

TRANSPORTATION ADVISORY BOARD

Metropolitan Council, 390 Robert Street North, Saint Paul, Minnesota 55101

NOTICE OF A MEETING
of the
PLANNING COMMITTEE
Thursday, Nov 14th, 2019
1:00 PM – Metropolitan Council, Room LLA
390 Robert Street N, Saint Paul, MN

AGENDA

- 1) Call to Order
- 2) Adoption of Agenda
- 3) Approval of the Minutes from the Oct 2019 Meeting
- 4) Action Items
 - a) 2019-54 Coordinated Action Plan (Heidi Schallberg)
 - i) Full Plan (available 11-12-19)
 - ii) Presentation
 - b) 2019-55 Adoption of Functional Class Map for Regional Solicitation (Dave Burns)
 - i) PDF Map (large format)
 - c) 2019-56 RBTN Changes / Map for Regional Solicitation (Steve Elmer)
 - i) Presentation
 - d) 2019-64 MAC Capital Improvement Program (Russ Owen)
- 5) Info Items
 - a) Info: Draft Statewide Highway Safety Plan (Brad Utecht, MnDOT)
 - i) Presentation
 - b) Network Next engagement (Kyle Burrows, Metro Transit)
- 6) Other Business
- 7) Adjournment

Full packet (minus maps and full Coordinated Action Plan)

TRANSPORTATION ADVISORY BOARD
Metropolitan Council
390 N. Robert St., St. Paul, Minnesota 55101-1805

Notes of a Meeting of the
TAC-PLANNING COMMITTEE
Thursday Oct 10th, 2019

MEMBERS PRESENT: Nathan Abney, Holly Anderson, Dave Burns, Charlie Cochrane, Paul Czech, Innocent Eyoh, Jason Gottfried, Elaine Koutsoukos, Jan Lucke, Paul Mogush, Kris Riesenberg, Kevin Roggenbuck, Angie Stenson, Rachel Wiken

OTHERS PRESENT: Monika Mlynarska, Russ Owen, Andrew Emanuele, Joe Barbeau, Jonathan Ehrlich, Michael Corbett, Steve Peterson, Mehjabeen Rahman, Amy Vennewitz, Sarah Maaske, Mark Nelson, Bobbi Retzlaff

1. Call to Order

Meeting was called to order by Jan Lucke

2. Adoption of the Agenda

The agenda was adopted

3. Approval of the Minutes from the July 2019 meeting

The July 2019 minutes were approved without correction.

4. Info Items

1. MnDOT Functional Class Review – Bobbi Retzlaff and Mark Nelson (MnDOT)

Mark Nelson began with an overview and recap of the statewide functional class review that MnDOT recently finished. He also recapped how the metro area was initially excluded because of timing of comp plans and regional solicitation process.

Bobbi Retzlaff then walked through the scope of work. Online <https://metro council.org/Council-Meetings/Committees/Transportation-Advisory-Board-TAB/TAB-Technical-Advisory-Committee/TAC-Planning-Committee/2019/TAC-Planning-10-10-19/4-a-Handout-1-Metro-Review-Proposed-Scope-of-Work.aspx>

She highlighted the peer review being done of Seattle, Denver, Portland and St. Louis.

The committee had a few questions about the advisory committee and how disagreements will be handled in this process. Dave Burns asked if it was correct that no staff person from the Met Council was being included on that advisory group. Bobbi confirmed that was correct. There would be a staff person, likely Mark Filipi, on the project management team for this whole review. Several others asked clarifying questions about TAC Planning role in this process and Bobbi referred back to the scope of work document, showing that the final map would come to the committee but individual changes would not.

Paul Mogush asked if TAC would have an opportunity to hear this presentation and MnDOT staff were non-committal to that. Said they had not been invited to TAC.

Jan Lucke asked if there was a way for counties and MnDOT to meet before initial maps of changes were made. Mark Nelson would not commit to that but acknowledged that last go around of maps were not well received and they would try harder this time around to be sensitive to county needs.

Jan also asked how many changes the counties should prepare for. Bobbi did not directly answer the question but deferred to the outstate numbers of changes, where changes were a minor percentage of lane miles.

Kris Riesenberghighlited the upcoming FHWA training on functional class to be held in November. He said FHWA is trying to get a process and results which are consistent but did not reference which inconsistency now is a problem.

Kevin Roggenbuck asked if this review would end up changing the TABTAC process for functional class. Mark Nelson said no.

The discussion also referenced the FAQs brought by MnDOT <https://metro council.org/Council-Meetings/Committees/Transportation-Advisory-Board-TAB/TAB-Technical-Advisory-Committee/TAC-Planning-Committee/2019/TAC-Planning-10-10-19/4-a-Handout-2-Metro-Review-FAQs-20191002.aspx>

2. Regional Solicitation Changes – Joe Barbeau

<https://metro council.org/Council-Meetings/Committees/Transportation-Advisory-Board-TAB/TAB-Technical-Advisory-Committee/TAC-Planning-Committee/2019/TAC-Planning-10-10-19/4-b-2019-10-10-Reg-Solic-Changes.aspx>

3. Comprehensive Plan Updates – Russ Owen

<https://metro council.org/Council-Meetings/Committees/Transportation-Advisory-Board-TAB/TAB-Technical-Advisory-Committee/TAC-Planning-Committee/2019/TAC-Planning-10-10-19/4-c-MTS-Comp-Plan-Review-TAC-Planning-10102019.aspx>

Jason Gottfried asked about public participation trends in the comp plans. Russ Owen replied that there is a process for sending to adjacent communities, but he is not familiar with wider public participation for comp plans.

Innocent Eyoh asked about the communities which are not submitting comp plans. Is there any enforcement? Russ said that withholding grant money and planning services are the main two ways that the Met Council has any leverage to encourage participation in the process.

6. Other Business

7. Adjournment

Innocent moved to adjourn; Kevin seconded. Meeting adjourned at 2:22 pm.

ACTION TRANSMITTAL – 2019-54

DATE: November 8, 2019

TO: TAC Planning Committee

PREPARED BY: Heidi Schallberg, Senior Planner, 651-602-1721

SUBJECT: Twin Cities Public Transit and Human Services Transportation Coordinated Plan

REQUESTED ACTION: That the Twin Cities Public Transit and Human Services Transportation Coordinated Plan be recommended for adoption by the Metropolitan Council, pending public review and comment.

RECOMMENDED MOTION: Recommend adoption of the Twin Cities Public Transit and Human Services Transportation Coordinated Plan, pending public review and comment.

BACKGROUND AND PURPOSE OF ACTION: This plan is intended to support coordination of transportation services between transit providers and human service agencies that provide transportation, with a focus on people with disabilities, older adults, and people with low incomes. The plan identifies barriers and challenges faced by both riders and providers of these services and also identifies strategies and potential work to be done to address these barriers.

Projects funded through the Federal Transit Administration’s Enhanced Mobility of Seniors and Individuals with Disabilities program (often referred to as Section 5310) must address strategies that have been identified in a local coordinated plan.

This plan update was guided by a steering committee with 14 members representing state agencies, counties, MnDOT, transit and medical transportation providers, Metro Mobility, the Minnesota Board on Aging, and nonprofits that serve people with disabilities. A stakeholder workshop was held where participants reviewed mobility barriers and strategies to address those barriers. The Council’s Transportation Accessibility Advisory Committee, which includes riders and advocates for older adults and people with disabilities, has also participated in the plan development with representatives at the stakeholder workshop and presentations at its regular meetings. The steering committee prioritized strategies to address the identified barriers. Strategies are grouped in three categories and prioritized as high, medium, or lower priorities: Coordinate and Consolidate Transportation Services and Resources; Mobility Strategies; and Communication, Training, and Organizational Support.

A public comment period to review the draft plan will be open November 12 through December 27, 2019. Any needed changes will be made to the draft plan after a review of any public comments that are received, and the final plan is anticipated to be presented in early 2020 for recommendation for adoption by the Council.

RELATIONSHIP TO REGIONAL POLICY: The Coordinated Plan is a federal requirement for distributing funding within the region from the Federal Transit Administration’s Enhanced

Mobility for Seniors and Individuals with Disabilities program (also referred to as Section 5310), which is administered by MnDOT.

ROUTING

TO	ACTION REQUESTED	DATE COMPLETED
TAC Planning Committee	Review & Recommend	
Technical Advisory Committee	Review & Recommend	
Transportation Advisory Board	Review & Recommend	
Metropolitan Council Transportation Committee	Review & Recommend	
Metropolitan Council	Review & Adopt	

Public Transit and Human Services Transportation Coordinated Plan Update

Presented to TAC Planning Committee
November 14, 2019

Plan Purpose

- Plan for improving transportation services for older adults and people with disabilities in the 7-county region
- Increase coordination among services
- Federally-required plan
- Supports other planning done at county and state levels

Plan Application

- Guide federal funding investments in projects that improve mobility for older adults and people with disabilities
- MnDOT runs statewide application process for FTA Section 5310 funding
- Funds can be used for projects such as
 - purchasing vehicles
 - providing non-profit shuttle services
 - improved accessibility such as sidewalks or accessible pedestrian signals
 - mobility management

2019 Plan Update

- Steering Committee helped to inform and guide the plan update
- Stakeholder workshop held to identify current needs and strategies
- Involved the Council's Transportation Accessibility Advisory Committee

2019 Plan Structure

- Demographics
- Existing Conditions
- Needs Assessment
- Strategies

Primary Service Barriers

1. Lack of adequate funding
2. Lower service levels
3. Limited same-day service
4. Service fragmentation
5. Challenges of using fixed-route transit
6. Limited awareness

Three Main Categories of Strategies

The plan includes strategies to address the identified barriers in three main areas:

1. Coordinate and Consolidate Transportation Services and Resources
2. Mobility Strategies
3. Community, Training, and Organizational Support

Draft Plan Schedule

- Draft plan posted online for public review & comment: By 11/12
- Public review & comment period: 45 calendar days minimum
 - Comment period concurrent with TAC/TAB committee process
- Info presentations to stakeholder groups about the public comment period
- Council committee process: Nov 2019 – Jan 2020
- Final Council approval, pending comments/changes: Jan 2020

Questions?

Heidi Schallberg, Senior Planner

Heidi.Schallberg@metc.state.mn.us

651-602-1721

Transportation Advisory Board
of the Metropolitan Council of the Twin Cities

ACTION TRANSMITTAL 2019-55

DATE: October 31, 2019
TO: TAC Planning
PREPARED BY: Rachel Wiken, Planner, 651-602-1572
SUBJECT: Roadway Functional Classification Map for the Seven-County Twin Cities Region
REQUESTED ACTION: Recommend adoption of the Roadway Functional Classification Map for the Seven-County Region
RECOMMENDED MOTION: That the Transportation Advisory Board adopt the Roadway Functional Classification Map for the Seven-County Twin Cities Region

BACKGROUND AND PURPOSE OF ACTION: The regional solicitation process is conducted biennially to allocate federal transportation funds. Federal rules allow recipients of these funds to focus or target them to meet defined regional needs. Roadway improvement projects must be on roadways functionally classified as A- Minor Arterials or Non-Freeway Principal Arterials to be eligible for federal funds in the regional solicitation.

