



OZARKS TRANSPORTATION ORGANIZATION  
A METROPOLITAN PLANNING ORGANIZATION

# BOARD OF DIRECTORS MEETING AGENDA

APRIL 16, 2020  
12:00 - 1:30 PM

UPDATED MEETING LOCATION: MEETING MAY BE VIEWED ONLINE  
DETAILS ARE INCLUDED ON THE AGENDA



## OZARKS TRANSPORTATION ORGANIZATION

A METROPOLITAN PLANNING ORGANIZATION

### Board of Directors Meeting Agenda

April 16, 2020

12:00 – 1:30 p.m.

The Board will convene with a web meeting via Zoom at <https://zoom.us/j/335220892>

**The details for online public viewing of the meeting, as well as the full agenda will be made available on the OTO website: [ozarkstransportation.org](http://ozarkstransportation.org)**

Call to Order .....NOON

#### I. Administration

##### A. Welcome and Roll Call

##### B. Approval of Board of Directors Meeting Agenda (2 minutes/Cossey)

#### BOARD OF DIRECTORS ACTION REQUESTED TO APPROVE THE AGENDA

##### C. Approval of February 20, 2020 Meeting Minutes ..... Tab 1 (2 minutes/Cossey)

#### BOARD OF DIRECTORS ACTION REQUESTED TO APPROVE THE MEETING MINUTES

##### D. Public Comment Period for All Agenda Items ..... Tab 2 (5 minutes/Cossey)

Individuals who would like to comment must submit comments in writing by 5:00 p.m. on April 15<sup>th</sup> to [comment@ozarkstransportation.org](mailto:comment@ozarkstransportation.org) or at <https://www.ozarkstransportation.org/give-us-your-input#comments>. These comments will be provided to the Board prior to the meeting. Any public comment received since the last meeting has been included in the agenda packet.

##### E. Executive Director's Report (5 minutes/Fields)

A review of OTO activities since the last Board of Directors meeting will be given.

##### F. MoDOT Update (10 minutes/MoDOT)

A MoDOT Staff member will give an update of MoDOT activities.

**G. Legislative Reports**

(5 minutes/Cossey)

Representatives from the OTO area congressional delegation will have an opportunity to give updates on current items of interest.

**II. New Business**

**A. Amendment to the OTO Articles of Incorporation ..... Tab 3**

(5 minutes/Fields)

The current Articles of Incorporation distribute the assets of OTO upon dissolution to the City of Springfield. The proposed amendment will distribute assets in proportion of the most recent dues paid. This amendment will need to be individually approved by each dues paying member.

**BOARD OF DIRECTORS ACTION REQUESTED TO APPROVE THE FORM OF THE  
AMENDMENT TO THE ARTICLES OF INCORPORATION IN ORDER TO BE INDIVIDUALLY  
APPROVED BY EACH DUES PAYING MEMBER**

**B. Resolution to Amend the OTO Bylaws ..... Tab 4**

(5 minutes/Fields)

Amendments to the Bylaws are proposed and include several changes as recommended by the Executive Committee and OTO Legal Counsel.

**BOARD OF DIRECTORS ACTION REQUESTED TO ADOPT THE RESOLUTION AMENDING  
THE OTO BYLAWS. A ROLL CALL VOTE IS REQUIRED.**

**C. 2020 Calendar Year Action Items ..... Tab 5**

(5 minutes/Fields)

Staff is proposing the included action items for the 2020 Calendar Year.

**BOARD OF DIRECTORS ACTION REQUESTED TO APPROVE THE 2020 CALENDAR YEAR  
ACTION ITEMS**

**III. Other Business**

**A. Board of Directors Member Announcements**

(5 minutes/Board of Directors Members)

Members are encouraged to announce transportation events being scheduled that may be of interest to OTO Board of Directors members.

**B. Transportation Issues for Board of Directors Member Review**

(5 minutes/Board of Directors Members)

Members are encouraged to raise transportation issues or concerns that they have for future agenda items or later in-depth discussion by the OTO Board of Directors.

