



Technical Memorandum

Guiding Principles (Goals & Objectives)



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TRANSPORTATION

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1. INTRODUCTION

This report provides an overview of the process that has produced a set of Guiding Principles for Access Ohio. The Guiding Principles are broad policy statements that describe the long-term transportation outcomes that ODOT would like to achieve.

What are “Guiding Principles” and how will they influence the development and implementation of AO40?

The Access Ohio 2040 (AO40) Guiding Principles are the goals, objectives, and critical success factors (CSFs) developed for the Plan:

- **AO40 goals and objectives** provide the focus and direction of AO40 and support ODOT’s existing strategic priorities and current customer preferences. They define a vision for a comprehensive, multimodal, realistic, and implementable transportation future for the State of Ohio.
- **CSFs (performance measures)** establish a measurement framework for assessing, tracking and reporting on ODOT’s progress in implementing AO40 and achieving the Plan goals and objectives.

Together, the AO40 Guiding Principles will be used to help identify Plan options and evaluate the likely impacts and outcomes that the potential Plan policies and strategies will have on long-term transportation system performance. After the Plan is completed, the Guiding Principles will be used to both inform agency strategic decisions and to assess whether plan policies and investments are having the desired impact on system performance.



2. DEVELOPMENT

How were the Guiding Principles developed and who participated in shaping AO40 goals, objectives, and CSFs?

AO40 Guiding Principles were developed using an inclusive process designed to integrate the priorities of ODOT and numerous other stakeholders including the general public. A series of interactive meetings where ideas and information were presented and then refined were an important step in the development of the Guiding Principles. The development process is summarized in Table 1, which shows the meetings, specific meeting objectives, and meeting outcomes used to build the AO40 goals, objectives, and CSFs.

Table 1: Development Process

Meeting	Meeting Objectives	Meeting Outcomes
AO40 Kick-off Meeting	Engage ODOT leadership to understand executive priorities and ideas for AO40 development	Defined the Scope of Guiding Principles: build on current agency strategic priorities and CSFs
AO40 Steering Committee Meeting #1	Solicit input from stakeholders – both internal and external – to better define shared ideas for Ohio’s transportation future	Identified expectations for AO40 development: Financially realistic Plan; Modal balance; Preservation focus; Considerations for a seamless, connected, integrated transportation system
AO40 Working Technical Group #1	Identify potential Plan goal areas and solicit feedback from technical staff on the feasibility/ applicability of various national best practices to AO40	Established an understanding of ODOT’s <i>draft</i> priorities for goal development: Preservation; Safety; Mobility and Efficiency; Accessibility and Connectivity; Sustainability
Executive Meeting #1	Present draft priorities to ODOT leadership, gather feedback, and finalize goal areas	Determined the “Executive Mandate” for AO40: importance of economic development in Ohio and need for private investment in the transportation system
AO40 Working Technical Group #2	Present <i>draft</i> goal areas (Preservation, Safety, Mobility and Efficiency, Stewardship, and Economic Development) and discuss potential objectives/CSFs for each goal area.	Developed Draft objectives and CSFs for each goal area
Executive Meeting #2	Finalize goals, objectives, and CSFs	Reached agreement on final recommended goals, objectives, and CSFs

The process for developing the Guiding Principles started at the AO40 kick-off meeting (March 26, 2012), where ODOT leadership provided the following input for AO40 and its goals, objectives, and CSFs:

- Remain consistent with Access Ohio 2030;
- Build on ODOT current CSFs and align with other ODOT strategic documents; and
- Meet Federal requirements.

The consultant team worked with the AO40 Steering Committee, which includes both ODOT staff and external stakeholders, to exchange information on Ohio's transportation needs. The first AO40 Steering Committee meeting (May 30, 2012) included breakout sessions designed to collect stakeholder input on Ohio's transportation future. The Steering Committee highlighted sustainability, multimodal transportation, economic development, quality of life and livability, system connectivity, affordability, and freight movement as important considerations for AO40.