The Technical Advisory Committee has approved a number of roadway functional classification changes since the 2018 regional solicitation, and these changes have been recorded in the official map. The TAB will adopt the roadway functional classification map to provide an official map for applicants and project reviewers to use as a resource in determining project eligibility in the next regional solicitation.

The map will be made available on the Metropolitan Council's website and will be referenced in the next regional solicitation package, which is scheduled to be released in February 2020.

RELATIONSHIP TO REGIONAL POLICY: The Transportation Advisory Board maintains a roadway functional classification system for all regional roads. TAB has delegated the responsibility of approving changes to the system to the Technical Advisory Committee, with the exception of Principal Arterials. The TAB adopts a functional classification map with the approved changes.

STAFF ANALYSIS: If closer review is desired, contact Rachel Wiken for GIS data or detailed map of smaller area. Data can also be downloaded from MnGeo by searching for "Regional Solicitation Functional Class" at <https://gisdata.mn.gov/>.

ROUTING

TO	ACTION REQUESTED	COMPLETION DATE
TAC Planning Committee	Review & Recommend	
Technical Advisory Committee	Review & Recommend	
Transportation Advisory Board	Review & Approve	

Functional Classification Changes Made to the Regional TAB-Adopted Map since 2018

(Changes made since last Solicitation)

TAC Planning Date	Id	APPLICANT	NAME	ROAD_FROM	ROAD_TO	EXISTING	CURRENT_FC	REQUEST_FC	NOTES
TPP action	1347	MNDOT	Lake Dr / CR 23	CR 14	35W	YES	A Minor Reliever	Principal Arterial	MnDOT submitted as part of TPP process. Changed in TPP. Anoka County supported
TPP action	1348	MNDOT	CR 14	Lake Dr	35W underpass	YES	Principal Arterial	A Minor Expander	MnDOT submitted as part of TPP process. Changed in TPP. Anoka County supported
1/11/2018	1355	RAMSEY COUNTY	LEXINGTON AVE	Larpenteur	MONTREAL / NEW ALIGNMENT	YES	Other Arterial	A Minor Augmentor	Lexington Ave Realignment
1/11/2018	1356	RAMSEY COUNTY	LEXINGTON NEW	LEXINGTON EXISTING	SHEPARD	NO	NA	Planned A Minor Augmentor	Lexington Ave Realignment future project
5/9/2019	1357	SCOTT COUNTY	CSAH 42	CSAH 21	CSAH17	YES	A Minor Expander	Principal Arterial	Scott County PA requests
5/9/2019	1358	SCOTT COUNTY	CSAH 17	CSAH 42	HWY 169	YES	A Minor Expander	Principal Arterial	Scott County PA requests
5/9/2019	1360	SCOTT COUNTY	CSAH 21	CSAH 42	HWY 169	YES	Principal Arterial	A Minor Expander	Scott County PA requests
5/9/2019	1361	RAMSEY COUNTY	OLD HWY 8 (CSAH 77)	CR D	5TH	YES	Other Arterial	A Minor Reliever	

ACTION TRANSMITTAL – 2019-56

DATE: November 14, 2019
TO: TAC Planning Committee
PREPARED BY: Steven Elmer, Planning Analyst (651) 602-1756
SUBJECT: RBTN Changes Map for Regional Solicitation
REQUESTED ACTION: The Metropolitan Council requests the TAC Planning Committee accept the RBTN Map and recommend approval for use in the 2019 Regional Solicitation project selection.
RECOMMENDED MOTION: That the TAC Planning Committee recommend to the Technical Advisory Committee acceptance of the RBTN Map incorporating agency-requested administrative changes or corrections for use in the 2020 Regional Solicitation.

BACKGROUND AND PURPOSE OF ACTION:

The Regional Bicycle Transportation Network (RBTN) was established in the 2040 Transportation Policy Plan in 2015 as the region’s official bicycle network for transportation, setting the region’s priorities for bicycle planning and investment. The goal of the RBTN is to develop an integrated seamless network of on-street bikeways and off-road trails to effectively improve conditions for daily bicycle transportation and to encourage planning and implementation of RBTN bikeways by local and state agencies. RBTN-prioritized Tier 1 and Tier 2 corridors and alignments have been used in the Regional Solicitation project selection criteria since 2014. The purpose of this action is to accept the RBTN map with administrative changes as updated in November 2019 (<https://tinyurl.com/yynrshmv>), for application in the 2020 Regional Solicitation.

RELATIONSHIP TO REGIONAL POLICY:

The RBTN was established in the 2040 Transportation Policy Plan, adopted in January 2015. The RBTN sets the region’s priorities for bicycle planning and investment.

STAFF ANALYSIS:

Staff received RBTN administrative change requests from three agencies. The requested changes were reviewed for consistency with the administrative change types as announced for consideration. All change requests that fit the administrative change types were accepted as proposed, or modified with agreeable adjustments.

ROUTING

TO	ACTION REQUESTED	DATE COMPLETED
TAC Planning	Accept & Recommend	
Technical Advisory Committee	Accept & Recommend	
Transportation Advisory Board	Adopt for use in 2020 Regional Solicitation	

RBTN Administrative Changes for Regional Solicitation

TAC Planning

November 14, 2019



RBTN Background

RBTN first established in TPP 2014 Update

- First included in scoring criteria for 2014 Regional Solicitation
- 2016 Solicitation included RBTN with minor changes
- TAB adopted prelim. TPP additions and adjustments for 2018 Solicitation
- Administrative changes described today for 2020 Solicitation

RBTN Admin. Changes

Process:

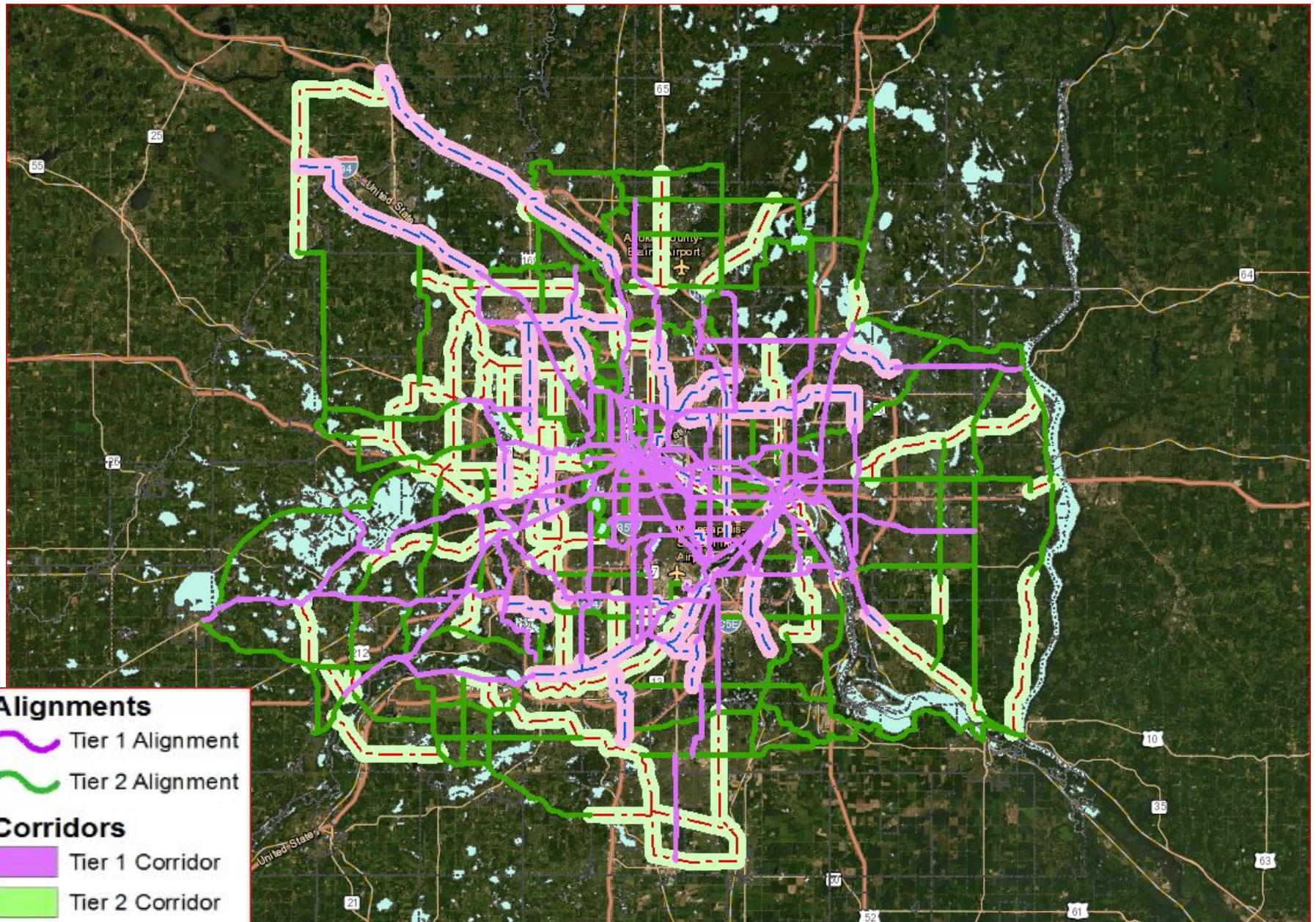
- Notice for RBTN change requests distributed in April
- Three possible administrative change types considered
 1. Designation of alignments in established corridors
 2. Minor extensions of corridors or alignments
 3. Minor shifts (i.e., lateral/rotational) to alignments or corridors

