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**HOW DOES A TRADITIONAL  
STATE HIGHWAY DEPARTMENT  
BECOME A TRUE  
DEPARTMENT OF TRANSPORTATION:  
A CASE STUDY IN  
STATE DOT ORGANIZATIONAL CHANGE**

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| 16. Abstract<br><br>A transformed NMDOT can better organize work around results that customers consider valuable and concentrate resources on ensuring high-quality results. With the freedom to create new partnerships, NMDOT can better integrate service delivery and policy development. Inclusion of all relevant contributors such as stakeholders, Tribes and potential private sector partners, in the planning and decision-making processes can ensure that approaches to getting the work done are effective and efficient. Empowerment of NMDOT staff with the needed information and training to fulfill their roles in the transformed Department can maximize their capabilities, foster excellence and remove barriers that could impede their effectiveness<br><br>The NMDOT is charged with the responsibility of intelligently adopting a modernized, balanced approach to meeting the transportation needs of all New Mexicans, implementing a multimodal system that will consider all modes of transport, allowing for innovative approaches for economic development, trade and a sustainable environment. Integration and connection of the highways, railways, airports, bike trails, walking paths and public transportation as one statewide system for safety, accessibility, flexibility, and efficiency is more than an idea; it is an economic imperative to give the state an economic competitive edge with neighboring states, the Rocky Mountain Region, and nationally.<br><br>By taking a proactive approach now, the new NMDOT can better accommodate growth in cities and towns across the state. In the next two decades, New Mexico will be facing many of the same problems as other metropolitan areas—traffic gridlock, pollution, smog, and commuter apathy. At this crossroads, the State must forge ahead with a broad multimodal transportation initiative that is good for all its citizens and that results in a sound plan to pave the way for New Mexico to go and grow more efficiently now, and well into the 21st century. |  |   |   |
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# HOW DOES A TRADITIONAL STATE HIGHWAY DEPARTMENT BECOME A DEPARTMENT OF TRANSPORTATION: A CASE STUDY IN STATE DOT ORGANIZATIONAL CHANGE

*"It is our responsibility to implement a multimodal system that will consider all modes of transport and allow for innovative approaches for economic development, trade, and for our Seniors and people with disabilities"*  
– Governor Bill Richardson, July 10, 2003

## I. INTRODUCTION

### **Crafting a Seamless Transportation System for Economic Growth**

"On July 1, 2003, the New Mexico State Highway and Transportation Department (NMSHTD) became the New Mexico Department of Transportation (NMDOT) (1)." The new name reflects a new vision and mission for the Department of Transportation as a multimodal transportation group. Multimodalism is the provision of connections between different modes to provide the seamless movement of people, goods and services (2). In its broadest interpretation, multimodalism refers to a holistic view of transportation. This approach is also referred to as balanced, integrated or comprehensive transportation. New Mexico leaders are seeking to "better meet the transportation needs of all of New Mexico's citizens and to make the state economically competitive in the region and in the global economy" (3). The new policy "will not focus on one mode, but all modes, and will look at long-term options and both rural and urban needs" (4). A paraphrase of the State's motto, "Crescit eundo" or "To Grow as It Goes," could easily be the rationale for the organizational change: The State needs to improve and better integrate its transportation network to achieve the level of sustained economic growth that is desirable and necessary (5).

### **New Mexico at the Crossroads: Organizational Challenges to a Multimodal Approach**

To instill and sustain a level of commitment to organizational change of this magnitude within the Department, much more than a name change and a new logo are required of the NMDOT. Organizational change is the formal and informal pattern of relationships that determine how work is organized and how influence is distributed within the Department. In many instances, changing an organizational culture can be a lengthy and elusive goal. Under the old NMSHTD system, personnel had routinely conducted Department business in a way that facilitated planning, building, and maintaining highways and state roads. The Agency's culture, history, and shared values and experiences revolved around that singular focus. The Department gained strength from the values that their personnel espoused together. Key values centered on maintaining fast, efficient, reliable, and smoothly flowing production and service.

In making the transition from Highway Department to Department of Transportation, the stability, creativity, and dynamism of the NMDOT would necessarily depend on the employees and managers knowing what the Department stands for and what principles and values are going to be preserved in the course of organizational change. Reduction of ambiguity and uncertainty

about the new NMDOT and its purpose would foster the adaptability, flexibility, productivity, commitment, cohesiveness, and teamwork throughout the Agency. To establish a new culture for the Department that will support a multimodal future for the 21st Century, values such as innovation and pioneering obviously would be important ones to infuse into the culture of the new NMDOT. Faced with these challenges to change, questions were asked. How can the Department incorporate the required elements to manifest the changes needed to move from a Highway Department culture and organization to one of a DOT? How does a traditional Highway Department become a true Department of Transportation?

### **Other Obstacles on the Road to Change**

The State of New Mexico also faces several major challenges to achieving mobility and independence through multimodalism beyond the NMDOT organization changes. With a geographic area of 121,359 square miles, New Mexico has a land mass that is the fifth largest in the nation, with 12,500 center-line miles of paved roads, and a highly dispersed population of 1.8 million people (6, 7, 8). The vast geography of New Mexico with its beautiful, scenic landscape makes alternate modes of transportation in addition to roadways a significant challenge. The vast majority of New Mexicans reside in only 12 of the state's 33rd counties. The range of population density in the other 21 counties varies from 0.4 to 10.0 persons per square-mile (9). New Mexico is routinely determined by the U.S. Census Bureau to be one of the nation's poorest in per capita income (10).



**Governor Bill Richardson addressed the Multimodal Summit on July 10, 2003.**

## II. IT TAKES A VISION

### Top-Down Initiative

Newly elected Governor Bill Richardson has begun to implement his multimodal transportation initiative that he had outlined during a news conference during his 2002 campaign for election (11). He described the approach he expected to take as Governor as one that would “embrace buses and bicycles as well as roads and highways.” Governor Richardson cited the creation of “commuter bus systems in southern, central and northern New Mexico and an Albuquerque to Santa Fe light rail system” among his top transportation priorities for the state. He proposed the “expansion of existing commuter van pools and proposed Park-and-Ride systems from Santa Fe and Espanola to Los Alamos, from Albuquerque-Rio Rancho to Santa Fe, and from El Paso and Las Cruces to White Sands Missile Range and Holloman Air Force Base in Alamogordo.” Governor Richardson encouraged the creation of more and better bicycle trails and pedestrian paths for New Mexicans and to increase tourism at special events and attraction and in areas designated as Scenic Byways.



(left to right) NMDOT Deputy Secretary Rick Chavez, NMDOT Adjutant Secretary Rebecca Montoya, NMDOT Cabinet Secretary Rhonda G. Faught, Keynote Speaker Anne Canby of STPP, NMDOT Aviation Division Director Mike Rice, and Judith M. Espinosa, Director of the ATRI with NMDOT's New Logo

“With Governor Bill Richardson’s leadership and persistence, if we are to advance these goals, the time is now.”

-NMDOT Secretary Rhonda Faught, July 9, 2003



Governor Bill Richardson understood that in moving from Highway Department to DOT that the process of organizational culture would make leadership essential. Indeed, leadership and culture change would be two sides of the same coin. The Governor wanted an able administrator from inside the Agency who understood the existing organizational culture to lead the Department through monumental changes in thinking and doing business that would allow it to fulfill his vision of a balanced, integrated transportation system. In early 2003, Governor Richardson appointed Rhonda G. Faught as Cabinet Secretary of the State's Highway and Transportation Department (12). In announcing her appointment, he described her as "a dedicated public servant, with vast leadership skills and experience." A highway engineer who had worked at NMSHTD since 1988, Secretary Faught had been the Department's Adjutant Secretary since 2000.



**Multimodal Strategies (left) were discussed by Paul Marx (right) from the U.S. Department of Transportation Federal Transit Administration**

### **Mapping a Methodology to Organizational Change**

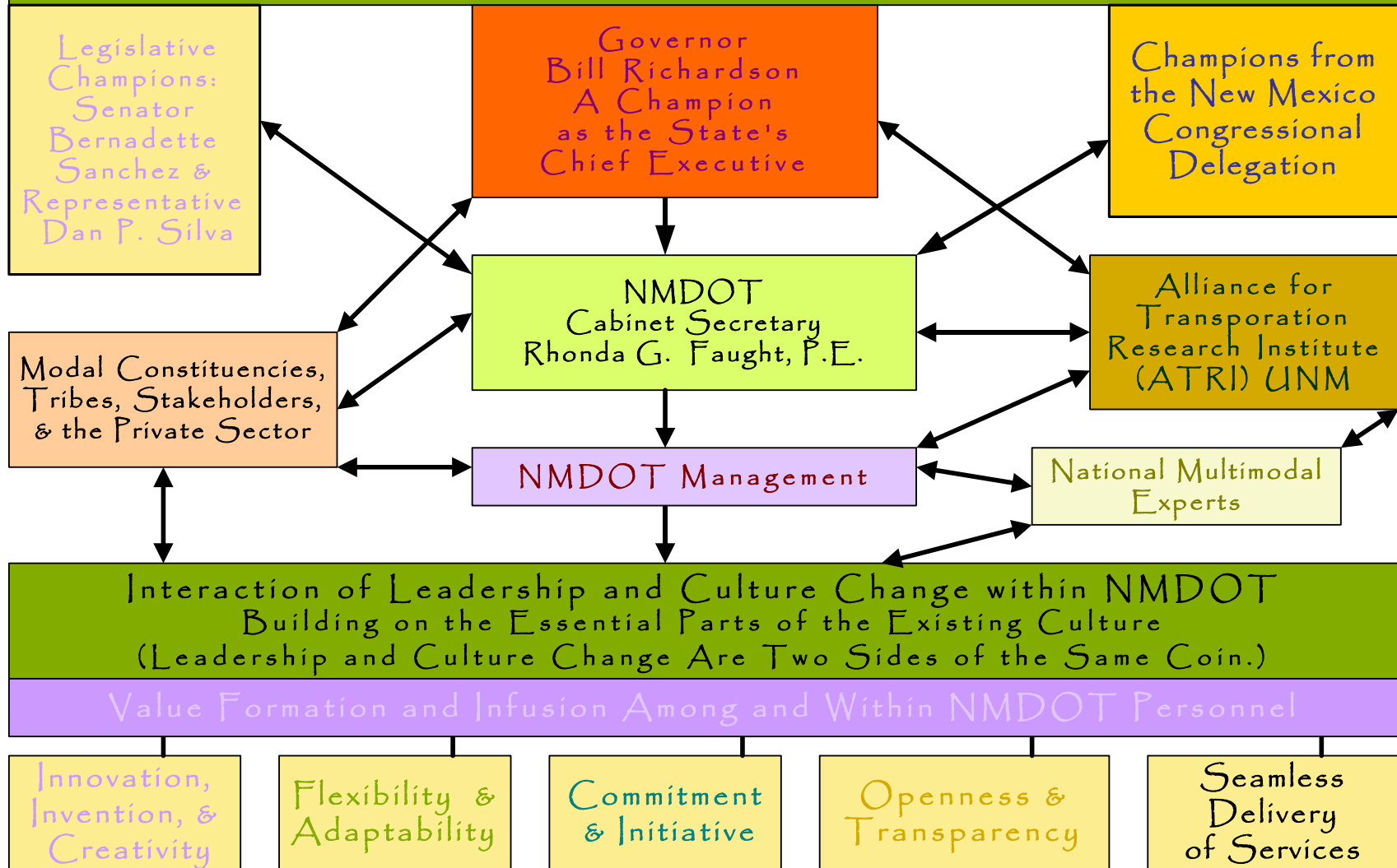
Within the NMDOT, the Research Bureau was asked to take the lead in detailing the needed steps of a long and sustained journey that the NMDOT must take to change organizationally from an Agency whose focus and organization was devoted to the building of roads and highways to that of one which is dedicated to the seamless integration of modes into one balanced transportation system. The Alliance for Transportation Research Institute (ATRI), University of New Mexico, was asked to support this process as well. This research was conducted to facilitate achievement of the Agency's new vision of being "an international leader of inventors and providers of a transportation system that serves everyone." A map of the

interaction between Champions and Organizational Change is on the following page. Another important objective was to establish specific corridor and modal infrastructure based on an inclusive and transparent process. This “white paper” describes the major stepwise measures that the Agency has taken thusfar. These actions include:

- Providing leadership and vision from the Governor and Cabinet Secretary;
- Forming of an internal NMDOT Multimodal Steering Committee that was representative of each Bureau and Division;
- Obtaining the support and involvement of the State Legislature and Congressional Delegation;
- Holding a Multimodal Workshop in March 2003 that featured a wide range of modal constituencies to provide input for long-range transportation planning from Tribal, statewide, local, and private sector modal constituencies as well as providing training and planning activities for the Steering Committee members;
- Creating and formally adopting a new vision statement for NMDOT;
- Creating important policy guidance documents, i.e., the *NMDOT Guiding Principles* and the *NMDOT Commitment to Environmental and Energy Action* and to develop recommendations for NMDOT consideration and action;
- Holding a Statewide Multimodal Summit in July 2003 with modal experts from around the country for training of the NMDOT staff and stimulating the creative flow of ideas among Summit participants who were drawn from NMDOT personnel and balanced with representatives from Tribal, State, local, and private sector modal constituencies;
- Establishment of a Multimodal Summit Website ([www.unm.edu/~svid/](http://www.unm.edu/~svid/)) that contains resources from the Summit, slide presentation from the speakers, copies of letters of support and speeches;
- Coding and analysis of data obtained by Summit participants on the *Regional Corridor Priority Initiatives Input Sheet* and the *Multimodal Connectivity Worksheet*; and
- Recommendations of the NMDOT personnel and the national, tribal, state, local, and private sector modal experts and partners who participated in Agency’s Multimodal Workshop and Statewide Multimodal Summit for use in the State Transportation Improvement Plan (STIP), the State Long-Range Transportation Plan, the State Infrastructure Capital Improvements Plan (ICIP), NMDOT Policies, State Roadway Design Criteria and the NMDOT *Compass* of Quarterly Performance and Accountability Measures.

“MULTIMODALISM is a mindset that affects every aspect of a State DOT.” - Anne P. Canby, Keynote Speaker, July 10, 2003

# CHAMPIONS AND CHANGE



### III. SUMMARY OF PUBLIC INVOLVEMENT ACTIVITIES BUILT INTO THE TRANSITION

The change from NMSHTD to NMDOT required an amendment in the State's Constitution, approved by the State Legislature and the citizens of New Mexico (1). The NMDOT has both internal publics of its own employees and external publics of stakeholders, Tribes and potential private sector partners. Public participation activities were built into the process of transitioning from Highway Department to Department of Transportation to promote inclusiveness. Public participatory activities with diverse groups can reduce uncertainty and improve results. Key publics of the NMDOT, including the Congressional Delegation, State Legislature, Governor, the Cabinet Secretary, the Multimodal Steering Committee, NMDOT personnel, a diverse range of statewide modal constituencies, Tribes, local governments, planning organizations and members of the general public, were given multiple opportunities during the initial phases of the transition to give input about how the Department should change.