**C. Articles for Board of Directors Member Information ..... Tab 6**  
(Articles attached)

**IV. Adjourn meeting.** A motion is requested to adjourn the meeting. Targeted for **1:30 P.M.**

The next Board of Directors regular meeting is scheduled for Thursday, June 18, 2020 at 12:00 P.M. at the OTO Offices, 2208 W. Chesterfield Blvd, Suite 101.

**Attachments**

Pc: Ken McClure, Mayor, City of Springfield  
Matt Morrow, President, Springfield Area Chamber of Commerce  
Joelle Cannon, Senator Blunt's Office  
Dan Wadlington, Senator Blunt's Office  
Clayton Campbell, Senator Hawley's Office  
Jeremy Pruett, Congressman Long's Office  
Area News Media

Si usted necesita la ayuda de un traductor, por favor comuníquese con Andy Thomason al (417) 865-3042, al menos 48 horas antes de la reunión.

Persons who require special accommodations under the Americans with Disabilities Act or persons who require interpreter services (free of charge) should contact Andy Thomason at (417) 865-3042 at least 24 hours ahead of the meeting.

If you need relay services, please call the following numbers: 711 - Nationwide relay service; 1-800-735-2966 - Missouri TTY service; 1-800-735-0135 - Missouri voice carry-over service.

OTO fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information or to obtain a Title VI Complaint Form, see [www.ozarkstransportation.org](http://www.ozarkstransportation.org) or call (417) 865-3042.



**TAB 1**

**BOARD OF DIRECTORS AGENDA 4/16/2020; ITEM I.C.**

**February 20, 2020 Meeting Minutes**

**Ozarks Transportation Organization  
(Springfield, MO Area MPO)**

**AGENDA DESCRIPTION:**

Attached for Board member review are the minutes from the Board of Directors February 20, 2020 meeting. Please review these minutes prior to the meeting and note any changes that need to be made. The Chair will ask during the meeting if any member has any amendments to the attached minutes.

**BOARD OF DIRECTORS ACTION REQUESTED:**

A member of the Board of Directors is requested to make one of the following motions:

“Move to approve the Board of Directors February 20, 2020 meeting minutes.”

OR

“Move to approve the Board of Directors February 20, 2020 meeting minutes with the following corrections...”

**OZARKS TRANSPORTATION ORGANIZATION  
BOARD OF DIRECTORS MEETING MINUTES  
February 20, 2020**

The Board of Directors of the Ozarks Transportation Organization met at its scheduled time of 12:00 p.m. in the Ozarks Transportation Organization Large Conference Room in Springfield, Missouri.

The following members were present:

Mr. Harold Bengsch, Greene County	Mr. Andrew Lear, City of Springfield
Mr. Chuck Branch, Citizen-at-Large	Mr. James O'Neal, Citizen-at-Large
Mr. David Cameron, City of Republic (a)	Mr. Ralph Phillips, Christian County
Mr. Steve Campbell, MoDOT	Ms. Stacy Reese, MoDOT (a)
Mr. Steve Childers, City of Ozark (a)	Ms. Martha Smartt, City of Strafford (a)
Mr. Jerry Compton, Citizen-at-Large	Mr. Dan Smith, City of Springfield (a)
Mr. Travis Cossey, City of Nixa (a)	Mr. Richard Walker, Citizen-at-Large
Ms. Debra Hickey, City of Battlefield	Mr. Brian Weiler, Airport Board (a)
Mr. Skip Jansen, City Utilities	

*(a) Denotes alternate given voting privileges as a substitute for voting member not present*

The following members were not present:

Mr. Mokhtee Ahmad, FTA	Mr. Ken McClure, City of Springfield (a)
Mr. Chris Coulter, Greene County (a)	Ms. Laurel McKean, MoDOT (a)
Mr. Bob Dixon, Greene County	Mr. Bradley McMahon, FHWA
Mr. John Elkins, Citizen-at-Large (a)	Mr. Daniel Nguyen, FTA (a)
Ms. Jan Fisk, City of Springfield	Mr. Mark Schenkelberg, FAA
Ms. Ashley French, City of Strafford	Mr. Mike Schilling, City of Springfield
Mr. Rick Gardner, City of Ozark	Mr. Frank Schoneboom, City of Battlefield
Mr. Brad Gray, City of Willard (a)	Mr. Matthew Simpson, City of Springfield (a)
Mr. Corey Hendrickson, City of Willard	Mr. Brian Steele, City of Nixa
Mr. Michael Latuszek, FHWA (a)	Mr. Jeff Ussery, City of Republic

