



**MPO Chairs Coordinating Committee
& the Tampa Bay Transportation Management Area
Leadership Group
Planning & Coordination Best Practices Study
Regional Transportation Leadership Workshop 1**

**May 12, 2017
Real Time Record**



Introduction

On May 12, 2017 Tampa Bay Regional Transportation Authority (TBARTA) hosted a Regional Transportation Leadership Conference at Collaborative Labs in St. Petersburg Florida. The Workshop was the kick-off event for the Planning and Coordination Best Practices Study sponsored by TBARTA and the Hillsborough, Pasco and Pinellas Metropolitan Planning Organizations (MPOs).

Over one hundred and fifty residents, elected officials and others interested in transportation issues attended the workshop. The overall purpose of the agenda was to provide initial input to the study team conducting the Best Practices study to help them shape the focus of their work. The specific objectives of the workshop were to:

- provide participants a greater understanding of factors driving exploration of greater regional transportation coordination
- identify the most important outcomes desired from potential greater regional transportation coordination
- identify and consensus-test principles to guide further exploration of greater regional transportation coordination

Whit Blanton, Executive Director of Forward Pinellas opened the meeting and welcomed participants. Harry Cohen, City of Tampa City Councilman and Hillsborough MPO member, and Doreen Caudell, Clearwater City Council and Vice Chair, Pinellas MPO member then offered perspectives on the importance and challenge of a regional approach to transportation.

Ray Chiaramonte, Executive Director of TBARTA Beth Alden, Executive Director of the Hillsborough MPO then presented background information on transportation planning and issues in the greater Tampa Bay area. Andrea Henning, Collaborative Labs and Rafael Montalvo, TMA Leadership Group facilitator then provided an overview of the agenda and process for the day.

For the rest of the day, participants focused on the principal objectives of the day: to identify and discuss the potential benefits of enhanced regional transportation coordination, and to identify guiding principles to inform further exploration of increased coordination. Participants first formed sixteen small groups to discuss these questions, as they related to the four topics below. Each group addressed only one topic.

- Processes for identifying and advancing priority projects
- Linking unique communities – protecting local character while strengthening regional systems
- Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure
- Housing and funding a regional agency or coordinating structure

They then used the Collaborative Labs tools to pick the most important outcomes and principles discussed in each small group. Staff then compiled the results of all the small groups working on a topic into a “top ten” set of outcomes for that topic. Back in plenary, participants reviewed the small group results and identified the most important outcomes from the “top ten” in each topic area, and the most important guiding principles overall. This document presents the real-time notes of the workshop, and the key results of participants’ work.

Executive Summary

Thank you for attending the Regional Transportation Leadership Workshop 1. Below, as identified in the concluding plenary, are the top three desired outcomes of greater transportation planning coordination for each of the topics addressed in the small groups, as well as the most important guiding principles overall for exploration of further transportation planning coordination. The subsequent pages of this Real Time Record provide all the supporting details.

Outcomes and Benefits

Processes for Identifying & Advancing Priority Projects

Top 3 Outcomes and Benefits:

- Economic Development and Job Creation - esp. around modal centers. Attracting national firms to the region. Attracting tourism. Reaching consensus across the region in order to reach agreement on funding options. Connect and support major job centers.
- One Regional Voice - By achieving consensus on one set of priorities it will maximize our opportunities to access necessary funding at the federal, state, local level and PPP (ex San Diego). More local input into regional prioritization process (stronger local voice).
- Market Driven Projects for All Sizes - Assurance of market driven and technically sound projects. Include priorities for all size projects (local and regional). Building community engagement and regional trust.

Linking Unique Communities – Protecting Local Character While Strengthening Regional Systems

Top 3 Outcomes and Benefits:

- Communication and Collaboration across the Region - Citizens feel they have a voice in the process. Engaging the stakeholders in each community early and often.
- Tie Transit and Land Use - Tie transit and land use to facilitate easier mobility through multiple options that improve quality of life.
- Link to Economic Development - Recognize that it will not pay for itself but that through economic development and growth make it that it will get used and remain viable, understanding the overall return on investment. More that ridership numbers. To attract better jobs for economic development.

Mission, Roles and Areas of Responsibility of an Ideal Regional Agency/Coordinating Structure

Top 3 Outcomes and Benefits:

- Strengthen Linkage between Economic Development and Transportation - Elevating conversations beyond operations happening at regional level. Prioritizing transportation projects to regional economic development goals and programs. Need to make link between jobs and money in the community to the transportation network - bring people to jobs. When discussing multi-county MPOs, each county has a comp plan. MPO has to agree with local government comprehensive plans.
- Achievement of Projects – Those that you may not otherwise achieve locally; support projects across the region that aren't in our backyard - reducing parochialism
- Greater Public Engagement and Education - Increase awareness. Plans must consider the concerns of citizens and the character of their local communities in order to gain

support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises.

Housing and Funding a Regional Agency or Coordinating Structure

Top 3 Outcomes and Benefits:

- Advocate with One Voice/Vision - One vision of what is being accomplished for a guiding coalition, speaking with one voice. Ability to advocate/lobby for priorities as a region, greater ability for funding. Currently, 6 MPOs and TBARTA. Teeth for a regional organization is needed outcome.
- Clarified Roles and Decision Making - Clarification of roles and clear decision making structure, clear authority, then reduction of redundancy.
- Centralized Office with Local Decision Making - Local decision making with a centralized authority basing decisions on localities priorities. One centralized office example intermodal center on Cypress Street. Public and local governments and organizations and have a one-stop location.

Guiding Principles

1. Consider Economic Development and Impact. Use transit to reinforce activity centers. Protection of cultural assets. Use data to identify and organize major activity centers in the region. Involve the community to tell where you want to encourage density. Regional economic development; big picture look at the region; define regions and what is truly regional. Support for jobs and economic development as well as quality of life.
2. Align Projects with Land Use. Emphasis on multi-modal transportation. Local first and last mile is the connector, in coordination with land use. Forward Pinellas has combined land use and transportation. This adds value. Open, efficient communication regarding "omni-modal" transportation. Should move both ways - planners looking at innovative side then also providing an opportunity for citizens to comment. Coordinate the vision with the citizens so that there is an understanding. Communication with different groups is key.
3. Think Regionally. The community will understand why we need to think regionally to benefit them locally. Managing input process to provide clear and consistent guidance to FDOT. Decisions on regional facilities being decided collectively (one community not dictating regional future); Ability to make hard decisions for regional good; Using data and analytics to inform decisions, taking politics and emotions out of decisions. Regional decision making while maintaining a local/county voice while realizing our region is a part of a larger system resulting in a unified vision. Understanding of who we want to be as a region, who are we collectively, respect for local identity but need for regional growth and tax base/economy.
4. Incorporate Multi-Models. Multimodalism / Use a transparent process to develop technically sound, cost feasible, and market driven initiatives that include revitalization of existing infrastructure with flexible technology improvements that incorporate all modes (including freight).

5. Focus on Long-Term Planning. Long term view of planning objectives and goals. Short term decisions should support long term goals/objectives. Sustainable growth, financially into the future, (maintenance of system- backlog) financial accountability over the long run, need for consensus of what a sustainable system is.
6. Ensure Equity and Fairness. Equitable division of cost. Each jurisdiction should be treated equitable and inclusive - based upon population, role in economic strength while breaking down silos amongst staff and elected officials in a simple manner (economic, land use, and transportation). Equity and fairness - everyone in region needs a voice, Communities of concern must not be left out. Representation of rural communities - equitable and efficient for all communities.

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MPO Chairs Coordinating Committee
& the Tampa Bay Transportation Management Area
Leadership Group

Planning & Coordination Best Practices Study

**Regional Transportation
Leadership Workshop 1**

May 12, 2016

Workshop Sponsored by



Agenda

**May 12, 2017
9:30 a.m. - 2:00 p.m.**

Meeting Objectives:

- Greater understanding of factors driving exploration of greater regional transportation coordination
- Identification of the most important outcomes desired from potential greater regional transportation coordination
- Identification and consensus-testing of guiding principles to guide exploration of greater regional transportation coordination

9:30 Registration and coffee

\$10 registration fee covers lunch on-site

10:00 Welcome and introductions – plenary session

- Welcoming remarks – Councilman Harry Cohen, Hillsborough MPO Vice-Chair; Councilman Jim Kennedy, Forward Pinellas; Pasco MPO representative
- Overview of the scope of the Best Practices Study – Ray Chiamonte, Executive Director, TBARTA
- Background for today's discussions – Beth Alden, Executive Director, Hillsborough MPO
- Agenda review and overview of the day – Andrea Henning and Rafael Montalvo, facilitators

10:45 Small group discussions: Desired benefits/outcomes & guiding principles for regional transportation coordination

- What benefits and outcomes would you hope for from greater regional coordination?
- What principles should guide further study and exploration of regional transportation coordination?

Small groups will each discuss and report their answers to these questions in one of the following areas:

- Group(s) 1 – Processes for identifying and advancing priority projects
- Group(s) 2 -- Linking unique communities – protecting local character while strengthening regional systems
- Group(s) 3 -- Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure
- Group(s) 4 – Housing and funding a regional agency or coordinating structure

12:00 Break to pick up food and return to plenary room

12:20 Working Lunch – desired benefits/outcomes – plenary session

- Review results of small group outcomes/benefits discussions
- Identify most important outcomes and benefits to achieve

1:15 Guiding principles – plenary session

- Review small group suggestions and Identify most important guiding principles
- Consensus-test and refine key guiding principles

**1:55 Where do we go from here?
Opportunities to stay involved**

2:00 Adjourn



Welcome and Introductions – Plenary Session

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- Overview of the scope of the Best Practices Study – Ray Chiaramonte, Executive Director, TBARTA
- Background for today’s discussions – Beth Alden, Executive Director, Hillsborough MPO
- Agenda review and overview of the day – Andrea Henning and Rafael Montalvo, facilitators

Whit Blanton, Executive Director, Forward Pinellas: I would like to welcome everybody to our regional meeting. We’re delighted that you’re here for this significant event. This is the most important meeting on regional transportation in a long time.



We’re going to start with some brief comments from Doreen Caudell, Clearwater Councilmember.



Doreen Claudell, Clearwater City Council and Vice Chair, Pinellas MPO:

I just want to welcome you. We are Pinellas County’s MPO which is now Forward Pinellas. We are the independent county-wide agency that works across city and county lines to engage the community in regional planning. This creates a brighter future in Pinellas County and our region. We do this by guiding county-wide land use to support wise decisions about growth and redevelopment for sustained and equitable economic development. This means creating strong, well-connected neighborhoods, districts, and downtowns with a foundation of wholesome jobs from St. Petersburg to Tarpon Springs and everywhere in between.

We also make decisions about transportation investments that fit our vision and goals and ensure both safety for our county and accessibility for all residents and visitors. Visitors are important to our area. You are stakeholders in this room. This includes all kinds of transportation for people and freight. Residents and visitors want to visit our beaches and visit this culturally rich and diverse region. They want to get to their businesses and they cross counties to go to work.

The ABC (Adapt-Build-Connect) strategy fosters economic growth and sustainability through engagement with our community. Our residents are our most important stakeholder. What does omni-modal mean? It means we need to look at each of our regional connections and define how best to meet the needs of its different users. That includes people, whether on foot, bike, in transit, by car or in any type of new technology. It also includes emergency responders and both long-haul and local freight. It also means we understand the context of land development, both today and how it should change in the future. It is how best to develop our transportation networks to fit that across the region, in our communities and in our neighborhoods.

I am excited that today in this workshop we can reach an agreement on guiding principles and objectives for how we work better and stronger as a unified region. It’s important we hear your voice to frame our next steps, so please be proactive in your insight. Thank you for being here to take these important first steps toward a more unified Tampa Bay.

Welcome!

**Councilman Harry Cohen,
Hillsborough MPO Vice-Chair**

**Councilman Jim Kennedy,
Forward Pinellas**

Pasco MPO representative



Harry Cohen, City of Tampa City Council and Vice Chair, Hillsborough MPO: It is so exciting to see so many people here this morning. As part of the leadership group, we have dreamed of getting all the representatives from the region in one room. We will be much more effective if we provide transportation solutions for the many people moving to this region in the future. Thank you.

Whit: We have a number of elected officials here today. Please stand. And thank you for being here today. We have a very full agenda today.





**REGIONAL
TRANSPORTATION
LEADERSHIP WORKSHOP**

Overview of the
MPO Regional Coordination Structure & Best Practices
for the Tampa Bay Region Research Scope
May 12, 2017

Ramond Chiamonte, FAICP
Executive Director, TBARTA



Ray Chiamonte, Executive Director, TBARTA: I am going to try to clear your mind a little before we start this intense day. We're entering a different century and different universe. I just got back from New York where I was at the national planning conference. Peter Leyden, founder of Wired Magazine talked about where we are going and what technology is doing to our society. New technology is transforming us in a largely positive way. We're going through a big change. Technology is reinventing the world. If you think about the last 20 years, you'd understand that. We're digitizing everything on a global level. We can't really see what's happening clearly unless we think about the past and where we came from. We can't do this without pain. Whatever we do, it is not going to be easy. We have to decide what to bring with us from the past and what to invent for the future.

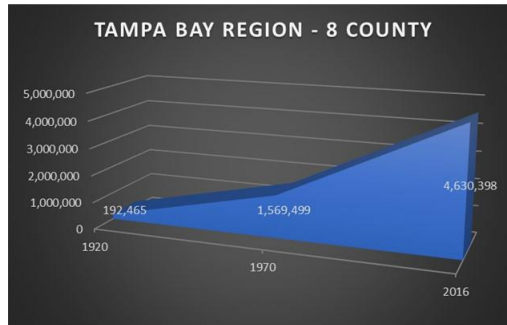
In 1975, the largest computer cost \$31M. It has less power than your cell phone. Since 2003, we have doubled the information we had from 8000BC until 2003. Seventy-five percent of the world has access to cell phones, 40% to the internet. Uber and Lyft are changing the way we live. Autonomous vehicles. We have 3B people a year using air travel. Just five years ago, no technology companies were in the top five businesses. Now the top five are all technology.

In ten years, Millennials and GenXers will dominate the workforce and Boomers will fade out. There is a shift whether we like it or not. Millennials are a very diverse generation, baby boomers were largely white. There are so many differences. Ten thousand boomers retire every day. There is a lot of turmoil. We need to figure out how to get through this change. Transportation planning is an issue. We'll end up with something new whether we like it or not.

The TBARTA region has grown from 192K people in 1920 to 4.6M now. Chicago and New York haven't changed as much.

100 YEARS OF POPULATION GROWTH
One Region
One Plan
One Voice

Population Growth			
	1920	1970	2016
TBARTA	192,465	1,569,499	4,630,398
Citrus	5,220	19,196	143,621
Hernando	4,548	17,004	182,835
Hillsborough	88,257	490,265	1,376,238
Manatee	18,712	97,115	375,888
Pasco	8,802	75,955	512,368
Pinellas	28,265	522,329	960,730
Polk	38,661	227,222	666,149
Sarasota		120,413	412,569



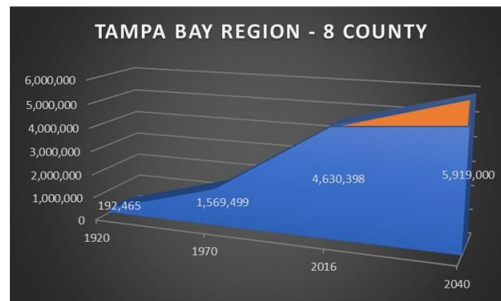
Source: US Census



By 2040, we're approaching 6M people. Hillsborough will be almost 2M. Pasco, 750K people.

2040 POPULATION ESTIMATES
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Population Growth				
	1920	1970	2016	2040
TBARTA	192,465	1,569,499	4,630,398	5,919,000
Citrus	5,220	19,196	143,621	178,000
Hernando	4,548	17,004	182,835	258,000
Hillsborough	88,257	490,265	1,376,238	1,900,000
Manatee	18,712	97,115	375,888	485,000
Pasco	8,802	75,955	512,368	734,000
Pinellas	28,265	522,329	960,730	978,000
Polk	38,661	227,222	666,149	901,000
Sarasota		120,413	412,569	485,000



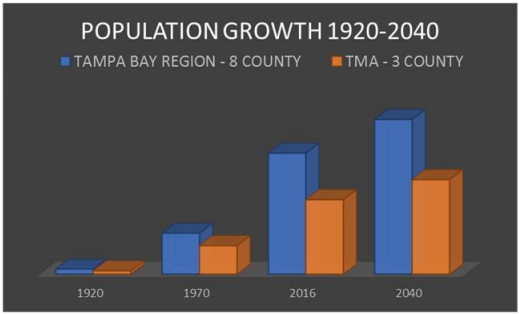
Source: 2040 Population Estimates from Tampa Bay Regional Planning Model, 2016



In the Transportation Management Area, everything is changing. We have a lot of people coming into it.