These considerations were then compared and contrasted with the priorities and best-practices of other states and shared with the ODOT Working Technical Group (WTG) on June 4. The WTG discussed the importance of the following goal areas and their applicability to ODOT:

- Customer preferences;
- Sustainability;
- System preservation;
- Safety;
- Efficiency and mobility;
- Accessibility;
- Economic development;
- Modal connectivity;
- Land use; and
- Environmental stewardship.

The WTG's input suggested that while all of these areas are important to ODOT, consolidation of the areas would be more helpful and manageable for supporting Plan development and implementation. As such, the goal areas were consolidated into five proposed goals: Preservation, Safety, Mobility and Efficiency, Accessibility and Connectivity, and Stewardship. These proposed goal areas, along with suitable contextual information, were then presented to ODOT executives on June 11, 2012 at the first ODOT Executive Meeting.

ODOT leadership input during this first management meeting included an underscored focus on the importance of economic development in the State of Ohio as well as the following:

- **Objectives:** Operating the existing system as effectively and efficiently as possible and encouraging investment from transportation partners, local governments, and the private sector.

- **CSFs:** Performance targets by functional class and/or region can/ should be considered.

Incorporating these concepts, the following goals and definitions were presented to the WTG at the second meeting on June 28, 2012:

1. **Preservation** – Promote cost-beneficial preservation of multimodal assets
2. **Safety** – Continue to improve transportation system safety
3. **Mobility and Efficiency** – Reduce congestion and increase reliability for personal and freight travel
4. **Accessibility and Connectivity** – Increase customer access to the state’s multimodal transportation system and improve linkages between modes
5. **Stewardship** – Advance triple bottom line - financial, environmental, and social objectives - for all investments
6. **Economic Development** – Develop and operate a state transportation system that supports a competitive and thriving economy, attracts new businesses, and provides for predictable freight movements.

These six goals and associated definitions were used to facilitate discussions at the second WTG meeting regarding the specific objectives and CSFs that would be applied to each goal. The WTG was asked how and where ODOT is currently assessing each goal area and – in moving forward – how these goal areas should continue to be advanced across the Department. Key insights that emerged from this discussion included:

- **Preservation** – Preservation is a primary goal for the Department; as such, ODOT has been tracking pavement condition since the 1990s and is currently building pavement and bridge management systems. The development of the existing CSFs for state-of-good repair for pavements and bridges largely builds on this effort. Assisting transit partners in achieving SGR is also important.
- **Safety** – The State Highway Safety Plan (SHSP) provides the strategies and priorities for ODOT to achieve adopted CSFs. Safety measures have been formalized in the SHSP and should also be reflected in AO40.
- **Mobility and Efficiency** – Congestion reduction is a priority for ODOT as is system expansion. ODOT currently tracks travel time reliability and is committed to snow and ice removal to ensure reliability and efficiency during winter months. System operations strategies are important and low-cost investments that support mobility and efficiency objectives and should be advanced in the Plan.

- **Accessibility and Connectivity** – Increasing customer access should focus on environmental justice communities as well as all Ohioans. Freight access and connectivity are also important, and focusing on operations strategies to ensure mobility and reliability will also support accessibility and connectivity objectives.
- **Stewardship** – Advancing innovative finance approaches, minimizing environmental impacts, and continuously collecting information on customer preferences best define ODOT’s stewardship objectives.
- **Economic Development** – Working with partners to encourage economic development is a long-term priority for the Department, as is developing a better understanding of the return on investment (ROI) for transportation projects.



3. GOALS, OBJECTIVES, AND CSFs

What are the final AO40 goals, objectives, and CSFs?

The Guiding Principles, including all AO40 goal areas and definitions, objectives, and CSFs, were presented in draft form to ODOT leadership at the second Executive Meeting held on July 11, 2012. With some revisions following this meeting, the final AO40 Guiding Principles are shown in Table 2.