Others Present: Garrett Tyson, Civic Minded Consulting; Mr. Dan Wadlington, Senator Roy Blunt's Office; Mr. Jeremy Pruett, Congressman Billy Long's Office; Ms. Kimberly Cooper, Mr. Dave Faucett, Ms. Sara Fields, Ms. Markee Hebden, Ms. Natasha Longpine, and Andy Thomason, Ozarks Transportation Organization.

Chair Cossey called the meeting to order at approximately 12:03 p.m.

**I. Administration**

**A. Introductions**

Those in attendance made self-introductions stating their name and the organization they represent.

**B. Approval of Board of Directors Meeting Agenda**

Mr. Cameron moved to approve the February 20, 2020 agenda, with the removal of Item *II.A. City of Republic Presentation*. Mr. Jansen seconded the motion and it was unanimously approved.

**C. Approval of December 19, 2019 Meeting Minutes**

Ms. Hickey moved to approve the December 19, 2019 meeting minutes. Mr. Lear seconded the motion and it was unanimously approved.

**D. Public Comment Period for All Agenda Items**

The correspondence that had been received since distributing the packets for the meeting were laid at the places of the members. No one was present to speak to any item on the agenda.

**E. Executive Director's Report**

Ms. Fields reported that OTO and MoDOT had been working on a \$70 million INFRA Grant for the expansion of I-44 between West Bypass and US 65. The project includes a third travel lane in each direction, new bridges, ITS, sound walls, and the infrastructure required for a trail crossing near Doling Park. MoDOT has committed between \$9 and \$9.5 million in match funds. These funds are available because of the Governor's Bridge Bonding Program. If the grant is not approved over the next couple years, those committed funds will be used to expand I-44 between Glenstone and US 65.

Ms. Fields also reported the remainder of the funds freed up by the bonding program will be used to extend the six-lane expansion of James River Freeway. Depending on the updated estimates, the expansion will be extended to the west of National, possibly all the way to Kansas Expressway.

Ms. Fields stated the FY 2020 federal omnibus budget bill seems to include additional one-time transportation funds. The final numbers have not been published, but the funds should be around \$471,000. No allocation decisions have been made regarding these funds.

**F. MoDOT Update**

Mr. Campbell spoke on safety benefits associated with the I-44 INFRA Grant. It is a project of interest for a number of trucking companies. Mr. Campbell said it is an opportunity to make a lasting impact on freight movement in Springfield.

Mr. Campbell also reported on MoDOT staffing. Turnover continues to be a major issue. It is running around 13 percent, or 100 employees per year. There are 10-15 engineering job openings right now. Twenty-seven percent of current employees are eligible to retire in five years, and 42 percent are eligible in 10 years. MoDOT needs to improve its talent pipeline. Mr. Campbell also announced that John Sanders has been promoted to the Design Engineer position.

Mr. Campbell stated this summer's construction season may be the largest on record for the Southwest District. Major projects include the Missouri/Arkansas connector. This will be the final segment of I-49.

Ms. Reese reported the district has been working with its urban and rural partners to develop the next STIP. She discussed funding targets and STIP development timelines.

**G. Legislative Reports**

(5 minutes/Cossey)

Mr. Pruitt spoke on the grant opportunities that are currently available. He also spoke on the prospect of new infrastructure funding. He expects a few small infrastructure bills may be possible and a one-year extension of the FAST Act is the best that can be hoped for.

Mr. Wadlington reminded everyone that Senator Blunt is happy to write support letters for any grant applications.