**Rais Rizvi of the NMDOT Research Bureau  
Admires a Display of the New Vision of NMDOT  
as Providers of a Balanced, Integrated Transportation System**

These actions included the following:

- Obtaining support and feedback for the NMDOT from the New Mexico Congressional and State Legislative leaders;

- Conducting a day-long listening session on transportation issues by State, Tribal, and local modal constituencies and potential private sector partners for the Multimodal Steering Committee at the Multimodal Workshop;
- Providing the Multimodal Steering Committee with a day-long series of re-visioning tasks during the Multimodal Workshop to obtain options for the Cabinet Secretary and Governor;
- Asking the ATRI to offer its knowledge and expertise to the Department during the transition to a multimodal focus;
- Inviting internal and external publics to attend the Statewide Multimodal Summit and to complete two hands-on exercises—the *Regional Priority Corridor Initiatives Input Sheet* and the *Multimodal Connectivity Worksheet* that would give them the opportunity to share their thoughts with the Department about organization structure, policy development, and future projects.

#### **IV. FORMATION AND ACTIVITIES OF THE MULTIMODAL STEERING COMMITTEE**

Making a smooth transition from a traditional highway department to a department of transportation would require the involvement and engagement of NMSHTD managers across all modes. An internal committee of experts within the Agency that were broadly representative of the organization was appointed to help assess and chart the course of the organizational culture change and establish a cohesive policy framework from which to work. Secretary Faught appointed 27 members of the NMSHTD staff to the Multimodal Steering Committee, representing a variety of Agency bureaus, modes, and interests as well as one member from the Federal Highway Administration (13, 14). Secretary Faught charged the Committee members with the immediate responsibility of recommending options “to achieve Governor Bill Richardson’s vision of a balanced transportation system for New Mexico.” The NMDOT Research Bureau was assigned to provide support to the Committee.

##### **Committee Officers**

The Officers of the Committee included: Mike Rice, Director, Aviation Division, Committee Chair; Muffet Foy Cuddy Director, Transportation Planning Division, Organization and Timeline Subcommittee Chair; Bill Gregoricus, Director, Quality and Business Performance Division, Finance and Funding Subcommittee Chair; James Kozak, Deputy Director, Transportation Planning Division, Assets and Services Subcommittee Chair; and Greg White, Planner, Long Range Planning Section, Committee Recorder. (For the complete list of the Multimodal Steering Committee members and their job titles, please see **Appendix A.**)

##### **Planning for the Multimodal Workshop**

One of the first duties of the Committee was to plan a Multimodal Workshop to serve as a planning and training session for Committee members by holding a forum to solicit input from diverse modal experts and constituencies from across New Mexico. The Workshop was held on March 27-28, 2003 at the University of New Mexico Science and Technology Park.



**The Multimodal Workshop (March 27-28, 2003) and the Multimodal Summit (July 9-10, 2003) were designed to gather input from the NMDOT internal and external publics and as training for personnel**

## **V. THE MULTIMODAL WORKSHOP**

### **Day One: the Listening Session for Grassroots Input**

Judith M. Espinosa, Director of the ATRI, and a long-time proponent of intermodal connectivity, facilitated the day's proceedings. Among the initial meetings set up to begin the work of the Steering Committee was a two-day Multimodal Workshop in late March 2003, hosted by the NMDOT Research Bureau and facilitated by the ATRI at the University of New Mexico also providing support.

During the first day of the Workshop, the Committee members listened to panels of local and state experts from various modal constituencies, representing six major panel topics:

- Aviation,
- Sustainable Communities and Social Justice,
- Tribal Concerns,
- Transit and Light Rail,
- Bicycle, Pedestrian, Safety and Health, and
- Truck and Rail.

### **Overview of Panelists' Comments**

The panelists spoke of the need for inclusion and participation of all stakeholders, Tribes, and potential private sector partners at each level of the process. The Department was urged to provide education and outreach by using terms and methods that the public could understand and use. Planning should be future oriented and encourage intradepartmental and interagency coordination of transportation services. Modal experts and constituencies emphasized that a balanced, safe transportation system should also preserve New Mexico's diversity, beauty, and culture, and should provide citizens with real transportation choices for getting from point A to point B. The speakers described the elements of the perfect system for the state as one that

would be created to serve the needs of all New Mexicans and said that the perfect system could be attained by creating a perfect department that was focused on those diverse transportation needs of citizens. Panelists said the Agency should employ whole systems thinking and be flexible and efficient. The speakers reminded the Committee members that the resources available to the Department included the land, environment, culture, people, and communities as well as its material assets and funds.

### **ATRI's Summary Report of Day One**

On the evening of the first day, the ATRI prepared a summary of the constituent views for the Committee. Within the framework of each panel topic, constituent views were categorized in one of four broad subjects:

- NMDOT Multimodal Vision,
- Policy Framework,
- Performance Measures, and
- Investment Strategies.

See **Appendix B:** *Input to the Multimodal Steering Committee from New Mexico Modal Constituencies at the Multimodal Workshop* for the summary report.

### **Multimodal Workshop Day Two**

Ms. Espinosa, who again served as facilitator on Day Two, recapped the highlights from the previous day's listening session. The Multimodal Steering Committee members identified new task areas and ways in which NMDOT could alter its organizational structure and develop action items, using information from the summary to recommend options into the categories: multimodal vision, policy framework, performance measures, and investment strategies. The Committee began to develop and help implement a multimodal strategy using specific task areas. Special emphasis was placed on the recommendations of how best to organize NMDOT to successfully deliver a balanced transportation system. The Committee used the initial insights gained through the Workshop and built upon them.

### **A New Vision Statement for a New Vision**

A vision is a waking hour dream of how one would like the organization to be. Secretary Faught stressed the need for a vision statement that would still be viable 50 years from now. In developing the vision for the new NMDOT during the Multimodal Workshop, Committee members identified important elements during an exercise facilitated by Ms. Espinosa. The Committee acknowledged that the State must provide its citizens with services that meet quality-of-life goals, including transportation choices, accessibility, clean environment, energy efficiency, and community development. These considerations included creating a transportation system that is seamless, balanced, and safe, serves the needs of people inclusively, emphasizes connectivity and recognizes/celebrates the interdependency of the different modes and their infrastructure, offers transportation choices, and improves transportation for a stronger America. The Committee created a new vision statement mirroring the Department's change in thinking and doing business, as well as their commitment to those changes.

The new NMDOT Vision Statement (March 28, 2003):  
*“We are an international leader of inventors and  
providers of a transportation system that serves everyone.”*

### **Policy Framework as the Foundation**

The NMDOT Multimodal Steering Committee determined that the policy framework applies to all facets of NMDOT including the modes, the vision, stakeholders, Tribes, and private sector partners now and for the future. Both the internal and external values of NMDOT, and its customers and partners should be recognized and served. The NMDOT must nurture continuous connections to and relationships with internal and external values, as well as Agency personnel, customers, and partners. In the short-term, policies were needed to coordinate ways in which bicycles, pedestrians, Park and Ride facilities, bicycles-on-buses could be better integrated into existing and future construction projects. Implementation of inter-agency coordination of transportation services using existing and new modes of transport is a major long-term goal.

### **Performance Measures as Vital Feedback**

During the Workshop, the Steering Committee decided that performance measures of multimodal integration would help ensure a level playing field for all modes. As an addition to the Compass Quarterly Performance Report, benchmarks for the following should be developed:

- Prioritized locations for multimodal investment to achieve a reduction in vehicle miles traveled;
- The percentage of funding for each mode should be established to determine the degree to which the Agency is making all modes accessible and integrated into the transportation network;
- Utilization of the modes by customers;
- Safety trends on a locality-specific basis across the modes;
- Adjustment of maintenance strategies based on accident data, as needed, in comparison with safety and maintenance funds redirected to affect multimodal options; and
- The manner in which different NMDOT engineering districts respond to safety issues in their area.

### **Multimodal Workshop Action Items**

The Multimodal Workshop resulted in four action items for the Steering Committee.

1. A NMDOT inventory of multimodal assets and services was needed to be able to move forward quickly and efficiently.
2. A recommendation for a statewide Multimodal Summit to facilitate NMDOT partnership opportunities with tribal governments, business, constituency groups, and other non-governmental organizations (NGOs) and as a planning mechanism with input garnered from these important NMDOT stakeholder groups. The Summit date was set for July 9-10, 2003 in Albuquerque, and ATRI was contracted to plan and facilitate the Summit. The purpose of



the Summit was to provide the Agency personnel with training and initiate whole systems thinking about how to integrate multimodal modes into projects already in the planning stages. Equally important was to provide diverse modal constituencies, potential tribal and private sector partners, and members of the public with an opportunity to give NMDOT feedback and suggestions.

3. A Multimodal Capital Improvement funding request would be made to New Mexico's Congressional Delegation proposing significant funding for capital improvements to advance the State's multimodal transportation system. The intent was to request funding that, if received, would be used to follow the process recommended by the multimodal constituents: establish the specific corridor and modal infrastructure based on an inclusive and transparent process. This letter was subsequently written and sent in Spring 2003 after consultation with the Governor and Cabinet Secretary.
4. The ATRI was asked to coordinate with the Multimodal Steering Committee, help plan the Summit, and provide facilitation and support for the meeting.

### **Key Documents to Guide Change**

Following the input to the NMSHTD from the Multimodal Workshop and subsequent Steering Committee planning sessions, Secretary Faught issued two important documents on May 13, 2003. First, the *Guiding Principles* "integrate and advance the business practices of the Agency in ways supporting the direction of Governor Richardson and representing a fundamental change in the Agency" and included multimodal transportation, partnerships with tribal and local governments, environmental responsibility, safety and security, efficient use of public resources and economic vitality. The second document, a *Commitment to Environmental and Energy Action* recognized "the direct, indirect, and cumulative effects of transportation decisions on the natural and cultural environment, on communities, and on energy consumption." This document set forth the policy NMDOT will "consider environment and energy impacts equally with engineering, safety, and mobility" as the Agency "plans, designs, constructs, and maintains its transportation system." (To read the *NMDOT Guiding Principles* and *NMDOT Commitment to Environment and Energy Action*, see the **Appendices C and D**.)

"This Summit. . . will stimulate discussion and innovative ideas on how to achieve a first-rate, new century transportation system. . ."

- Representative Dan P. Silva, Chair of the  
New Mexico House of Representatives  
Transportation Committee

## **VI. THE MULTIMODAL SUMMIT**

### **Planning for the Multimodal Summit**

NMDOT had sought input from the Agency's top managers across all modes through the Multimodal Steering Committee, garnering feedback from local and state experts during the

Multimodal Workshop. The next step would be to obtain feedback from national multimodal experts, Agency personnel, modal constituents, potential Tribal and private sector partners and members of the public at the first statewide Multimodal Summit. Representation of diverse groups was sought for their input in transportation planning as well as to serve as a training session on multimodal connectivity. A profile of Summit participants is listed in the Table below.



**Representative Dan Silva, Chair of the House Transportation Committee,  
Spoke at the Opening Plenary Session of the Multimodal Summit**

| <b>Profile of the Summit Participants</b> |                                      |
|---|--------------------------------------|
| <b>Summit Participant Representation</b>  | <b>Number of Summit Participants</b> |
| <b>Advocacy Groups</b>                    | <b>22</b>                            |
| <b>Education</b>                          | <b>9</b>                             |
| <b>Environmental</b>                      | <b>6</b>                             |
| <b>Government (Other than NMDOT)</b>      | <b>59</b>                            |
| <b>NMDOT at large</b>                     | <b>123</b>                           |
| <b>NMDOT Planning Division</b>            | <b>16</b>                            |
| <b>NMDOT Research Bureau</b>              | <b>5</b>                             |
| <b>Private Sector</b>                     | <b>66</b>                            |
| <b>Public Transit</b>                     | <b>14</b>                            |
| <b>Research</b>                           | <b>17</b>                            |
| <b>Speakers (Other than NMDOT)</b>        | <b>11</b>                            |
| <b>Tribal</b>                             | <b>14</b>                            |
| <b>Unaffiliated</b>                       | <b>16</b>                            |
| <b>Total</b>                              | <b>378</b>                           |



**John McElroy, NMDOT District 5 Engineer (left) and Phil Gallegos, District 5 Technical Support Engineer (right), interact with Muffet Foy Cuddy (center)**

### **The Summit Opening**

The New Mexico Multimodal Summit opened with a plenary session attended by more than 350 participants from around the state. Edmund L. Gonzales, P.E., a member of the San Ildefonso Pueblo, delivered the Invocation. Secretary Faught provided opening remarks, unveiled the new NMDOT logo, and showed a film, *Possibilities*, that illustrated how infrastructure and technology can be combined to create a whole new way of thinking about transportation systems, service, and efficiency. State Representative Daniel P. Silva, Chair of the New Mexico House of Representatives, Transportation Committee also greeted participants with opening remarks and read his Letter of Support (<http://www.unm.edu/~svid/DanSilva.pdf>).



**(left to right) Joe Maestas, Margaret Baca, and Dennis Scovill of the Federal Highway Administration discuss the proceedings of the Summit**

Letters of Support were presented from the offices of U.S. Senator Jeff Bingaman (<http://www.unm.edu/~svid/JeffBingamanNotes.pdf>), Congressman Tom Udall (<http://www.unm.edu/~svid/TomUdallLetter.pdf>) and Congresswoman Heather Wilson (<http://www.unm.edu/~svid/HeatherLetter.pdf>).

Dennis Scovill of the Federal Highway Administration, New Mexico Division and Mike Rice, the NMDOT Aviation Division Director gave a report on the reauthorization of the Transportation Equity Act for the 21st Century. Other members of the Steering Committee provided reports that emanated from the March 2003 Workshop recommendations. Muffet Foy Cuddy reported from the Subcommittee Organization and Timeline/Finance and Funding Options. James Kozak (<http://www.unm.edu/~svid/JimKozak.pdf>) presented information on NMDOT Assets and Services and maps of the multimodal resources and corridors. (See **Appendices E - I**, for maps that were provided as informational resources to the participants.)