"REGIONS" POPULATION GROWTH One Region
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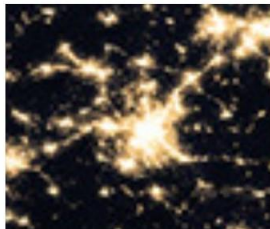
Population Growth				
	1920	1970	2016	2040
TBARTA	192,465	1,569,499	4,630,398	5,919,000
TMA	125,324	1,088,549	2,849,336	3,612,000



Tampa Bay is unique and more complex than other areas with a big hole in the middle. We are the 11th largest TV region in the US.

TAMPA BAY IS UNIQUE One Region
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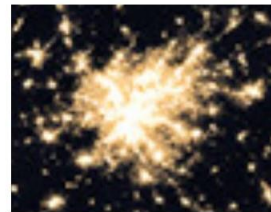
CHARLOTTE



TAMPA BAY



ATLANTA



MEDIA MARKET – WE'RE CURRENTLY #11 One Region
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TAMPA-ST. PETERSBURG (SARASOTA)
11th Largest Television Market in the U.S.



2016-2017 US Television Estimates

Rank	Designated Market Area	TV Homes	% of US
1	New York	7,348,620	6.407
2	Los Angeles	5,476,830	4.775
3	Chicago	3,463,060	3.019
4	Philadelphia	2,942,800	2.566
5	Dallas-Ft. Worth	2,713,380	2.366
6	San Francisco-Oak-San Jose	2,488,090	2.169
7	Washington, DC	2,476,680	2.159
8	Houston	2,450,800	2.137
9	Boston	2,424,240	2.114
10	Atlanta	2,412,730	2.104
11	Tampa-St. Pete-Sarasota	1,908,590	1.664
12	Phoenix	1,890,100	1.648
13	Detroit	1,853,030	1.616
14	Seattle-Tacoma	1,808,530	1.577
15	Minneapolis-St. Paul	1,742,530	1.519
16	Miami-Ft. Lauderdale	1,696,330	1.479
17	Denver	1,630,380	1.422
18	Orlando-Daytona-Melbourne	1,519,570	1.325
19	Cleveland-Akron	1,498,960	1.307
20	Sacramento-Stockton-Modesto	1,379,770	1.203

Source: Nielson Local Television Market Universe Estimates, 2016-17

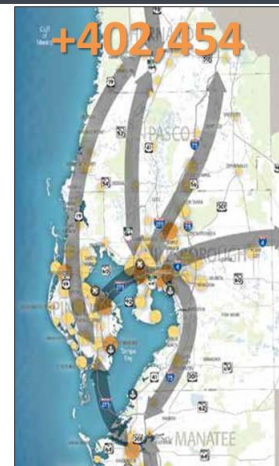


We have 402K people crossing counties to go to work. People are moving throughout the region in a non-political way.

TRAVELING ACROSS COUNTY LINES FOR WORK One Region
One Plan
One Voice

23%	or 9,499 Citrus County commuters travel to another county * Out of 42,131 total workers * 4% to Hernando; 1% to Hillsborough
39%	or 21,396 Hernando County commuters travel to another county * Out of 55,363 total workers * 15% to Pasco; 12% to Hillsborough
48%	or 84,714 Pasco County commuters travel to another county * Out of 178,321 total workers * 29% to Hillsborough; 13% to Pinellas
14%	or 57,592 Pinellas County commuters travel to another county * Out of 406,181 total workers * 10% to Hillsborough; 1% to Pasco, Hernando, Citrus, Manatee or Sarasota
12%	or 69,574 Hillsborough County commuters travel to another county * Out of 577,297 total workers * 5% to Pinellas; 2% to Pasco or Polk
27%	or 38,299 Manatee County commuters travel to another county * Out of 130,870 total workers * 20% to Sarasota; 3% to Pinellas or Hillsborough
17%	or 25,260 Sarasota County commuters travel to another county * Out of 146,715 total workers * 8% to Manatee; 2% to Pinellas or Hillsborough
22%	or 50,776 Polk County commuters travel to another county * Out of 235,020 total workers * 6% to Hillsborough; 1% to Pasco, Pinellas, or Manatee

Source: American Community Survey, Commuting (Journey to Work) 2009 - 2013



TRAVELING ACROSS COUNTY LINES FOR WORK: ACTUAL #'S One Region
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Residence	Place of Work									Total
	Citrus	Hernando	Hillsborough	Pasco	Pinellas	Manatee	Sarasota	Polk	Other	
Citrus	32,632	1,561	617	376	314	12	0	99	6,520	42,131
Hernando	1,215	33,967	6,902	8,112	2,581	126	0	223	2,237	55,363
Hillsborough	90	628	507,723	9,548	32,626	3,885	1,314	11,135	10,348	577,297
Pasco	331	3,886	51,525	93,607	23,142	101	157	1,443	4,129	178,321
Pinellas	48	344	42,358	5,399	348,589	1,656	737	581	6,469	406,181
Manatee	9	49	4,269	37	3,929	92,571	26,607	282	3,117	130,870
Sarasota	0	0	1,254	64	598	11,257	121,455	106	11,981	146,715
Polk	15	50	12,273	859	442	327	64	184,244	36,746	235,020
Other Counties	2,620	2,267	11,633	2,244	3,919	1,657	9,894	11,110		45,344
Total	36,960	42,752	638,554	120,246	416,140	111,592	160,228	209,223		1,735,695

Source: American Community Survey, Commuting (Journey to Work) 2009 - 2013

Airport travel – only 16% live in Hillsborough County. There is a mix of these groups in the region.

AIRPORT TRAVEL IMPACTS: TIA  One Region
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Airport Travel in Our Region (2016)			
Passengers Reside in:	Annual Passengers	Daily Passengers	Percent of Total
Hillsborough	3,060,145	8,384	16.2%
Pinellas	1,945,146	5,329	10.3%
Pasco	699,927	1,918	3.7%
Manatee	520,876	1,427	2.8%
Sarasota	480,182	1,316	2.5%
Polk	292,993	803	1.5%
Hernando	211,606	580	1.1%
Citrus	113,942	312	0.6%
Other	805,730	2,207	4.3%
Sub-total	8,130,547	22,275	43%
*Non-Resident Passengers:	10,788,489	29,558	57%
Total	18,919,036	51,833	100%

St. Pete-Clearwater PIE: 1.6 million passengers (origin data not available)
 Sarasota/Manatee Airport SRQ: 1.2 million passengers (origin data not available)



We're trying to define what successful regional coordination means for Tampa Bay. This is not the day to hide the 800 pound gorillas. What are the issues, how do we pay for it?

MPO BEST PRACTICES SCOPE OBJECTIVES

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1. Define what successful regional coordination mean for Tampa Bay
2. Identify the barriers to its execution
3. What are our options?
4. Build consensus on a preferred framework



Outline the existing conditions and regional coordination process.

MPO BEST PRACTICES SCOPE: PHASE I

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Outline the existing conditions and regional coordination process

How projects are identified and prioritized?

Structure of governance – municipal, county and regional

Funding sources and uses – benefits and drawbacks



Case studies – we'll look at other communities over a six-month period. Highlight key findings from this workshop. Then outline several options.

MPO BEST PRACTICES SCOPE: PHASE II

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Case Studies and Best Practices

Uses results from Collaborative Workshop I and Research Phase I to:

- A. Compare coordination efforts and outcomes with similar regions to Tampa Bay
- B. Highlight key findings according to principles and definition of success from Workshop I
- C. Outline several options for a stronger regional coordination framework and / or MPO merger



September 18 – another Collaborative Labs. An optional third workshop if we don't have a preferred option.

COLLABORATIVE WORKSHOP II: BRINGING IT ALL TOGETHER

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Tentatively scheduled for September 18

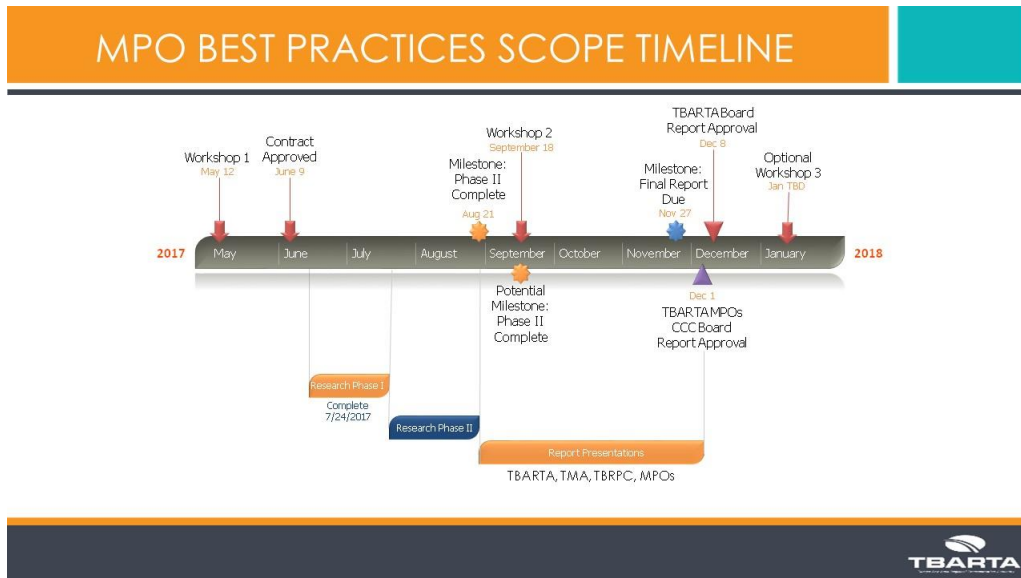
Present and review results of Research Phases I and II

Build consensus on a preferred regional coordination framework and implementation procedures

An optional third workshop will be held if consensus on a preferred option is not reached



This is our timeline.



The decision on MPO's is largely made by the MPO's and the Governor.

WHAT COMES AFTER?

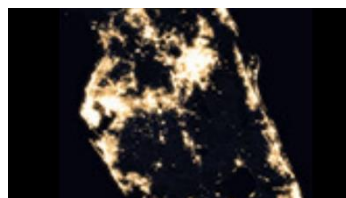
Pending results, affected MPO directors, staff and respective county representatives will gather to discuss and agree on revised structure.

If decision to merge is made, a designation - apportionment plan will be drafted and submitted to the FDOT District 7 and the Office of Policy Planning for review and recommendation to the Governor's Office.

Appropriate study committees would be formed, and workshops held to guide the process. Meetings would be open to the public.



That will get you in the frame of mind to tackle some tough issues. Beth will cover our agenda for today.



Background for Today's Discussions

Beth Alden, Executive Director, Hillsborough MPO



Beth Alden, Executive Director, Hillsborough MPO: We'll be doing two things this morning. First, we'll be in small group discussions. Then we'll reconvene in this room for a plenary session. Box lunches will be on the back table. We'll have interactive discussions through the entire time.

There are some informational handouts with your agenda, including a short timeline of the best practices study that Ray just mentioned. It will be conducted by an independent organization. They will do the research based on the feedback you provide today.

Ray also mentioned we should learn from the past, and your handouts speak to that topic.

Handout #1 – Description of MPOs & Regional Councils

First you have a description of MPOs and Regional Councils. Metropolitan planning organization is a generic term in federal law. The fed's describe what the *process* should be, but they don't specify *who* should conduct it—who should do the planning. That's up to us to decide. About half the MPO's around the country are housed with regional planning councils, which typically are a product of state laws that specify their roles. Some states have regional councils for growth management, or economic development, or emergency management—all things that relate to transportation. In Florida, there are four MPO's that are part of regional planning councils, the RPCs that probably spring into your mind. Our legislature also created two special planning boards that provide cross-jurisdictional planning in Pinellas County and Hillsborough County: the Pinellas Planning Council, and the City-County Planning Commission of Hillsborough County. It made sense for transportation planning to be part of those agencies. And that's how we got where we are today.

What are Metropolitan Planning Organizations (MPOs) and

What are Regional Councils (RCs), also called Councils of Governments (COGs)?

Since the 1960s, Congress has required a “metropolitan planning process” for urbanized areas with populations over 50,000, establishing MPOs as the bodies that lead this planning and administer related federal dollars. MPOs create both short- and long-term plans for transportation improvement, as well as plans for managing traffic congestion and soliciting public input.

Specifically, federal law outlines five core functions of MPOs:

- Establish and manage a fair and impartial setting for effective regional decision-making in the metropolitan area;
- Identify and evaluate alternative transportation improvements;
- Prepare and maintain long-term transportation plans;
- Program transportation funds; and
- Involve the public.

Because transportation systems touch on other regional priorities like economic development, employment access, public health and safety, and environmental quality, MPOs can leverage their transportation authority to address these broader issues.

As of the most recent census, the Federal Highway Administration has identified 420 MPOs. Their specific structure and functions vary across the country, and they often work in concert with other regional agencies, such as regional councils.

RCs, also referred to as councils of governments (COGs), regional planning commissions, regional commissions, or planning districts, are “multi-service entities with state- and locally-defined boundaries that deliver a variety of federal, state, and local programs.”

Of the roughly 39,000 local governments in the United States (counties, cities, townships, towns, etc.), more than 35,000 are served by RCs, and nearly half of all MPOs operate as part of an RC serving the same general geographic area.

Essentially, MPOs and RCs can serve similar functions, but are held accountable by different levels of government—MPOs by the federal government, and RCs by local or state governments—though MPO boards include representatives from state and local governments. RCs typically deal with a broad variety of issues that benefit from regional planning and coordination, whereas MPOs by nature primarily focus on transportation.

Sources:

Maria Zimmerman, “The Innovative MPO,” *Transportation for America*, December 2014, pp. 134–143, <http://www.t4america.org/wpcontent/uploads/2014/12/The-Innovative-MPO.pdf>.

National Association of Regional Councils, “What Is a Regional Council or Council of Governments?,” accessed December 2016, <http://narc.org/about-narc/cogs-mpos/>.

Handout #2 – Tampa Bay Regional Planning & Transit Milestones

Looking at the next hand-out: a lot of things have been tried. Let’s try to learn from the past. In the early 1990’s, the legislature created the Tampa Bay Commuter Rail Authority, which created

two plans for regional commuter rail. They couldn't get funding, so the plans are on the shelf. In the meantime, the MPO's formed the first alliance in the state that crosses county boundaries, the MPO Chairs Coordinating Committee. We also created the first regional long-range transportation plan, with funding sources for regional priorities. The Tampa Rail Project was approved by the fed's in 2002, with a record of decision on an environmental impact statement. We had to take that project out of our cost-feasible [transportation] plan when the county commission decided not to hold a referendum on a sales tax—and two months later, the fed's took the project off of the New Starts [grant] list. We have also had a high-speed rail project, to connect Tampa to Orlando, designed and ready to build, and that was cancelled. The legislature created TBARTA in 2007, and its first Master Plan, with support from FDOT, had an amazing level of visioning and analysis, a level of public involvement that we couldn't achieve before. To implement the Master Plan, two counties put tax referenda up for voting -- and we still haven't been able to move forward.

I'm telling you this because we have to really think outside the box, to come up with new strategies for moving forward.