**II. New Business**

**A. ~~City of Republic Presentation~~**

*This item was removed from the agenda.*

**B. Financial Statements for 2<sup>nd</sup> Quarter 2019-2020 Budget Year**

Mr. Cameron gave a brief overview of the 2<sup>nd</sup> Quarter Financial Statements. He reported the expenses and revenues are inline with budgeted expectations. The profit and loss statements show expenses are exceeding revenues, but there is a healthy funds balance. He recommends the financial statements be accepted as presented.

Mr. Jansen moved to approve the 2<sup>nd</sup> Quarter Financial Statements as presented. Ms Hickey seconded the motion and it was unanimously approved.

**C. Transportation Alternative Project Award Recommendation**

Mr. Thomason gave a brief overview of the Transportation Alternative Program and outlined the applications received. He explained the applications requested more federal funds than were made available. The scoring committee had to decide how to allocate the funds amongst the communities. Based on the committee's scoring efforts and conversations held during the meeting, the committee made the following funding recommendation:

- Fully fund the City of Springfield, the City of Ozark, and Ozark Greenways applications.
- Fund the right-of-way and design portion of the City of Republic application.
- Award the remaining funds to the City of Battlefield. Battlefield has agreed to commit STBG-U funds to complete this project.

Ms. Hickey made a motion to approve the five Transportation Alternative Program Projects as recommended by the scoring committee. Mr. Childers seconded the motion and it passed unanimously.

**D. Amendment Number Three to the FY 2020-2023 TIP**

Ms. Longpine stated there were eight amendments to the FY 2020-2023 TIP being proposed. The amendments include the five Transportation Alternatives Program projects mentioned under the previous agenda item, and three others. MoDOT is requesting the addition of the CRISI scoping project and a revision to a Bridge Preventative Maintenance project. The City of Springfield has requested funds on the Campbell and Republic Road intersection project be reprogrammed to FY 2020.

Commissioner Bengsch made a motion to approve Amendment Number Three to the FY 2020-2023 TIP. Mr. Jansen seconded the motion and it was unanimously approved.

**E. Federal Classification Change Request**

Mr. Thomason explained that the City of Battlefield has requested two city streets be reclassified as Minor Collectors. He explained where these streets are and the planned developments that are spurring this request. Mr. Thomason reminded the Board it did not approve the actual reclassification of these streets, rather, MoDOT makes the formal reclassification request to FHWA, including the Board's support of the change.

Mr. O'Neil made a motion to approve the Federal Functional Classification Change. Mr. Smith seconded the motion and it was unanimously passed.

**F. OTO Area Online Base Map Demo**

Mr. Faucett gave a brief demonstration of a new web-based mapping application he had developed. He demonstrated the tools included in the application and gave an overview of the types of data included in the map. Mr. Faucett also explained how to access the data tables associated with some of the map's features.

This item was presented for informational purposes only; no action was required.

**III. Other Business**

**A. Board of Directors Member Announcements**

Mr. Weiler announced the Airport had received a grant for taxiway improvements. When all funding sources are combined, the project will cost almost \$9 million. This project is completely designed and will go to bid next week.

**B. Transportation Issues for Board of Directors Member Review**

There were no transportation issues to be considered.

**C. Records to be Destroyed**

Ms. Markee informed the Board of staff's intention to destroy recordings of Board and Technical Planning Committee meetings. This destruction is in compliance with the OTO's record retention policy.

This item was presented for informational purposes only; no action was required.

**D. Articles for Board of Directors Member Information**

Chair Cossey noted there were articles of interest included in the packet for the members to review as time allows.

**IV. Adjourn meeting.**

With no additional business to come before the Board, Mr. Weiler moved the meeting be adjourned. Mr. O'Neal seconded the motion and it was unanimously approved. The meeting was adjourned at approximately 1:03 p.m.

**TAB 2**



**BOARD OF DIRECTORS AGENDA 4/16/2020; ITEM I.D.**

**Public Comment**

**Ozarks Transportation Organization  
(Springfield, MO Area MPO)**

**AGENDA DESCRIPTION:**

Attached for Board member review are Public Comments for the time frame between February 20, 2020 and April 16, 2020.

**BOARD OF DIRECTORS ACTION REQUESTED:**

This item is informational only, no action is required.