**Senator Bernadette Sanchez, Vice Chair of the Senate Corporations and Transportation Committee, Spoke at the Multimodal Summit on Day 2**

**New Ways of Thinking about Transportation: Multimodal Overview**  
***Multimodal Centers and Innovative Financing***

Paul Marx, (<http://www.unm.edu/~svid/PaulMarx-FTA/sld001.htm>) Senior Economist, U.S. Department of Transportation (USDOT) Federal Transit Administration, said that multimodal connectivity is the linch pin of economic growth. He recommended establishing multimodal centers with double decks, as central places communities define and reflect their unique sense of place and include amenities, such as food stores, banks, and other retail commercial enterprises to ensure economic development for the area, allowing public transit to connect seamlessly with other modes. Marx said that public transit can bring concentrations of people to multimodal centers which house retail commercial development to spur economic activity, and will result in a higher tax base. He said that State and federal funds can be used to provide incentives for local partners to locate housing, jobs, and retail establishments around transit, and transportation grant funds are available to communities using transit oriented development in their plans and projects. To ensure that multimodal connectivity not only survives, but thrives as a concept, a policy, and

a means of integrating and balancing the transportation needs of all New Mexicans a funding plan is needed with dedicated funding mechanisms to provide adequate monies.

Some of the federal funding mechanisms include the following:

- Competitive grants and competitive joint development grants,
- Economic Development Administration Loans,
- Community Transportation Development Loans,
- Private Activity Bonds (IRC Section 142), Historic Preservation tax credits,
- U.S. Housing and Urban Development programs and financing,
- Transportation Infrastructure Finance and Innovation Act (TIFIA) loans, and
- U.S. Department of Agriculture's Rural Community Development Initiative grants.

### ***Building Safety Across All Modes***

Georgia S. Chakiris, Region 6 Administrator, USDOT National Highway Traffic Safety Administration, stressed the need to integrate safety in all modes from the point of view of people as the customers, not cars. Ensure that the modal connectivity integration, as planned and designed, works as well with people as it does with vehicles. She said that when safety is integrated into projects in ways that consider the needs of people, the aspects of safety for automobiles are present as well. Chakiris suggested that from a safety standpoint, elements such as trip choice, sidewalks, transit service, and bicycle lanes and paths should be a part of the STIP, not add-ons separated from the road portion of the plan. Building safety across all modes, increasing seatbelt use and reducing the incidence of drunk driving are vital measures of safety that must be improved to achieve safe, accessible, flexible, and efficient transportation in New Mexico.

### ***Transportation Strategies for Multimodal Systems***

Steve Hogan and Dave Pennington (<http://www.unm.edu/~svid/SteveDave-PBQD/sld001.htm>) of Parsons Brinckerhoff Quade & Douglas, suggested that NMDOT use transportation investments to improve quality of a town, village, city, or attraction as well as offering increased trip choices. They suggested that NMDOT should increase the number of transportation plans and projects based on the desired future or vision for the State or region to achieve greater economic growth in the state. An increase in trip choices in scenic and recreational areas can lead to an increase in tourism. Facilities for pedestrians and bicycles are part of this basic transportation network. Mr. Hogan and Mr. Pennington said that tourists are attracted to scenic areas which have customer friendly bicycles and pedestrian facilities. These facilities could include landscaping and shaded areas, covered areas, benches, adequate lighting, and restrooms. Incorporate context sensitive design (CSD) principles for pedestrian and bicycle facilities and transit access in all urban projects, as well as incorporate CSD principles in State design manuals. Give preference to projects that include accommodation of bicycle, pedestrian, and transit modes. Integrate Federal Highway Administration guidance into State road and design manuals and require all design staff and consultants to take CSD coursework. Mr. Hogan and Mr. Pennington also stressed the use of new technology in achieving multimodal goals, i.e., Intelligent Transportation Systems (ITS) deployed in urban transportation management centers, rural highway management centers, and lane management.

## **Lessons Learned: Multimodal Reform in DOTs across America**

### *State of Missouri*

Jan Skouby, (<http://www.unm.edu/~svid/MissouriDot-Skouby/sld001.htm>) Administrator of Waterways and Rail at the Missouri DOT, recommended that NMDOT maintain expertise across all modes, grow the NMDOT as a total transportation organization, and establish external modal advisory Committees. She said to take time to let the public know how well the NMDOT is doing during the transition to multimodalism. Share the Agency's successes as well as the lessons being learned, with the public and the media. Progress reports are an important tool in building and maintaining good relationships with the public, the Agency's true customers. Moreover, the transparency and openness of these interactions can spark ideas and feedback from the public to benefit the Agency and the state. She saw four major benefits of multimodal structure: modes together have one greater voice, an opportunity to improve connectivity across all modes is provided, service to customers is increased and resources are shared.



**Kathy Neill Shared Experiences about the Florida DOT's  
Transition from Highway Department to Multimodal Department to Intermodal Department**

### *State of Florida*

Kathy Neill, (<http://www.unm.edu/~svid/KathyNeill-FLDOT/sld001.htm>) Intergovernmental Programs Administrator in the Office of Policy Planning of the Florida DOT, provided background information about Florida's program and the state's growth in population as it impacted transportation. She discussed the legislative directions and funding processes used, and the current planning process. Neill suggested that NMDOT could not expect different outcomes without changes in organization. Ms. Neill said that proactively responding to external input will ease the transition. She recommended that gradual change is better and tracked her Agency's transition from highway department to multimodal department to intermodal department. She suggested demonstrating the commitment of NMDOT and its progress toward realizing the goal of becoming a multimodal Agency with implementation of a successful multimodal integration project. The short-term tangible evidence provided by the implementation of this project will

boost morale within the Department during a time of transition and change. The completed demonstration project would illustrate the real difference that multimodal connectivity can make to the mobility and independence of New Mexicans. Ms. Neill suggested that a study of the methods other State DOT's use to fund multimodal projects would be helpful, because innovative methods of funding multimodalism may work in New Mexico. For example, some states charge a tax on jet fuel or a fee on boat and automobile registrations.

### *State of Colorado*

Jennifer Finch, Director of the Division of Transportation Development at Colorado DOT, suggested that the lack of adequate, dedicated funding to achieve multimodal objectives can greatly undermine or even halt progress toward transition. Ms. Finch said that clarifying and defining advantages, possibilities, opportunities, and expectations (including expectations about funding) are needed to create “buy-in” with the local and tribal governments, transit officials and the public. The objective of these communication efforts is to build consensus—not competition—to speed NMDOT's progress toward achieving the State's multimodal goals. Ms. Finch suggested that building support requires a sustained education and advocacy campaign among diverse groups and constituencies. Ms. Finch said that communities should support land use alternatives to auto-centric design patterns through good planning that can recognize differences between the patterns of highway-oriented land use and transit-oriented land use. The use of community indicators is one key in educating community leaders on the wide range of direct and indirect impacts of the current development and transportation policies. She said that seamless integration of modes is one of Colorado's biggest challenges to the achieving the Department's multimodal goals.



**Facilitator Gari Falls Ensured that Summit Participants Knew Relevant Transportation Terms**

## **Making the Connection to Modal Integration** *A Tool for Critical Thinking*

Following the presentations, participants were given written examples integrating multimodal projects into Regional Corridor Priority Initiatives and a blank *Regional Corridor Priority Initiatives Input Sheet* for writing multimodal projects they would like to include in the Initiatives. This exercise was conducted to jumpstart attendees' thinking regarding multimodal interconnectivity through hands-on experience. This data was collected and analyzed for input into the State's planning mechanisms listed on page 2 and 3. As an incentive to encourage participants to use the exercise, a drawing for a hardbound, coffee table edition book was held at the Summit Reception later that evening. (To view a copy of the *Regional Corridor Priority Initiatives Input Sheet*, see **Appendix J**.)

### **Summary of Summit Day Two**

Day Two opened with a plenary session. Secretary Faught provided welcoming remarks and a letter of support read by State Senator Bernadette Sanchez, (<http://www.unm.edu/~svid/BernadetteSanchez.pdf>) Vice Chair of the New Mexico Senate Corporations and Transportation Committee. The day's activities included major presentations by national authorities on rural transit strategies and intermodalism in organizational culture, as well as the Concurrent Breakout Sessions, wrap-up by Secretary Faught and Ms. Espinosa and closing remarks from Governor Richardson.

“We are poised to compete in a modern world and provide an integrated system of travel for tourism, commuters, commercial interests, recreational activities, and for our Seniors and people with disabilities.”

- Senator Bernadette Sanchez, Vice Chair,  
New Mexico Senate Corporations  
and Transportation Committee

### **Rural Transit Strategies**

Greg Snyder, (<http://www.unm.edu/~svid/GreggSnyder-PBQD/sld001.htm>) a transportation planner with Parsons Brinckerhoff Quade & Douglas, provided insights on the ways that rural transit fits into the multimodal picture. He described the role of transit in helping rural communities grow. Mr. Snyder said that mobility equals freedom and economic gain in rural communities which tend to have higher incidences of poverty and unemployment. Rural transit start-ups occur most frequently to service basic human mobility needs, with employment and shopping being the most important trip purposes. From 1997 to 2001, ridership on rural and small urban systems grew 28 percent, an average of seven percent per year. Mr. Snyder suggested that rural transit agencies show how they can help in NMDOT achieve its mission. He suggested that local officials demonstrate that local government is committed to rural transit, building partnerships, being an advocate for community mobility needs, and tying transit growth to economic development opportunities. Mr. Snyder stated that NMDOT could add local transit officials as advisors to corridor studies and participate more fully in the STIP and sprinkle transit



infrastructure projects into ongoing and future construction projects. He stressed the importance of NMDOT clearly communicating Agency expectations to local officials and transit directors.

### **The Role of Intercity Bus Travel in Intermodalism**

Chris Ensenberger, Vice President of Real Estate Facilities, Greyhound Lines, Inc., showed a video about Greyhound and ethical public/private transportation partnerships. Randy Isaacs, (<http://www.unm.edu/~svid/Greyhound-RandyIsaacs/sld001.htm>) a State Governmental Affairs Representative at Greyhound Lines, Inc., said that the future of passenger transportation is the seamless connection of services between intercity, air, bus, rail and local/regional modes. He stated that seamless connections rely on a physical facility that brings all the modes and their passengers together in one place. A network of good regional transportation depends on improved connectivity with other modes in all communities. Mr. Isaacs outlined the services that Greyhound Lines provide nationally that can make connections more seamless in New Mexico.

### **Going Mobile through Multimodalism: Keynote—Producing a Paradigm Shift at NMDOT**

Anne P. Canby, (<http://www.unm.edu/~svid/Keynote.pdf>) the Keynote Speaker of the Multimodal Summit, serves as President of the Surface Transportation Policy Project. She was the Transportation Secretary for the State of Delaware during its transition from a State Highway Department to a Department of Transportation. Ms. Canby has been recognized as a progressive leader and advocate for the integration of land use and transportation planning to achieve greater intermodal connectivity.



**Keynote Speaker Anne P. Canby, President of the Surface Transportation Policy Project**

Anne P. Canby suggested that to accomplish a revolution in NMDOT thinking and organizational culture, new or adapted travel demand models are needed to overcome the typical shortcomings arising from the “automobiles-not-people” bias in old traditional models. She recommended a policy-driven, statutory framework, supported by data, including projects and priorities initiated from the ground up to ensure successful transition to multimodalism. Ms. Canby said using travel time as a surrogate for travel distance routinely include transit travel times as well as the travel time of automobiles in this analysis. With the new travel demand models, a more accurate prediction can be made of the percentage of short trips captured by transit or walking if the services and facilities were in place. Funding allocations are based on the quality of the facility such as lane miles, condition, performance, and use of the transportation system.

“From my experience as a DOT leader, change is the norm. If agencies do not accept this and move onto new places on their own, someone else will see that they do.”  
~ Anne P. Canby, Keynote Speaker

For planning purposes, Ms. Canby suggested that NMDOT routinely collect and update data for travel demand models to include the following:

- Number of passenger miles traveled, including bicycle and pedestrian miles, and vehicle miles traveled
- Percentage of the population living and/or working near transit
- Percentage of population without a car living and/or working near transit
- Percentage of the population having pedestrian facilities within walking distance to their residence or work site
- Land use data
- Short trip transit capacity
- Number and general condition of bicycle and pedestrian facilities
- Number and variety of customer friendly features included at bicycle and pedestrian facilities

Ms. Canby said that reliable data, measurable goals, and joint planning/partnerships with national, state, tribal and local governments are essential to safety and smooth the organizational transition. People trips and people miles, as well as vehicle trips and vehicle miles, must be included to get an accurate picture. Tracking both transportation specific and related external outcomes can create a strong, focused, and sustained message. She said that establishing performance measures and incentives to evaluate the State and local planners’ shaping of how and where growth occurs can aid the transportation system by helping it perform more efficiently providing the opportunity for greater trip choices. Performance indicators and measures function as monitors of progress toward meeting the goals of the overall vision or plan. By regularly tracking a set of indicators, a clearer picture of community or regional change can assist citizens

and community leaders to determine if desired outcomes are being realized or if changes are warranted. A good example of clear outcomes offered by Ms. Canby was “Double the percentage of bicycle trips as outlined in the USDOT’s *National Bicycling and Walking Study* by 2008 and exceed that outcome in subsequent years.”

Ms Canby suggested that single mode focus lead to single mode solutions. She pointed out that pedestrian environments are overshadowed by the perceived need to provide vehicle movement in a uniform way for the entire length of a route regardless of the surroundings. Therefore, DOTs must change the design recommendations of rural arterials as they pass through a village or town. Ms. Canby suggested the creation of programs and incentives to help build transit ridership and assist in the marketing of transit of individual communities. She said that NMDOT could focus more on development of plans and projects (rather than response to external conditions, such as complaints about congestion or deterioration of road conditions).