RBTN Admin. Changes

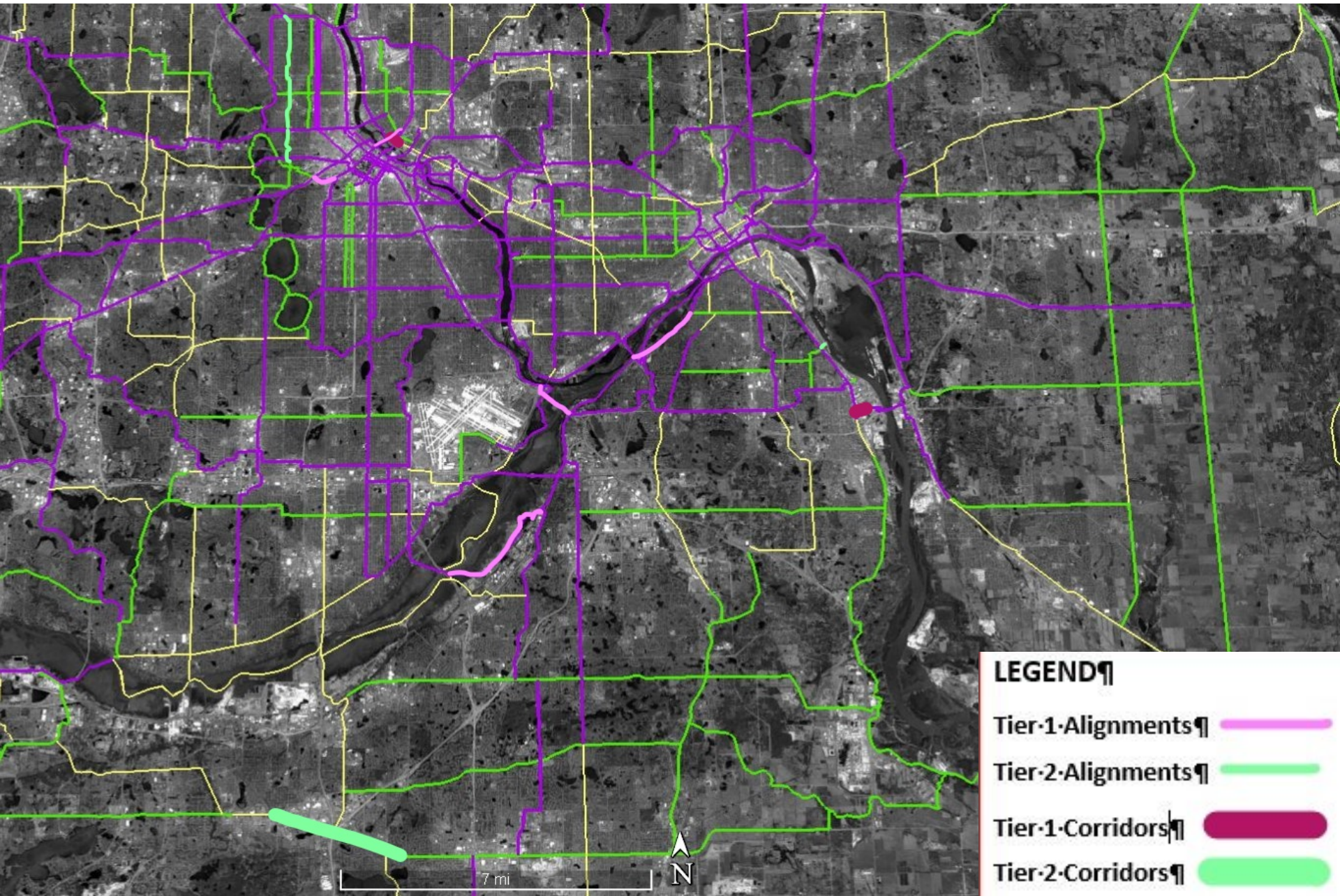
Change requests received from three agencies in these categories:

- Alignment designation (1)
- Minor corridor extension of ½-mile or less (1)
- Alignment extensions of ½-mile or less (2)
- Minor corridor centerline shifts (2)
- Minor alignment shift (1)
- Alignment corrections (4)

RBTN in TPP 2018 Update



RBTN Administrative Changes



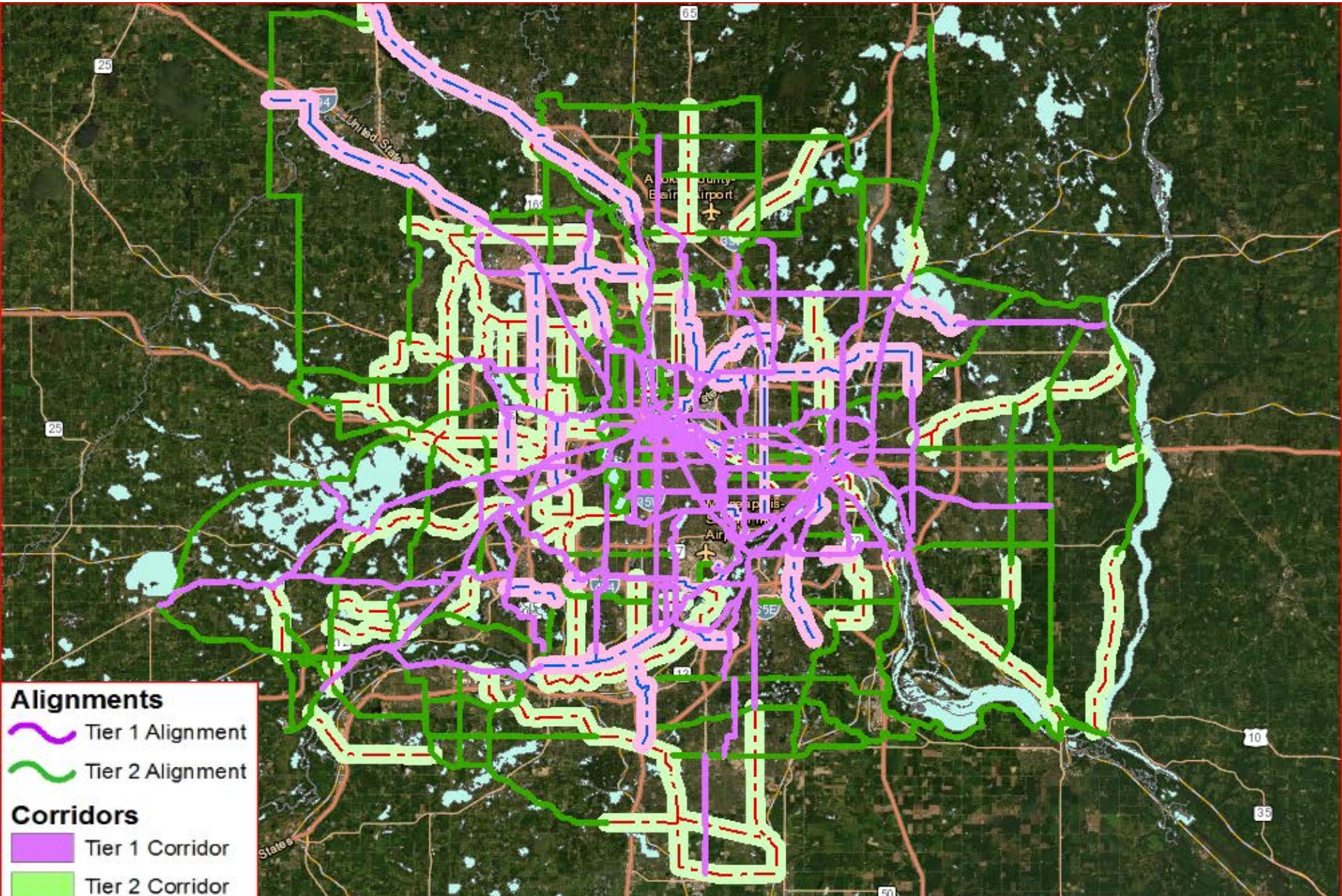
RBTN Changes

Agency	Change Type	Change Made
Minneapolis	Corridor extension	Extend existing corridor on SE Univ. Ave approx. 0.4 mi to NW
Minneapolis	Alignment extension	Extend alignment ½- mi connecting Hennepin Ave to Cedar Lake Trail via Dunwoody Ave
Minneapolis	Alignment extension	Extend alignments on NE 1st/Hennepin Ave one-way pair to Central Ave
Minneapolis	Alignment shift	Shift alignment 1 block from Penn Ave to Queen Ave
Minneapolis	Correction	Include NE 1st Ave/Hennepin Ave (north bridge) as parallel WB paired alignment

RBTN Changes

Agency	Change Type	Change Made
Dakota County	Corridor shift	Shift Tier 2 corridor near Burnsville Ctr approx. 1/4-mi N to include CSAH 42
Dakota County	Alignment designation/ext.	Designate planned Big River regional trail addition as Tier 1 alignment
Dakota County	Correction	Correct for missing Tier 1 alignment across TH 55 Mendota Bridge
Dakota County	Correction	Move TH 13 Tier 1 align. to correct location above Miss. River bluff
South St Paul	Correction	Extend Tier 2 align. ~ 0.1 mi east to connect to Miss. River Regional Trail
South St Paul	Corridor shift	Shift Tier 1 corridor 0.2 mi south to include Armour & Villaume Avenues

RBTN Map with Changes– Nov 2019



Traffic Safety Culture	
On-going	TSC.1 Share fatal and serious injury crash report details with multi-disciplinary review committees. Encourage localities without a review committee to form a multi-disciplinary group.
	TSC.2 Increase coordination and collaboration efforts between zero-fatality programs in the state.
Years 1-2	TSC.3 Restart the Traffic Safety Culture committee. Initial projects may include participation in the Montana traffic safety culture pooled fund study and expanding the Park Rapids pilot project to other regions. *
	TSC.4 For school-based health educators and school resource officers, develop and distribute updated age-appropriate informational resources on safe behaviors while walking/bicycling in or near roadways and while riding in passenger vehicles.
	TSC.5 Initiate data collection and analysis to identify high priority traffic safety risks facing underserved communities. *

* Year 1 Priority Tactic

++ 5 Year Priority Strategy

DRAFT

Core Focus Areas

DRAFT

Inattentive Drivers

Strategy 1: Improve education and awareness about inattentive driving

On-going	T1.1 Increase education about inattentive driving and provide background data and statistics that highlight the dangers of inattentive driving. Educate on other distractions in addition to cell-phone use related to inattentive driving. Provide education to people of all ages (not just teen drivers).	*
	T1.2 Increase education on drowsy driving and provide background data and statistics on the dangers of drowsy driving. Enumerate in education materials the warning signs of drowsy driving and offer prevention tactics to avoid drowsy driving.	
Years 1-2	T1.3 Increase funding to create and distribute messaging and resources for education on inattentive driving.	

Strategy 2: Provide more enforcement and legislative actions to lower inattentive driving rates

Years 1-2	T2.1 Increase the use of high-visibility law enforcement presence to target distracted drivers. Evaluate funding levels and provide more funding for enforcement efforts if appropriate.	*
	T2.2 Encourage judges to reduce leniency in sentencing distracted driving offenders.	*
	T2.3 Update penalties for distracted driving violations that result in death or serious injury.	

Strategy 3: Support the advancement of technology improvements and road design to reduce the impact of inattentive driving

On-going	T3.1 Encourage use of cell phone settings and apps that limit incoming distractions while driving. Encourage insurance companies to offer incentives for drivers to use these settings or apps.	
	T3.2 Encourage the use of existing motor vehicle technology designed to reduce distracted driving crashes, such as lane departure warning alerts, forward collision warning alerts, and automatic braking.	
Years 3-5	T3.3 Support the transition to emerging motor vehicle technology to reduce human error, such as autonomous vehicles.	