## Comment Comment

---

**From:** OTO Trail Study <noreply@ototrailstudy.com>  
**Sent:** Monday, April 6, 2020 3:07 PM  
**To:** Comment Comment  
**Subject:** Public Input Map Comment

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

An new map comment has been posted at <http://map.ototrailstudy.com>.

**Name:** Anonymous

**Type:** Point

**Coordinates:** [-93.37110757827759,37.15780270805151]

**Category:** pedestrian-point

**Comment:** MoDot needs to be a better steward of their property and work to maintain the character of the system, for both vehicles and pedestrians. That means saving at least some of the native and natural trees and underbrush; it's attractive and serves multiple purposes for wind and soil erosion, screening, safety barriers and aesthetics. ex. I love the way MoDot cut down everything that screened the Wilson's Creek Trail from JRF. It totally ruined that section of the trail.

## Comment Comment

---

**From:** OTO Trail Study <noreply@ototrailstudy.com>  
**Sent:** Monday, April 6, 2020 2:54 PM  
**To:** Comment Comment  
**Subject:** Public Input Map Comment

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

An new map comment has been posted at <http://map.ototrailstudy.com>.

**Name:** Anonymous

**Type:** Point

**Coordinates:** [-93.26271951198576,37.159363178979945]

**Category:** motor-point

**Comment:** What's up with the median plantings and landscaping that doesn't get maintained at the intersection of Battlefield and Glenstone. It's embarrassing.

## Comment Comment

---

**From:** OTO Trail Study <noreply@ototrailstudy.com>  
**Sent:** Monday, April 6, 2020 2:52 PM  
**To:** Comment Comment  
**Subject:** Public Input Map Comment

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

An new map comment has been posted at <http://map.ototrailstudy.com>.

**Name:** Anonymous

**Type:** Point

**Coordinates:** [-93.31478118896484,37.258547207987924]

**Category:** motor-point

**Comment:** There used to be a really attractive gateway feature, that included landscaping as you came into and left Springfield on Kansas X; what happened to it? It looks horrible and trashy. MoDot needs to maintain this spot better and install them at other key entry points around the perimeter of the City.

## Comment Comment

---

**From:** OTO Trail Study <noreply@ototrailstudy.com>  
**Sent:** Monday, April 6, 2020 2:41 PM  
**To:** Comment Comment  
**Subject:** Public Input Map Comment

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

An new map comment has been posted at <http://map.ototrailstudy.com>.

**Name:** Anonymous

**Type:** LineString

**Coordinates:** [[-93.40335845947264,37.213173289121634],[-93.40069770812988,37.21433531140436],[-93.39760780334473,37.214608725811054],[-93.39426040649414,37.21467707925789],[-93.39220046997069,37.21433531140436],[-93.38988304138182,37.21392518793643],[-93.38619232177734,37.21276315933702],[-93.33168983459471,37.212182138325865],[-93.33115339279175,37.212276127322205],[-93.33069205284119,37.212259038422474]]

**Category:** other-route

**Comment:** The local and state transportation network is an economic development and commerce asset, and it's also the most commonly viewed public asset; it should reflect the pride and value we have in our system and community. MoDot and the City need to focus on how to improve the image and experience beyond just traffic congestion, volume and surface maintenance. Invest in the aesthetic and pedestrian experience; gateways; key intersections; and vehicle / pedestrian infrastructure.

**TAB 3**

**BOARD OF DIRECTORS AGENDA 4/16/2020; ITEM II.A.**

**Amendment to the OTO Articles of Incorporation**

**Ozarks Transportation Organization  
(Springfield, MO Area MPO)**

**AGENDA DESCRIPTION:**

Currently, the OTO Articles of Incorporation outline for the dissolution of assets to accrue to the City of Springfield. The proposed change will allow the assets to be distributed upon dissolution to dues paying members in proportion to dues paid.

The Board of Directors is requested to approve the amendment in form in order to be forwarded to the individual dues paying members for adoption and official vote.

The Articles are proposed to be amended to include: "Upon dissolution of the organization, assets shall be sold and distributed to dues paying members in proportion to the amount of the last dues received."