Table 2: Goals, Objectives, and CSFs

Goal Area	Objectives	CSFs
Preservation	<ul style="list-style-type: none"> – Preserve highway assets and meet or exceed acceptable levels-of-service – Assist modal partners in achieving state-of-good-repair 	<ul style="list-style-type: none"> – Percent of roads with acceptable PCR – Percent of bridges with a GA rating of 5 or better – Average age of transit bus fleet (statewide)
Safety	<ul style="list-style-type: none"> – Reduce the total number of highway-related fatalities and serious injuries – Reduce the total number of highway crashes – Improve security of the transportation system – Fund projects/ programs as developed in the Strategic Highway Safety Plan 	<ul style="list-style-type: none"> – Annual number of fatalities – Annual number of serious injuries – Progress addressing SHSP emphasis areas
Mobility and Efficiency	<ul style="list-style-type: none"> – Increase travel time reliability for passengers and freight – Minimize travel delays due to construction – Operate the transportation system as efficiently and effectively as possible – Improve the efficiency and effectiveness of system operations – Promote non-SOV travel 	<ul style="list-style-type: none"> – Travel time reliability index – Freight travel time reliability index – Hours from snow event close to normal operating speed – Level of recurring delay (actual versus free-flow travel)
Accessibility and Connectivity	<ul style="list-style-type: none"> – Ensure, enhance, and improve access to the existing multimodal system – Enhance connectivity for intermodal freight movements – Increase access to jobs, labor, freight markets, and economic development opportunities – Ensure and increase system access for underserved populations 	<ul style="list-style-type: none"> – Percent of population with adequate access to employment centers – Percent of EJ populations (e.g., zero-car households) with adequate access to employment centers

Goal Area	Objectives	CSFs
Stewardship	<ul style="list-style-type: none"> – Optimize ODOT’s investment and expand the use of P3/tolling – Increase local participation in funding transportation – Minimize the environmental impacts of building, maintaining, and operating the state highway system – Minimize the air quality impacts of the state system – Continuously collect data on customer preferences and integrate into planning efforts 	<ul style="list-style-type: none"> – Number of P3 projects proposed/ developed (financial) – Environmental regulation compliance across all planning, construction, and operations activities (environmental) – Survey completion- customer and stakeholder feedback (social)
Economic Development	<ul style="list-style-type: none"> – Identify and deliver economic development projects – Increase system accessibility and reliability for both passenger and freight travel 	<ul style="list-style-type: none"> – Number of identified economic development projects – Percent of statewide economic development projects delivered – Return on investment (ROI) for highway projects



4. IMPORTANCE

What do the AO40 Guiding Principles mean for ODOT?

AO40's Guiding Principles provide a framework for developing and implementing AO40. But the reach of the AO40 goals, objectives, and performance measures is intended to extend well beyond the lifespan of the Plan. The Guiding Principles lay the foundation for a performance-based approach that advances Ohio's transportation future while meeting or exceeding existing federal requirements.

More specifically:

- Preservation objectives advance a “take care of what we have” philosophy by including a focus on cost-beneficial treatments and state-of-good repair. Specific strategies to advance preservation objectives will include the implementation and use of asset management systems.
- ODOT's commitment to safety via the SHSP shows a broad and balanced approach to keeping the State's highways safe through projects, policies, and education.
- Meeting the mobility and efficiency objectives and CSFs, as those related to accessibility and connectivity, are critical to Ohio's economic health, and highlight the importance of both passenger and freight travel.
- Stewardship objectives show ODOT's commitment to achieving good quality of life and good health outcomes in transportation decision-making and to a long-term transportation program that is implementable, feasible, and beneficial to Ohioans.
- Supporting a state transportation system that supports a competitive and thriving economy, attracts new businesses, and provides for predictable freight movement will enhance opportunities for residents and businesses.

The Guiding Principles underscore the Department' priorities: to consistently deliver a safe and reliable multimodal transportation system that is well-maintained, serves the needs of all Ohioans, and continues to make Ohio a great place to live and work.