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Impaired Roadway Users

Strategy 1: Increase public awareness to reduce impaired driving

On-going	T1.1 Increase public awareness of the dangers of impaired driving through media campaigns to target issues and high-risk driver groups identified through crash data analysis and market research.
	T1.2 Use full range of print, digital, broadcast and electronic material distribution methods for public awareness purposes.
	T1.3 Tailor messaging to emphasize personal responsibility so all drivers know that even a little impairment can be dangerous.
	T1.4 Include evidence-based information about the effects of drugs other than alcohol on driver impairment. Improve data collection and analysis for impaired driving offenses related to drugs other than alcohol.
Years 1-2	T1.5 Develop a uniform public complaint reporting form for use in a “ <i>See Something, Say Something</i> ” initiative to identify suspected habitually impaired drivers and to identify alcohol retailers that serve underage persons.

Strategy 2: Support community-based initiatives to keep impaired drivers off the road

On-going	T2.1 Promote expansion and use of safe ride home options.	
Years 1-2	T2.2 Implement best practice models of privately-sponsored public transit safe ride programs.	
	T2.3 Develop a template for community-based Place of Last Drink (POLD) data collection and analysis.	*
	T2.4 Identify and implement successful approaches to partnering with alcohol retailers and servers to prevent over-serving and to reduce alcohol sales to underage persons. Increase community-based efforts to prevent alcohol consumption by underage persons.	
	T2.5 Expand availability of Responsible Beverage Server Training (RBST) to all counties.	*
Years 3-5	T2.6 Identify and pilot test best practice models of effective, cost efficient alcohol retailer-based safe ride home programs.	

Strategy 3: Provide funding, training and technology for impaired driving law enforcement

On-going	T3.1 Conduct high-visibility, coordinated statewide impaired driving enforcement events linked with paid and earned media. Identify areas with high rates of impaired driving to prioritize enforcement efforts.	
	T3.2 Conduct locally coordinated Driving While Impaired (DWI) saturation patrols. Use the Office of Traffic Safety (OTS) DWI Dashboard to identify high risk locations and time periods for impaired driving crashes.	
	T3.3 Identify and pilot test promising technology for roadside detection of suspected use of drugs other than alcohol.	
	T3.4 Increase Advanced Roadside Impaired Driving Enforcement (ARIDE) and Drug Recognition Expert (DRE) training opportunities for law enforcement personnel.	
Years 1-2	T3.5 Encourage law enforcement agencies to establish zero tolerance guidance for officers when encountering suspected impaired drivers.	
	T3.6 Compile baseline county-specific data on drug-related crashes, DWI-Drug citations, and chemical test results for tetrahydrocannabinol (THC) and other drugs.	*

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Impaired Roadway Users	
Strategy 4: Improve DWI law, adjudication process, and post-conviction sanctions to deter impaired driving	
On-going	T4.1 Identify and support legislative solutions that strengthen the DWI law and make it more effective at deterring impaired driving and reducing repeat offenses.
Years 1-2	T4.2 Convene a NHTSA Safety Program Assessment of the OTS Impaired Driving Program to identify strengths, weaknesses and opportunities for improvement.
	T4.3 Study the effectiveness of screening and brief intervention techniques for DWI offenders.
Years 3-5	T4.4 Provide supplemental funding for counties interested in establishing DWI post-conviction Victim Impact Panels.
	T4.5 Establish more DWI Courts.

*

DRAFT

Intersections

Strategy 1: Improve safety through intersection roadway design changes and alternative intersections

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On-going	T1.1 Increase education and public outreach about alternative intersection designs and how to use them. Support data-driven solutions, and explore ways to communicate the safety benefits of alternative intersections.
	T1.2 Incorporate transit, bicyclists, and pedestrians in intersection design. Provide facilities to accommodate people walking, rolling, and bicycling to limit conflicts with vehicles.
Years 1-2	T1.3 Design intersections to lower crossing conflict points, manage access points, and reduce the number of severe crashes at intersections. Apply alternative design to intersections with a high frequency of severe crashes or systemic risk factors.
	T1.4 Apply alternative intersection designs on a corridor level approach.

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Strategy 2: Improve corridor and signalized intersection safety through intersection traffic design and signal timing

On-going	T2.1 Improve signal timings at signalized intersections. Update signalized corridor timing, coordination, and phasing to reduce stops.
Years 1-2	T2.2 Improve the visibility of vehicles and pedestrians at intersections with lighting and unobstructed sightlines.
	T2.3 Improve signing and pavement markings. Incorporate technologies and proven countermeasures as appropriate.
	T2.4 Provide leading pedestrian intervals to improve pedestrian safety where appropriate. Consider installing blank out signs to restrict turns where appropriate during pedestrian intervals.

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Strategy 3: Update planning policy

Years 1-2	T3.1 Reduce over-building the roadway and apply performance-based practical design based on existing demand and safety risks.
	T3.2 Facilitate coordination between state, regional, and local agencies for intersection projects. Participate with all user groups so the project fits the community.
	T3.3 Support improvements with a data-driven approach by linking high-crash intersections and corridors with design-related issues.
Years 3-5	T3.4 Research enhanced analytics and data collection for intersection-based crashes to be used for future safety decisions.

*

Strategy 4: Increase education and enforcement of red light running

On-going	T4.1 Increase red-light running enforcement. Identify locations with high rates of red light running to focus enforcement on. Use technology to assist with enforcement such as blue light alert systems and enhanced red-light cameras (i.e., camera-assisted enforcement).
	T4.2 Increase public awareness of risks associated with red light running. Crashes caused by red light running at signalized intersections can involve pedestrians and bicyclists, in addition to other vehicles.
Years 1-2	T4.3 Identify locations with high rates of red light running to target enforcement.
Years 3-5	T4.4 Encourage legislative changes to allow automated red-light enforcement cameras.

*

Speeding

Strategy 1: Increase education and awareness about safe speeds and aggressive driving

On-going	T1.1 Increase education efforts about the dangers of speeding and aggressive driving, especially among younger drivers. Utilize data and statistics along with a case study narrative to deliver the point effectively.
	T1.2 Increase media messaging to spread awareness that unsafe speed kills.
	T1.3 Use education and messaging to change culture of normalized excessive speeding.

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Strategy 2: Utilize enforcement to reduce speeding

On-going	T2.1 Increase high visibility enforcement to reduce speeding. Provide more funding to law enforcement to support additional speed reduction efforts.
Years 1-2	T2.2 Utilize speed camera-assisted enforcement as appropriate. Place signs in areas with the speed cameras to notify drivers of their presence.
	T2.3 Encourage legislative changes to allow for automated speed enforcement.
Years 3-5	T2.4 Improve the data management of speed-related crashes. Educate law enforcement to update MnCrash once crash reconstruction is complete.

*

Strategy 3: Improve road design and speed limit signing

Years 1-2	T3.1 Use geometric elements and traffic calming techniques to design roads for appropriate speeds. Utilize road diets where appropriate.
	T3.2 Use appropriate speed limits that account for roadway design, traffic, land use, and context.
	T3.3 Install dynamic speed feedback signs, preferably with geometric improvements, to gain compliance with speed limits where speeds/crashes are an issue.
Years 3-5	T3.4 Implement variable speed limits to account for changing driving conditions. Encourage legislative changes to allow for regulatory variable speed limits.

*

Lane Departure

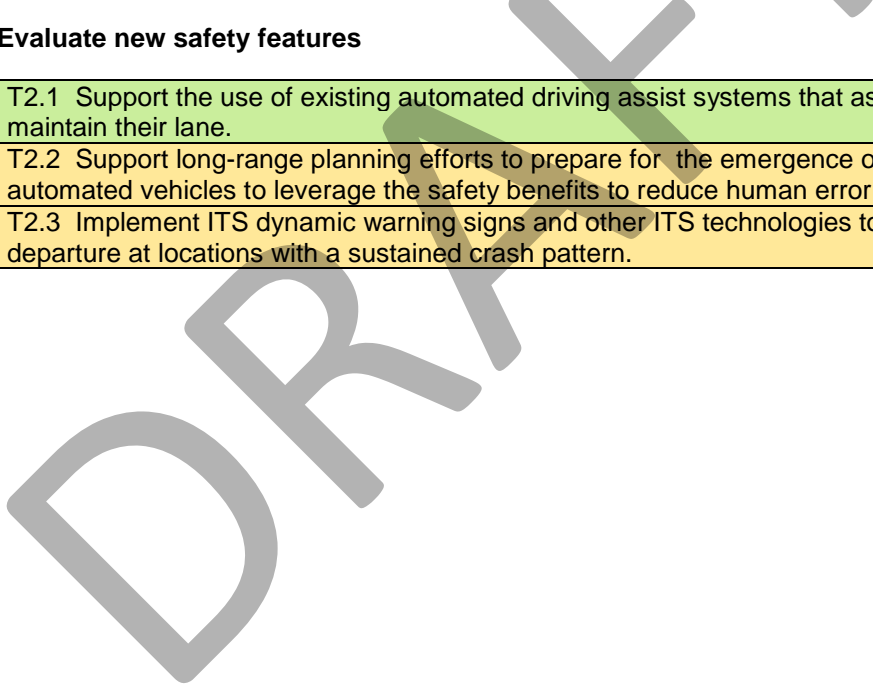


Strategy 1: Design roadways to reduce the frequency and severity of lane departure crashes

On-going	T1.1 Install rumble strips and mumble strips on centerlines and edges of roads, especially along two-lane roadways, to tactically warn drivers if their vehicles leave the desired travel area.
	T1.2 Install improved pavement markings, such as wet reflective edge stripes and wider (i.e. 6" instead of 4") markings.
	T1.3 Maintain clear zones to reduce obstructions and fill in drop-offs on high speed corridors. Maintain a clear down-slope if within a clear zone. Maintain traversable driveways and embankments to reduce stopping or rolling hazards.
	T1.4 Design improved geometry for highway curves to reduce the chance of vehicles exiting the roadway (where low-cost treatments are ineffective).
	T1.5 Install median cable barrier along divided highways with narrow medians or center buffers with tubular delineators along two-lane highways.
Years 3-5	T1.6 Install delineators along high volume, high risk corridors to assist drivers, especially in inclement weather or nighttime conditions.

Strategy 2: Evaluate new safety features

Years 1-2	T2.1 Support the use of existing automated driving assist systems that assist drivers maintain their lane.
Years 3-5	T2.2 Support long-range planning efforts to prepare for the emergence of highly automated vehicles to leverage the safety benefits to reduce human error
	T2.3 Implement ITS dynamic warning signs and other ITS technologies to reduce lane departure at locations with a sustained crash pattern.