**BOARD OF DIRECTORS ACTION REQUESTED:**

A member of the Board of Directors is requested to make one of the following motions:

"Move to approve the form of the amendment to the OTO Articles of Incorporation and forward to the dues paying members for official action."

OR

"Move to..."

**TAB 4**



**BOARD OF DIRECTORS AGENDA 4/16/2020; ITEM II.B.**

**Resolution to Amend the OTO Bylaws**

**Ozarks Transportation Organization  
(Springfield, MO Area MPO)**

**AGENDA DESCRIPTION:**

Randell Wallace, of Kutak Rock Attorneys at Law, has reviewed the OTO bylaws and is recommending changes as described in the attached memorandum.

The Board of Directors is requested to adopt the attached resolution amending the bylaws.

**EXECUTIVE COMMITTEE ACTION TAKEN:**

At its regularly scheduled meeting on March 11, the Executive Committee unanimously recommended approval of the Bylaws changes.

**BOARD OF DIRECTORS ACTION REQUESTED:**

A member of the Board of Directors is requested to make one of the following motions:

“Move to adopt the resolution amending the Bylaws as proposed.”

OR

“Move to adopt the resolution amending the Bylaws as proposed with the following changes...”

**RESOLUTIONS OF THE BOARD OF DIRECTORS  
OF  
OZARKS TRANSPORTATION ORGANIZATION  
a Missouri nonprofit corporation**

*Adopted at a Regular Meeting of the Board of Directors on April 16, 2020*

**APPROVAL OF THE  
AMENDED AND RESTATED BYLAWS**

WHEREAS, the Board of Directors (the “**Board**”) deems it advisable to amend and restate the Organization’s Amended and Restated Bylaws (the “**Bylaws**”) in their entirety for the purpose of making various amendments to the Bylaws; and

WHEREAS, in making various amendments to the Bylaws, the Board of Directors authorizes the Executive Director to approve Employee Manual revisions and job descriptions, and removes those duties from those of the Executive Committee; and

WHEREAS, pursuant to ARTICLE VI of the Organization’s Bylaws, the Bylaws may be amended by the affirmative vote of a majority of at least a quorum of the Voting Members present.

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby approves and adopts, effective as of the date hereof, the Amended and Restated Bylaws of the Organization attached hereto as Exhibit A which shall amend and restate the existing Bylaws in their entirety (the “**Bylaws Amendment**”).

RESOLVED FURTHER, that the terms of said Bylaws Amendment are hereby approved by the Board.

*[End of Resolution; Remainder of Page Intentionally Left Blank]*

**CONFIDENTIAL MEMORANDUM**

TO: BOARD OF OZARKS TRANSPORTATION ORGANIZATION

FROM: KUTAK ROCK LLP

DATE: APRIL 7, 2020

RE: PROPOSED AMENDMENTS TO THE AMENDED AND RESTATED  
BYLAWS OF OZARKS TRANSPORTATION ORGANIZATION, DATED AS  
OF DECEMBER 14, 2017 (THE “**BYLAWS**”)

---

This memorandum is intended to guide discussions of proposed amendments to the Bylaws, including:

- Electronic communications, maintenance of books and records, and the fiscal year (see [Section 5.0](#));
- Contracts, checks, deposits, and funds of the Organization (see [Section 5.03](#));
- Filling a vacancy on the Board of Directors and the Director resignation process (see [Section 6.4](#));
- Filling an Officer vacancy and the Officer resignation process (see [Section 6.5](#));
- Transferring the power of approving Employee Manual revisions and job descriptions from the Executive Committee for the Board of Directors to the Executive Director (see [Section 6.5\(L\)\(1\)](#));
- Indemnification of Officers and Directors against certain claims; insurance coverage and fee payment on same claims (see [Article X](#));
- Appointment of agents and attorneys (see [Article XI](#)); and
- Dissolution of the Organization (see [Article XII](#)).

Sample provisions are detailed on [Appendix A](#) (attached hereto), addressing the above amendments. There are other tertiary amendments made for consistency that are not addressed within this memorandum.

There may be other items the Board may discuss in relation to the Bylaws and we would be pleased to address in further correspondence.