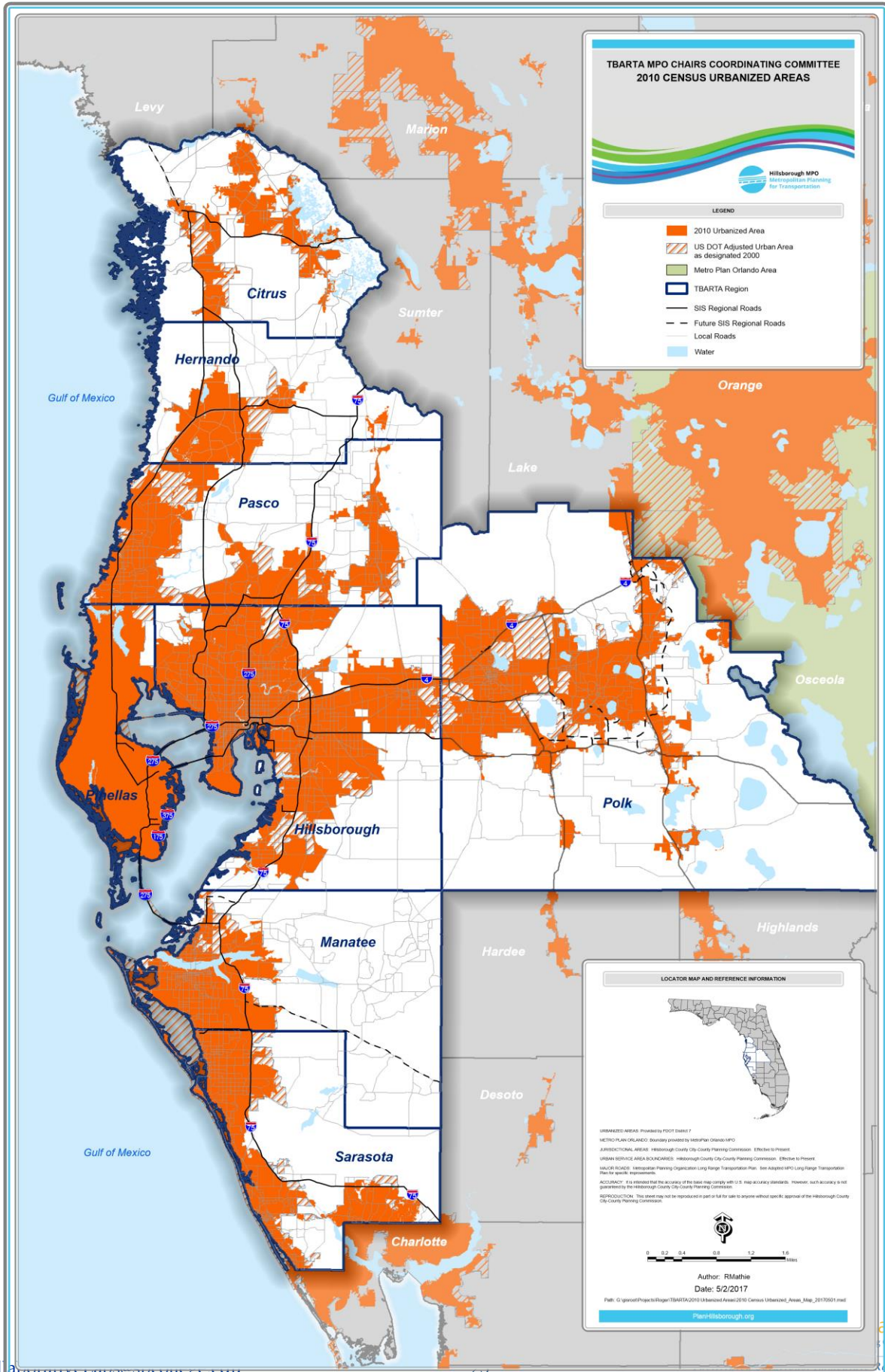
Tampa Bay Regional Planning & Transit Milestones ***What's worked and what hasn't?***

- 1990+ State law creates Tampa Bay Commuter Rail Authority (TBCRA) with ability to plan & operate, but no funding source. TBCRA drafts two plans to add commuter service in existing freight rail corridors.
- 1993 Tampa Bay MPO Chairmen's Coordinating Committee (CCC) formed with Hernando, Hillsborough, Pasco, and Pinellas MPOs
- 1997+ Tampa-Lakeland commuter rail major investment study by HART
- 2000 State law recognizes the CCC and adds Polk and Sarasota/Manatee MPOs as members
- 2002 Tampa Rail Project Environmental Impact Statement approved by Federal Transit Administration
- 2003 Pinellas Mobility Initiative monorail proposal
- 2004 Interlocal agreement for regional planning among six MPOs, as the CCC
- 2004 CCC adopts 1st Regional Long Range Transportation Plan in Florida, with regional priorities & proposed funding sources
- 2005 Federal Transit Administration removes Tampa Rail Project from New Starts grant candidate list after Hillsborough BOCC decides against placing a sales tax referendum on the ballot for local match
- 2007 TBARTA created with ability to plan & operate, but no funding source. TBCRA formally dissolved.

- 2009 1st TBARTA Master Plan, in coordination with CCC
- 2010 Funding for rail segments from TBARTA Master Plan not approved by voters in Hillsborough County's "Moving Hillsborough Forward" sales tax referendum
- 2011 Governor Scott cancels High Speed Rail construction between Tampa, Lakeland, and Orlando
- 2013 Hernando/Citrus MPO formed
- 2014 Funding for rail segments from TBARTA Master Plan not approved by voters in Pinellas County's "Greenlight Pinellas" sales tax referendum
- 2014 "My Ride/My Road" Polk County sales tax referendum not approved by voters
- 2014 CCC amends CCC Interlocal Agreement to merge with TBARTA; Tampa Bay TMA Leadership Group formed to focus on tri-county area of Hillsborough, Pasco, and Pinellas
- 2015 TBARTA/CCC consolidated Master Plan & Regional LRTP with unified priority list for the region
- 2016 Hillsborough BOCC decides against placing a sales tax referendum for transportation on ballot

Handout #3 – Census Map

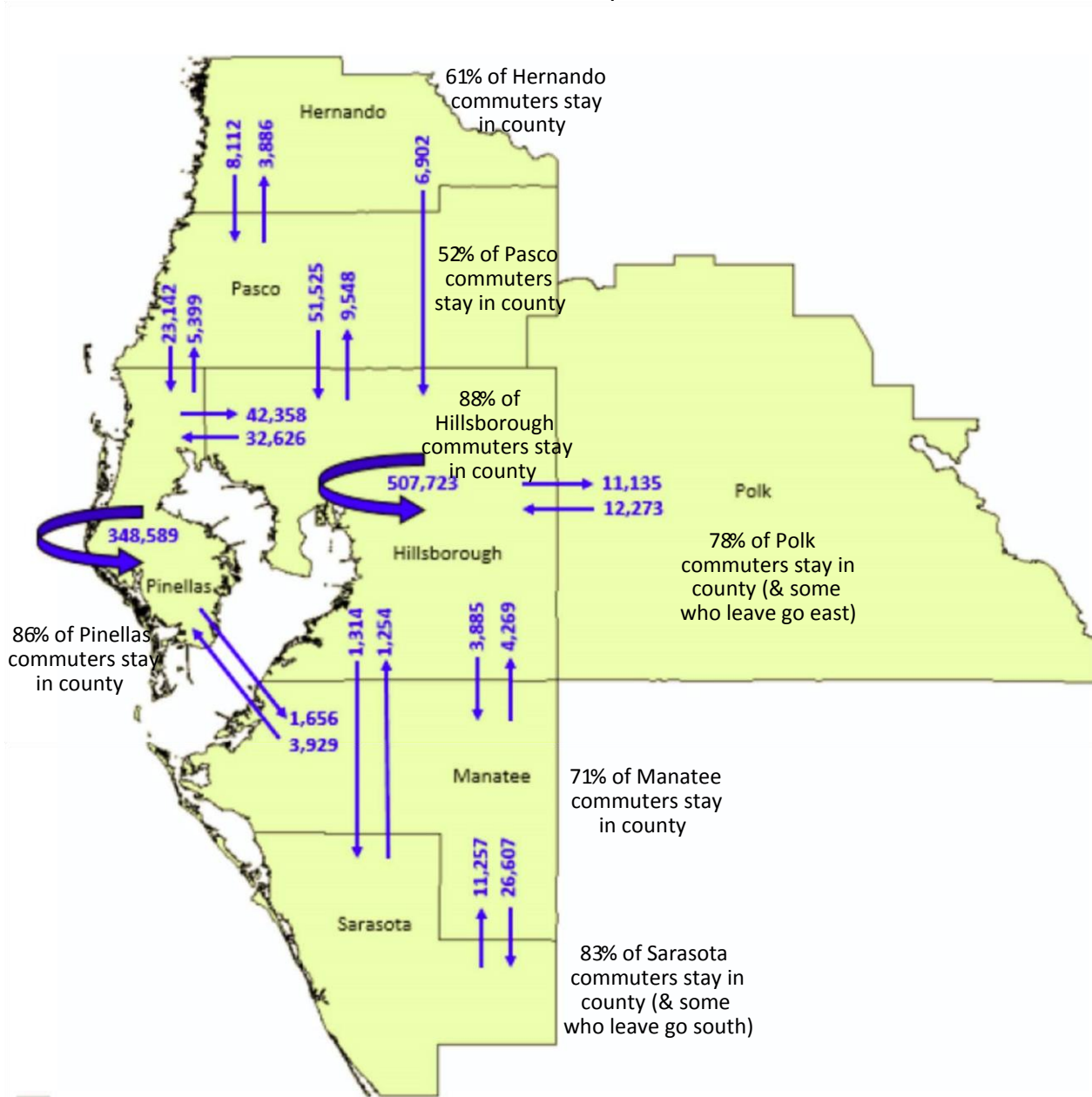
You also have a Census map in your packet. In Hernando, the Spring Hill - Brooksville urbanized area has been included in the [Tampa Bay] metropolitan statistical area. In Polk, the Lakeland urbanized area probably would have been merged with ours, if they hadn't changed the rules for merging urbanized areas during the 2010 Census. There is also a map showing the strong commuting links between the counties, as Ray talked about.



Handout #4 – Commuter Flows

Cross-County Commuter Flows

FDOT Trends & Conditions Special Report – October 2015: Commuting Flow Trends in Florida Metropolitan Areas



Handout #5 – Regional MPO's

We also wanted to share the size and scale of regional MPO's in the country. Atlanta has 20 counties in its MPO, six thousand square miles. Kansas City has 9 counties, 4 ½ thousand square miles. These are larger scales. You can read more in the handout.

Atlanta, GA

6 thousand sq. mi.

20 counties 6 million people 1 UZA

1 MPO: Atlanta Regional Commission (1971)

Kansas City, MO & KS

4 ½ thousand sq. mi.

9 counties 2 million people 1 UZA

1 MPO: Mid-America Regional Council (1974)

Dallas – Ft. Worth, TX

Almost 13 thousand sq. mi.

16 counties 6 ½ million people 3 UZAs

1 MPO: North Central Texas COG (1974)

Phoenix – Mesa, AZ

9 thousand sq. mi.

1 county 4 million people 2 UZAs

1 MPO: Maricopa Association of Governments (1967)

Minneapolis – St. Paul, MN

3 thousand sq. mi.

7 counties 3 million people 1 UZA

1 MPO: Metropolitan Council of the Twin Cities (1974)

San Francisco Bay

7 thousand sq. mi.

9 counties 7 ½ million people 11 UZAs

1 MPO: Metropolitan Transportation Commission (1970)

Tampa Bay

8 thousand sq. mi.

8 counties 4 million people 6 UZAs

6 MPOs (1970s+) and TBRPC (1962) and TBARTA (2007)

I'll pass this off to Andrea Henning to talk about the flow for this morning.

Today's Agenda

Rafael Montalvo and Andrea Henning Facilitators



Small Group Discussions - Desired Benefits/Outcomes/Guiding Principles

What benefits and outcomes would you hope for from greater regional coordination?

- What principles should guide further study and exploration of regional transportation coordination?

Small groups will each discuss and report their answers to these questions in one of the following areas:

- Group(s) 1 – Processes for identifying and advancing priority projects
- Group(s) 2 -- Linking unique communities – protecting local character while strengthening regional systems
- Group(s) 3 -- Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure
- Group(s) 4 – Housing and funding a regional agency or coordinating structure



Andrea Henning, Executive Director, Collaborative Labs, St. Petersburg College:

It's our pleasure to host you this morning. It's great to have you here. We're part of St. Petersburg College. We've been doing state-wide and regional events for the past 13 years. It's also an honor to work with Rafael Montalvo who will get us started this morning.

Rafael Montalvo, Associate Director, FCRC Consensus Center: The FCRC Consensus Center was created by the legislature formed to be independent without being aligned with anyone at the table. As Ray's timeline makes clear, this is the beginning of a ten-month process. It is a continuing discussion about transportation in this region. Today, we're asking only for a sense of the room – a snapshot of your thinking that will feed into the study. This will not be your only opportunity to engage with the study. It's a very full agenda today. We don't have enough time today for the extended, rich discussions that you want to have, but you will have opportunities for those in the future.



There are a lot of different perspectives in this room. That was our hope. You have lots of opinions and experiences and we need to hear from all of you. We have people who have been involved with transportation for 30 years, and we have residents who may be engaging with the issue for the first time today. The intent is that people participate on an equal footing whatever their background. We'll be doing that in small groups and in plenary.

I would like to suggest some discussion guidelines that I suspect you would all follow anyway. Respect the different perspectives in the room, even if they different from your own. People have good reasons for their positions. Listen to understand – listening carefully does not necessarily mean you agree. Speak to be understood, not necessarily to persuade. Be open to exploring ideas you may not like or that you don't agree with.

We have lots of facilitators in the room today. Me, Andrea, Andrea's team and a host of volunteers from the jurisdictions involved. One of us will be in each of the four breakout rooms and each table will have a table recorder/facilitator. Their role is to make sure everyone is heard and to record your discussions, not to provide input or comment on your comments. They will be moving you through the questions much faster than you would like. It's important to get to the range of questions that we have for you. Just know that you can offer additional input as we go forward.

There are two over-arching questions for today. What benefits and outcomes would you hope for from greater regional coordination? That also might be an answer to the second question – what principles should guide further study and exploration of regional transportation coordination? Those two might overlap. That decisions involve everyone who is affected by them might be both a desired outcome and a guiding principle. That is okay – this not an analytical exercise. Both questions are really just prompts to ask you to think about what would make for good regional coordination. It doesn't matter where your answers come from, we just want to hear from you. Please don't feel inhibited by the questions – any answer is a good one as long as it reflects your opinion.

Today's Agenda

Small Group Discussions:

Desired Benefits & Outcomes
/ Guiding Principles
for Regional Transportation Coordination

Plenary Session:

Review of the Small Group Discussions

Where To Go From Here



You can ask for additional answers when you get to your rooms. One outcome may be that regional projects move forward. Another might be that costs are equitably shared.

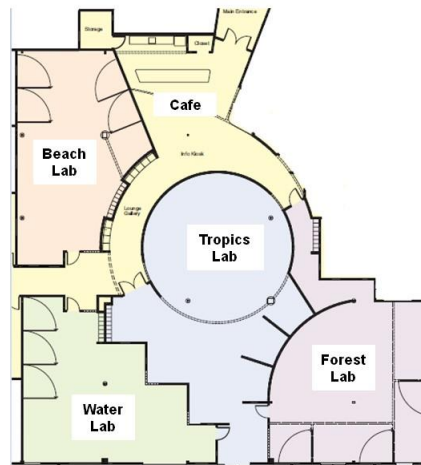
There will be four topics that will be addressed. Group 1 will discuss processes for identifying and advancing priority projects – it is not a discussion about projects. It's how you identify priorities. Group 2 will discuss linking unique communities, protecting local character while strengthening regional systems. It is a balancing question. How do you do both? Group 3 will discuss, "What is the mission, roles and areas of responsibility of an ideal regional agency/coordinating structure?" And Group 4 is about housing and funding a regional agency or coordinating structure. Where should it be, how do you find the resources for that additional coordination?

Small Group Discussion

1. Go to the room shown on your badge:

1. Forest
2. Tropics
3. Water
4. Beach

If you don't have a room assignment see one of the facilitation team.



Small Group Discussion

2. Select the topic you would like to work on:

- Group 1 – Processes for identifying and advancing priority projects
- Group 2 -- Linking unique communities – protecting local character while strengthening regional systems
- Group 3 -- Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure
- Group 4 – Housing



We'll send you into the small groups. You'll talk about the benefits and options and you'll pick your top three. Then you'll move to the principles question.

Small Group Discussion – Part 1

3. Your Table Facilitator will:

- Have quick introductions at the table
- Restate the group's topic
- Address any questions participants have
- Have you select a spokesperson



Small Group Discussion – Part 2

4. Your Table Facilitator will guide you through the discussion:

- Round-robin discussion of benefits and outcomes
- Then each person will select their top 3 ideas and write on their worksheet
- Then the individual scores will be combined to come up with the top 3 ideas for the group
- Those top 3 ideas from each group will be discussed in the Plenary Session



Small Group Discussions – Part 3

4. Your Table Facilitator will guide you through the discussion:

- Round-robin discussion of guiding principles
- Then each person will select their top 1-2 ideas and write on their worksheet
- Then the individual scores will be combined to come up with the top 1-2 ideas for the group
- Those top 1-2 ideas from each group will be discussed in the Plenary Session



Andrea: You'll move to the Collaborative Labs for your small groups. Your table facilitators/recorders will be driving this cool brainstorming software. You just need to share your wisdom. You'll reach consensus on the top three benefits/outcomes. Once you get to your room, then you'll choose which topic you think you can add the most to. We'll meet you in Labs at 11:00 and come back here at noon.