Unbelted Occupants

Strategy 1: Increase public awareness to improve the use of seat belts and child restraints

On-going	T1.1 Increase public awareness of the high risk associated with failure to wear seat belts and transporting children without proper restraints through paid and earned media campaigns targeting high-risk driver groups as well as underserved communities.	
	T1.2 Tailor messaging so all drivers understand their liability for ensuring all passengers are properly restrained.	
	T1.3 Build strong partnerships with the medical community and insurance providers to increase public understanding of the risk of increased injury severity for failure to wear seat belts or to properly restrain children.	
Years 1-2	T1.4 Conduct data-driven analysis to bring awareness about the risk of increased injury severity for not being properly restrained in a traffic crash.	*
	T1.5 Identify best practice models of employer-based workplace policies on seat belt use.	
	T1.6 Identify best practice models of effective school and community-based outreach methods that target teen drivers. Incorporate results in teen-focused TZD events and materials.	

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Strategy 2: Provide funding and training for seat belt law enforcement

On-going	T2.1 Conduct high visibility statewide seat belt enforcement events linked with paid and earned media.	
Years 1-2	T2.2 Evaluate crash data to identify locations and time periods at greatest risk of unrestrained vehicle occupants.	*
	T2.3 Increase supplemental funding for localized seat belt saturation enforcement details that target known high risk locations and time periods.	
	T2.4 Encourage law enforcement agencies to establish zero tolerance guidance for officers when encountering suspected unbelted drivers. Conduct outreach to courts to encourage consistent adjudication of seat belt and child passenger seat citations.	
	T2.5 Update Occupant Protection Usage and Enforcement (OPUE) curriculum for law enforcement officers.	

Strategy 3: Improve seat belt and child passenger safety law and training programs

On-going	T3.1 Convene a NHTSA Safety Program Assessment of the OTS Occupant Protection Program to identify strengths, weaknesses and opportunities for improvement.	
Years 3-5	T3.3 Add training on the importance of proper use of child passenger safety seats to driver education curriculum standards.	
	T3.4 Increase funding support for outreach training to families, caregivers and child care professionals on the proper use of child safety restraints.	

Strategic Focus Areas

DRAFT

Older Drivers

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Strategy 1: Increase public awareness of the safety risks faced by older drivers

Years 1-2	T1.1 Identify best practice examples that promote self-regulation of driving behavior and self-awareness of declining physical and cognitive abilities.
	T1.2 Develop and distribute updated informational resources on safe driving behaviors and alternative modes of travel for social service organizations, medical professionals, and families of at-risk drivers.
	T1.3 Develop educational resources focused on alternative intersection and roadway design concepts and practices.
	T1.4 Update informational resources for law enforcement, medical professionals and families of at-risk drivers on assessing a person's fitness to drive. *
	T1.5 Increase the promotion of DVS-approved crash prevention/defensive driving courses for drivers age 55 or older. Promote the use of <i>CarFit</i> programs to promote self-awareness of safety, comfort and mobility needs. *
	T1.6 Work with medical professionals to educate patients on base-line cognitive abilities required for driving.

Strategy 2: Evaluate fitness to drive

Years 1-2	T2.1 Design and implement a roadside evaluation protocol for law enforcement to determine fitness to drive for drivers of all ages. *
	T2.2 Identify best practices in age-appropriate vision screening.
	T2.3 Evaluate patterns and trends of crashes involving potential deficiencies in driver fitness.
Years 3-5	T2.4 Identify and encourage legislative changes that establish tests for base-line cognitive and physical abilities required for driving.

Strategy 3: Improve traffic design to benefit older drivers

On-going	T3.1 Continue to research and implement best practices for traffic signage and pavement markings to improve legibility and visibility.
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Strategy 4: Improve alternative transportation options

Years 1-2	T4.1 Increase funding to make community-based mobility alternatives more accessible, especially in rural areas.
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Pedestrians



Strategy 1: Increase education and awareness for drivers and pedestrians

On-going	T1.1 Conduct a high profile pedestrian education campaign with increased media coverage targeted at drivers and pedestrians. Include curriculum on <i>Walk! Bike! Fun!</i> and <i>Vision Zero</i> programs in addition to current laws.
	T1.2 Promote pedestrian-related laws in an easy-to-understand manner for public outreach.
Years 1-2	T1.3 Develop local/community partnerships like advocacy groups and parent-teacher organizations. Create local strategies in partnership with underserved communities and communities with high pedestrian demand.
	T1.4 Promote <i>Safe Routes to School</i> guidelines about education, encouragement, engineering, enforcement, evaluation, and equity.

Strategy 2: Improve design and maintenance for pedestrian safety

On-going	T2.1 Establish policies with all agencies to maintain pedestrian facilities for all four seasons, including proper snow and ice removal. Expedite maintenance of sidewalks to deter people from walking in the road.	
	T2.2 Provide appropriate crossing time at signalized/active crossings. Consider timing strategies to better accommodate pedestrian needs.	
Years 1-2	T2.3 Design roads and facilities for pedestrians, such as sidewalks, mid-block breaks, and bump outs. Identify areas with inadequate pedestrian facilities that could be improved. Provide the appropriate number of safe pedestrian crossings to accommodate pedestrian needs.	*
	T2.4 Design for appropriate road capacity to reduce crosswalk length and crosswalk conflicts. Utilize road diets (4-lane to 3-lane conversions) where appropriate.	*
	T2.5 Install proper signing at crosswalks and evaluate current signing standards. Increase the use dynamic signing options at mid-block crossings where there are high volumes of pedestrian traffic. Promote the use of advance stop bars and/or yield lines at all crosswalks.	
	T2.6 Improve lighting around pedestrian facilities to increase pedestrian visibility.	*
Years 3-5	T2.7 Evaluate passive pedestrian detection technology.	

Strategy 3: Promote policy changes that impact pedestrian safety

On-going	T3.1 Increase funding for pedestrian facilities.
Years 1-2	T3.2 Improve pedestrian volume data collection to identify trends and numbers for health, law, plans, and policies.
	T3.3 Develop pedestrian plans and <i>Complete Streets</i> plans at local levels.

Younger Drivers

Strategy 1: Increase public awareness to improve the safety of younger drivers

Years 1-2	T1.1 Develop age-appropriate teen and young adult-focused content for the annual <i>Toward Zero Death</i> conference. Provide funding to supplement the cost of a cohort of teens and young adults to attend the conference.	*
	T1.2 Evaluate teen driver-involved crash reports to determine if seat belt use varies under different circumstances. Incorporate findings into driver education curriculum and public information initiatives focused on younger drivers.	
	T1.3 Increase public awareness of provisions in the Graduated Driver Licensing law for younger drivers.	
	T1.4 Increase outreach programs to teenagers to educate on teen-driver safety. Conduct a teen-focused <i>Toward Zero Deaths</i> (TZD) summit.	*
Years 3-5	T1.5 Translate the <i>Minnesota Driver's Manual</i> into Hmong, Russian, Somali and Vietnamese for use by teens and adults with limited English proficiency to reinforce safe driving habits after earning a driver license.	

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Strategy 2: Improve driver education and the Graduated Driver License law

Years 1-2	T2.1 Review the current driver education program and identify ways to strengthen and improve it.	*
	T2.2 Evaluate the suitability of driver education simulations currently in use.	
	T2.3 Evaluate the long term driving performance of drivers who complete local option driver improvement (traffic school) classes in lieu of paying fines related to traffic offenses.	
	T2.4 Evaluate the first 3-year driving performance of young drivers who were subject to updated Graduated Driver License (GDL) requirements that began in 2015.	
	T2.5 Review current GDL law to identify ways to strengthen and improve it. Encourage legislative changes that reduce the risk of harm to younger drivers, including driver education requirements and parental supervision elements of the GDL law.	*

Work Zones



Strategy 1: Reduce speeding within work zones	
On-going	T1.1 Use appropriate enforcement to reduce speeding and distracted driving in work zones, especially during peak travel periods. Develop and deploy strategies to best enforce work zones.
	T1.2 Increase visible enforcement presence, possibly with decoy squad cars. Increase funding for additional law enforcement resources.
Years 1-2	T1.3 Encourage legislative changes to legalize automated camera enforcement in work zones.
	T1.4 Install automated/enhanced speed enforcement or camera-assisted enforcement in work zones.
	T1.5 Install dynamic speed feedback signs to alert drivers if they are speeding.
	T1.6 Evaluate travel speeds within work zones to apply appropriate speed limits. Incorporate "Workers Present" speed limits in work zones during times when workers are present.
Years 3-5	T1.7 Apply physical or geometric features to calm traffic in work zones.
Strategy 2: Incorporate work zone notifications and education	
On-going	T2.1 Increase public education and training for driving in work zones. Create greater public awareness about moving over for disabled vehicles, law enforcement, construction, etc. (<i>Ted Foss Law</i>).
	T2.2 Apply consistent and appropriate warning signs in advance of work zones, especially when workers are present.
Years 1-2	T2.3 Use advance warning signs / DMS boards for changing work zone conditions, travel times, and incidents within work zone.
Years 3-5	T2.4 Establish best practices of radar-based audible and visible warning systems to warn workers of speeding vehicles. Consider installing warning systems within work zones.
Strategy 3: Use innovative work zone planning techniques	
Years 1-2	T3.1 Change traditional work schedules based on traffic trends. Avoid closing lanes when excessive queuing could occur.
	T3.2 Use full road closures to avoid traffic conflicts and to accelerate work where appropriate.
	T3.3 Maintain accessible pedestrian routes with Alternative Pedestrian Routes (APR) and Temporary Pedestrian Access Routes (TPAR) and provide clear bicycle detour routes. Protect pedestrian routes if they are detoured into the roadway.
Years 3-5	T3.4 Work with phone applications or develop an application to distribute work zone alerts when vehicles approach work zones.
Strategy 4: Design safer work zones	
Years 1-2	T4.1 Increase separation between workers and vehicles with lane shifts, crossovers, barriers, or other techniques.
	T4.2 Install vision screens to limit gawker effect.
	T4.3 Use automated flagger devices or temporary signals to limit exposure between vehicles and workers.
	T4.4 Consider work zone intrusion notification systems, such as (portable) rumble strips.