Sincerely,

Randell D. Wallace

cc: Jordan A. Ifland

**Sample Bylaws Provisions****Revised Section 5.0 (General Policies)<sup>1</sup>**

The following subsections are added:

H. Electronic communications, records and signatures may be used in connection with all matters contemplated by these Bylaws except to the extent prohibited by applicable law. Except as may be specifically set forth herein, the parties may use and rely upon electronic communications, records and signatures for all notices, waivers, consents, undertakings and other documents, communications or information of any type sent or received in connection with the matters contemplated by these Bylaws. An electronically transmitted (but not oral) document will be deemed to satisfy any requirement under these Bylaws or applicable law that such document be “written”, “in writing” or the like. An electronic signature or electronically transmitted signature by any person on any document (properly authenticated) will be deemed to satisfy any requirement under these Bylaws or applicable law that such document be “signed” or “or executed” by such person. An electronic transmittal or communication (but not oral) of a document will constitute delivery of such document. The Organization or any director may not contest the authorization for, or validity or enforceability of, electronic records and electronic signatures, or the admissibility of copies thereof, under any applicable law relating to whether certain agreements, files or electronic records are to be in writing or signed by the party to be bound thereby.

I. The Organization shall keep correct and complete books and records of account and shall also keep, or cause to be kept, minutes of the proceedings of its Board of Directors.

J. The Organization’s fiscal year shall end on June 30th.

**New Section 5.03 (Contracts, Checks, Deposits and Funds)**

A. The Board of Directors may authorize any officer or officers, agent or agents or management employee or employees of the Organization to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Organization. Such authority may be general or confined to specific instances, not incompatible with the Articles of Incorporation or Bylaws.

B. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Organization, shall be signed by such officer or officers, agent or agents of the Organization or managing employee or employees and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination of the Board of Directors, the Treasurer shall sign such instruments.

C. Funds of the Organization shall be deposited from time to time to the credit of the Organization in such banks, trust companies or other depositories as the Board of Directors may select.

#### **New Section 6.4 (Vacancies)**

A. Vacancies on the Board of Directors shall be filled at any meeting of the Board of Directors by the same appointing authority that made the original appointment in accordance with Section 6.1. The Board of Directors may vote to remove a Director at any time with or without cause. A meeting to consider the removal of a Director may be called and notice given for such meeting, following the procedures provided in the Bylaws. A Director may be removed by the affirmative vote of the majority of the Board of Directors. A quorum must be present for a vote of removal.

B. Any Director may resign at any time by giving written notice to the Board of Directors or the Chairman. Such resignation shall take effect when the notice is delivered unless such notice specifies a later date. The acceptance of such resignation shall not be necessary to make it effective unless otherwise specified in the notice. In the event of a vacancy caused by the death or resignation of a Director, the same appointing authority that made the original appointment in accordance with Section 6.1 may elect a successor to hold office for the unexpired term of the term of the Director whose place is being filled.

#### **Revised Section 6.5 (Officers)**

The following subsections are added:

H. Any officer of the Organization may resign by delivering a written resignation to the Organization at its principal office to the Board of Directors. Such resignation will be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event. If a resignation is made effective at a future date and the Organization accepts the future effective date, the Board of Directors may fill the pending vacancy before the effective date if the Board of Directors provides that the successor does not take office until the effective date. Any officer of the Organization may be removed from office by the Board of Directors with or without cause, but such removal will be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer does not in itself create contract rights.

I. Vacancies in any elected office occasioned by the death, resignation, or removal of any elected officer will be filled by the Board of Directors, and such person or persons elected to fill such vacancy or vacancies will serve for the unexpired term of his predecessor and until a successor is elected and qualified, or until such officer's earlier death, resignation or removal. Vacancies in any appointed office occasioned by the death, resignation, or removal of any appointed officer may be filled by the Chairman, and such person or persons appointed to fill such vacancy or vacancies will serve for the unexpired term of his predecessor and until a successor is elected and qualified, or until such officer's earlier death, resignation or removal.