Small Group Discussion – Part 2

The screenshot shows the ThinkTank software interface. At the top, it says 'ThinkTank' and '1580: MPO Regional Event'. The main heading is 'What Benefits and Outcomes would you hope for from'. The interface is divided into three columns: 'TOPIC', 'TEAMS', and 'BENEFITS AND OUTCOMES'. Under 'TOPIC', there are two main categories: '1 Processes for Identifying and Advancing Priority Projects' and '2 Linking Unique Communities - protecting local character while strengthening regional systems'. Under 'TEAMS', there are two teams: '1 Brainstorm' and '2 Top 3 Ideas'. Under 'BENEFITS AND OUTCOMES', there is a 'Brainstorm' section with a list of 7 'Idea' items. At the bottom right, there is a text input box with the placeholder text 'Type Ideas Here'.

Small Group Discussion – Part 2

ThinkTank

1580: MPO Regional Event What Benefits and Outcomes would you hope for from

TOPIC	TEAMS	BENEFITS AND OUTCOMES
1 Processes for Identifying and Advancing Priority Projects	1 Brainstorm	1 Idea
1.1 Beach Group	2 Top 3 Ideas	2 Idea
1.2 Water Group		3 Idea
1.3 Tropics Group		4 Idea
1.4 Forest Group		5 Idea
2 Linking Unique Communities - protecting local character while strengthening regional systems		6 Idea
2.1 Beach Group		7 Idea

After you hit **Enter** they will show up here ->

Small Group Discussion – Part 2

ThinkTank

1580: MPO Regional Event What Benefits and Outcomes would you hope for from

TOPIC	TEAMS	BENEFITS AND OUTCOMES
1 Processes for Identifying and Advancing Priority Projects	1 Brainstorm	1 Idea
1.1 Beach Group	2 Top 3 Ideas	2 Idea
1.2 Water Group		3 Idea
1.3 Tropics Group		4 Idea
1.4 Forest Group		5 Idea
2 Linking Unique Communities - protecting local character while strengthening regional systems		6 Idea
2.1 Beach Group		7 Idea

You will be able to review all the ideas your group brainstormed (during the plenary you will see what the other groups did)

Small Group Discussion – Part 2

ThinkTank

1580: MPO Regional Event What Benefits and Outcomes would you hope for from

TOPIC	TEAMS	BENEFITS AND OUTCOMES
1 Processes for Identifying and Advancing Priority Projects	1 Brainstorm	1 Idea
1.1 Beach Group	2 Top 3 Ideas	2 Idea
1.2 Water Group		3 Idea
1.3 Tropics Group		4 Idea
1.4 Forest Group		5 Idea
2 Linking Unique Communities - protecting local character while strengthening regional systems		6 Idea
2.1 Beach Group		7 Idea

Your table facilitator will guide the group to identify the top 3 ideas

Small Group Discussion – Part 3

The screenshot shows the ThinkTank interface for a discussion titled "1580: MPO Regional Event" with the topic "What Principles should guide study/exploration of regi...". The interface is divided into three main columns: TOPIC, TEAMS, and GUIDING PRINCIPLES.

- TOPIC:** Lists various topics such as "Processes for Identifying and Advancing Priority Projects", "1.1 Beach Group", "1.2 Water Group", "1.3 Tropics Group", "1.4 Forest Group", "2 Linking Unique Communities - protecting local character while strengthening regional systems", and "2:1 Beach Group".
- TEAMS:** Shows a "Beach Group" with sub-teams "1 Brainstorm" and "2 Top 1-2 Ideas".
- GUIDING PRINCIPLES:** A "Brainstorm" section with a list of "1 Idea" through "5 Idea".

A red text overlay in the center of the TEAMS column states: "You will repeat the same process for the discussion on Guiding Principles".

Collaborative Process

- C Breakout into Teams
- C Appoint a Spokesperson
- C Music = Movement!
- C Take Breaks As Needed



Rafael: If you don't have a room assignment, come to the front of the room and we'll help you figure out which room to go to.

Working Lunch – Desired benefits/outcomes – plenary session

- Review results of small group outcomes/benefits discussions
- Identify most important outcomes and benefits to achieve



Please pick up your lunch and have a seat... we will start soon.



Rafael: We would really like to get a meeting evaluation form from each of you before you leave today. Each table has a small stack of polling devices. We will ask you to use them to respond to some questions we will pose to you. We won't have time for a full discussion about these items, but we do want to get your ideas.

Andrea: We'll ask for clarification and when we get a list of ten, we'll ask for you to pick three in order of priority.

Benefits/Outcomes from Greater Regional Coordination - Plenary Session



Processes Identifying & Advancing Priority Projects

Beach Group

1. *Brainstorm*
 1. *mechanism form fair evaluation of all modes (Beach G1)*
 2. *new funding resources for cross county transit (Beach G1)*
 3. *economic and environmental (Beach G1)*
 4. *less growth in traffic congestion (Beach G1)*
 5. *programs as well as physical facilities (e.g. employer programs) (Beach G1)*
 6. *increased federal funds for transit (Beach G1)*
 7. *community buy-in for regional projects (Beach G1)*
 8. *improved environment (air and water quality) (Beach G1)*
 9. *Cost benefit or effectiveness analysis of priority projects (Beach G1)*
 10. *Consider desires/needs of millennials (Beach G1)*
 11. *fairness across jurisdictions, equal voice regardless of size (Beach G1)*
 12. *fiscal responsibility up front for priority projects (Beach G1)*
 13. *priority projects should extend service life of other projects, leverage (Beach G1)*
2. *Top 3 Ideas*
 1. *considers multimodal solutions (Beach G1)*
 2. *maximize existing resources, operational strategies (e.g. carpools, express bus, ITS) before major capital investments (Beach G1)*
 3. *alignment of transportation and land use (Beach G1)*

Water Group

1. *Brainstorm*
 1. *How do we prioritize across the region (Water G1)*
 2. *Local governments having an understanding of regional projects to provide support for projects (Water G1)*
 3. *Insure that the smaller modes don't get lost in the regional projects, provide percentage for the walk bike and other modes (Water G1)*
 4. *Data driven versus politically driven projects (Water G1)*
 5. *State legislature need to be involved and understand the projects (Water G1)*
 6. *More efficiency when working together for funding (Water G1)*
 7. *Intergovernmental collaboration for efficiency of projects and maximize transportation funds (Water G1)*
 8. *Multi-modal is important to be funded (Water G1)*
 9. *Against regionalism and more layers of government, counties can collaborate freely (Water G1)*
 10. *Has there been enough time to allow the new leaders of MPO's to improve the collaboration? (Water G1)*
 11. *More regionalism increases the by in for funding (Water G1)*
 12. *People don't live and work in one place, it is a to and from across the counties (Water G1)*
 13. *Multi-modal focus needs to be focused (Water G1)*
 14. *Weakness: different things are happening in silos, where are the different pieces (Water G1)*
 15. *Lay out the plans across county lines, make sure all voices are heard (Water G1)*
 16. *How are citizens voice's going to be heard in a larger organization (Water G1)*

17. *Smaller agencies are lean and work efficiently, larger agencies get clunky (Water G1)*
18. *You can see how far we've gotten without everyone talking, TBARTA should have been the agency that makes sure everyone is talking (Water G1)*
19. *Insure that this is not a more costly delivery channel (Water G1)*
20. *The process for passing P3s is more difficult when you need to go through multiple agencies, the red tape is too much, need the appropriate environment to attract P3s (Water G1)*
21. *The local governments are going to have less money, need to focus on other sources and federal (Water G1)*
22. *People are limited in their ability to get around (Water G1)*
2. *Top 3 Ideas*
 1. *Mechanism to strengthen the region to get more dollars, creative and diverse funding, including Public Private Partnerships, open to all modes (Water G1)*
 2. *Improved communication between all agencies and parties, increased trust and transparency, accountability structure. Focus on inclusion of diverse ideas and facilitate the dialogue. (Water G1)*
 3. *Cost effectiveness of structure and projects, efficiency of all components of the system (Water G1)*

Tropics Group

1. *Brainstorm*
 1. *attract federal and state funding (Tropics G1)*
 2. *stronger relationship and coordination regionally (Tropics G1)*
 3. *light rail transit (Tropics G1)*
 4. *define guiding principles (Tropics G1)*
 5. *increase out of area private investors (Tropics G1)*
 6. *streamlining process for identifying reg priorities (Tropics G1)*
 7. *do not take away local control- (Tropics G1)*
 8. *identify clear responsibly (Tropics G1)*
 9. *define "what local " means (Tropics G1)*
 10. *What does reg mean? (Tropics G1)*
 11. *as seek reg transp define funding proportionally equally and fair (Tropics G1)*
 12. *proportional representation (Tropics G1)*
 13. *to be able to compete worldwide and as quality place to work and live (Tropics G1)*
 14. *increase creativity (Tropics G1)*
 15. *to come to reg consensus on what need is (Tropics G1)*
 16. *brokering trust , greater reg cooperation , for big picture, so local control would be protected as well, (Tropics G1)*
 17. *What if we didn't do it in silos? what is we did it together (Tropics G1)*
 18. *What if we looked without boundary lines? at high level (Tropics G1)*
 19. *non reliable travel time is economic issue (Tropics G1)*
 20. *longest travel time is poorest community members (Tropics G1)*
2. *Top 3 Ideas*
 1. *articulate reg need definition (Tropics G1)*
 2. *connect and support major job centers (Tropics G1)*
 3. *focus limited resources on highest priorities (Tropics G1)*

Forest Group

1. *Brainstorm*
2. *Top 3 Ideas (Forest G1)*
 1. *Economic Development and Job Creation - esp around modal centers. Attracting national firms to the region. Attracting tourism. Reaching consensus across the region in order to reach agreement on funding options. (Forest G1)*
 2. *Assurance of market driven and technically sound projects. Include priorities for all size projects (local and regional). Building community engagement and regional trust. (Forest G1)*
 3. *By achieving consensus on one set of priorities it will maximize our opportunities to access necessary funding at the federal, state, local level and PPP. (ex San Diego). One regional voice. More local input into regional prioritization process (stronger local voice). (Forest G1)*

Rafael: What is on the screens is the compilation of the small group high priorities for processes for identifying and advancing priority projects. There was one group in each room. Some have been merged if there were overlaps. I will ask if you want clarification and we'll ask the group who put the item on the list to clarify it. Also, I want you to know that everything on the screens will be in the report from this meeting.

Rafael read each item. Items with questions/responses are written below.



Question #3 – alignment of transportation and land use.

Speaker: Does that exclude water use?

Beach G1: I don't know that they are considering water use yet. It is based on current land use plans.

Rafael: Water use is not contemplated here, but water transportation is.

Beach G1: There isn't a current structure in place for water use. So, no, it was not considered.

Question #9: Assurance of market driven and technically sound projects. Include priorities for all size projects (local and regional). Building community engagement and regional trust. (Forest G1)

Speaker: What do you mean by market driven?

Forest G1: Basically data driven.



Question #7: 1. articulate reg need definition (Tropics G1)

Speaker: I don't think we said "articulate."

Tropics G1: We had a person who didn't understand regional and wanted it more fully described.

Andrea: So we will open the polls. Pick three in order of priority.

Topic# 1 Choose Your Top 3 Outcomes and Benefits for Processes for Identifying & Advancing priority projects

1. Considers multimodal solutions (Beach G1) – 10%
2. Maximize existing resources, operational strategies (e.g. carpools, express bus, ITS) before major capital investments (Beach G1) / focus limited resources on highest priorities (Tropics G1) – 7%
3. Alignment of transportation and land use (Beach G1) – 9%
4. Mechanism to strengthen the region to get more dollars, creative and diverse funding, including Public Private Partnerships, open to all modes (Water G1) – 11%
5. Improved communication between all agencies and parties, increased trust and transparency, accountability structure. Focus on inclusion of diverse ideas and facilitate the dialogue. (Water G1) – 11%
6. Cost effectiveness of structure and projects, efficiency of all components of the system (Water) – 3%
7. Articulate reg need definition (Tropics G1) – 3%
8. Economic Development and Job Creation - esp around modal centers. Attracting national firms to the region. Attracting tourism. Reaching consensus across the region in order to reach agreement on funding options. (Forest G1) / 2. Connect and support major job centers (Tropics G1) – 18%
9. Assurance of market driven and technically sound projects. Include priorities for all size projects (local and regional). Building community engagement and regional trust. (Forest G1) – 12%
10. By achieving consensus on one set of priorities it will maximize our opportunities to access necessary funding at the federal, state, local level and PPP. (ex San Diego). One regional voice. more local input into regional prioritization process (stronger local voice). (Forest G1) – 17%

**Top 3 Outcomes and Benefits for
Processes for Identifying & Advancing priority projects**

- Economic Development and Job Creation - esp. around modal centers. Attracting national firms to the region. Attracting tourism. Reaching consensus across the region in order to reach agreement on funding options. (Forest G1) / 2. Connect and support major job centers (Tropics G1) – 18%
- By achieving consensus on one set of priorities it will maximize our opportunities to access necessary funding at the federal, state, local level and PPP. (ex San Diego). One regional voice. More local input into regional prioritization process (stronger local voice). (Forest G1) – 17%
- Assurance of market driven and technically sound projects. Include priorities for all size projects (local and regional). Building community engagement and regional trust. (Forest G1) – 12%

Linking unique communities – protecting local character while strengthening regional systems



Beach Group

1. Brainstorm

1. *preserving the character of community needs (Beach G2)*
2. *not losing local priorities (Beach G2)*
3. *find ways to include local voices and local priorities (Beach G2)*
4. *definition of regional character/identity (Beach G2)*
5. *more connections across region (Beach G2)*
6. *seamless transit service across region (Beach G2)*
7. *paradigm shift from just autos to transit (Beach G2)*
8. *transit service to support local character (Beach G2)*
9. *definition of ultimate transportation solution (Beach G2)*
10. *more coordination across region to advocate (Beach G2)*

2. Top 3 Ideas

1. *communication and collaboration across region (Beach G2)*
2. *identify common needs (Beach G2)*
3. *interregional definition of what local character is (Beach G2)*



Water Group

1. Brainstorm

1. *limited sov use to small communities enabling maintain their charm (Water G2)*
2. *maintain character while providing connectivity through various means/modes (Water G2)*
3. *managing vehicular traffic flow and remain adaptable to changes in technology (Water G2)*
4. *gentrification is frightening, citizens do not feel connected to changing conditions (Water G2)*
5. *buy-in from voters may be impacted by fears that are linked to the plan (Water G2)*
6. *information must be distributed/community must be engaged to communicate the importance of existing neighborhood character (Water G2)*
7. *listen to all, not just the most vocal (Water G2)*
8. *Community institutions should be directly engaged (churches, hoa's, etc.) (Water G2)*

9. *identify the communities that are willing to part of the larger regional approach (Water G2)*
10. *find ways to make the case that there is a need to pay for things that may not directly benefit them (Water G2)*
11. *find and tell success stories (Water G2)*
12. *communicate who is managing growth (Water G2)*
13. *communicate on a regular basis, provide the message to a broader audience (Water G2)*
14. *need last mile connections to adequately link to local communities (Water G2)*
15. *local communities must be allowed to "opt out" of being linked to a larger regional system (Water G2)*
16. *lack of transit prevents the region from attracting a younger demographic (Water G2)*
17. *housing for the working class should be considered as the region grows (Water G2)*
18. *some areas of the region are a blank slate, an opportunity to "do it right" (Water G2)*
19. *big changes are never comfortable but once the change happens the benefits are may be taken for granted (Water G2)*
20. *all these communities are uniquely different, there is a need to identify the communities that most open to change and identify and solve their problems (Water G2)*
21. *local communities must be linked in order for regional transportation to work (Water G2)*
2. *Top 3 Ideas*
 1. *solution must be sensitive to the context of the region's unique communities (Water G2)*
 2. *keep historic nature/legacy protected (Water G2)*
 3. *citizens feel they have a voice in the process (Water G2)*