**Pat Oliver-Wright of the NMDOT Planning Division  
Facilitated One of the Three Concurrent Breakout Sessions**

### **Breakout Sessions Rules, Resources, and Objectives**

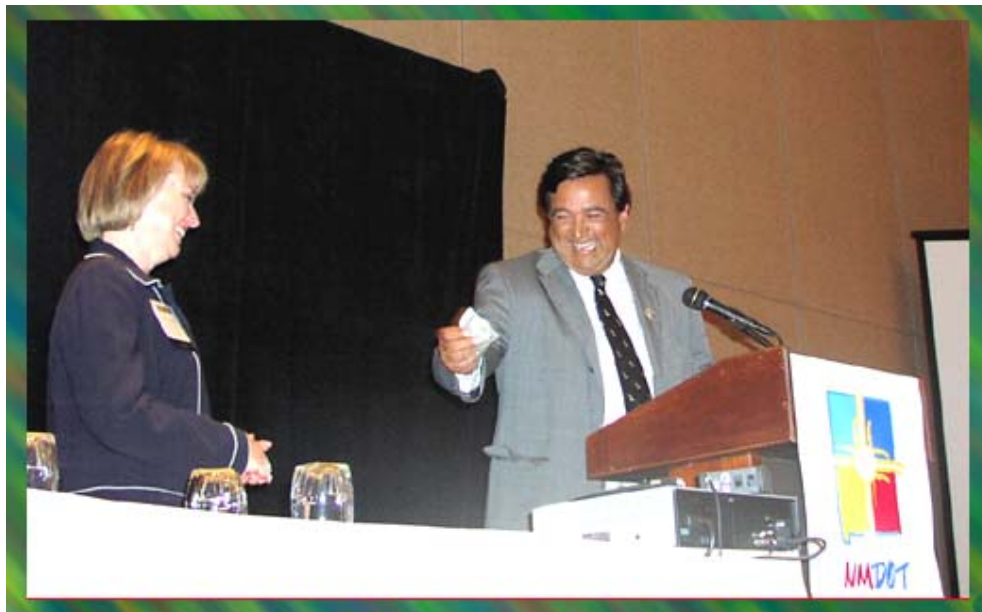
The Concurrent Breakout Sessions were held to stimulate thinking and discussion of ways to seamlessly, systematically link or interconnect multiple modes of transportation. The emphasis was to provide a benefit to the state as a whole, as well as to assist specific rural, urban, or tribal areas. Other objectives included initiating discussion about the culture shift from a highway department to a true department of transportation, gaining understanding of the Guiding Principals of the NMDOT and providing experience in applying those Principals to the planning and development of multimodal opportunities. The Breakouts also provided input from diverse sources to the NMDOT regarding the implementation of this new direction. The data from the *Multimodal Connectivity Worksheets* as well as data from the *Regional Corridor Priority Initiatives Input Sheets* should be influential in all Agency planning efforts. Ms. Espinosa

outlined the day's expectations, Breakout process, "rules to play by" and resources available to the breakout groups. See **Appendix K** for a copy of the *Multimodal Connectivity Worksheet*. Each of the Breakouts used a facilitator, a note-taker for the flipchart, a recorder with a laptop computer, and large maps of the state. Posted on the wall of each room were the *NMDOT Guiding Principles* and the *Commitment to Environment and Energy Action*.

Each table selected a spokesperson to report back their three ideas at the Breakout Session. The top ideas from each table were recorded on flipchart sheets and any parallel or similar ideas were grouped together. The recorder captured comments of participants as they presented their ideas. At the end of the Breakouts, each room selected a leader to report their top ideas from this exercise to the entire body of participants in the Wrap-up Plenary. All individual worksheets from the written exercises were collected to provide input into all aspects of the NMDOT planning process.

### **Final Wrap-up and Closing Remarks**

The Plenary Session resumed after the Concurrent Breakout Sessions had ended. Each of the three Breakout Sessions sent a representative to report back their room's top three issues to the rest of the participants. After the reports by Breakout Session representatives, Secretary Faught (<http://www.unm.edu/~svid/SecretaryFaught.pdf>) updated the group about the accomplishments of the Department in the new administration. Ms. Espinosa of the ATR Institute provided an overview of the multimodal highlights from the two-day Summit. Governor Bill Richardson (<http://www.unm.edu/~svid/GovernorRichardson.pdf>) addressed the Summit participants at the close of the proceedings with a vigorous commitment to the multimodal vision that he had outlined during his successful race for office.



**A Fine Idea: Do Not Say "Highway Department" When Referring to NMDOT!**  
(Pictured are Secretary Rhonda G. Faught and Governor Bill Richardson at the Multimodal Summit)

## The Website of the Multimodal Summit

Within five business days of the close of the statewide Multimodal Summit, the ATRI had created a new Website for the NMDOT about the Multimodal Summit to inform and educate interested business and government professionals as well as members of constituency groups and the public. The major sections of the Website include the following pages: Summit home page, Summit Reports and Presentations, the Summit Folder, the Summit Breakout Session, and the Summit Sponsors, the Summit Registrants' database, the Multimodal Steering Committee and Summit Photographs. (The Website is online at <http://www.unm.edu/~svid/> or at <http://www.unm.edu/~atr/2003MultimodalSummit.html>.)

## VII. FEEDBACK FROM SUMMIT PARTICIPANTS FOR STATE PLANNING

### Methodology of the Data Analysis

During the Summit, data from two feedback mechanisms were collected, entered into two interconnected databases, and coded by a single set of multimodal categories. The data was collected as feedback for the following State planning and evaluation mechanisms: the STIP, the State Long-Range Transportation Plan, the State ICIP, NMDOT Policies, State Roadway Design Criteria and the NMDOT *Compass* of Quarterly Performance and Accountability Measures. The two participant feedback sheets were the *Regional Corridor Priority Initiatives Input Sheets* and the *Multimodal Connectivity Worksheets*. Some participants turned in only a single idea or project, while others turned in as many 20 or 30. The broad categories were derived from the data through an empirical process designed to divide data into discrete subgroups. For each entry, the researcher was allowed to check up to three subcategories to most completely describe the feedback. Frequencies were run on the coded data after the data had been entered, coded, and quality checked.

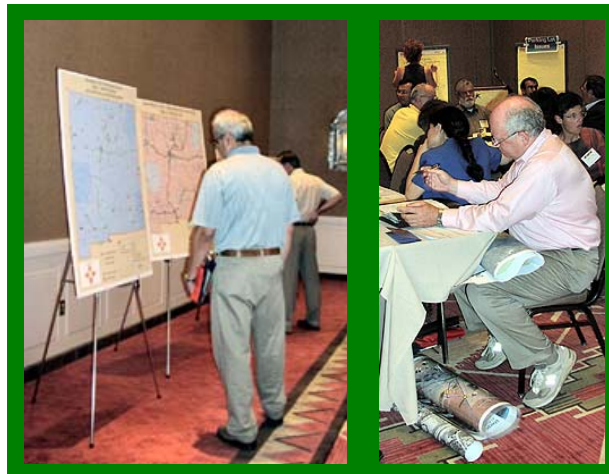


**Opportunities for Public Participation Were a Vital Feature of the Summit**  
(Pictured is Janice McCrary, Facilitator of One of the Three Concurrent Breakout Sessions)

### Results of the Data Analysis

By far, the greatest amount of input came in the form of project ideas from the Modal Integration category. The most frequent input subcategories from the *Regional Corridor Priority Initiatives*

Sheet dealt were (a) transit, which also included Park and Ride systems, (b) general modal integration, (c) bicycle/pedestrian/equestrian, (d) rail and multimodal centers (tie). The most frequent input subcategories from the *Multimodal Connectivity Worksheet* were (a) transit, (b) general modal integration, (c) multimodal centers and rail (tie), and (d) Bicycle, Pedestrian and Equestrian modes. Projects and policies that could benefit economic growth and tourism, more efficient use of government resources, the co-mingling of funds for interagency coordination of transportation services, regional transit districts, general safety and urban traffic management/rural highways management with ITS all received good support. Performance measures to evaluate how well NMDOT has integrated this important data into the STIP should be the benchmark of the Agency's progress and commitment to multimodalism at next year's Multimodal Summit. (See **Appendix L** for the Results by Category from Input Sheets and Worksheets at the 2003 Multimodal Summit.)



(left) Planning Maps Depicting Transportation Corridors and Current Transportation Modal Use Were Displayed at the Summit  
(right) Participants Were Given Resources to Help Them Think Critically

## VIII. RECOMMENDATIONS

The input received from local and state experts from various modal constituencies, Tribes, members of the public, national experts in multimodal and intermodal connectivity, and NMDOT managers and personnel resulted in a series of recommendations on how the Agency should proceed to transform the organization from a traditional highway department to a department of transportation as well changes in procedure and emphasis on multimodalism. These recommendations are as follows:

1. **SINGLE AGENCY STRUCTURE** – To avoid fragmentation of the transportation system, tie the separate entities of the transportation network together under a single Agency, including ownership, operation, and regulation of local airports and urban and rural transit systems, the State highway system, and the County and local road network.
2. **MULTIMODAL INVESTMENT STUDY** – Conduct a complete and thorough multimodal investment study (MIS), establishing a prioritized list of projects from the data collected.

Define a set of goals for a balanced multimodal transportation system. Plan, integrate, and track the mode split percentages.

3. **MODAL VISION ALIGNMENT** – Reorganize NMDOT Districts with a multimodal vision. Prioritize and locate transit “hubs” at these locations with ties connecting to others around the metro and surrounding areas. Identify major traffic generators (i.e. Sunport, Intel, Downtown and Uptown Albuquerque) and their intermodal characteristics and design vehicles. Conduct a study to determine if the existing transportation system adequately supports the needs of major traffic generators and which alternative modes could best provide congestion mitigation.
4. **TRANSPORTATION PLANNING** – Study the planning processes in other states. Restructure the planning process of the State Transportation Improvement Plan (STIP) to ensure that Tribes, stakeholders, and modal constituents have more input into the process resulting in increased projects from this input. Develop a comprehensive set of performance and accountability indicators to measure trends and progress toward meeting multimodal goals.
5. **EARLY REVIEW** – Ensure that projects early in the planning and design stages incorporate pedestrian, bicycle, and transit facilities. Include options for short trips as well as through/regional trips in the corridor, Multimodal Investment Study, and project specific studies.
6. **MULTIMODAL DISTRICTS** – Establish multimodal transportation districts to include designated areas of influence around transit stations and stops for pedestrian and bicycle access; access management programs of state and local agencies that address pedestrian, transit, and bike facilities; funding for land assembly for transit supportive development with the condition that the investment proceeds are used for eligible transit activities, identification of redevelopment opportunities in conjunction with corridor studies; and Safe Routes to School. The goal is to reduce vehicle miles traveled in both existing and new areas where pedestrian accommodations are absent or inadequate.
7. **DESIGN GUIDELINES MODIFICATION** – Adapt the highway design guidelines, manuals, and standards to a perspective that also considers the non-automobile perspective. A single focus on throughput leaves pedestrians out of the equation. Incorporate and elevate pedestrian, bicycle, and transit issues in traffic operation standards/regulations. Overhaul or reorient the standard technical tools to reflect the full range of options and incorporate a wider variety of trips via transit, walking, and bicycling.
8. **MULTIMODAL TRAINING AND COMMUNICATION** – Provide training to the NMDOT staff to facilitate their understanding of changes they need to embrace in their work and innovate with new answers to old problems. Clearly and frequently convey information to all NMDOT personnel about the new direction of the Agency informing them and how their jobs will be affected. Communication with Agency employees about change in direction will help them chart their course and navigate their way through the changes.

9. GO-AND-GROW FOR TRANSIT – Conduct best practices research on methods to better market transit, build ridership, tie transit growth to economic development activities, and make transit more customer-friendly. From this information, create a “Grow-and-Go Transit Marketing Toolkit” and make it available to all transit providers.
10. INTRA-DEPARTMENTAL AND INTER-AGENCY COORDINATION – Conduct a study to determine ways the inter-agency coordination of transportation modes can be achieved that eliminate duplication of transportation services. Establish an intergovernmental transportation Committee on coordination of interagency transportation services.
11. LEGISLATION – Sponsorship by the New Mexico Congressional Delegation of new federal legislation to reauthorize the State Infrastructure Banks (SIBs) program is needed. SIBs loan money to complete the financing for a project. Once repaid, that money can be available to a State for a later project.
12. CONTEXT SENSITIVE DESIGN PROJECTS – Include accommodation of pedestrian, bike, and transit facilities, including sidewalks, transit stops, bike lanes, pavement markings, etc., in project ranking criteria for reconstruction of existing roadways, building of new facilities, and traffic operations projects. Adjust the current program list to reflect new priorities and produce new look projects as soon as possible.
13. USE OF STATE-OWNED ASSETS – Conduct a study of State-owned, existing rail line to determine which are suitable for use as bicycle, pedestrian or equestrian routes, paths, or trails. Find new and innovative purposes for State-owned assets, unused or underused, such as excess right of way and abandoned rail lines.
14. SAFETY – Conduct a study to determine the root cause of the accidents involving pedestrians in New Mexico. Develop safety projects throughout the state to provide a safer interaction between the pedestrians and other modes of transportation.
15. SECURITY – Ensure that the information architecture at the various Ports of Entry are compatible and easy to learn and use. Use ITS technology to make New Mexico’s borders safe and strong while accommodating interstate and international trade and transport quickly and efficiently.



**Facilitators Geri Fails (left) and Debbie Baumann (right) Flank Participant Brian Eagan of UNM (center) as He Reported Back to the Plenary the Top Three Issues from One of the Concurrent Breakout Session**



## **IX. CONCLUSION**

A transformed NMDOT can better organize work around results that customers consider valuable and concentrate resources on ensuring high-quality results. With the freedom to create new partnerships, NMDOT can better integrate service delivery and policy development. Inclusion of all relevant contributors such as stakeholders, Tribes and potential private sector partners, in the planning and decision-making processes can ensure that approaches to getting the work done are effective and efficient. Empowerment of NMDOT staff with the needed information and training to fulfill their roles in the transformed Department can maximize their capabilities, foster excellence and remove barriers that could impede their effectiveness.

The new NMDOT is charged with the responsibility of intelligently adopting a modernized, balanced approach to meeting the transportation needs serving all New Mexicans, implementing a multimodal system that will consider all modes of transport, allowing for innovative approaches for economic development, trade and a sustainable environment. Integration and connection of the highways, railways, airports, bike trails, walking paths and public transportation as one statewide system for safety, accessibility, flexibility, and efficiency is more than an ideal; it is an economic imperative to give the state an economic competitive edge with neighboring states, the Rocky Mountain region, and nationally. Broad objectives of creating economically strong and environmentally healthy communities can be achieved through adoption of multimodal transportation policies and programs. Mobility, the common goal of NMDOT and the Agency's stakeholders and partners, can be a bridge to new and emerging opportunities that are as much the stimuli for this transformation as federal mandates and changing times.

By taking a proactive approach now, the new NMDOT can better accommodate growth in cities and towns across the state. In the next ten to 20 years, New Mexico will be facing many of the same problems as other metropolitan areas—traffic gridlock, pollution, smog, and commuter apathy. At this crossroads, the State must forge ahead with a broad multimodal transportation initiative that is good for all its citizens, and that results in a sound plan to pave the way for New Mexico to grow and go more efficiently well into the 21st century.

## **X. ACKNOWLEDGEMENTS**

The NMDOT Multimodal Steering Committee would like to offer their thanks to the following sponsors of the 2003 Multimodal Summit:

- ASCG Inc.
- Aviation Division, New Mexico Department of Transportation
- Bohannon Houston, Inc.
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- Parsons Brinckerhoff Quade & Douglas
- Research Bureau, New Mexico Department of Transportation
- Rick Johnson & Company, Inc.
- Rio Grande Air
- Safer New Mexico Now
- Traffic Safety Bureau, New Mexico Department of Transportation
- TransCore
- Transportation Planning Division, New Mexico Department of Transportation
- Wilson and Company

The Multimodal Steering Committee also would like to thank the extraordinary speakers who presented important information, knowledge, and experience. The speakers are:

- The Honorable Bill Richardson, Governor of New Mexico
- Cabinet Secretary Rhonda G. Faught, New Mexico Department of Transportation
- Anne P. Canby, President, Surface Transportation Policy Project, Washington, DC
- The Honorable Bernadette Sanchez, Vice Chair of the New Mexico Senate Corporations and Transportation Committee
- The Honorable Dan P. Silva, Chair of the New Mexico House of Representatives, Transportation Committee
- Georgia S. Chakiris, Region 6 Administrator, National Highway and Transportation Safety Administration
- Chris Ensenberger, Vice President of Real Estate Facilities, Greyhound Lines, Inc.
- Jennifer Finch, Director, Division of Transportation Development, Colorado Department of Transportation
- Muffet Foy Cuddy, Director, Transportation Planning Division, New Mexico Department of Transportation
- Edmund L. Gonzales, P.E., Principal, ELG Consulting, and San Ildefonso Pueblo Member
- Steve Hogan, Parsons Brinckerhoff Quade and Douglas
- Randy Isaacs, State Government Affairs Representative, Greyhound Lines, Inc.