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<h1>Commercial Vehicles</h1>	
Strategy 1: Improve enforcement for commercial vehicles	
On-going	T1.1 Improve enforcement of unsafe commercial vehicles and their operators, and provide training for local law enforcement focused on commercial vehicles.
Years 1-2	T1.2 Encourage more effective communication about motor vehicle enforcement between law enforcement agencies and commercial vehicle enforcement personnel.
	T1.3 Provide additional law enforcement at commercial vehicle inspection sites to assist with driver impairment checks.
Years 3-5	T1.4 Require agriculture trucks follow commercial vehicle inspection requirements.
Strategy 2: Improve the network of commercial vehicle rest areas	
Years 3-5	T2.1 Provide additional truck parking facilities along highways. Increase the efficiency of existing truck parking spaces. Provide additional information systems to inform truck drivers of available spaces.
	T2.2 Coordinate with commercial properties along highways to support auxiliary truck parking. Evaluate using an insurance pool to mitigate liability concerns with property owners.
Strategy 3: Increase education on commercial vehicle safety	
On-going	T3.1 Increase outreach to underserved communities on licensing requirements.
Years 1-2	T3.2 Provide more public awareness for blind spot dangers for trucks, such as the <i>No Zone</i> campaign.
	T3.3 Support education for truck drivers and mechanics about the federal <i>Whistleblower Protection Act</i> . Encourage reporting of companies that pressure employees to break federal commercial vehicle laws, including hours of service limits.
	T3.4 Educate trucking association members on work zone safety.
Strategy 4: Support new vehicle technology	
Years 3-5	T4.1 Study the potential safety implications of truck platooning technology, wherein multiple commercial vehicles travel in close proximity to each other.

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Motorcyclists

Strategy 1: Increase public awareness and education to improve motorcycle safety

On-going	T1.1 Develop and distribute updated informational resources on safe driving behaviors by motorcycle drivers and passengers, emphasizing both legal requirements and best practices. Coordinate with motorcycle community groups to educate riders on safe riding techniques and self-protection.	
Years 1-2	T1.2 Develop and distribute updated informational resources on sharing the road with motorcycles, emphasizing the need for vigilance at intersections.	*
	T1.3 Encourage experienced motorcycle riders to take the OTS Intermediate Rider Course as refresher training.	
	T1.4 Evaluate motorcycle crash patterns and trends. Incorporate the findings into driver education curriculum and public information initiatives.	
	T1.5 Include injury outcome data analysis and other evidence-based information about the risk of increased injury severity for motorcycle riders not wearing head protection when involved in a traffic crash.	
	T1.6 Work with motorcycle dealerships to sell right-sized bikes and to encourage rider training to buyers.	
	T1.7 Identify best practices in rider education content and delivery mechanisms for incorporation into Minnesota rider education programming.	

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Strategy 2: Improve motorcycle safety-related policies

Years 1-2	T2.1 Convene a NHTSA Safety Program Assessment of the OTS Motorcycle Safety Program to identify strengths, weaknesses and opportunities for improvement.	*
	T2.2 Evaluate the first 3-year driving performance of motorcycle drivers who complete the Basic Rider Course to identify Minnesota-specific topics that need greater emphasis in the Motorcycle Safety Foundation curriculum.	
	T2.3 Review current legislation to identify opportunities to encourage legislative changes (such as universal helmet law) that reduce the risk of harm to motorcycle riders.	*
Years 3-5	T2.4 Identify and remove barriers to obtaining a motorcycle endorsement.	

Strategy 3: Improve highway design and maintenance policies

Years 1-2	T3.1 Improve highway work zone signage policy and practice to increase motorcyclists' awareness of temporary road conditions.	
	T3.2 Update roadway pavement maintenance priorities to emphasize remedying conditions particularly difficult for motorcyclists.	
Years 3-5	T3.3 Design motorcycle forgiving infrastructure along routes with high motorcycle traffic.	



2020-2024 Strategic Highway Safety Plan

Met Council – TAC Planning

November 14, 2019

What is the SHSP?

The Minnesota Strategic Highway Safety Plan (SHSP):

- Sets direction to reduce traffic fatalities and serious injuries for all roadway users
- Recognizes the complicated relationship between crash types and promotes strategic partnerships to impact safety
- Is informed by data and input from traffic safety professionals and advocates of many disciplines
- Is required by federal law and is updated every five years



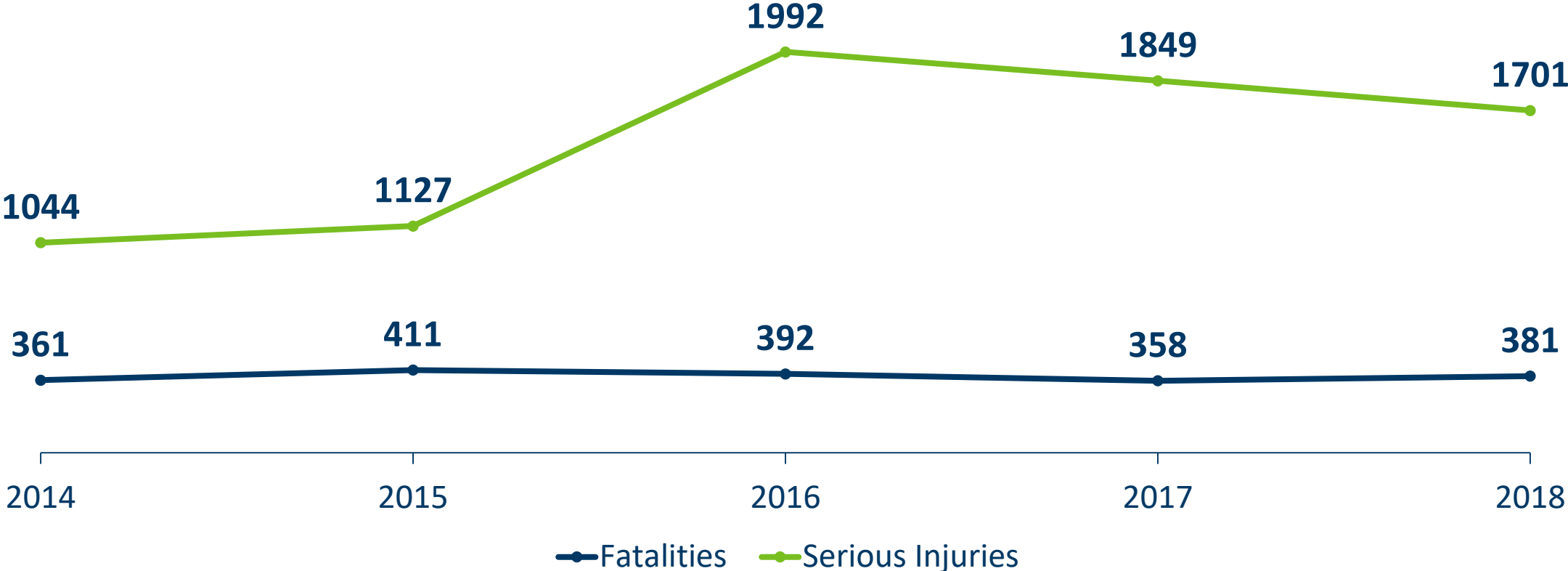
Timeline



Statewide Crash Data Review

Statewide Crash Data – Total Crashes

Total Statewide Fatalities & Serious Injuries (2014-2018)



Statewide Crash Data – Summary

Fatal and Serious Injury Crashes = 8,188 over 5 years

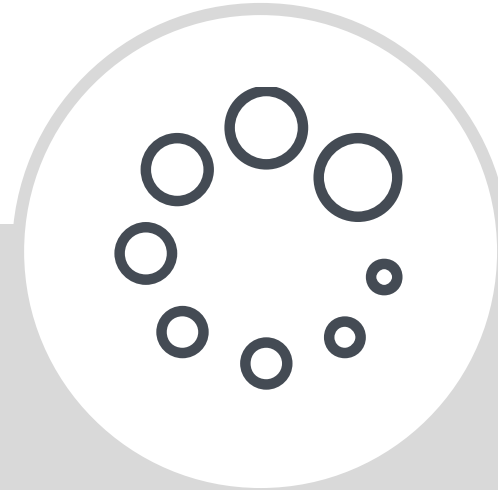
1	Intersections	47%	6	Motorcyclists	17%	12	Head-On	11%
2	Single Vehicle Run off the Road	31%	7	Unbelted Occupants	16%	13	Commercial Vehicles	9%
				Younger Drivers	16%			
3	Impairment	25%	9	Unlicensed Drivers	14%	14	Bicyclists	4%
4	Speed	20%	10	Inattention	13%	15	Work Zones	2%
5	Older Drivers	18%	11	Pedestrians	12%	16	Trains	0.4%

Statewide Crash Data – Trends



TRENDING UP

- Intersections
- Older drivers
- Pedestrians
- Speed
- Unlicensed drivers
- Work zones



STEADY

- Bicyclists
- Commercial vehicles
- Impaired roadway users
- Lane departure (head-on)
- Motorcyclists
- Trains



TRENDING DOWN

- Inattentive drivers
- Lane departure (run-off-the-road)
- Unbelted occupants
- Younger drivers

Stakeholder Outreach

Who is involved?