Tropics Group

1. *Brainstorm*
 1. *Safety - well-lit bus stops, bus stops out of the way of speeding traffic, well located stops. (Tropics G2)*
 2. *Complete streets focus (Tropics G2)*
 3. *Identify central attractors in unique communities. Focal points. (Tropics G2)*
 4. *Building partnerships (Tropics G2)*
 5. *Learn from the past so we don't repeat (Tropics G2)*
 6. *Land use drives transportation (Tropics G2)*
 7. *Identify markets for the right services. Many people going different places for different needs (Tropics G2)*
 8. *Technology will change so quickly. We need to evolve quickly. (Tropics G2)*
 9. *Reduce the amount of time it takes to go from planning to operation. (Tropics G2)*
 10. *Provide alternatives to the car and choices. Bike, rail, carpool, bus, etc. (Tropics G2)*
 11. *Incentivize employers to encourage alternative modes of travel and telecommuting (Tropics G2)*
 12. *How do we balance the needs of suburban AND urban residents? Suburban residents need different transportation options than urban residents. (Tropics G2)*
 13. *Affordability of transportation options must be addressed. (Tropics G2)*
 14. *Link counties through roads. A good spine system of highways. (Tropics G2)*

15. Consider the impact of bypassing communities so they can remain viable and keep their character. (Tropics G2)
 16. Understand what "character" means to different communities. Demographics, vision, etc. (Tropics G2)
 17. Strive to change the mindset of linking communities. Why it's good for the region? (Tropics G2)
 18. Reduce how many layers of process we have to go through. Too many layers of government. (Tropics G2)
 19. Work on getting communities to work together instead of against each other. Look for commonalities. (Tropics G2)
 20. Look at funding! We will have to change how we fund projects. (Tropics G2)
 21. Community visioning sessions to give every community a voice. (Tropics G2)
2. Top 3 Ideas
1. Incentives to do different behaviors and travel patterns. (Tropics G2)
 2. Better job at moving people instead of vehicles. Spread demand out over various modes of transportation. (Tropics G2)
 3. Political will (Tropics G2)
 4. Funding - some projects need a little bit of money to get a pilot project started. (Tropics G2)
 5. Engaging the stakeholders in each community early and often (Tropics G2)
 6. Land use characteristics (Tropics G2)

Forest Group

1. Brainstorm
 1. Better design if they talked more (Forest G2)
 2. Consensus on decision making (Forest G2)
 3. outcome to allow unique communities to who they are (Forest G2)
 4. recognize what the mass wants , things change over time (Forest G2)
 5. the comp plan of each jurisdiction will allow the link , first see where they overlap (Forest G2)
 6. keep it customer focused (Forest G2)
 7. have short , medium and long term plans (Forest G2)
 8. Health and wellness must be a part of the design (Forest G2)
 9. Consider how health is effected, social engagement, nutritious food , health equity also consider the senior population (Forest G2)
 10. will help to continue the growth of the region, you get better jobs (Forest G2)
 11. people will be more productive, there is a challenge of retaining talent , (Forest G2)
 12. it will create an organizing spine of the region , how we plan for growth (Forest G2)
 13. we want the benefits that come from the spine, will organize the region better (Forest G2)
 14. Consistency in policy (Forest G2)
 15. The greater availability of regional data. Will help for better coordination. Keep each other in the loop. Data sharing can result in many assets and outcomes. (Forest G2)
 16. One single source for data to know what is going on in other counties. An automated version create a process that is easily accessible. Will benefit the region greatly. Enhance form of communication, would make public engagement easier. (Forest G2)
 17. All of the coordination will improve the quality of life (Forest G2)
 18. Will connect the true user groups. (Forest G2)

19. *A system that connects the community assets with all the options. Short and medium distances. Challenge is that all don't agencies agree. There are disconnects. Get people to recognize that they have to compromise (Forest G2)*
2. *Top 3 Ideas*
1. *Recognize that it will not pay for itself but that through economic devt and growth make it that it will get used and remain viable, understanding the overall return on investment. More than ridership numbers. to attract better jobs for economic dev't (Forest G2)*
 2. *Tie transit and land use to facilitate easier mobility through multiple options that improve quality of life. (Forest G2)*
 3. *There is an overarching design which could be unique based on individual Comp Plans and then there are many layers underneath, CoGS allow for a more efficient and data sharing. With an overarching design it would be more seamless from a user perspective, which improves customer experience. (Forest G2)*

Question #4: What is CoGS?

Forest G2: Council of Governments.



Topic# 2 Choose Your Top 3 Outcomes and Benefits for Linking unique communities – protecting local character while strengthening regional systems

1. **Communication and collaboration across region (Beach G2) / Citizens feel they have a voice in the process (Water G2) / Engaging the stakeholders in each community early and often (Tropics G2) – 17%**
2. Identify common needs (Beach G2). – 5%
3. Interregional definition of what local character is (Beach G2) / Solution must be sensitive to the context of the region's unique communities (Water G2) – 7%
4. Keep historic nature/legacy protected (Water G2) / Land use characteristics (Tropics G2) / There is an overarching design which could be unique based on individual Comp Plans and then there are many layers underneath, CoGS allow for a more efficient and data sharing. with an overarching design it would be more seamless from a user perspective, which improves customer experience. (Forest G2) – 10%
5. Incentives to do different behaviors and travel patterns. (Tropics G2) – 5%
6. Better job at moving people instead of vehicles. Spread demand out over various modes of transportation. (Tropics G2) – 13%
7. Political will (Tropics G2) – 8%
8. Funding - some projects need a little bit of money to get a pilot project started. (Tropics G2) – 4%
9. **Recognize that it will not pay for itself but that through economic devt and growth make it that it will get used and remain viable, understanding the overall return on investment. More than ridership numbers. to attract better jobs for economic dev't (Forest G2) – 14%**
10. **Tie transit and land use to facilitate easier mobility through multiple options that improve quality of life. (Forest G2) – 15%**

Top 3 Outcomes and Benefits for Linking unique communities – protecting local character while strengthening regional systems

- Communication and collaboration across region (Beach G2) / Citizens feel they have a voice in the process (Water G2) / Engaging the stakeholders in each community early and often (Tropics G2) – 17%
- Tie transit and land use to facilitate easier mobility through multiple options that improve quality of life. (Forest G2) – 15%
- Recognize that it will not pay for itself but that through economic dev't and growth make it that it will get used and remain viable, understanding the overall return on investment. More that ridership numbers. to attract better jobs for economic dev't (Forest G2) – 14%

Mission, roles and areas of responsibility of an ideal regional agency/ coordinating structure



Beach Group

1. *Brainstorm*
 1. *Smart financing and prioritizing funding for projects (Beach G3)*
 2. *Large group of people working together across jurisdictions develop transportation choices (Beach G3)*
 3. *Entity spending less time coordinating and more time doing (action-oriented); More focus on money, less on planning & coordination (Beach G3)*
 4. *Multiple modes accessing activity centers & employment (Beach G3)*
 5. *Developing unique mission for the region/regional entity (Beach G3)*
 6. *Support projects across the region that aren't in our backyard - reducing parochialism (see #2) (Beach G3)*
 7. *More focus on money, less on planning & coordination (see #4) (Beach G3)*
 8. *Consolidation and unification of like agencies (Beach G3)*
 9. *ED&T - happening at regional level (Beach G3)*
 10. *ED&T - elevating conversations (Beach G3)*
 11. *ED&T - beyond operational discussions (Beach G3)*
2. *Top 3 Ideas*
 1. *Moving away from operational improvements (i.e. sidewalks) and minutia, focus on major projects/regional system (Beach G3)*
 2. *Strengthen linkage between economic development & transportation elevating*

conversations beyond operations happening at regional level (Beach G3)

3. *Achievement of projects that you may not otherwise achieve locally; support projects across the region that aren't in our backyard - reducing parochialism (Beach G3)*

Water Group

1. Brainstorm

1. *Regional coordination strength in numbers. (Water G3)*
2. *more coordinated regional initiatives (Water G3)*
3. *means to make collective decisions (Water G3)*
4. *empower neighborhood organizations in the decision making process (Water G3)*
5. *developing structure for accountability over time (Water G3)*
6. *Engage stakeholders in terms of understanding benefits and funding. Ground up engagement. local ownership, skin in the game (Water G3)*
7. *have a good apportionship mechanism for representation in ordering of priorities (Water G3)*
8. *leverage state and federal resources by generating local investment (Water G3)*
9. *coordinated/cooperative funding of regional projects (Water G3)*
10. *consider consolidation of TMA MPOs with continued cooperation throughout the region (Water G3)*
11. *Discourage sprawling, inefficient development patterns (Water G3)*
12. *advance high technology transportation solutions (Water G3)*

2. Top 3 Ideas

1. *multimodal options for travel (Water G3)*
2. *create equitable local funding structure (Water G3)*
3. *identifying and advancing regional priorities, accountability (Water G3)*
4. *Greater public engagement and education. increase awareness (Water G3)*

Tropics Group

1. Brainstorm

1. *mechanism is needed for adequate representation (Tropics G3)*
2. *hoping for success in securing federal funds (Tropics G3)*
3. *unifying the political support structure at state/fed scales (Tropics G3)*
4. *must identify the "true" region (Tropics G3)*
5. *greater opportunities for other counties to participate in the process (Tropics G3)*
6. *mechanism to ensure participation at the county level, e.g. MARTA's processes left out two populous counties in ATL (Tropics G3)*
7. *want a "world-class" transportation system for commuting, personal trips (Tropics G3)*
8. *organization must focus on the regional level, less focus on the local level (Tropics G3)*
9. *centralized organization, which is "lean" e.g. specialized focus (Tropics G3)*
10. *coordination responsibilities, distro of resources, informing policy (Tropics G3)*
11. *responsibility to balance power across the community (Tropics G3)*
12. *must be held accountable to grassroots organization, aka the public (Tropics G3)*
13. *must be responsible for planning for rail (Tropics G3)*
14. *identify suitable transportation metrics to measure performance (Tropics G3)*
15. *a large organization would be "too bloated" (Tropics G3)*
16. *a large organization with many responsibilities could lose touch with the community's desires (Tropics G3)*
17. *populations in lower density areas may be overlooked (Tropics G3)*
18. *not terribly familiar with the structure of a "large mpo" but believes it could work*

- (Tropics G3)*
19. *may eliminate local bus operators and centralize that responsibility in tbarta, perhaps (Tropics G3)*
 20. *operate according to the rules of efficiency (Tropics G3)*
 21. *must responsible for linking communities and facilitating discussion among the stakeholders, part for large projects (Tropics G3)*
 22. *people prioritized above freight, et al (Tropics G3)*
 23. *must be responsible for linking different modes (Tropics G3)*
 24. *must engage the business community in order to facilitate effective commuting (Tropics G3)*
 25. *equally important to engage funding providers (Tropics G3)*
 26. *Lean, executive admin charged with distro resource to partners (Tropics G3)*
 27. *no taxing authority (Tropics G3)*
 28. *primary responsibility is reducing congestion (Tropics G3)*
 29. *one single organization - esp regarding bus service -r roll them into one (Tropics G3)*
 30. *must focus on building a world-class multimodal system across a broad geography (Tropics G3)*
 31. *must focus on regional connections (Tropics G3)*
 32. *only focus is "moving people" but leave granular planning to local planning agencies (Tropics G3)*
 33. *must lead the effort to acquire funds (Tropics G3)*
 34. *Unify transit providers into one regional agency (Tropics G3)*
 35. *must also inform policy (Tropics G3)*
 36. *must involve regional econ dev agencies (Tropics G3)*
 37. *TBARTA should focus on bus system, MPO must focus on rail and road projects, (Tropics G3)*
 38. *funding could be based on sales taxes (Tropics G3)*
 39. *regional focus, diverse sources of funding, multimodal incl trails, (Tropics G3)*
 40. *should incl land use planning (Tropics G3)*
 41. *tax increment financing (Tropics G3)*
 42. *collaboration can facilitate greater opportunities to get \$ (Tropics G3)*
 43. *maintain what current MPOs do (Tropics G3)*
2. *Top 3 Ideas*
1. *recipient of funds prior to distribution (Tropics G3)*
 2. *regionalism could be the bridge between local plans and the state (Tropics G3)*
 3. *a regional ethic is needed across the entire region, i.e. operating according to unified principles (Tropics G3)*
 4. *True regional collaboration and not a replication or duplication of the existing processes/structures (Tropics G3)*

Forest Group

1. Brainstorm

1. *Better regional projects, better coordinated regional projects (Forest G3)*
2. *Projects crossing county lines, projects that serve and augment statewide system (Forest G3)*
3. *Whoever is the collaborator on the panel is provided authority to do something effectively. Outcomes - better tie land use and transportation. Outcome - efficient and cost effective system (Forest G3)*
4. *Better coordination between land use, zoning and transportation would assist in identifying projects that have a higher priority (Forest G3)*
5. *Regional consensus on funding transportation projects - which the region's legislative delegations will support. Linking the planners and the funders (Forest G3)*
6. *Critical mass of public opinion respecting the regional planning output/process/projects - everyone coming together to support, more buy in from the public for funding, etc. , when they see there is consensus from the public (Forest G3)*
7. *A strong process for prioritizing projects - that becomes the standard and implementable. More than advisory - should stand firm with priorities and move ahead. (Forest G3)*
8. *Issues with funding today - hope to see a way for identifying the local needs and framing those within the context of the MSA plan. Who has authority to link local needs with MSA? (Forest G3)*
9. *Agency should reduce redundancies - so many likeminded efforts that haven't been implemented. Thinking beyond TB - should represent leadership for our region when having conversations with other regions, state of FL, and other cities in US (Forest G3)*
10. *Succinct vision statement and clear mission that is achievable. Must overcome resistance through clear vision. (Forest G3)*
11. *"Hope" is the operative word - want to make sure there is consensus, efficient, effective, coordinated - these are hopes for coming out of it (Forest G3)*
12. *This is only positives - however, we would lose our local connections with our planning commissions. This would be a real detriment - the lack of focus on local may get lost in a regional conversation. Ex: Hillsborough County is challenging as it is, losing local control and connection is a problem. Hope: DOT will fund transit as part of what they do. Outright contribution to transit as part of their mission to transportation. (Forest G3)*
13. *Way to frame so that there is still local planning and coordination and public input. (Forest G3)*
14. *Looking at best practices so that ultimately we have the best technology and design standards amongst regions, so public knows what to expect. Ex: Gandy/Crosstown ends in Hillsborough, yet doesn't consider Pinellas side and no similar project in Pinellas. Unify design approach to help to move people and goods around the region. Another example - what tech will be used when new bridge is built replacing Howard Franklin - should be consistent on both sides of bridge (Forest G3)*
15. *Effective coordination of projects to enable the flow of goods and people around the MSA in a way that are likely to be funded and executed (Forest G3)*

2. Top 3 Ideas

1. *See that we need high-capacity, congestion-proof transit, with consideration for land use - to meet local needs as well as regional needs (Forest G3)*
2. *Prioritizing transportation projects to regional economic development goals and programs. Need to make link between jobs and money in the community to the transportation network - bring people to jobs. When discussing multi-county MPOs, each county has a comp plan. MPO has to agree with local government comprehensive plans. (Forest G3)*
3. *Plans must consider the concerns of citizens and the character of their local communities in order to gain support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises. (Forest G3)*
4. *A coordinated, efficient, effective and fundable plan that is within the region and connects outside the region to other areas. One that has consensus prior to it becoming part of the plan. Fundable! Strong consideration of technology included in the vision. Consider future technologies including autonomous vehicles (Forest G3)*

Question #1: recipient of funds prior to distribution (Tropics G3)

Speaker: Receipt or recipient?

Rafael: The intent is that the recipient would be a pass-thru for funds.