- James Kozak, Deputy Director, Transportation Planning Division, New Mexico Department of Transportation
- Paul Marx, Senior Economist, USDOT, Federal Transit Administration
- Kathy Neill, Intergovernmental Programs Administrator, Office of Policy Planning, Florida Department of Transportation
- Dave Pennington, Parsons Brinckerhoff Quade and Douglas
- John D. “Mike” Rice, Director of the Aviation Division, New Mexico Department of Transportation
- Dennis Scovill, Federal Highway Administration-New Mexico Division
- Jan Skouby, Administrator of Waterways and Rail, Missouri Department of Transportation

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## **APPENDICES A-L**

## **APPENDIX A**

**The New Mexico Department of Transportation  
Multimodal Steering Committee**

# **The New Mexico Department of Transportation Multimodal Steering Committee**

## **Officers**

**Mike Rice, NMDOT Director, Aviation Division, Committee Chair**

**Muffet Foy Cuddy, NMDOT Director, Transportation Planning Division, Organization and Timeline Subcommittee Chair**

**Bill Gregoricus, Director, NMDOT Quality and Business Performance Division, Finance and Funding Subcommittee Chair**

**Jim Kozak, NMDOT Deputy Director, Transportation Planning Division, Assets and Services Subcommittee Chair**

**Greg White, NMDOT Planner, Long Range Planning Section, Committee Recorder**

## **Members**

**David Albright, Bureau Chief, Research Bureau, NMDOT**

**Debbie Bauman, Highway Environmentalist, Environmental Section, NMDOT**

**Ricardo Campos, Director, Transportation Programs Division, NMDOT**

**Brian Degani, Management Analyst, Research Bureau, NMDOT**

**Alvin Dominguez, District I Engineer, NMDOT**

**Fred Friedman, Bureau Chief, Rail and Intermodal Management, NMDOT**

**Steve Harris, Deputy Secretary for Operations, NMDOT**

**Virginia Jaramillo, Bureau Chief, Traffic Safety Bureau, NMDOT**

**Josette Lucero, Bureau Chief, Public Transportation Programs Bureau, NMDOT**

**S.U. Mahesh, Community Relations Director, NMDOT**

**Larry Maynard, District 6 Engineer, NMDOT**

**John McElroy, District 5 Engineer, NMDOT**

**Rebecca Montoya, Adjutant Secretary, NMDOT**

**Patricia Oliver-Wright, Supervisor, Long Range Planning Section, NMDOT**

**Chris Ortega, Deputy Director, Engineering Design Division, NMDOT**

**Tom Raught, District 3 Engineer, NMDOT**

**Rais Rizvi, Research Engineer, Research Bureau, NMDOT**

**Dennis Scovill, Assistant Division Administrator, FHWA**

**Gary Shubert, District 2 Engineer, NMDOT**

**Severiano Sisneros, District 4 Engineer, NMDOT**

**Dan Stover, Supervisor, Regional Planning Section, NMDOT**

**Larry Velasquez, Director, Engineering Design Division, NMDOT**

**Wayne York, Coordinator, Aviation Safety and Education, NMDOT**

**Judith Espinosa, Director, ATRI**

**Geri Knoebel, Unit Administrator, ATRI**



## **APPENDIX B**

**Input to the Multimodal Steering Committee  
From New Mexico Modal Constituencies (March 27, 2003)**

**APPENDIX B: Summary Report of Input to the Multimodal Steering Committee  
from Modal Constituencies at the Multimodal Workshop (03/27/03)**

| MODE                                  | MULTIMODAL VISION  | POLICY FRAMEWORK  | PERFORMANCE MEASURES   | INVESTMENT STRATEGIES   |
|---------------------------------------|--|---|--|---|
| <p align="center"><b>AVIATION</b></p> | <p>Aviation requires the use of various modes<br/>An integrated transportation system makes the most efficient use of all modes Create smooth transitions between modes for benefit of travelers and goods<br/>Improved access to national transport systems<br/>Transportation interface between all small airports<br/>Aviation should connect to existing transportation systems in the state and region<br/>Provide Humanitarian uses<br/>Need strong connections to and with Mexico<br/>Keep small airports alive and viable<br/>Attract new business by maintaining current business by developing small aviation infrastructure<br/>Invest in what is currently available</p> | <p>21<sup>st</sup> Century Foreign Trade Zones<br/>Create air and ground transportation interfaces<br/>State taxation reduction on user fees and other taxes<br/>More business friendly climate whereby the whole state and small businesses would benefit<br/>Time efficient and reliability<br/>Provide Incentives to competing modes to work together<br/>Security –plan safe and efficient movement of support vehicles to aircraft<br/>Public policy means setting priorities<br/>Planning decisions must be future oriented because of security issues<br/>Prioritize the NM aviation system by who it serves and what purpose it has<br/>Help small airlines deal with dramatically rising security prices</p> | <p>Number of passengers<br/>Percentage of growth<br/>Cargo service – develop around the state by multimodal (truck/car)<br/>Number of people per flight<br/>Emergency infrastructure development<br/>Humanitarian Relief and other critical needs<br/>Performance measures based on Throughput<br/>24 hours access</p> | <p>Ability to forecast demand<br/>Long lead time (like highways) to add infrastructure<br/>Can get funding from Feds to earmark “intermodal” demonstrations<br/>Savings result when intermodal reps take part in master planning<br/>State to go after more federal assistance grants</p> |

**APPENDIX B: Summary Report of Input to the Multimodal Steering Committee  
from Modal Constituencies at the Multimodal Workshop (03/27/03) (continued)**

| <b>MODE</b>                        | <b>MULTIMODAL<br/>VISION</b>   | <b>POLICY<br/>FRAMEWORK</b>   | <b>PERFORMANCE<br/>MEASURES</b>  | <b>INVESTMENT<br/>STRATEGIES</b>   |
|------------------------------------|--|---|--|--|
| <b>SUSTAINABLE<br/>COMMUNITIES</b> | <p>Sustainability in planning process should look to long term<br/>Take long term view (50-100 years)<br/>Not consume more resources that can be replaced<br/>Make no more waste than technology or natural world can take care of<br/>Connect heritage and communities with transportation<br/>Improve environment and ecosystem<br/>Provide choices in transportation for people<br/>Transparency in how NMDOT does business<br/>Support transit dependent and underserved communities<br/>Preserve the natural beauty of NM and the natural environment<br/>Make walkable and livable communities through safe design<br/>Move away from highway building model</p> | <p>NMDOT must trust community involvement<br/>Early input by community—early discussion of options by NMDOT<br/>Reduce sprawl and promote smart growth<br/>Promote context sensitive design<br/>Educate constituency groups on how NMDOT does business and why<br/>Cross agency coordination<br/>Incentives for shared use of resources by agencies and coordinate transportation dollars<br/>Regional connectivity by agencies that deal with the same clientele<br/>Agencies must work as a system toward transportation solution<br/>Safe and affordable transport options</p> | <p>Air quality standards<br/>Performance measures tied to budget<br/>Sprawl indexes – is it increasing or growth planned better<br/>Land use coordination<br/>Level of public involvement<br/>Create measures to illustrate balance between government and communities on land use<br/>Economic development indices related to quality of life and sustainability<br/>Criteria to measure stakeholder participation and input and satisfaction</p> | <p>Interagency coordination of transportation services<br/>Preservation of natural resources, environmental and cultural resources<br/>create economic development and tourism<br/>Maintaining infrastructure—invest in maintaining and increasing efficiency in what<br/>Use technology to create efficiencies in public transportation<br/>Invest in state’s existing educational system</p> |

**APPENDIX B: Summary Report of Input to the Multimodal Steering Committee  
from Modal Constituencies at the Multimodal Workshop (03/27/03) (continued)**

| <b>MODE</b>   | <b>MULTIMODAL<br/>VISION</b>  | <b>POLICY<br/>FRAMEWORK</b>   | <b>PERFORMANCE<br/>MEASURES</b>   | <b>INVESTMENT<br/>STRATEGIES</b>   |
|---------------|---|---|---|--|
| <b>TRIBAL</b> | <p>State needs to learn tribal business rules and “the voice of the tribes”</p> <p>Sharing with neighbors (state, local governments) on tribal concerns</p> <p>Strengthen relationships between state and tribes</p> <p>Increased coordination for shared project between NMDOT and tribes</p> <p>Participatory efforts – collaborative not competitive</p> <p>Open dialogue</p> <p>Honesty and respect</p> | <p>Agreements with the tribes cannot be empty agreements</p> <p>Coordination for shared areas</p> <p>Guideline/handbook on how to work together</p> <p>Access to the top with Governor and NMDOT</p> <p>Reconcile public safety and economics (sharing data)</p> <p>Use of ITS for public safety and other goods and people movements</p> <p>Alternative transportation modes should be linked with neighbors</p> <p>Increase understanding of how to work and communicate with tribes (auditory tradition)</p> <p>Land exchange for giving right of way</p> <p>Investing with neighbors is part of new business model</p> <p>Respect for cultural and religious sites</p> <p>Community input into planning and research for sustainable transportation development</p> <p>Planning and data collection efforts with tribes</p> | <p>Memorandums of Agreement and what action taken</p> <p>Level of coordination</p> <p>Building relationships with ‘neighbors’ – shared projects and information</p> <p>Public participation – how early in the process NMDOT confers with tribes</p> <p>Shared data and analysis</p> <p>Increasing technology capacity</p> <p>Level of tribal involvement in and satisfaction with NMDOT</p> <p>Reassess existing infrastructure for better multi-modal performance (railroad)</p> <p>Research to develop performance measures for desired outcomes in social justice and transportation planning</p> | <p>Tribes and NMDOT share costs on shared projects</p> <p>Technology –shared data and collection and analysis (traffic, public safety issues)</p> <p>Assessment of extremely underserved areas and target for improvements</p> <p>Increase access to health care through transportation mobility</p> |

**APPENDIX B: Summary Report of Input to the Multimodal Steering Committee  
from Modal Constituencies at the Multimodal Workshop (03/27/03) (continued)**

| MODE                                 | MULTIMODAL VISION   | POLICY FRAMEWORK  | PERFORMANCE MEASURES   | INVESTMENT STRATEGIES   |
|--------------------------------------|---|---|--|---|
| <p><b>TRANSIT AND LIGHT RAIL</b></p> | <p>Reinvesting in current infrastructure and transportation delivery systems<br/>                     Linking communities<br/>                     Connecting modes for efficiency in moving people and goods<br/>                     Creating choices and balance<br/>                     Connecting rural to urban centers<br/>                     Moving beyond car centered planning<br/>                     Improve air quality<br/>                     Transit is a public service that supports mobility, culture, economics, communities<br/>                     Connect all modes with smooth interfaces<br/>                     Interconnectivity (system orientation) between modes, communities, regions</p> | <p>Move beyond car centered planning<br/>                     All modes are subsidized – dismiss the idea that transit can pay for itself<br/>                     Smart growth initiatives<br/>                     Commuter choice and other tax incentives for employer/employee to utilize transit<br/>                     Flexibility in decision-making process<br/>                     Develop land use, clustered, walkable communities<br/>                     Intermodality must be planned and designed<br/>                     Enforce ITS architecture and infrastructure to be compatible statewide<br/>                     Transportation Projects should reflect security, prosperity, economic development and environmental integrity<br/>                     Multimodal is interconnected, i.e., Intermodal and integrated<br/>                     Seamless transportation delivery system<br/>                     Reward financial performance in the NMDOT—incentives<br/>                     Matching funds for transit should be reliable and available<br/>                     NMDOT transparency –decision making process should be more public<br/>                     Context sensitive design<br/>                     Balance between the modes<br/>                     Taxpayers pay for transportation system and should have a say in how money spent<br/>                     Access between highway and bike/pedestrian (crossings, overpasses)<br/>                     Data collection and analysis key to long term planning</p> | <p>Objective set of criteria to evaluate all modes on a “level playing field”<br/>                     Level of Accountability and financial performance<br/>                     Measurements of mobility—are people getting to where they need to go<br/>                     Transportation Choice measurements and indices<br/>                     Travel Demand Management<br/>                     Criteria<br/>                     Health criteria – biking and walking<br/>                     User friendly transit systems<br/>                     Efficient public involvement strategies</p> | <p>Invest in current infrastructure<br/>                     Decide on how to best use current infrastructure with current funds<br/>                     Use less money by becoming more efficient between the modes<br/>                     Public money for the public benefit – public needs to know how money spent<br/>                     Broad based investment in alternative transportation modes<br/>                     Consumer choice<br/>                     Research and planning investments to provide best choices</p> |

**APPENDIX B: Summary Report of Input to the Multimodal Steering Committee  
from Modal Constituencies at the Multimodal Workshop (03/27/03) (continued)**

| MODE                         | MULTIMODAL VISION  | POLICY FRAMEWORK   | PERFORMANCE MEASURES  | INVESTMENT STRATEGIES   |
|------------------------------|--|--|---|---|
| <p><b>TRUCK AND RAIL</b></p> | <p>Airports connect with rail, transit, bus to move people more efficiently (plus baggage)<br/>                     Intercity travel corridors –create and improve through intermodalism<br/>                     Create awareness of travel between regions—how it effects energy consumption, economic vitality, and public and environmental health<br/>                     Transportation security—redundant and reliable<br/>                     Reliability for goods delivery – just in time<br/>                     Alternative transportation routing for commercial trucking<br/>                     Think regionally and nationally to move goods through NM<br/>                     Plan for 50-100 years into the future<br/>                     “Invent a transportation system that everyone can use”<br/>                     Develop Mexico to Denver corridor – population centers<br/>                     Consider all possibilities despite lack of monies or other barriers<br/>                     Do not take the path of least resistance<br/>                     Energy security</p> | <p>Our transportation system has become the commercial storage of the past<br/>                     Create ITS possibilities for commercial trucking<br/>                     Reinvest in current rail and trucking – cannot continue to build new capacity<br/>                     Maintain the beauty of ruralness – accommodate without change<br/>                     Research and Planning integrated into solution development<br/>                     Changes must take place in NMDOT<br/>                     Change how evaluate new projects<br/>                     Change for NMDOT to be at forefront in transportation<br/>                     Develop cutting-edge transportation delivery<br/>                     Stop trying to build way out of more congestion – can’t have more capacity (expensive and impossible)<br/>                     Need long term solutions<br/>                     Focus on moving people and cargo not vehicles<br/>                     Reduce economic vulnerability through redundancy of modes</p> | <p>No new capacity – develop alternatives to that<br/>                     Collect data and qualitative information to achieve transportation goals<br/>                     Consider land use (would be derelict if did not)<br/>                     Interagency agreements and coordination<br/>                     Number of new rail projects undertaken<br/>                     Number of rail passengers<br/>                     Increased number of truck traffic<br/>                     Air quality<br/>                     Use of alternative Energy resources<br/>                     Reduce barriers to intermodal transport<br/>                     Correct inefficiencies to reduce passenger/user costs<br/>                     Develop Criteria on how to handle increased truck traffic in the next two decades</p> | <p>Long term investments for Amtrak<br/>                     ITS for trucking and other commercial<br/>                     Improve customer choices and convenience<br/>                     ITS for security of cargo<br/>                     Develop stable funding for rail and interconnection of modes<br/>                     Invest in alternative transportation routes for trucking<br/>                     Invest in interoperable systems between urban and rural, urban and urban, and rural to rural</p> |

## **APPENDIX C**

**The New Mexico Department of Transportation**

**Guiding Principles**

## **NEW MEXICO DEPARTMENT OF TRANSPORTATION**

### **GUIDING PRINCIPLES**

Our Guiding Principles integrate and advance the business practices of the New Mexico Department of Transportation. These principles support the direction of Governor Bill Richardson, and they represent a fundamental change in our Department. While the specific language for each principle will be refined over time, we will be consistent in our commitment to these seven principles.