Traffic Safety Stakeholders



Traffic safety professionals and advocates

ENGINEERING, EDUCATION, ENFORCEMENT, EMERGENCY MEDICAL & TRAUMA SERVICES, + EVERYONE



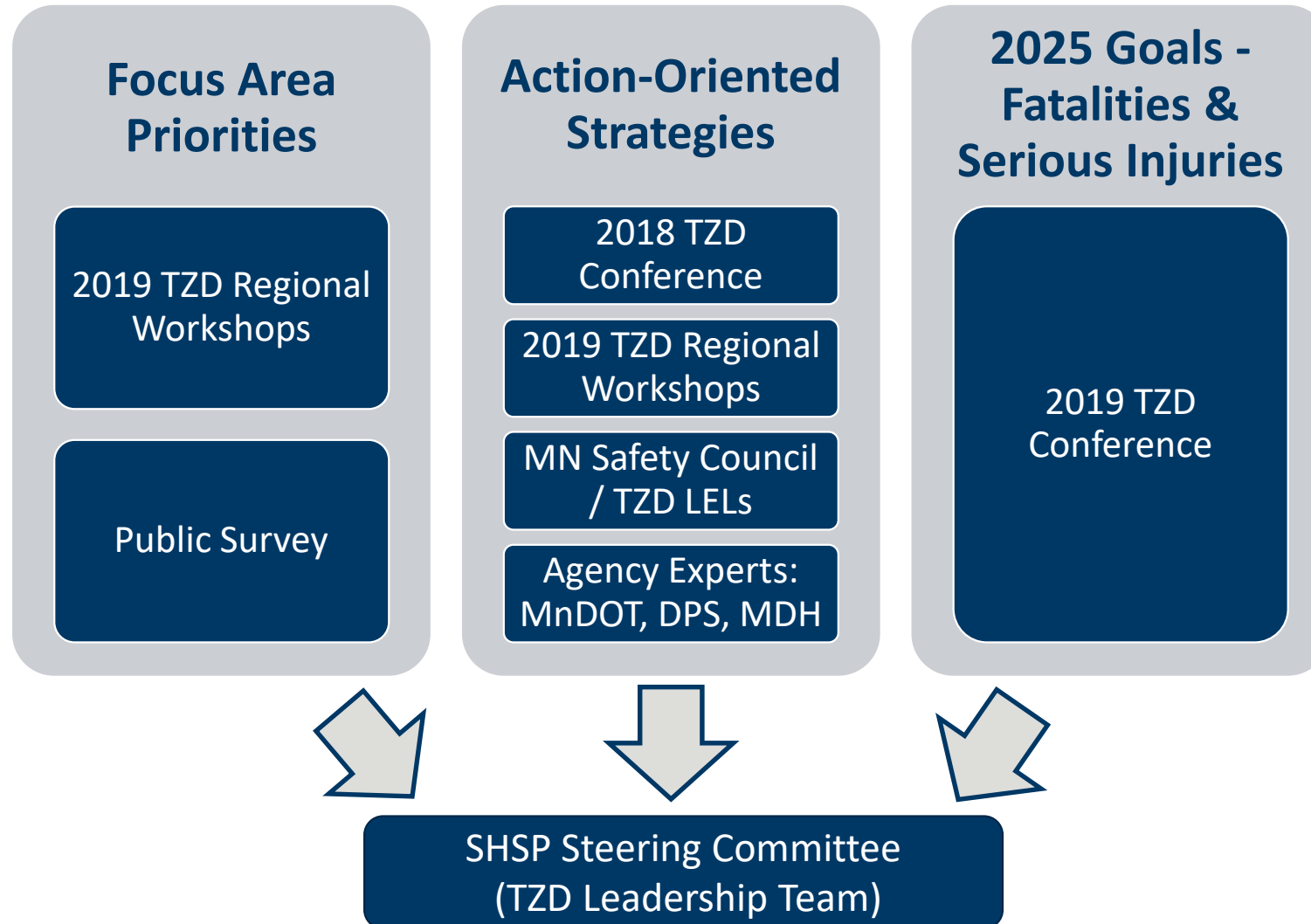
Lead Agencies:
MnDOT, MN Dept of Public Safety, MN Department of Health



TZD Program Stakeholders:
TZD regional workshops and other targeted outreach

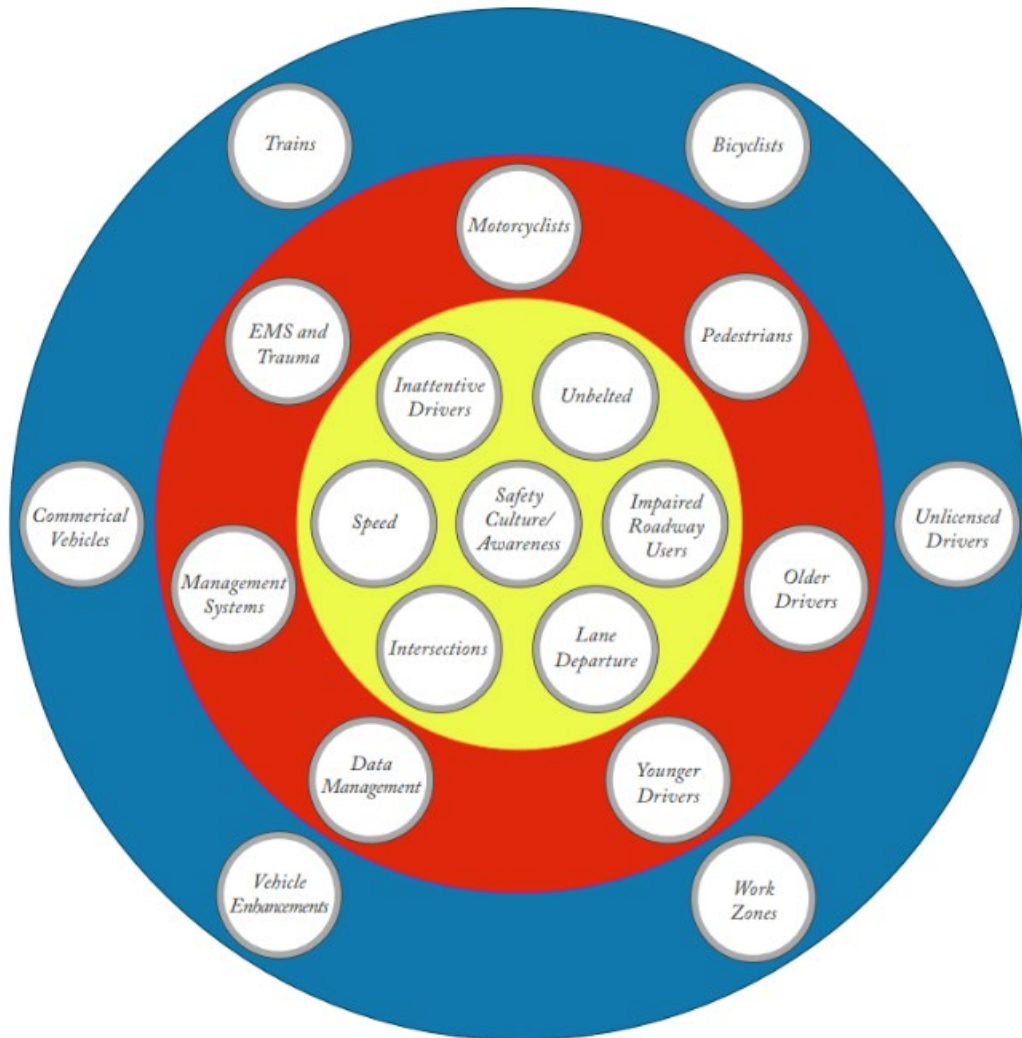
Cities, counties, state patrol, local law enforcement, tribes, MPOs, state agencies, driver education, EMS, advocacy groups, associations, academia, consultants.

Targeted Stakeholder Input



2020-2024 Focus Area Priorities

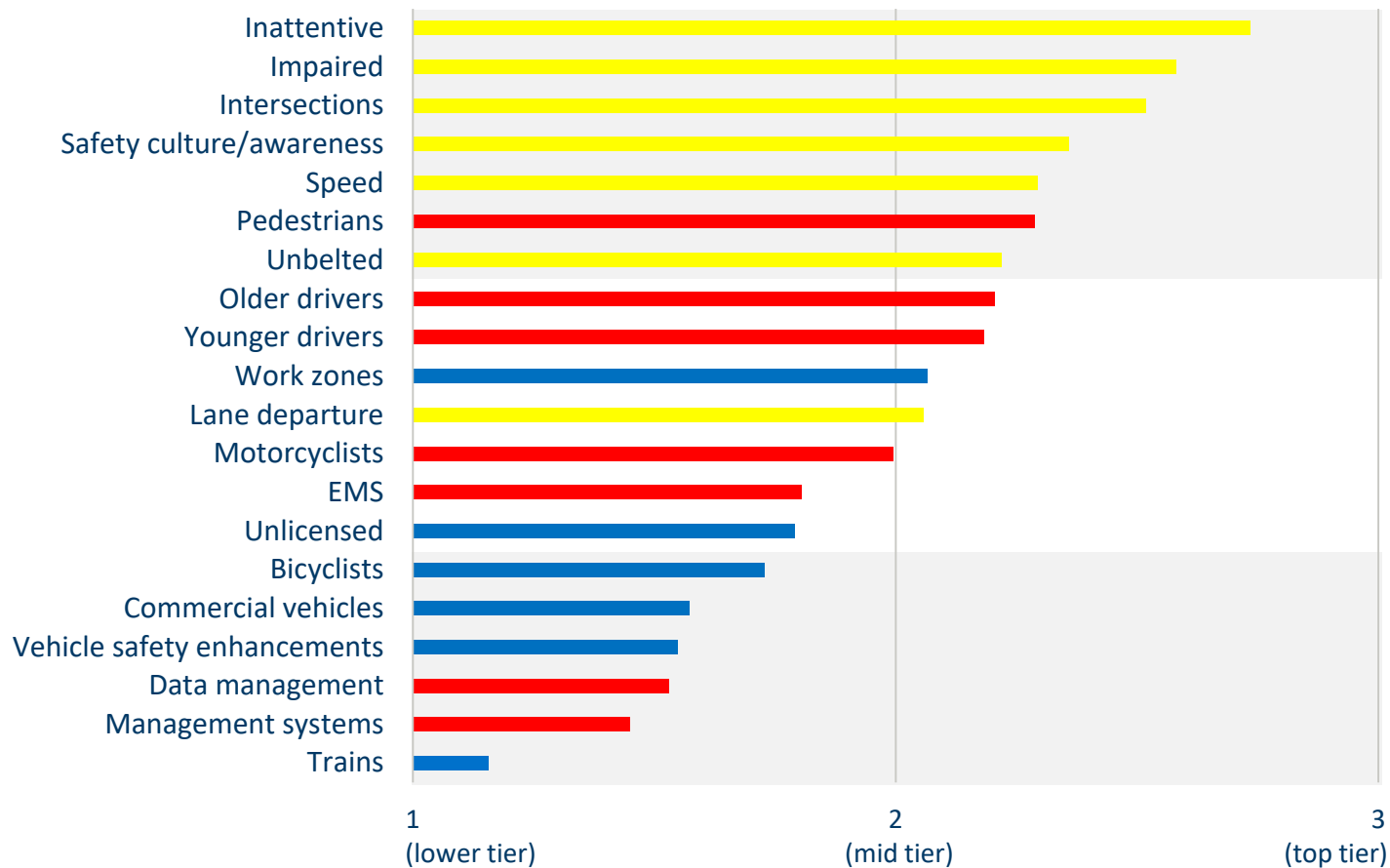
2014-2019 (PREVIOUS) Focus Area Priorities



- Keep all emphasis areas, but identify priorities
- Look at emerging areas – what’s next for making a difference?
- Bullseye – Starting point to help identify new framework
- SHSP Steering Committee – reviewed input and determined new framework for 2020-2024 priorities