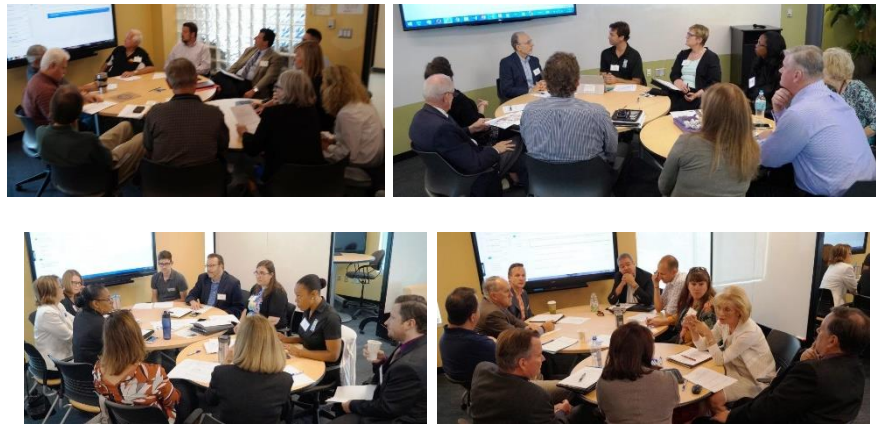


Topic# 3 Choose Your Top 3 Outcomes and Benefits for Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure	
1.	Recipient of funds prior to distribution (Tropics G3) – 1%
2.	Moving away from operational improvements (i.e. sidewalks) and minutia, focus on major projects/regional system (Beach G3) / True regional collaboration and not a replication or duplication of the existing processes/structures (Tropics G3) / Regionalism could be the bridge between local plans and the state (Tropics G3) / A regional ethic is needed across the entire region, i.e. operating according to unified principles (Tropics G3) – 12%
3.	Strengthen linkage between economic development & transportation elevating conversations beyond operations happening at regional level (Beach G3) / Prioritizing transportation projects to regional economic development goals and programs. Need to make link between jobs and money in the community to the transportation network - bring people to jobs. When discussing multi-county MPOs, each county has a comp plan. MPO has to agree with local government comprehensive plans. (Forest G3) – 18%
4.	Achievement of projects that you may not otherwise achieve locally; support projects across the region that aren't in our backyard - reducing parochialism (Beach G3) – 14%
5.	Multimodal options for travel (Water G3) – 10%
6.	Create equitable local funding structure (Water G3) – 9%
7.	Identifying and advancing regional priorities, accountability (Water G3) – 10%
8.	Greater public engagement and education, increase awareness (Water G3) / Plans must consider the concerns of citizens and the character of their local communities in order to gain support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises. (Forest G3) – 13%
9.	See that we need high-capacity, congestion-proof transit, with consideration for land use - to meet local needs as well as regional needs (Forest G3) – 12%

Top 3 Outcomes and Benefits for Mission, roles and areas of responsibility of an ideal regional agency/coordinating structure

- Strengthen linkage between economic development & transportation elevating conversations beyond operations happening at regional level (Beach G3) / Prioritizing transportation projects to regional economic development goals and programs. Need to make link between jobs and money in the community to the transportation network - bring people to jobs. When discussing multi-county MPOs, each county has a comp plan. MPO has to agree with local government comprehensive plans. (Forest G3) – 18%
- Achievement of projects that you may not otherwise achieve locally; support projects across the region that aren't in our backyard - reducing parochialism (Beach G3) – 14%
- Greater public engagement and education. Increase awareness (Water G3) / Plans must consider the concerns of citizens and the character of their local communities in order to gain support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises. (Forest G3) – 13%

Housing and funding a regional agency or coordinating structure



Beach Group

1. Brainstorm

- 1. Dedicated/adequate funding source (Beach G4)*
- 2. Broad representation of the region (Beach G4)*
- 3. More efficient use of funds (Beach G4)*
- 4. Communicating with one regional voice (Beach G4)*
- 5. Better leveraging of state and federal resources (Beach G4)*
- 6. Better planning/management of growth (Beach G4)*
- 7. Centralized, accessible, successful location for governing agency to ensure collaboration of member communities (Beach G4)*

2. Top 3 Ideas

- 1. Ensure equitable and efficient use of funds (Beach G4)*

2. *Process for identifying projects that meet a minimal threshold for a maximized regional impact (Beach G4)*
3. *More effective planning and *implementation* of regional transportation projects (Beach G4)*

Water Group

1. *Brainstorm*
 1. *Data driven decision support (Water G4)*
 2. *Recognizing individual identities and communities (Water G4)*
 3. *Prioritizing transit projects and funding those projects (Water G4)*
 4. *Appropriate levels of funding for regional transit services (Water G4)*
 5. *simplicity within the process- (Water G4)*
 6. *think and act as a region - unified clear plan forward for multimodal planning (Water G4)*
 7. *macro level of understanding (Water G4)*
 8. *granting taxing authority the board (Water G4)*
 9. *One voice for the regional projects (Water G4)*
 10. *funded regional board (Water G4)*
2. *Top 3 Ideas*
 1. *reoccurring legislative appropriation and local funding source (Water G4)*
 2. *Local decision making with a centralized authority basing decisions on localities priorities (Water G4)*
 3. *One centralized office example intermodal center on Cypress Street (Water G4)*

Tropics Group

1. *Brainstorm*
 1. *Structure regionally can include local issues but doesn't work well the other way....local looking regional (Tropics G4)*
 2. *One central group unifies, stronger in numbers (Tropics G4)*
 3. *Regional focus should focus on employment centers (Tropics G4)*
 4. *Coordinating housing with transportation, meet needs of area for necessary to meet needs (Tropics G4)*
 5. *Community and business partnerships to find funding, coordinating structure really important (Tropics G4)*
 6. *Identifying industrial/economic clusters - a formal study could be done regionally by a central organization (Tropics G4)*
 7. *Coordination of separate lobbying efforts (ie hotel/motel industry) (Tropics G4)*
 8. *Increased personal connections between stakeholders that haven't coordinated before (Tropics G4)*
 9. *Other alternatives than only building road, or only transit, or only other cyloes, can equalize voices (Tropics G4)*
 10. *analytics and better data to focus on the serious issues needed (Tropics G4)*
 11. *Bringing interests together from varying perspectives and coming to consensus (Tropics G4)*
 12. *increased awareness of other the greater regional issues with a forum for the discussion (Tropics G4)*
 13. *focused marketing opportunity, more frequently (Tropics G4)*
2. *Top 3 Ideas*
 1. *Accountability. Finding equal voices on what we want, accountable voice for the plan, and accountable advocate for funding (Tropics G4)*

2. *Public and local governments and organizations and have a one-stop location (Topics G4)*
3. *potential for cost savings (Topics G4)*
4. *Ability to advocate/lobby for priorities as a region, greater ability for funding (Topics G4)*
5. *One vision of what is being accomplished for a guiding coalition, speaking with one voice (Topics G4)*

Forest Group

1. Brainstorm

1. *Economies of scale in organizational structure, reduction of overlap (Forest G4)*
2. *Able to realize desired transportation outcomes with unified front (Forest G4)*
3. *Need to define what we mean by regional transportation, need for local control of local issues but also need for regional solutions in freight and overlapping agencies. Outcome is well defined roles for each organization (Forest G4)*
4. *Connections between counties and connections between local systems that function more fluidly together. local regional connection (Forest G4)*
5. *best roles at each level (Forest G4)*
6. *consideration of complete trip - integration of local-regional system (Forest G4)*
7. *connectivity that enables economic growth (Forest G4)*
8. *connection from land use and transportation planning needs to be maintained (Forest G4)*
9. *Rule for regional mpo may be (is) repealed, concerns for local small communities and their representation, local mpos cannot accomplish regional goals but are needed for local issues. Regional and local coordination. Consensus among communities (Forest G4)*
10. *multi-tiered process (Forest G4)*
11. *implementation of regional vision and plans (Forest G4)*
12. *how does connection/authority work between local and regional authority (county/regional mpo) (Forest G4)*
13. *funding for sub regional assets (Forest G4)*

2. Top 3 Ideas

1. *funding through user fees (Forest G4)*
2. *currently, 6 mpos and tbarta. teeth for a regional organization is needed outcome, (Forest G4)*
3. *consensus with public is important (Forest G4)*
4. *need for smaller jurisdictions to continue to be represented (Forest G4)*
5. *clarification of roles and clear decision making structure, clear authority, then reduction of redundancy (Forest G4)*



Topic# 4 Choose Your Top 3 Outcomes and Benefits for Housing and funding a regional agency or coordinating structure

1. Ensure equitable and efficient use of funds (Beach G4) – 8%
2. Process for identifying projects that meet a minimal threshold for a maximized regional impact (Beach G4) – 5%
3. More effective planning and *implementation* of regional transportation projects (Beach G4) – 10%
4. Reoccurring legislative appropriation and local funding source (Water G4) / Funding through user fees (Forest G4) – 8%
5. **Local decision making with a centralized authority basing decisions on localities priorities (Water G4) / One centralized office example intermodal center on Cypress Street (Water G4) / Public and local governments and organizations and have a one-stop location (Tropics G4) – 12%**
6. Accountability. Finding equal voices on what we want, accountable voice for the plan, and accountable advocate for funding (Tropics G4) / Consensus with public is important (Forest G4) – 10%
7. **One vision of what is being accomplished for a guiding coalition, speaking with one voice (Tropics G4) / Ability to advocate/lobby for priorities as a region, greater ability for funding (Tropics G4) / Currently, 6 MPOs and TBARTA. teeth for a regional organization is needed outcome, (Forest G4) – 20%**
8. Potential for cost savings (Tropics G4) – 5%
9. Need for smaller jurisdictions to continue to be represented (Forest G4) – 8%
10. **Clarification of roles and clear decision making structure, clear authority, then reduction of redundancy (Forest G4) – 15%**

Top 3 Outcomes and Benefits for Housing and funding a regional agency or coordinating structure

- One vision of what is being accomplished for a guiding coalition, speaking with one voice (Tropics G4) / Ability to advocate/lobby for priorities as a region, greater ability for funding (Tropics G4) / Currently, 6 MPOs and TBARTA. teeth for a regional organization is needed outcome, (Forest G4) – 20%
- Clarification of roles and clear decision making structure, clear authority, then reduction of redundancy (Forest G4) – 15%
- Local decision making with a centralized authority basing decisions on localities priorities (Water G4) / One centralized office example intermodal center on Cypress Street (Water G4) / Public and local governments and organizations and have a one-stop location (Tropics G4) – 12%

Rafael: In the report, you'll see the top three and the compiled list of top items. Are you surprised by what came up as the top priorities?

Speaker: Some things were lost in the collapsing of the information into nine or ten things. There was a real theme in our group about preserving the continued efforts of the MPO's in capturing the local jurisdictions. Having a new process added on for a regional coordination. There was not one overriding principle that contained that. That process may dilute the comments that were very strong in the group.

Rafael: This is the beginning of a long discussion. When you see the top three side-by-side, you'll see the threads a little stronger. The local voice and the local dynamic MPO as well as the clarification of regional needs were common themes. We are looking for a balance.



Speaker: How many are from Citrus, Pasco, Hernando or Manatee counties? You may want to bring the meeting to one of those to get additional input.

Speaker: It seems there were two main themes – look at it from the regional perspective. Also, the funding kept coming up. I’m in the private sector. As an entrepreneur, I don’t focus on funding until I determine if it’s worthy of investment. About half from the private sector.

Speaker: Tropics 3 – none of our topics survived the culling process. We had some good conversations. We need a very lean executive administrative structure and not a super agency.

Rafael: The broader topics tend to rise to the top, but all the comments will be included in the record.

Guiding Principles – Plenary Session

- Review small group suggestions and Identify most important guiding principles
- Consensus-test and refine key guiding principles

Processes for Identifying and Advancing Priority Projects

Beach Group

1. *Brainstorm*
 1. *managed lanes as a part of funding strategies (Beach G1)*
 2. *recognize and address funding and voting realities (political process) (Beach G1)*
 3. *ensure that small voices are not lost (Beach G1)*
 4. *embrace and research new technologies as they become available and practical (Beach G1)*
2. *Top 1-2 Ideas*
 1. *more robust public involvement (Beach G1)*
 2. *no net loss in resources for local systems (Beach G1)*
 3. *align projects with land use (Beach G1)*
 4. *managing input process to provide clear and consistent guidance to FDOT (Beach G1)*

Water Group

1. *Brainstorm*
 1. *incorporation of comprehensive solutions including advanced technology (Water G3)*
2. *Top 1-2 Ideas*
 1. *Nimble, reliable, inclusive, dependable, safety, knowledge based, provide options for all to provide greater accessibility. (Water G1)*
 2. *Remember to focus on the big picture, flexible development focusing on the unknown future. (Water G1)*

Tropics Group

1. Brainstorm

1. ensure mobility (Tropics G1)
2. to be open minded and inclusive to other people viewpoints (Tropics G1)
3. accessible and reliable mobility (Tropics G1)
4. financially sustainable over time (Tropics G1)
5. S.M.A.R.T. goal setting (Tropics G1)
6. goal oriented and realistic (Tropics G1)
7. consistency of action as a region, working together (Tropics G1)
8. one voice, one mission, one goal united (Tropics G1)
9. strong public engagement, with good citizen participation (Tropics G1)
10. strong trust and respect building (Tropics G1)
11. transparency (Tropics G1)
12. easily understood, reachable, concise, clear (Tropics G1)
13. needs distinguished from wants (Tropics G1)
14. flexibility, innovation is happening at a fast pace (Tropics G1)
15. equity (Tropics G1)
16. incremental too, we need something short term, quickly (Tropics G1)
17. technology, make sure on the cutting edge (Tropics G1)
18. continuing, cooperative and comprehensive (Tropics G1)
19. proportional representation and funding (Tropics G1)
20. equitable sharing of cost (Tropics G3)
21. mutual benefit (Tropics G3)

2. Top 1-2 Ideas

Forest Group

1. Brainstorm

2. Top 1-2 Ideas (Forest G1)

1. Use a transparent process to develop technically sound, cost feasible, and market driven initiatives that include revitalization of existing infrastructure with flexible technology improvements that incorporate all modes (including freight). (Forest G1)
2. Create a stronger regional voice prioritizing safety, including complete streets, to efficiently move people and freight thus improving consistency with statewide and inter-regional plans. Make mobility solutions seamless across jurisdictional boundaries to minimize transportation friction. (Forest G1)



Linking Unique Communities - protecting local character while strengthening regional systems
Beach Group

1. *Brainstorm*
 1. *large scale community focus vs small scale (Beach G2)*
 2. *acting locally but thinking regionally (Beach G2)*
 3. *recognizing the cost involved to get where we need to go (Beach G2)*
 4. *think of the cost if we don't do anything (Beach G2)*
 5. *invest in better ways to get around the region (Beach G2)*
 6. *Doesn't have to be either/or (Beach G2)*
 7. *access for one is access for all (social justice) (Beach G2)*
2. *Top 1-2 Ideas*
 1. *compromise a little to achieve a lot (Beach G2)*
 2. *invest in the common good (Beach G2)*

Water Group

1. *Brainstorm*
 1. *solving problems for unique demographics (Water G2)*
 2. *citizens want to know how you are planning to address their issues (Water G2)*
 3. *consider every mode as part of the solution, both existing and not yet invented (Water G2)*
 4. *engage the media very early on in the process (Water G2)*
 5. *design the solution to fit their needs (Water G2)*
 6. *the minute you try to please everyone then you've already failed (Water G2)*
 7. *consistent messaging across all agencies is key (Water G2)*
 8. *Need to communicate with stakeholders in various ways (i.e. print, social media, etc.) (Water G2)*
 9. *You have to go to the people (i.e. rotary clubs, hoa, etc.) (Water G2)*
 10. *maintain flexibility to adapt to future conditions (Water G2)*
2. *Top 1-2 Ideas*
 1. *don't lead with a solution, remain open to other ideas (Water G2)*
 2. *transportation planning process needs to be shortened, people's perspectives are much shorter (Water G2)*

Tropics Group

1. *Brainstorm*
 1. *Find commonalities in the different communities despite each being unique. (Tropics G2)*
 2. *Have to have services that will meet the needs of commuters. (Tropics G2)*
 3. *First mile/last mile options (Tropics G2)*
 4. *Better equitable distribution of transportation among communities. (Tropics G2)*
 5. *Equitable access for users. Social equity. (Tropics G2)*
 6. *Make sure the local communities benefit from jobs, contracts, etc. related to building new transportation projects. (Tropics G2)*
 7. *Green and sustainable benefits. (Tropics G2)*
 8. *Attracting corporations from other parts of the country. Business notes lack of premium transit as a negative for relocation. (Tropics G2)*
 9. *Improved safety (Tropics G2)*
 10. *Funding - better utilization of current funding. (Tropics G2)*
 11. *Funding - commitment to more funding (Tropics G2)*
 12. *Improved health benefits for residents. (Tropics G2)*