#### **■ Multimodal Transportation**

We are committed to the principle of a multimodal transportation system. We are committed to developing accessible, connected and sustainable multimodal opportunities for all citizens, which allow travel choices making the most efficient use of the State's transportation infrastructure. The Department will combine multimodal infrastructure development with current infrastructure preservation in a manner that best serves the mobility of residents, guests and commerce.

#### **■ Partnership with Tribal Governments**

We are committed to the principle of partnership with tribal governments. Our Department recognizes, respects and supports the unique sovereign status of the tribes and pueblos in New Mexico. We will be a national leader in developing government-to-governments relations on all matters of transportation in a consultative manner that is respectful of each tribe's culture and traditions.

#### **■ Partnership with Local Governments**

We are committed to the principle of partnership with local governments. Our Department appreciates the vital role of local government decision-making and delivery of transportation services that improve transportation in our cities, counties and throughout New Mexico. By working together, we can attract additional funds and further improve mobility and connectivity for the people we serve.

#### **■ Environmental Responsibility**

We are committed to the principle of an environmentally responsible transportation system. Our Department prepared the "Commitment to Environmental and Energy Action," to support thoughtful stewardship of the environment and development of alternative energy sources for this and future generations. For our actions to be successful, we will seek the guidance and involvement of similarly committed non-governmental organizations representing our diverse population, and the broad-based support of the people of New Mexico. We will work together to realize the funding required for New Mexico to serve as a national example of environmentally responsible and accountable transportation.



▪ Safety and Security

We are committed to the principle of safe and secure transportation. We need to invest in transportation that is safe and secure. Transportation has a critical role in homeland security. We must attract funding to address challenging security issues related to the efficient movement of goods and people, while also ensuring the security of our international border. This effort will build from and expand upon our Department's current safety and security partnerships.

▪ Efficient Use of Public Resources

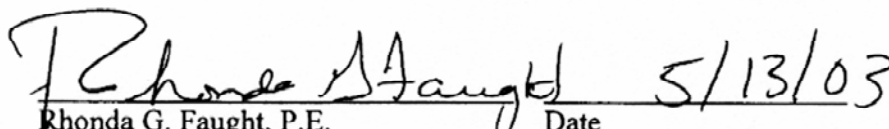
We are committed to the principle of efficient and effective use of public resources provided by the people to improve transportation in New Mexico. Our Department will optimize the amount of resources that go to transportation facilities and services. Our Department will compete for all applicable federal, discretionary programs in order to maximize the funds available to meet New Mexico's transportation needs. We will explore all opportunities for public/private partnerships in providing transportation services and facilities, and we will assess these opportunities based on our principles. Our Department will study alternatives to existing fuel taxes as long-term sources of revenue, to help ensure stable program financing as transportation technologies change. Our Department will coordinate with other agencies and governments to optimize the resources available to meet the transportation needs of New Mexico and our Nation.

▪ Economic Vitality

We are committed to the principle of transportation supporting the economic vitality of New Mexico and our Nation. Transportation investment is important for the economic growth of our State, improving movement of goods and services within New Mexico, and attracting visitors and major investment. New Mexico is also a bridge state, connecting our Nation. A significant portion of our Nation's economy moves over our roads and rail. New Mexico is critical to freight movement across America today, and our role increases with every increase in freight movement. New Mexico requires increased infrastructure investment. We will work with organizations committed to making sure transportation resources fully support the key role of New Mexico in our Nation's economy.

These Guiding Principles help integrate our Department's diverse activities. Each principle is important. Together, they are the business principles of our Department.

The principles are dynamic. We will refine and implement them. As Cabinet Secretary, I can make one guarantee about our Department. We will listen first, and then we will act together.

  
Rhonda G. Faught, P.E. Date  
Cabinet Secretary  
New Mexico Department of Transportation

## **APPENDIX D**

**The New Mexico Department of Transportation  
Commitment to Environment and Energy Action**

## **NEW MEXICO DEPARTMENT OF TRANSPORTATION**

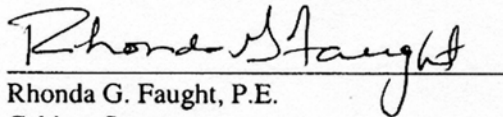
### **COMMITMENT TO ENVIRONMENTAL AND ENERGY ACTION**

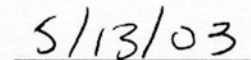
The New Mexico Department of Transportation recognizes the direct, indirect, and cumulative effects of transportation decisions on the natural and cultural environment, on communities, and on energy consumption, and will plan, design, construct and maintain a transportation system that considers environmental and energy impacts equally with engineering, safety, and mobility. The Department is committed to the wise, long-term management of invaluable natural and historic resources, and to the preservation, protection, and enhancement of communities and the environment for this and future generations. The Department commits to achieving these goals through a pro-active approach to fundamental principles of stewardship and conservation.

The Department shall actively:

1. Incorporate sound environmental practices and energy efficiency throughout the organization, by instilling a culture of environmental stewardship and energy conservation awareness at all levels and in all operations.
2. Involve citizens, businesses, interest groups, resource and regulatory agencies, and local governments in transportation decisions through an open, cooperative, and collaborative process that includes environmental assessment and that begins at the earliest planning stages and continues through project development, construction, and maintenance operations.
3. Recognize and support the unique sovereign status of tribes and pueblos by developing effective government-to-government relations regarding transportation decisions, including respectful consideration of traditional sacred places and cultural resources.
4. Integrate transportation decisions with local, regional, and tribal land use planning in order to encourage and support the development of energy efficient and economically vital communities. Promote innovative design concepts that respect and incorporate diverse community values, natural setting, and historic character to develop a transportation system that fits harmoniously within our natural environment, our neighborhoods and communities, and our varied cultures.
5. Promote innovative planning and design that avoid adverse impacts to the natural and human environment, including effects to neighborhoods, low income and minority populations, farmlands, endangered species, wildlife habitat, wetlands, water and air quality, visual resources, cultural landscapes, and archaeological and historic sites, and implement creative mitigation programs to replace, restore, and enhance these resources.

6. Develop and deliver an integrated, balanced, and connected state-wide transportation system that incorporates varied and accessible travel options and mobility strategies, including highways, transit services, park-and-ride, commuter vanpools, rail and air services, pedestrian, equestrian, and bicycle facilities, and intelligent transportation systems.
7. Promote the use of renewable and alternative energy sources through partnerships with similarly committed public and private organizations, transportation vehicle manufacturers, and transportation researchers in order to develop and deploy innovative alternative fuel technologies, products, and systems.
8. Promote energy efficiency and conservation using innovative approaches to transportation design, construction, and maintenance operations, through the use of alternative energy sources for the Department's fleet of vehicles and through the use of alternative and recycled materials and innovative construction techniques.
9. Seek to constantly improve the quality of our environmental stewardship and energy conservation.

  
Rhonda G. Faught, P.E.  
Cabinet Secretary  
New Mexico Department of Transportation

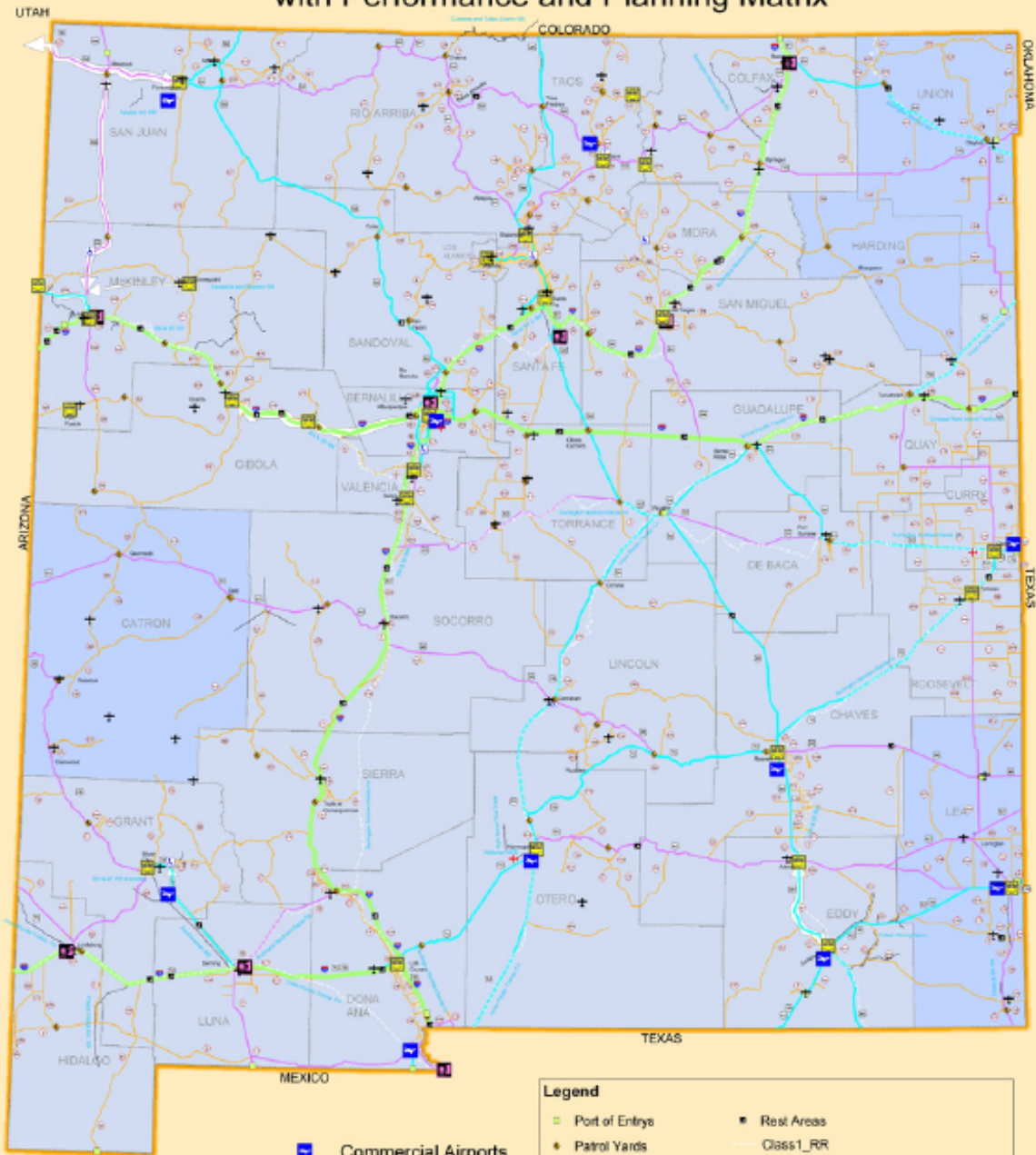
  
Date

## **APPENDIX E**

### **Map of New Mexico Modal Facilities With Performance and Planning Matrix**

# New Mexico DOT Multi-Modal Summit

## Map 1 - Modal Facilities with Performance and Planning Matrix



- Commercial Airports
- General Aviation
- Military Airports
- Transit Providers
- Amtrak Depot