Input from TZD Workshops – Focus Area Priorities

Average statewide rating by focus area



Total participants = 546 respondents; West Central workshop not included



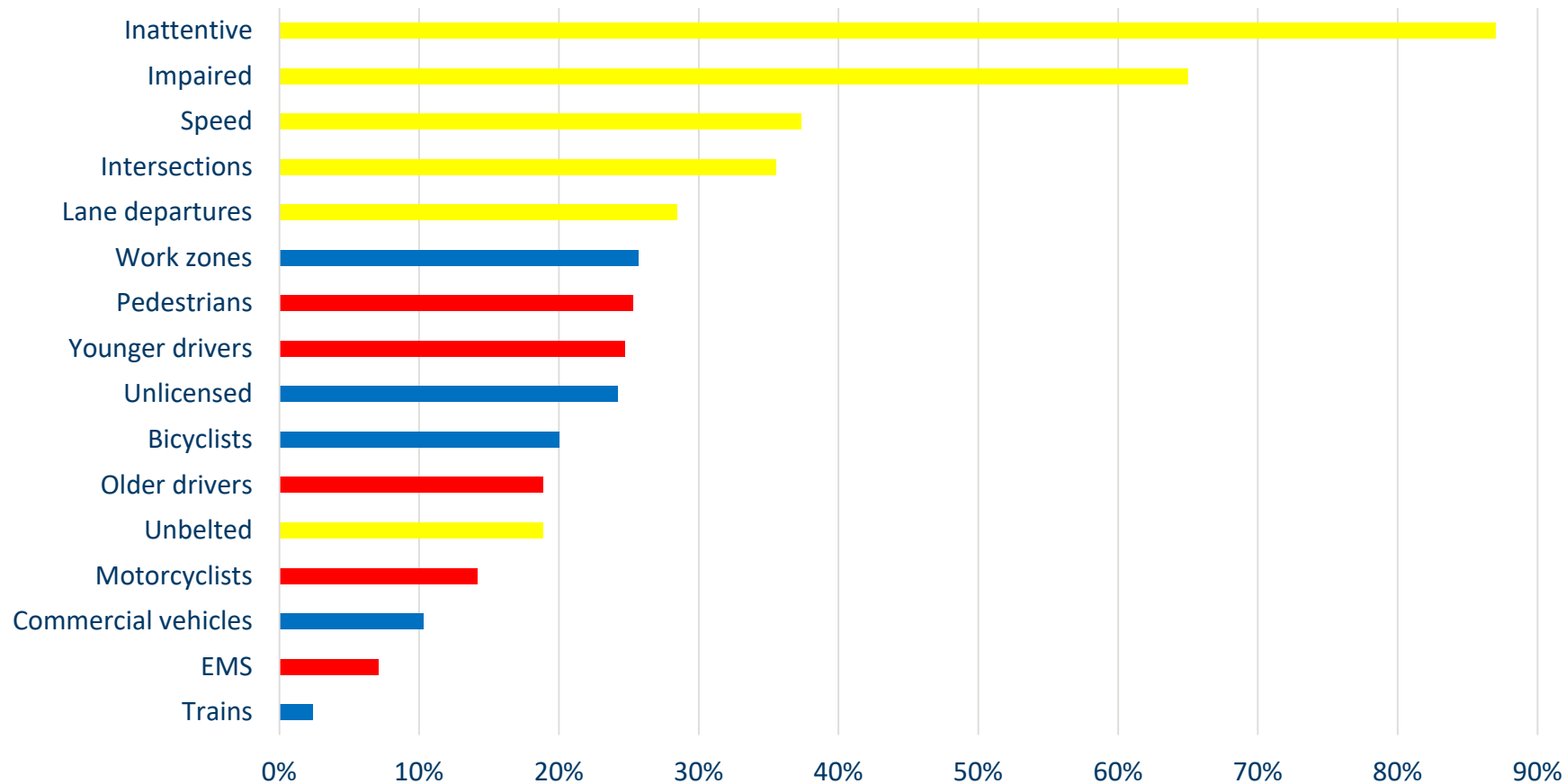
- Pedestrians (mid to top)
- Work zones (low to mid)
- Unlicensed (low to mid)



- Lane departure (top to mid)
- Data management (mid to low)
- Management systems (mid to low)

Input from Public Survey – Focus Area Priorities

Frequency Selected in top 3 statewide by focus area



Total survey respondents = 2,636

Survey did not ask about:

- Traffic safety culture and awareness
- Vehicle safety enhancements
- Data management
- Management systems

2020-2024 SHSP: New Focus Area Groupings

- **CORE** – These focus areas are currently important and will continue to be important
 - Highly connected to other focus areas
 - Will have specific strategies in the SHSP
- **STRATEGIC** – These focus areas were mid or lower tier priorities in the previous SHSP but are increasing in importance
 - Increasing crash trends, the need for more or new strategies, demographic changes, social and political importance, and geographic differences
 - Will have specific strategies in the SHSP

2020-2024 SHSP: New Focus Area Groupings

- **CONNECTED** – These focus areas are important but don't rise to the level of Core or Strategic
 - Will not have specific strategies identified in the SHSP
 - Will still be addressed in the SHSP through connections to Core and Strategic focus areas
- **SUPPORT SOLUTIONS** – These focus areas are supporting tools and services that contribute to traffic safety
 - Will not have specific strategies identified in the SHSP
 - Strategies identified for other focus areas may include these elements

2020-2024 focus area priorities



Core

- Inattentive drivers
- Impaired roadway users
- Intersections
- Speed
- Lane departure
- Unbelted vehicle occupants

Strategic

- Older drivers
- Pedestrians
- Younger drivers
- Work zones
- Commercial vehicles
- Motorcyclists

Connected

- Unlicensed drivers
- Bicyclists
- Trains

Support Solutions

- Traffic safety education & awareness
- EMS & trauma systems
- Vehicle safety enhancements
- Data management
- Management systems

Action-Oriented Strategies

Strategies Gathered at TZD Workshops

Small Group Activity at Workshops

- Brainstormed strategies in specific focus area groups
- Selected top 3-5 strategies per small group
- Some were more specific tactics

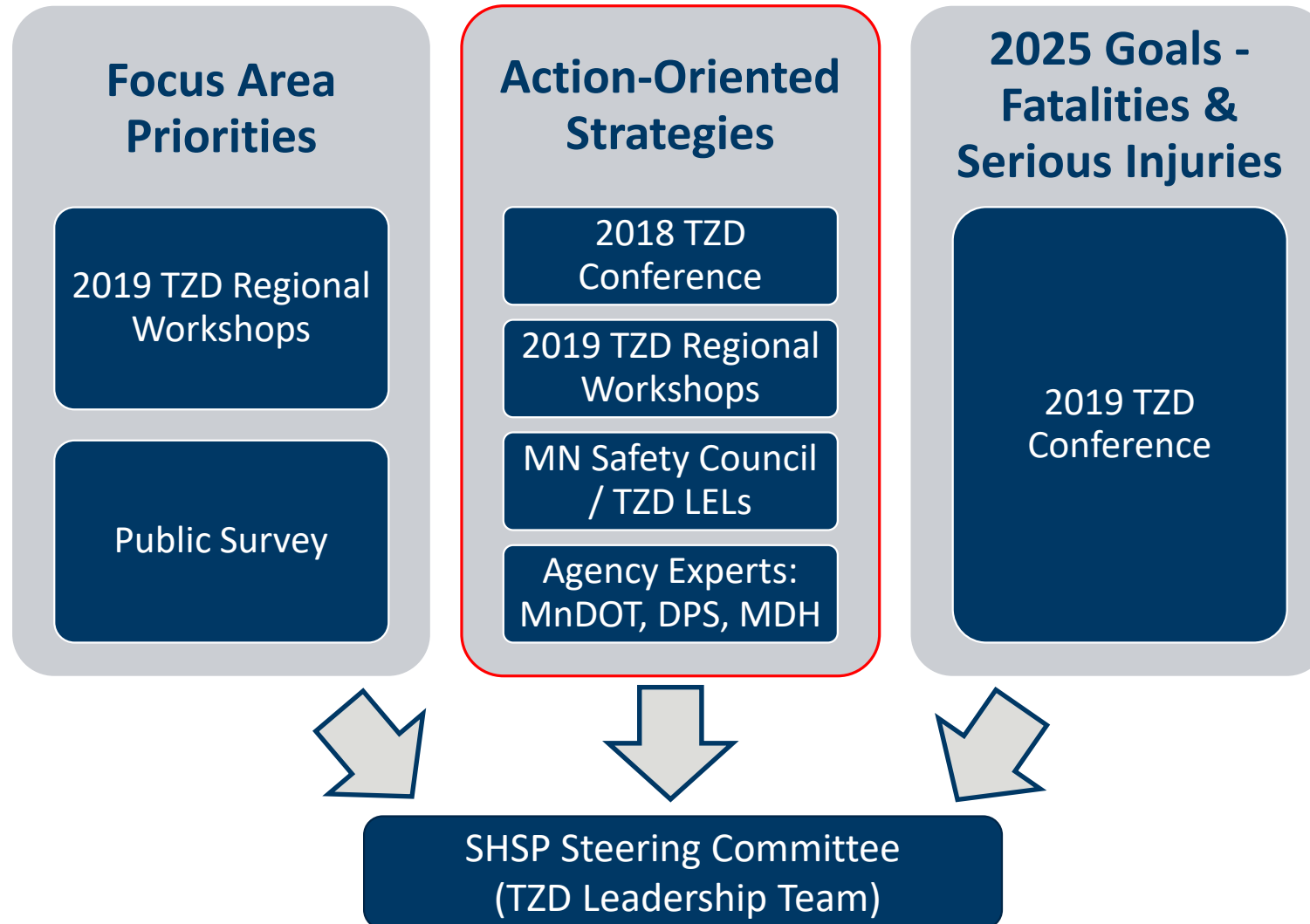
Compiled Workshop Strategies

- Grouped similar strategies and tactics together
- To show ideas suggested most often

Activity with Steering Committee (TZD Leadership Team)

- Reviewed all strategies generated at workshops
- Selected “must-dos” for the SHSP

Blending Input from Stakeholders and Agency Experts



Action-Oriented Strategies

Format

- **Strategy:** High level strategy that conveys a broader objective.
- **Tactics:** Actions to accomplish the strategy.

Example

- **Strategy 1:** Design roadways to reduce the frequency and severity of lane departure crashes
 - T1.1 Install rumble strips and mumble strips on centerlines and edges of roads, especially along two-lane roadways
 - T1.2 Install improved pavement markings, such as wet reflective edge stripes and wider markings
 - T1.3 Maintain clear zones to reduce obstructions and fill in drop-offs on high speed corridors

Prioritizing Strategies and Tactics

- TZD Leadership Team identified two type of priorities
- Year 1 Priority Tactics
 - Items not being done now but a commitment to start
 - Summary action plans
 - 35 Tactics in 11 Focus Areas + Traffic Safety Culture
 - None in Lane Departure
- 5-Year Priority Strategies
 - Will receive extra attention over the life of the SHSP
 - 12 Strategies in 11 Focus Areas
 - None in Commercial Vehicles

- Strategies/Tactics are the backbone to implementing the SHSP
- How Your Agency Can Implement the SHSP
 - Incorporate relevant strategies/tactics into your **PLANS**
 - Incorporate relevant strategies/tactics into your **POLICY**
 - Incorporate relevant strategies/tactics into your **PROJECTS/PROGRAMS**

SHSP Contact Information



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