Change	Globalization and Security	Energy and Climate	Transportation Financing
	Increased transit ridership, especially on suburban bus routes	Job Access; pop. Growth in suburban area; Aging population; Workforce change ; intra-suburban counties commute				
	Ensured safety	Aging population				