13. *Better regional transportation system. Serve the entire area. (Tropics G2)*
14. *E (Tropics G2)*
2. *Top 1-2 Ideas*
 1. *The community will understand why we need to think regionally to benefit them locally. (Tropics G2)*
 2. *Smarter connectivity between school buses and transit. Transit can serve school systems as well. (Tropics G2)*
 3. *Economic development and impact (Tropics G2)*
 4. *Better mobility for all. (Tropics G2)*

Forest Group

1. *Brainstorm*
 1. *Encourage density and discourage sprawl. (Forest G2)*
 2. *. (Forest G2)*
 3. *. (Forest G2)*
 4. *. (Forest G2)*
 5. *a system that encourages economic viability of the community (Forest G2)*
 6. *Who pays for what? Equitable representation on the boards. The business community must be involved. Public, private partnerships must be a part of the equation. Make sure they are a smart investment of where the needs exist. (Forest G2)*
 7. *Allows us to look at community at all scales, to look at the entire region as a community. (Forest G2)*
2. *Top 1-2 Ideas*
 1. *Use transit to reinforce activity centers. Protection of cultural assets. Use data to identify and organize major activity centers in the region. Involve the community to tell where you want to encourage density. (Forest G2)*
 2. *Health in all policies.. Normally looked at after the fact. Health crosses many topics. Making sure health is a priority when making decisions. Linking transportation disadvantaged/A process that is transparent also well communicated. Sustainable and equitable. (Forest G2)*

Mission, Roles and Responsibility of an Ideal Regional Agency/ Coordinating Structure

Beach Group

1. *Brainstorm*
 1. *Transparent decision making (Beach G3)*
 2. *No option is off the table; open & honest (Beach G3)*
 3. *Big picture look at the region (Beach G3)*
 4. *Define region and what is truly regional (Beach G3)*
 5. *Defining regional spine and network (Beach G3)*
 6. *Meaningful regional forum that is actionable (Beach G3)*
 7. *Create a market (Beach G3)*
 8. *Transportation options with easy access to economic and activity centers (Beach G3)*
 9. *Ability to make hard decisions for regional good (Beach G3)*
 10. *Using data and analytics to make decisions, taking politics and emotions out of decisions (Beach G3)*
2. *Top 1-2 Ideas*

1. *Decisions on regional facilities being decided collectively (one community not dictating regional future); ability to make hard decisions for regional good; Ability to make hard decisions for regional good; Using data and analytics to inform decisions, taking politics and emotions out of decisions (Beach G3)*
2. *Regional economic development; big picture look at the region; define regions and what is truly regional (Beach G3)*

Water Group

1. *Brainstorm*
 1. *XXX (Water G3)*
 2. *any plan change should result in more cost effective project delivery (Water G3)*
 3. *respect adopted positions of existing MPO Boards (Water G3)*
 4. *dispassionate objectivity (Water G3)*
 5. *equity across all socioeconomic/population groups (Water G3)*
 6. *public health and safety (Water G3)*
 7. *effective representation of local concerns*
2. *Top 1-2 Ideas*
 1. *agreed upon metrics of ROI, measurement of project value/cost effectiveness (Water G3)*
 2. *Long term view of planning objectives and goals. Short term decisions should support long term goals/objectives. (Water G3)*

Tropics Group

1. *Brainstorm*
 1. *open to all transportation options*
 2. *inclusive and seeking broad solutions*
 3. *fair allocation of planning funds*
 4. *equally value project regardless of population density*
 5. *ensure participation among all residents of the region*
 6. *principle of avoiding duplicative efforts*
 7. *innovative, creative, progressive*
 8. *focus on progeny, not only the existing population*
 9. *open doors to encourage greater public participation*
 10. *moving people safely, not just focus on one mode*
 11. *regional focus*
2. *Top 1-2 Ideas*
 1. *multimodalism*
 2. *transparency*
 3. *retain ability to plan locally*
 4. *equitable division of cost*
 5. *mutual benefit*

Forest Group

1. *Brainstorm*
 1. *Succinct vision statement and clear mission that is achievable. Must overcome resistance through clear vision.*
 2. *. (Forest G3)*
 3. *. (Forest G3)*
 4. *These are physical systems - we need a regional consensus on rating those systems (LOS standards, physical condition of system (sidewalks, bike paths, transit stations) - needs to be a definite grading system so that a basic LOS can be established. System performance should be standardized. One standard would be how the project relates to the overall vision statement.*

(Forest G3)

5. *Whatever is decided on has to be sustainable through the system generating the funding - should not rely on support from the general tax base. Whatever systems put in place should have a sustainable self-funding source. Citizens are concerned about increasing the amount from the general fund to support transportation. Citizens concerned about longevity of funding and life cycle costs. (Forest G3)*
 6. *Focus on objective process for selecting priorities, but the guiding principles of this agency should be focused on implementation - agency should measure its success by its ability to implement projects. (Forest G3)*
 7. *Plans should balance needs of local communities of the region through the lens of being able to be funded, implemented and account for emerging technologies (Forest G3)*
 8. *Equity is important - think sustainability should include roads. Roads are being paid for out of general fund. Sustainability should include all modes. (Forest G3)*
 9. *. (Forest G3)*
2. *Top 1-2 Ideas*
1. *End thing that does have to be communicated to the public is to communicate benefit of planning. Principles should be based on economic development - land, labor, capital and technology. Must be most effective and efficient uses of those four elements - and this must be communicated effectively to the public/Economic Development emphasis (Forest G3)*
 2. *Plans must consider the concerns of citizens and the character of their local communities in order to gain support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises./ Encourage use of professional/ personal background to lend authority to assertions and argumentation. (Forest G3)*
 3. *Emphasis on multi-modal transportation. Local first and last mile is the connector, in coordination with land use./Forward Pinellas has combined land use and transportation. This adds value. Open, efficient communication regarding "omnimodal" transportation. Should move both ways - planners looking at innovative side then also providing an opportunity for citizens to comment. Coordinate the vision with the citizens so that there is an understanding. Communication with different groups is key. (Forest G3)*

Housing and Funding a Regional Agency or Coordinating Structure

Beach Group

1. *Brainstorm*
 1. *Strategic approach and flexibility in reviewing emerging technologies (Beach G4)*
 2. *Take a long-term view in our thought process (Beach G4)*
2. *Top 1-2 Ideas*
 1. *Ensure public buy-in, continuing engagement, communication, approval with a long-term perspective (Beach G4)*
 2. *Use strategic approach to prioritize projects that enhance regional connectivity, inclusive of emerging technologies (Beach G4)*

Water Group

1. *Brainstorm*
 1. *simplicity (Water G4)*
 2. *breaking down silos between transportation and land use (staff and elected officials) (Water G4)*
 3. *regional decision making while maintaining a local/county voice (Water G4)*
 4. *Unified vision and goals (Water G4)*
2. *Top 1-2 Ideas*
 1. *each jurisdiction should be treated equitable and inclusive - based upon population, role in economic strength while breaking down silos amongst staff and elected officials in a simple manner (economic, land use, and transportation) (Water G4)*
 2. *regional decision making while maintaining a local/county voice while realizing our region is a part of a larger system resulting in a unified vision (Water G4)*

Tropics Group

1. *Brainstorm*
 1. *Must be actionable - plans must be put into practice (Tropics G4)*
 2. *accountability, unbiased, serving the greater good (Tropics G4)*
 3. *. (Tropics G4)*
 4. *Board or organization members should not be representative of a particular area (Tropics G4)*
2. *Top 1-2 Ideas*
 1. *Equity and fairness - everyone in region needs a voice, Communities of concern must not be left out (Tropics G4)*
 2. *access to the agency, conversation, information, (technology, social media can help with this) (Tropics G4)*
 3. *Funding alternatives - state policy should not disincentivize regional agencies (planning dollars, buy-in) (Tropics G4)*
 4. *neutral, rotating site, satellites (Tropics G4)*

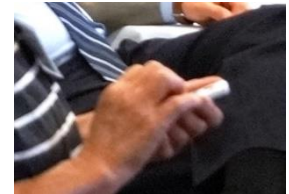
Forest Group

1. *Brainstorm*
 1. *benchmarks should be based on other successful outcomes in other regions/similar regions (Forest G4)*
 2. *ensure that every voice is heard - representation within strategic plan (Forest G4)*
 3. *quick wins and ability to leverage investments (Forest G4)*
 4. *Use of federal models for local capacity building, regional technical support for local jurisdictions. expand reliability and usability, reduction of overlap (Forest G4)*
 5. *level of understanding and determination of what is best for the whole region, accountability to differing views throughout region, voices of different opinions are heard (Forest G4)*
 6. *education and awareness of any action that is taken (Forest G4)*
 7. *Equitable funding of regional organization and projects. User fees? Do outer counties get the return and investment in the same way as urban counties? (Forest G4)*
 8. *statewide user fee that is distributed to regions (Forest G4)*
 9. *interconnectivity of transportation between counties (Forest G4)*
 10. *separation of funding of organization to funding of a plan (Forest G4)*
 11. *respect for local independence and governance, self-governance with regional coordination (Forest G4)*
 12. *local cre3ation of regional organization, rather than state control (Forest G4)*
 13. *transportation utility - Texas model (Forest G4)*
 14. *accountability to everyone in region (Forest G4)*

15. *need for innovation in rapidly changing tech environment adapt rapidly over next 20 years, future may be very different (Forest G4)*
 16. *Need to account for changing demographics, and population into the future. Flexibility (Forest G4)*
 17. *nimble organization (Forest G4)*
 18. *partnership with private organizations (Forest G4)*
 19. *Market determinations, balanced among modes of transportation. (Forest G4)*
 20. *economics and jobs will stem from transportation being solved (Forest G4)*
2. *Top 1-2 Ideas*
1. *sustainable growth, financially into the future, (maintenance of system- backlog) financial accountability over the long run, need for consensus of what a sustainable system is (Forest G4)*
 2. *understanding of who we want to be as a region , who are we collectively, respect for local identity but need for regional growth and tax base/economy (Forest G4)*
 3. *measurable and achievable outcomes (Forest G4)*
 4. *support for jobs and economic development as well as quality of life (Forest G4)*
 5. *politically acceptable and implementable strategies and plans (Forest G4)*
 6. *representation of rural communities - equitable and efficient for all communities (Forest G4)*

Rafael: We want to see what came out of these discussions as well.

There were two rounds of polling on Guiding Principles.



Choose your Top 3 Guiding Principles

1. **No net loss in resources for local systems** (Beach G1) / retain ability to plan locally / **Funding alternatives** - state policy should not disincentivize regional agencies (planning dollars, buy-in) (Tropics G4). – 5%
2. **Align projects with land use** (Beach G1) / **Emphasis on multi-modal transportation. Local first and last mile is the connector, in coordination with land use.** / Forward Pinellas has combined land use and transportation. This adds value. Open, efficient communication regarding "omnimodal" transportation. Should move both ways - planners looking at innovative side then also providing an opportunity for citizens to comment. Coordinate the vision with the citizens so that there is an understanding. Communication with different groups is key. (Forest G3). – 14%
3. **The community will understand why we need to think regionally to benefit them locally.** (Tropics G2) / **Managing input process to provide clear and consistent guidance to FDOT** (Beach G1) / **Decisions on regional facilities being decided collectively (one community not dictating regional future); ability to make hard decisions for regional good; Ability to make hard decisions for regional good; Using data and analytics to inform decisions, taking politics and emotions out of decisions** (Beach G3) / **Regional decision making while maintaining a local/county voice while realizing our region is a part of a larger system resulting in a unified vision** (Water G4) / **Understanding of who we want to be as a region, who are we collectively, respect for local identity but need for regional growth and tax base/economy** (Forest G4). – 14%
4. Remember to focus on the big picture, **flexible development focusing on the unknown future.** (Water G1) / Don't lead with a solution, remain open to other ideas (Water G2). – 9%
5. Create a **stronger regional voice prioritizing safety**, including complete streets, to efficiently move people and freight thus improving consistency with statewide and inter-regional plans. Make mobility solutions seamless across jurisdictional boundaries to minimize transportation friction. (Forest G1) – 10%
6. Compromise a little to achieve a lot (Beach G2) / **Mutual benefit / Invest in the common good** (Beach G2) – 5%
7. **Transportation planning process needs to be shortened**, people's perspectives are much shorter (Water G2) / Nimble, reliable, inclusive, dependable, safety, knowledge based, provide options for all to provide greater accessibility. (Water G1) – 7%
8. **Smarter connectivity between school buses and transit.** Transit can serve school systems as well. (Tropics G2) – 3%
9. **Economic development and impact** (Tropics G2) / **Use transit to reinforce activity centers. Protection of cultural assets. Use data to identify and organize major activity centers in the region. Involve the community to tell where you want to encourage density.** (Forest G2) / **Regional economic development; big picture look at the region; define regions and what is truly regional** (Beach G3) / **Support for jobs and economic development as well as quality of life** (Forest G4) – 20%
10. **Better mobility for all.** (Tropics G2) / **Health in all policies.. normally looked at after the fact. health crosses many topics. Making sure health is a priority when making decisions. Linking transportation disadvantaged/ A process that is transparent also well communicated. Sustainable and equitable.** (Forest G2) – 13%

Top 3 Guiding Principles – Round 1

- Economic development and impact (Tropics G2) /Use transit to reinforce activity centers. Protection of cultural assets. Use data to identify and organize major activity centers in the region. Involve the community to tell where you want to encourage density. (Forest G2) / Regional economic development; big picture look at the region; define regions and what is truly regional (Beach G3) / Support for jobs and economic development as well as quality of life (Forest G4) – 20%
- Align projects with land use (Beach G1) / Emphasis on multi-modal transportation. Local first and last mile is the connector, in coordination with land use. / Forward Pinellas has combined land use and transportation. This adds value. Open, efficient communication regarding "omni-modal" transportation. Should move both ways - planners looking at innovative side then also providing an opportunity for citizens to comment. Coordinate the vision with the citizens so that there is an understanding. Communication with different groups is key. (Forest G3). – 14%
- The community will understand why we need to think regionally to benefit them locally. (Tropics G2) / Managing input process to provide clear and consistent guidance to FDOT (Beach G1) / Decisions on regional facilities being decided collectively (one community not dictating regional future); ability to make hard decisions for regional good; Ability to make hard decisions for regional good; Using data and analytics to inform decisions, taking politics and emotions out of decisions (Beach G3) / Regional decision making while maintaining a local/county voice while realizing our region is a part of a larger system resulting in a unified vision (Water G4) / Understanding of who we want to be as a region, who are we collectively, respect for local identity but need for regional growth and tax base/economy (Forest G4). – 14%

Choose your Top 3 Guiding Principles

1. **Agreed upon metrics of ROI**, measurement of project value/cost effectiveness (Water G3) / Measurable and achievable outcomes (Forest G4) – 6%
2. **Long term view of planning objectives and goals. Short term decisions should support long term goals/objectives.** (Water G3) / Sustainable growth, financially into the future, (maintenance of system- backlog) financial accountability over the long run, need for consensus of what a sustainable system is (Forest G4). – 16%
3. **Multimodalism / Use a transparent process to develop technically sound, cost feasible, and market driven initiatives that include revitalization of existing infrastructure with flexible technology improvements that incorporate all modes (including freight).** (Forest G1) – 18%
4. **More robust public involvement** (Beach G1) / Transparency / End thing that does have to be communicated to the public is to communicate benefit of planning. Principles should be based on economic development - land, labor, capital and technology. Must be most effective and efficient uses of those four elements - and this must be communicated effectively to the public/Economic Development emphasis (Forest G3) / Ensure public buy-in, continuing engagement, communication, approval with a long-term perspective (Beach G4) – 13%
5. **Plans must consider the concerns of citizens and the character of their local communities** in order to gain support from the electorate. Big issue in Pinellas now. Whatever is done to increase population density, transportation, the different communities want to ensure it doesn't change or destroy the community atmosphere they bought in to. Major issue in any plan - have to get citizens to buy in in order to get funding. If you can't gain support of majority of population due to concerns about community, then the plan will not be implemented or you may lose at the ballot box. Examples - beaches and community concerns due to high rises./Encourage use of professional/personal background to lend authority to assertions and argumentation. (Forest G3) – 11%
6. **Use strategic approach to prioritize projects that enhance regional connectivity**, inclusive of emerging technologies (Beach G4) – 14%
7. **Equitable division of cost / Each jurisdiction should be treated equitable and inclusive - based upon population, role in economic strength while breaking down silos amongst staff and elected officials in a simple manner (economic, land use, and transportation)** (Water G4) / Equity and fairness - everyone in region needs a voice, Communities of concern must not be left out (Tropics G4) / Representation of rural communities - equitable and efficient for all communities (Forest G4) – 16%
8. **Access to the agency, conversation, information**, (technology, social media can help with this) (Tropics G4) / Neutral, rotating site, satellites (Tropics G4) – 4%
9. **Politically acceptable and implementable strategies and plans** (Forest G4) – 4%

Top 3 Guiding Principles – Round 2

- Multimodalism / Use a transparent process to develop technically sound, cost feasible, and market driven initiatives that include revitalization of existing infrastructure with flexible technology improvements that incorporate all modes (including freight). (Forest G1) – 18%
- Long term view of planning objectives and goals. Short term decisions should support long term goals/objectives. (Water G3) / Sustainable growth, financially into the future, (maintenance of system- backlog) financial accountability over the long run, need for consensus of what a sustainable system is (Forest G4). – 16%
- Equitable division of cost / Each jurisdiction should be treated equitable and inclusive - based upon population, role in economic strength while breaking down silos amongst staff and elected officials in a simple manner (economic, land use, and transportation) (Water G4) / Equity and fairness - everyone in region needs a voice, Communities of concern must not be left out (Tropics G4) / Representation of rural communities - equitable and efficient for all communities (Forest G4) – 16%

Rafael: We came out of this with six principles. There are lots of themes in common. This input will help the study team to understand what to look at and more importantly, what priorities to consider. Criteria for good outcomes. This is early in the process.