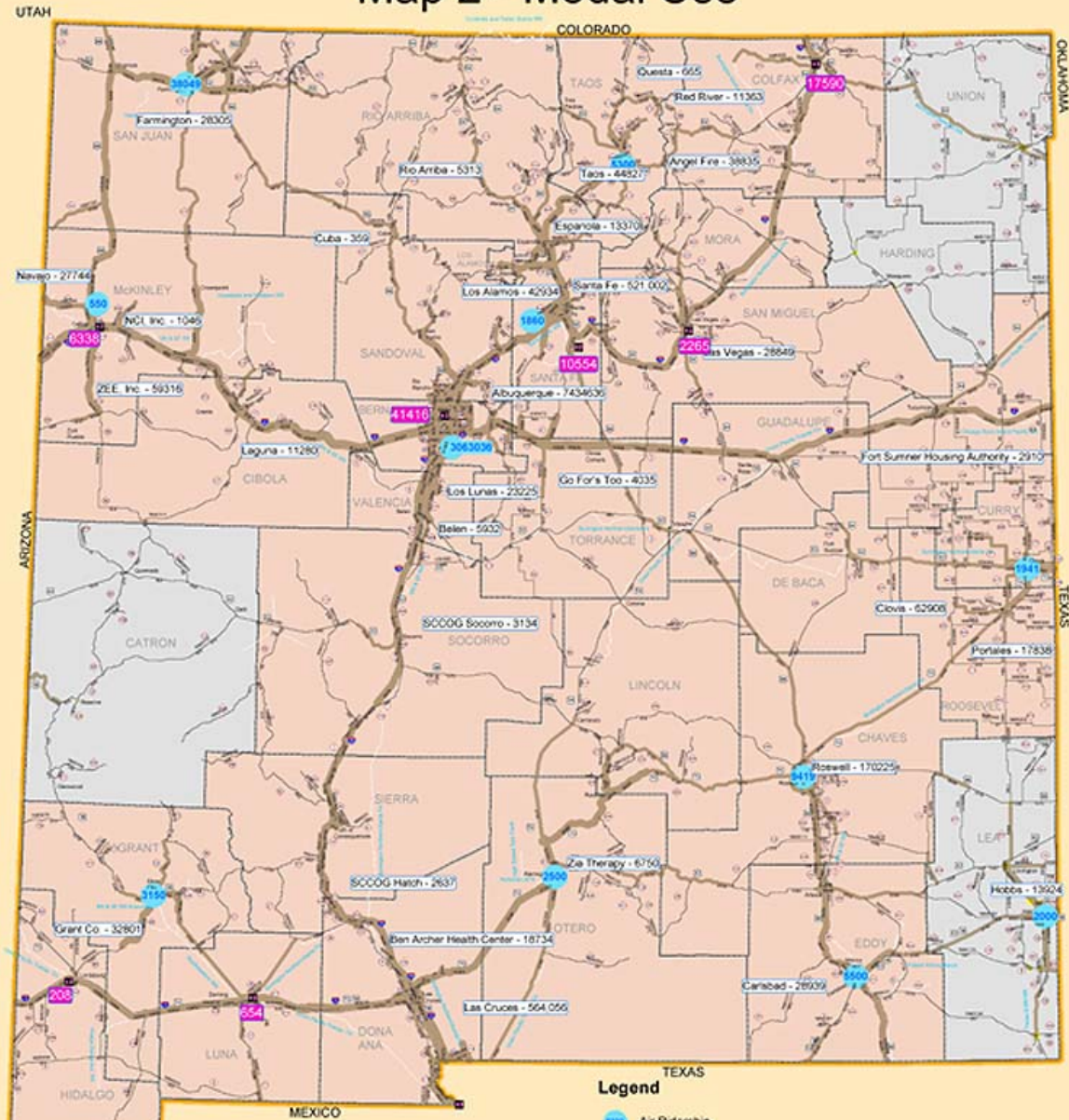
- Legend**
- Port of Entry
  - Patrol Yards
  - Elderly Disabled Program
  - Rest Areas
  - Class1\_RR
  - Railroad
  - Counties
  - Park & Ride Bus Service
  - InterCity Shuttle Service
  - Demand Response/Job Access (Counties)
  - Performance & Planning Matrix
  - Performance & Planning Matrix
  - Performance & Planning Matrix
  - Performance & Planning Matrix
  - Performance & Planning Matrix

## **APPENDIX F**

### **Map of New Mexico Modal Use**

# New Mexico DOT - Multi-Modal Summit 2003

## Map 2 - Modal Use



- Legend**
- Air Ridership
  - Traffic 2002**
  - Annual Average Daily Traffic**
  - 0 - 500
  - 501 - 2000
  - 2001 - 5000
  - 5001 - 15000
  - 15001 - 200000
  - JARC\_TANF\_W2W\_3037\_counties

**Rail Ridership 2002**

Transit Providers Annual Rides FY 02  
All Programs



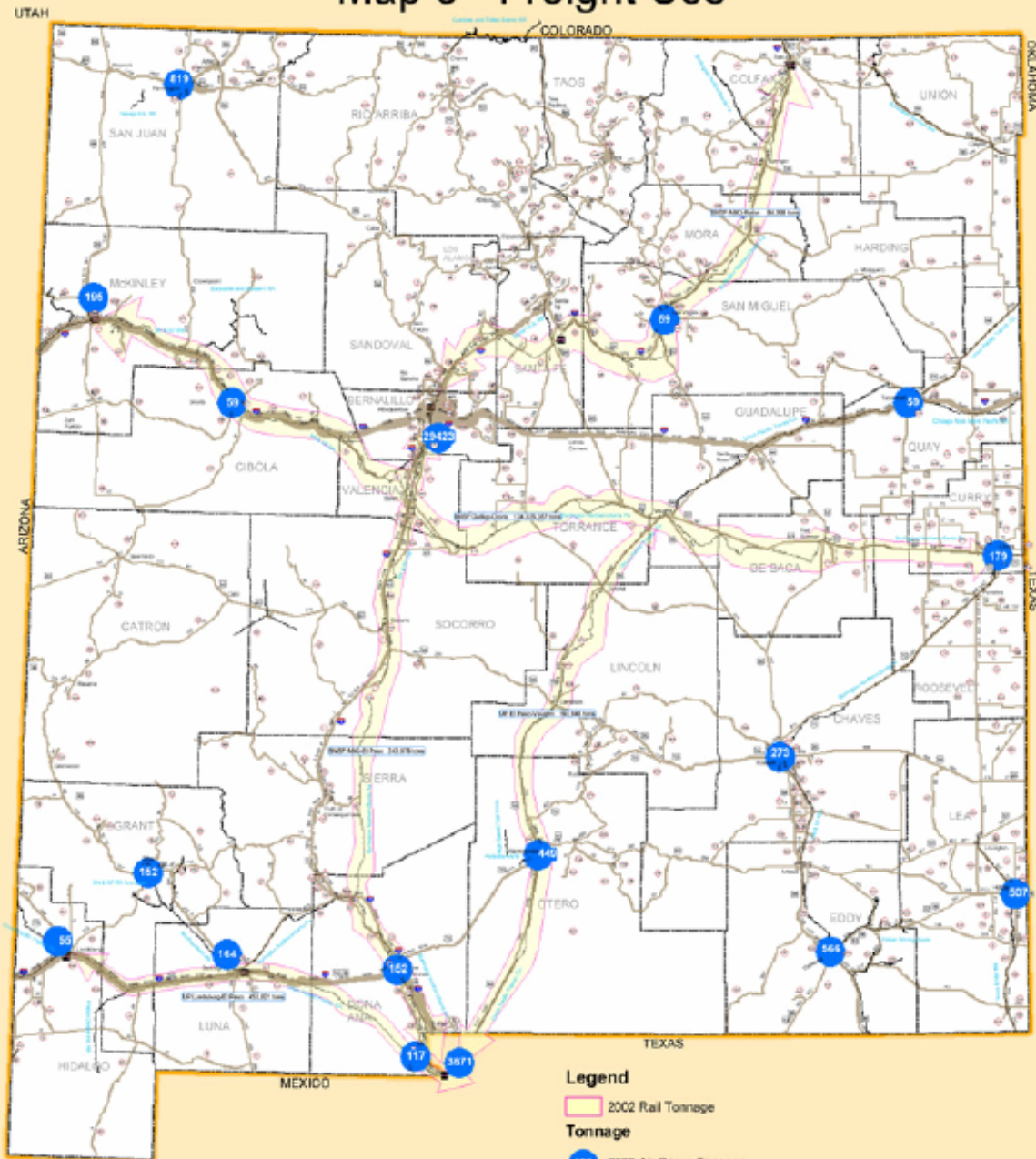


## **APPENDIX G**

### **Map of New Mexico Annual Average Daily Commercial Truck Traffic**

# New Mexico DOT Multi-Modal Summit 2003

## Map 3 - Freight Use



### Legend

2002 Rail Tonnage

### Tonnage

2002 Air Cargo Tonnage

### 2002 Annual Average Daily Traffic Heavy Commercial Truck Traffic

0 - 1000  
 1001 - 2500  
 2501 - 5000  
 5001 - 7500  
 7501 - 10000  
 10001 - 18550



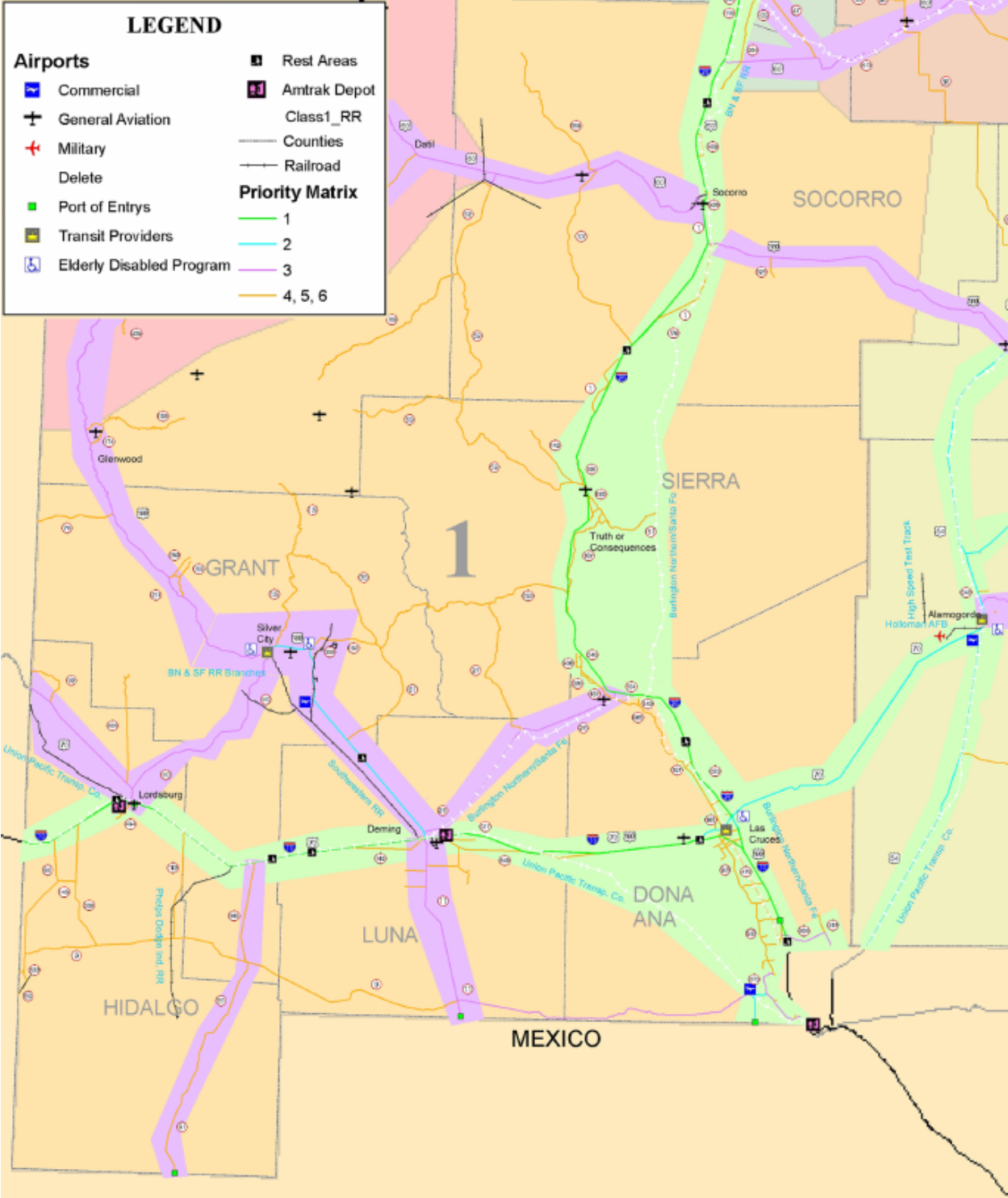
## **APPENDIX H**

### **Map Detail of New Mexico Multimodal Planning Corridors**

**(Southwestern NM)**

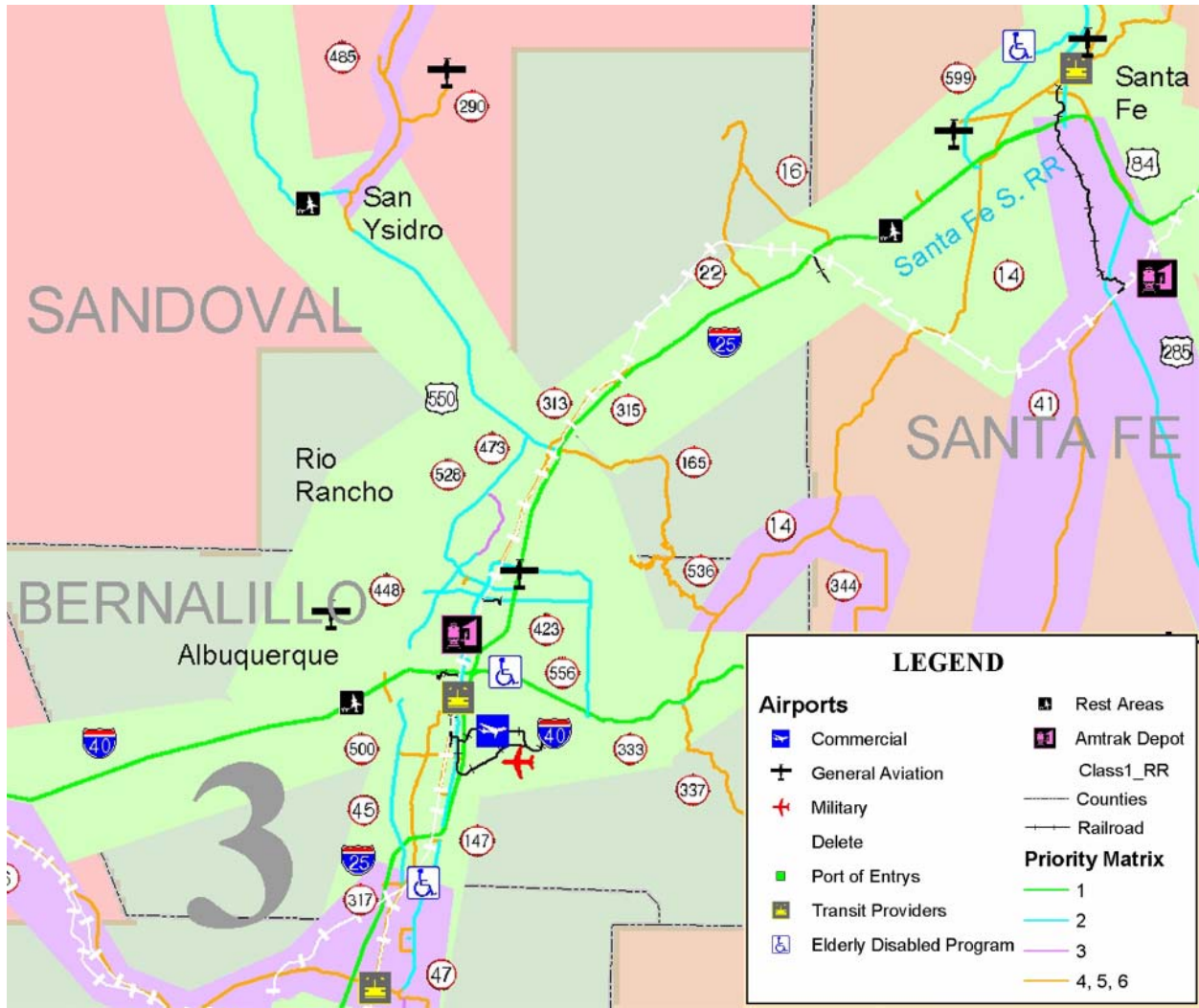
**LEGEND**

|                          |                        |            |
|--------------------------|------------------------|------------|
| <b>Airports</b>          |                        | Rest Areas |
| Commercial               | Amtrak Depot           | Class1_RR  |
| General Aviation         | Counties               | Railroad   |
| Military                 | <b>Priority Matrix</b> |            |
| Delete                   | 1                      | 3          |
| Port of Entries          | 2                      | 4, 5, 6    |
| Transit Providers        |                        |            |
| Elderly Disabled Program |                        |            |



## **APPENDIX I**

### **Map Detail of the New Mexico Airport System Plan (Albuquerque to Santa Fe)**



## **APPENDIX J**

### **Regional Transportation Corridor Priority Initiatives Input Sheet**

## Regional Transportation Corridor Priority Initiatives Input from Multimodal Summit

Directions: The purpose of this form is to allow you to identify regional Multimodal connectivity opportunities that can help formulate the State's Long Range Transportation Plan. Please fill out the worksheet as it applies to your region. Begin by outlining Multimodal connectivity opportunity(s) in column one. Then check all of the transportation modes applicable to the opportunity(s) in column two. Finally, provide a project summary in column three. The sheets will be collected at the end of the first day and used as input into the Long-Range Plan. Remember, this is a unique opportunity for you to contribute to a bright future for the NMDOT and for the State of New Mexico.

| Multimodal Connectivity Opportunities | Modes ( check all that apply)   | Multimodal Project |
|---------------------------------------|---|--------------------|
|                                       | <input type="checkbox"/> Aviation<br><input type="checkbox"/> Bicyclists, Pedestrians, Equestrians<br><input type="checkbox"/> Commercial Vehicle<br><input type="checkbox"/> Personal Vehicle<br><input type="checkbox"/> Rail<br><input type="checkbox"/> Transit |                    |
|                                       | <input type="checkbox"/> Aviation<br><input type="checkbox"/> Bicyclists, Pedestrians, Equestrians<br><input type="checkbox"/> Commercial Vehicle<br><input type="checkbox"/> Personal Vehicle<br><input type="checkbox"/> Rail<br><input type="checkbox"/> Transit |                    |
|                                       | <input type="checkbox"/> Aviation<br><input type="checkbox"/> Bicyclists, Pedestrians, Equestrians<br><input type="checkbox"/> Commercial Vehicle<br><input type="checkbox"/> Personal Vehicle<br><input type="checkbox"/> Rail<br><input type="checkbox"/> Transit |                    |

Name (Optional): \_\_\_\_\_ Contact Information (Optional): \_\_\_\_\_



## **Appendix K**

### **Multimodal Connectivity Worksheet**

**MULTIMODAL CONNECTIVITY WORKSHEET**

| <b>MULTIMODAL OPPORTUNITY</b> | <b>BENEFIT TO REGION</b>  | <b>BENEFIT TO STATE</b> | <b>LINKS TO GUIDING PRINCIPLES IN THESE WAYS</b> |
|-------------------------------|---|-------------------------|--|
|                               | <input type="checkbox"/> RURAL <input type="checkbox"/> URBAN <input type="checkbox"/> TRIBAL |                         |  |
| <b>MULTIMODAL OPPORTUNITY</b> | <b>BENEFIT TO REGION</b>  | <b>BENEFIT TO STATE</b> | <b>LINKS TO GUIDING PRINCIPLES IN THESE WAYS</b> |
|                               | <input type="checkbox"/> RURAL <input type="checkbox"/> URBAN <input type="checkbox"/> TRIBAL |                         |  |
| <b>MULTIMODAL OPPORTUNITY</b> | <b>BENEFIT TO REGION</b>  | <b>BENEFIT TO STATE</b> | <b>LINKS TO GUIDING PRINCIPLES IN THESE WAYS</b> |
|                               | <input type="checkbox"/> RURAL <input type="checkbox"/> URBAN <input type="checkbox"/> TRIBAL |                         |  |

**Appendix L**  
**Results by Category**  
**From Input Sheets and Worksheets**  
**At the 2003 Multimodal Summit**

**APPENDIX K: RESULTS BY CATEGORY FROM INPUT SHEETS AND WORKSHEETS AT THE 2003 MULTIMODAL SUMMIT**

| <b>I. Economic Development and Economic Incentivization</b>               |   |  |   |                      |
|---|---|--|---|----------------------|
| <b>Code</b>   | <b>Category Description</b>   | <b>Regional Corridor Priority Initiatives Input Sheets #</b> | <b>Multimodal Connectivity Worksheets #</b> | <b>Input Total #</b> |
| <b>IA.</b>  | General Economic Issues<br>Economic Growth and Tourism                                    | 23   | 75  | <b>98</b>            |
| <b>IB.</b>  | Economic Incentivization<br>(i.e., Economic Free Trade Zones in Freight Multimodal Hubs)  | 4  | 5   | <b>9</b>             |
| <b>IC.</b>  | NAFTA/Border Trade Issues   | 3  | 6   | <b>9</b>             |
| <b>TOTAL CODED INPUT OF CATEGORY I</b>                                    |   | <b>30</b>  | <b>86</b>                                   | <b>116</b>           |
| <b>II. Environmental Stewardship</b>                                      |   |  |   |                      |
| <b>Code</b>   | <b>Category Description</b>   | <b>Regional Corridor Priority Initiatives Input Sheets #</b> | <b>Multimodal Connectivity Worksheets #</b> | <b>Input Total #</b> |
| <b>IIA.</b>   | General Stewardship   | 0  | 2   | <b>2</b>             |
| <b>IIB.</b>   | Air and Water Quality and Habitat   | 3  | 22  | <b>25</b>            |
| <b>IIC.</b>   | Alternative Fuels<br>Elimination of Internal Combustion Engine<br>Reduce Fuel Consumption | 2  | 9   | <b>11</b>            |
| <b>TOTAL CODED INPUT OF CATEGORY II</b>                                   |   | <b>5</b>   | <b>33</b>                                   | <b>38</b>            |
| <b>III. Tribal and Public Participation, Communication, and Education</b> |   |  |   |                      |
| <b>Code</b>   | <b>Category Description</b>   | <b>Regional Corridor Priority Initiatives Input Sheets #</b> | <b>Multimodal Connectivity Worksheets #</b> | <b>Input Total #</b> |
| <b>IIIA.</b>  | General Communication with Tribes and Stakeholders  | 1  | 0   | <b>1</b>             |
| <b>IIIB.</b>  | Media Campaigns/Awareness/Education   | 10   | 19  | <b>29</b>            |
| <b>TOTAL CODED INPUT OF CATEGORY III</b>                                  |   | <b>11</b>  | <b>19</b>                                   | <b>30</b>            |

**APPENDIX K: RESULTS BY CATEGORY FROM INPUT SHEETS AND WORKSHEETS AT THE 2003 MULTIMODAL SUMMIT  
(continued)**

| <b>IV.</b>                              | <b>Modal Integration</b><br><i>[This category assumes Consumer-Centered Focus, and Context Sensitive Design and Integration of Modes]</i>   |   |  |                              |
|---|---|---|--|------------------------------|
| <b>Code</b>                             | <b>Category<br/>Description</b>   | <b>Regional<br/>Corridor<br/>Priority<br/>Initiatives<br/>Input Sheet #</b> | <b>Multimodal<br/>Connectivity<br/>Worksheet #</b> | <b>Input<br/>Total<br/>#</b> |
| <b>IVA.</b>                             | General Integration of Modes  | 68  | 74   | <b>142</b>                   |
| <b>IVB.</b>                             | Multimodal Centers or Hubs for People and Goods:<br>(i.e., Airports, Train, Bus, and Transit Stations,<br>One-Stop Shop for State Services,<br>Multimodal Loading and Unloading Docks for Freight using Air, Rail, and Truck<br>Bicycle/Pedestrian Lockers/Showers in State-owned Facilities<br><i>[This subcategory assumes Retail Commercial Development<br/>where there are concentrations of people.]</i> | 51  | 69   | <b>120</b>                   |
| <b>IVC.</b>                             | Rail: Heavy Rail, Light Rail, Passenger Rail, Freight Rail, Magnetic Levitation Rail  | 43  | 68   | <b>111</b>                   |
| <b>IVD.</b>                             | Transit Services: Transit, Trolleys,<br>Carpool/Vanpool/RideShare<br>Express Bus,<br>Park and Ride Services<br>New Transit Start-ups<br>Expansion of Existing Transit Services Transit Feeder Services<br>Tourist Services and Transit to Rural Attractions   | 93  | 154  | <b>247</b>                   |
| <b>IVE.</b>                             | Financial Incentives for Alternative Mode Use<br>(i.e. Commuter Choice Initiative,<br>Financial Incentives for RideShare, Car Sharing, Car and Vanpooling<br>Transit Vouchers Programs)   | 2   | 11   | <b>13</b>                    |
| <b>IVF.</b>                             | Bike/Pedestrian/Equestrian<br>Safe Routes to School<br>(i.e., Paths/lanes/trails/routes, Raised bike and pedestrian walkways, equestrian trails)<br><i>[This subcategory assumes landscaping, shaded areas, shelters, benches, adequate lighting, and sidewalks]</i>  | 54  | 50   | <b>104</b>                   |
| <b>IVG.</b>                             | New Road and Highway<br>Ring Roads/Loop Construction<br>Road and Highway Improvements<br>Road and Highway Extensions  | 26  | 25   | <b>51</b>                    |
| <b>IVH.</b>                             | Air Service   | 13  | 11   | <b>24</b>                    |
| <b>IVI.</b>                             | Space Port  | 1   | 0  | <b>1</b>                     |
| <b>IVJ.</b>                             | Interstate/Inter-Regional bus (i.e., Greyhound Lines, Inc., TNM&O)  | 3   | 5  | <b>8</b>                     |
| <b>IVK.</b>                             | Wildlife Crossings  | 1   | 0  | <b>1</b>                     |
| <b>TOTAL CODED INPUT OF CATEGORY IV</b> |   | <b>355</b>  | <b>467</b>   | <b>822</b>                   |

**APPENDIX K: RESULTS BY CATEGORY FROM INPUT SHEETS AND WORKSHEETS AT THE 2003 MULTIMODAL SUMMIT  
(continued)**

| <b>V. Land Use/Better Utilization of State Owned Assets/Resources and Conservation of Cultural and Historic Resources</b> |  |   |  |                      |
|---|--|---|--|----------------------|
| <b>Code</b>   | <b>Category Description</b>  | <b>Regional Corridor Priority Initiatives Input Sheet #</b> | <b>Multimodal Connectivity Worksheet #</b> | <b>Input Total #</b> |
| <b>VA.</b>  | General Resources Issues   | 1   | 1  | 2                    |
| <b>VB.</b>  | Transit Oriented Development, Community Oriented Development, Location Efficiency, Sustainable, Livable Communities/Smart Growth   | 6   | 4  | 10                   |
| <b>VC.</b>  | Historic and Cultural Preservation Conservation  | 4   | 5  | 9                    |
| <b>VD.</b>  | Utilization of Government-Owned Resources with more efficiency and eliminate Waste (i.e., existing but unused or abandoned highway/rail ROWs for trails)   | 34  | 63   | 97                   |
| <b>TOTAL CODED INPUT OF CATEGORY V</b>  |  | <b>45</b>   | <b>73</b>                                  | <b>118</b>           |
| <b>VI. Government Innovations, Legislation, and Reform</b>  |  |   |  |                      |
| <b>Code</b>   | <b>Category Description</b>  | <b>Regional Corridor Priority Initiatives Input Sheet #</b> | <b>Multimodal Connectivity Worksheet #</b> | <b>Input Total #</b> |
| <b>VIA.</b>   | General Government Policy Initiatives/Legislation  | 10  | 18   | 28                   |
| <b>VIB.</b>   | Innovative Financing Options (i.e., TIFIA loans, Community Development Grants)   | 2   | 14   | 16                   |
| <b>VIC.</b>   | Regional Transit Districts with Adequate Dedicated Funding   | 5   | 51   | 56                   |
| <b>VID.</b>   | Working Groups of NMDOT, NGOs, and Businesses to foster Intermodalism  | 2   | 12   | 14                   |
| <b>VIE.</b>   | Federal – State Uniform Match<br>Co-Mingling of Transportation Dollars<br>Interagency Coordination of Transportation<br>Collaborative Partnerships, MOUs and MOAs with Local and Tribal Governments and the Private Sector | 12  | 41   | 53                   |
| <b>VIF.</b>   | Transportation Planning Reform Processes that Are Influential and Ensure Tribal, Underserved and Community Acceptance  | 16  | 20   | 36                   |
| <b>TOTAL CODED INPUT OF CATEGORY VI</b>   |  | <b>47</b>   | <b>156</b>                                 | <b>203</b>           |

**APPENDIX K: RESULTS BY CATEGORY FROM INPUT SHEETS AND WORKSHEETS AT THE 2003 MULTIMODAL SUMMIT  
(continued)**

| <b>VII. Safety and Security</b>                                   |  |  |  |                      |
|---|--|--|--|----------------------|
| <b>Code</b>   | <b>Category Description</b>  | <b>Regional Corridor Priority Initiatives Input Sheets #</b> | <b>Multimodal Connectivity Worksheets#</b> | <b>Input Total #</b> |
| <b>VIIA.</b>  | General Safety   | 35   | 30   | <b>65</b>            |
| <b>VII B.</b>   | Urban Traffic and Rural Highway Management Systems<br>Lane Management – HOVs, SOVs, HOTs, Reversible Lanes, includes ITS           | 16   | 29   | <b>45</b>            |
| <b>VII C.</b>   | Communication Technologies for Transportation Users<br>Electronic signs, Website, Travel Information with online one-ticket system | 5  | 19   | <b>24</b>            |
| <b>VII D.</b>   | Safety and Security –ITS for POE Zones, CVISN, and Emergency Evacuation, and the Shipment of Dangerous Goods                       | 4  | 19   | <b>23</b>            |
| <b>TOTAL CODED INPUT OF CATEGORY VII</b>                          |  | <b>60</b>  | <b>97</b>                                  | <b>157</b>           |
| <b>VIII. Research/Pilots/Demonstrations/Staged Implementation</b> |  |  |  |                      |
| <b>Code</b>   | <b>Category Description</b>  | <b>Regional Corridor Priority Initiatives Input Sheets #</b> | <b>Multimodal Connectivity Worksheets#</b> | <b>Input Total #</b> |
| <b>VIII A.</b>  | Pilots, Demonstrations, Staged Implementation  | 3  | 4  | <b>7</b>             |
| <b>VIII B.</b>  | Studies/Research   | 7  | 15   | <b>22</b>            |
| <b>TOTAL CODED INPUT OF CATEGORY VIII</b>                         |  | <b>10</b>  | <b>19</b>                                  | <b>29</b>            |
| <b>TOTAL CODED INPUT FROM ALL CATEGORIES AND SUBCATEGORIES</b>    |  | <b>563</b>   | <b>950</b>                                 | <b>1,513</b>         |