Andrea: All of your work will be captured in what we call the Real-Time Record which you will receive on Monday. Jonathan has been working on a vision mural for you.

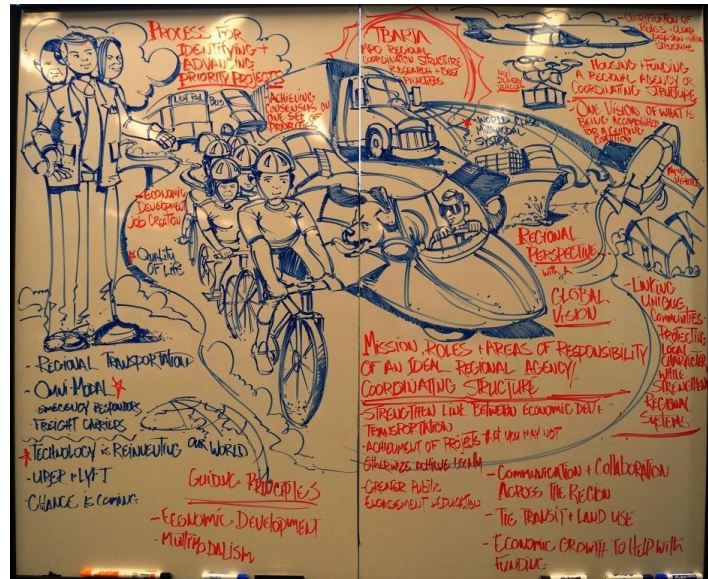
Artwork



Jonathan: We wanted a visual that reflects the future items that we will have to deal with. Multi-modal came up quite a bit. There are traditional buckets of transportation, but there are some things that didn't exist a decade ago. There may be some issues that don't exist now. In the center, I put in the flying car. What are you going to do with a flying car? Aerial delivery vehicles. Along with that, whatever we design, we have to deal with the quality of life issues. Being able to walk, bike. Dealing with future challenges. Also, coming up with something that has a regional vision with a global perspective. And the four buckets that you highlighted.







Rafael: We'll be distributing meeting evaluations if you need one.

Where do we go from here? Opportunities to stay involved

Whit: I'm really blown away with the level of conversation and dialog we had. We are going to be sharing this input with the folks who will be pursuing the best practices project. We have your contact information so we'll be setting up a common platform – a web page or Facebook page and we'll send that out to you. You can share additional thoughts. You can also reach out to any of the MPO's. We'll also post updates as we go along. I want to encourage you to stay connected. We'll share feedback as we go across the country – what they would change, what is working, so we can benefit from those lessons learned and their knowledge.



Where Do We Go From Here?

Opportunities to Stay Involved



I want to thank you for being here. I appreciate your willingness to listen to people who have different ideas and perspectives. Thank you for that.



Closing

Thank You!



Legal Requirements for Establishment & Apportionment of MPOs in Florida

Background: Federal law requires the establishment of an MPO to carry out a continuing, cooperative, and comprehensive multimodal transportation planning process for each urbanized area with a population of 50,000 or more (23 CFR 450.300a & 450.310a).

1. **Establishment.** MPOs are established through agreement between the Governor and general-purpose local governments that together represent at least 75 percent of the population of the urbanized area. The agreement shall include the central city or cities, as defined by the US Bureau of the Census. (23 CFR 450.310a and F.S. 339.175 2a) The designation of an MPO shall remain in effect until an official redesignation has been made in accordance with federal law. (23 CFR 450.310g)
2. **Geographic Area.** The jurisdictional boundaries of an M.P.O. shall be determined by agreement between the Governor and the applicable M.P.O. The boundaries must include at least the existing urbanized area and the contiguous area expected to become urbanized within a 20-year forecast period. The boundaries may encompass the entire metropolitan statistical area or the consolidated metropolitan statistical area.
MPO boundaries may not overlap with each other. (23 CFR 450.104, 23 CFR 450.310e, F.S. 339.175 2c)
3. **Contiguous Urbanized Areas.** To the extent possible, only one M.P.O. shall be designated for each urbanized area or group of contiguous urbanized areas. More than one M.P.O. may be designated within an existing urbanized area only if the Governor and the existing M.P.O. determine that the size and complexity of the urbanized area make the designation of more than one M.P.O. for the area appropriate. (F.S. 339.175 2a2) If two or more urbanized areas are expected to grow into the same non-urban area within twenty years, the Governor and the relevant MPOs are required to agree on boundaries that do not overlap, and are encouraged but not required to combine them. (23 CFR 450.312 a2)
4. **Geographic Area for Air Quality Non-Attainment.** If more than one M.P.O. has authority within a metropolitan area, or within any multi-county area that is designated

as a nonattainment area for ozone or carbon monoxide under the Clean Air Act (42 U.S.C. ss.7401), each M.P.O. shall consult with other M.P.O.'s designated for such area, and with the state, in the coordination of plans and programs. (F.S.339.175 (2)(2)(d))

5. **Size of Board.** The voting membership of an M.P.O. shall consist of at least 5 but not more than 25 apportioned members. The number of members is determined on an equitable geographic-population ratio basis, based on an agreement between the Governor and the affected general-purpose local governments, as required by federal rules and regulations. (F.S. 339.175 3a)

6. **Voting Membership.** All voting members shall be elected officials of generalpurpose local governments, except that an M.P.O. may include, as part of its apportioned voting members, a member of a statutorily authorized planning board or an official of an agency that operates or administers a major mode of transportation. The term "elected officials of a general-purpose local government" excludes constitutional officers, including sheriffs, tax collectors, supervisors of elections, property appraisers, clerks of the court, and similar types of officials. (F.S.339.175 3a)

7. **Agency Representation.** In metropolitan areas in which authorities or other agencies are created by law to perform transportation functions, and are not under the jurisdiction of a general-purpose local government represented on the M.P.O., they may be provided voting membership on the M.P.O. If transportation authorities or agencies are to be represented by elected officials from general-purpose local governments, the M.P.O. shall establish a process by which the collective interests of such authorities or other agencies are expressed and conveyed. (F.S. 339.175 3b)

8. **County Commission Representation.** County commissioners shall compose at least one-third of the M.P.O. membership; unless an official of an agency that operates or administers a major mode of transportation has been appointed to an M.P.O., in which case, county commissioners shall compose at least 20 percent. (F.S. 339.175 3a)

9. **Rotating Seats for Municipalities.** The Governor may allow M.P.O. members who represent municipalities to alternate with representatives from other municipalities within the metropolitan planning area. (23 U.S.C. s. 134 and F.S. 339.175 3a)

10. **Representatives of Groups of Local Governments.** Elected officials of general purpose local governments may represent, on the M.P.O., a group of general-purpose local governments, through an entity created by an M.P.O. for that purpose. (F.S. 339.175 3a)
11. **Alternate Members.** If requested by a majority of the local governments comprising the MPO, the Governor and local governments shall cooperatively agree upon and prescribe who may serve as an alternate member and a method for appointing alternate members who may vote at any M.P.O. meeting that an alternate member attends in place of a regular member. (F.S. 339.175(4)(a))
12. **Nonvoting Advisers.** All nonvoting advisers may attend and participate fully in governing board meetings but may not vote or be members of the governing board.
 - To the maximum extent feasible, each M.P.O. shall seek to appoint nonvoting representatives of various multimodal forms of transportation not otherwise represented by voting members of the M.P.O.
 - Representatives of the Florida Department of Transportation shall serve as nonvoting advisers to the M.P.O. governing board.
 - An M.P.O. shall appoint nonvoting advisers representing major military installations located within the jurisdictional boundaries of the M.P.O. upon the request of the aforesaid major military installations and subject to the agreement of the M.P.O. (F.S. 339.175 4a)

**Planning & Coordination Best Practices Study
Regional Transportation Leadership Workshop 1**

Meeting Evaluation Form

INSTRUCTIONS: Please Use a 0 to 10 Rating Scale Where a 0 Means Totally Disagree and a 10 Means Totally Agree. Please Place Your Numeric Rating in the Space to the Left of Each Question.

76 Participants Responding

1. Please assess the meeting.

- 8.59 The background information was useful.
- 8.11 The handouts were useful.
- 8.16 The objectives were clearly stated at the outset of the meeting.
- 7.86 Overall, the objectives of the meetings were fully achieved.

2. Do you agree that each of the following meeting objectives was achieved?

- 7.55 Greater understanding of factors driving exploration of greater regional transportation coordination.
- 7.53 Identification of the most important outcomes desired from potential greater regional transportation coordination.
- 7.53 Identification and consensus-testing of guiding principles to guide exploration of greater regional transportation coordination.

3. Please tell us how well the Facilitator helped the participants engage in the meeting.

- 9.00 The facilitators made sure the concerns of all members were heard.
- 8.58 The facilitators helped us arrange our time well.
- 8.51 Participants followed the direction of the facilitators.

4. Please tell us your level of satisfaction with the meeting?

- 8.01 Overall, I am very satisfied with the meeting.
- 8.52 I was very satisfied with the services provided by the facilitators.
- 7.52 I am satisfied with the outcome of the meeting.

5. Please tell us how well the next steps were communicated?

- 8.27 I know what the next steps following this meeting will be.
- 7.65 I know who is responsible for the next steps.

6. What did you like best about the meeting?

- The collaboration method
- The people who attended
- Use of the polling technology

- Global approach to participation
- Hearing all perspectives
- Meeting other folks involved.
- Goal discussions
- Vision – interactions and different facilitation techniques.
- Opportunity for a wide range of stakeholders to express their visions and gain an appreciation for why we must all work cohesively to achieve better transit solutions.
- The wrap-up after the lunch – the breakouts were “rushed” and incomplete
- Group brainstorming
- The equal voting
- Breakout mixed groups
- The mural
- Caucus – time to listen to others
- Regional attendance
- Meeting all the people! They were great!
- Diverse group of attendees
- Great facility
- Small groups and polling
- Chance to hear divergent views
- Communication
- Diverse turnout
- The dialogue
- It was a great opportunity for people to listen to other perspectives.
- Excellent interactive approach. Effectively engaged significant involvement from all in a very short period of time.
- Importance of transportation “subject” and getting regional participants together
- Great attendance and energy
- Dialogue and presentation
- Inclusive
- Voting
- The diverse backgrounds that all share a common goal
- Well facilitated
- The breakout groups and the clickers
- Good cross-section of stakeholders – public, private, citizens
- Small group discussions
- Good attendance and participation by those attending
- Good introductory remarks by Ray and Beth
- Conversation about region
- Creative conversation and democratic decision-making process was both unique and constructive.
- Facility and region working together.
- The open dialogue
- Different voices
- Connections and sharing
- Breakout groups
- Good understanding of peoples ideas in a well handled manner. Small groups effective.
- Networking – very influential decision-makers in the room.

- Global approach to participation
- Everybody had an opportunity to voice their ideas.
- I enjoyed the facilitated discussions. It was also a nice opportunity to catch up with other transportation colleagues.
- Great meeting
- Great facility and facilitators
- The dialogue with others
- The concept and format was good.
- New method for theory crafting
- Group discussions
- Sharing of ideas
- Overall group discussions

7. How could the meeting have been improved?

- The objectives don't stay inside the context of the sub-categories.
- Better back-and-forth with regional reps
- Group facilitators could have forced participants to stick to the topic they chose. Need to reel them in, instead of promoting their individual agendas. Guiding principles vs. outcomes not well articulated – results all mashed together.
- Attendee list to connect with in the future
- More structure to the deliberation process
- Being able to read the screens
- Better editing/synthesis for pm discussions
- The lunch period could have been used for an additional ? of the program (informational or persuasive)
- More time, less issues in the breakouts
- Speed of voting
- Lunch at 12:45 because by 1:30 not paying attention – there was more energy in the a.m.
- More time in the a.m.
- No improvement needed.
- Exercise had too many variables – discussions ended up vague because directions were confusing. Even our facilitator had trouble guiding the process.
- Data gathering tool didn't facilitate conversation
- Don't think the group agenda on the regional needs driving this journey.
- More time to focus the responses – many were too multifaceted
- More definition of what is the need and region
- I think there needs to be a clearer definition of local versus regional in (theme of ? and ??).
- Not sure – it would be good to have more dialogue outside of the voting process to understand the richness of the breakout dialogues.
- Was great
- Okay
- More central location
- More time to absorb the information voted on before voted. Too much info presented at once prior to voting
- Building automatic tallying of ideas into software
- I thought aggregation of ideas a bit forced and led to some arbitrary choices
- "Slides" and lists in plenary session were not readable.

- Group polling lost some of the meat in the points.
- More clear instructions
- Invite other county participants, other than the “Big 3” – have a broader reach.
- Clearer objectives for process
- More small group time
- Provide a list of common terms with definitions. Have subject matter experts on hand for explanation.
- Simple questions such as do you think a regional MPO is necessary, Yes or No.
- Discussion topics on table, in addition to
- Some of the suggestions had to be put into large groups for the polls. How will we use so many ideas going forward if there were in the top three.
- No suggestions. I think breaking down the audience into specified rooms but allowing folks to choose their topic was perfect.
- Some of the directions were very broad, yielding varied results/not very focused results from small groups
- Wish we could have included more Pasco, Citrus, etc. representatives.
- Please include all counties.
- Small group top 3s – facilitators should have worked to reduce excessive verbiage to a clear and concise top 3.
- Better mediation, exploration of topics (vague)
- Concise descriptions of outcomes
- More specific definition of concepts being used
- Can’t see any improvement – thought it was great!

8. Do you have any other comments that you would like to add? We are very interested in your comments. Please use the back of this page if more space is needed.

- Based on polling, I’m clearly out-of-step with the majority of participants. Glad I will retire and relocate by the time all of this comes about. I’m not hopeful.
- Great opportunity to start communication at regional level
- Relocate meeting
- Better detail balance among the voting options
- No synthesized discussion of barriers, given history
- This appeared to have been a constructive experience for those who participated. It would have been helpful to hear how the attendees were selected/invited. Was there a program for insuring that there was a broad representation across the region, elected officials, interested persons, business leaders.
- Have follow-up session in the next 3 months
- Moderator explained well the process. Comments from audience of robust small group conversation weren’t in top 3 priorities.
- The rooms were a bit cold
- Objectives of the overall meeting were clear, but not those of the small groups.
- Look forward to #2 – include other more rural counties
- Pretty good
- Thanks
- First page is printed two sided so there is no back. I think a follow-up survey may be useful for information gathering.

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- Most responses were not directed to questions asked. No evaluation or parsing of the applicability of the comments to the questions was done. No sure how useful the report will be, or the “process” was.
 - Don’t merge them.
 - Better lunch for \$10
 - Giving people a list of ten ideas thought of by the facilitator may have led to a cleaner polling process.
 - Thanks for bringing this conversation forward!
 - *Need a hashtag for social media as this effort continues
 - More emphasis needs to be directed to out-lying communities
 - To allow all attendees to pick top 3 – if small group top 3 had been effectively parsed to have clear and concise, the large group’s choices would be more valid than if they have to decipher what a comment was intended to convey.
 - Facilitators needed to stay focused on tying comments to topic areas.