In addition, subsection L(1) is modified as follows:<sup>2</sup>

1. Powers. The Executive Committee shall have limited powers, duties, and responsibilities of the Board to address administrative and organizational issues to carry out the functions and purposes of the Organization. The Executive

---

<sup>2</sup> Kutak Note to Draft: Proposed changes are reflected in red font.

Committee may act on behalf the Board on administrative and organizational items as follows:

- Budget amendments of up to \$15,000 for items not eligible for federal reimbursement and up to \$4,999 for items that are eligible for federal reimbursement.
- Act as the Organization audit committee (“Audit Committee”). The Audit Committee shall be responsible for monitoring the financial reporting process, overseeing the internal control system, overseeing the external audit and independent public accounting functions and reporting findings to the Board of Directors.
- ~~Approve Employee Manual revisions and job descriptions.~~
- Approve Purchasing Manual revisions and authorize the Executive Director to enter into contracts authorized in the annual budget.

### **New Article X (Indemnification and Insurance)**

#### **Section 10.1: Indemnification**

A. The Organization will indemnify and protect any Director or officer of the Organization, or any Director or officer of the Organization who serves at the request of the Organization as a director, officer, employee, member, manager or agent of another Organization, partnership, limited liability company, joint venture, trust, employee benefit plan or other enterprise, for any threatened or pending action, suit or proceeding, by reason of the fact that such person is or was serving in such capacity, against expenses, judgments, and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding, including attorneys’ fees, to the fullest extent permitted by the laws of the State of Missouri. The Organization may indemnify and protect any employee of the Organization up to the fullest extent permitted by Missouri law as determined by the Executive Committee.

B. The indemnification and other rights provided by this Section 10.1 shall not be deemed exclusive of any other rights to which a person may be entitled under any applicable law, the Articles of the Organization, agreement, vote of disinterested Directors or otherwise. The Executive Committee shall have the authority to enter into agreements with the Directors and officers of the Organization and with persons serving, at the request of the Organization, as directors, trustees, officers and agents of an affiliated Organization or other enterprise, on terms that the Executive Committee deems advisable; provided, however, that no such further indemnity shall indemnify any person from or on account of such person's conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest, or willful misconduct.

#### **Section 10.2: Insurance and Expenses**

A. The Organization may purchase and maintain insurance on behalf of any person who was or is a Director or officer of the Organization, or was or is serving at the request of the Organization as a director, trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against or incurred by such person in any such capacity, or arising out of his or her status as such, whether

or not the Organization would have the power to indemnify such person against such liabilities under the provisions of this Section.

B. The Organization may pay all expenses incurred in defending any civil or criminal action, suit or proceeding described above in Section 10.1 in advance of the final disposition of any such action, suit or proceeding: a) as authorized by the Executive Committee of the Organization in the specific case; and b) upon receipt of an undertaking by or on behalf of such Director or officer to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the Organization.

C. This Section 10 may be hereafter amended or repealed; however, no amendment or repeal shall reduce, terminate, or otherwise adversely affect the right of a person entitled to obtain indemnification or an advance of expenses with respect to an action, suit, or proceeding that pertains to or arises out of actions or omissions that occur prior to the later of a) the effective date of such amendment or repeal; b) the expiration date of such person's then current term of office with, or service for the Organization (provided such person has a stated term of office or service and completes such term); or c) the effective date such person resigns his or her office or terminates his or her service (provided such person has a stated term of office or service but resigns prior to the expiration of such term).

#### **New Article XI (Agents and Attorneys)**

The Board of Directors may appoint such agents, attorneys, and attorneys-in-fact of the Organization as it may deem proper, and may, by written power of attorney, authorize such agents, attorneys or attorneys-in-fact to represent it and for it and in its name, place and stead, and for its use and benefit to transact any and all business which said Organization is authorized to transfer or do by its Articles of Incorporation, and in its name, place and stead, and as its corporate act and deed, to sign, acknowledge and execute any and all contracts and instruments, in writing necessary or convenient in the transaction of such business as fully to all intents and purpose as said Organization might or could do if it acted by and through its regularly elected and qualified officers.

#### **New Article XII (Dissolution)**

Upon the dissolution of the Organization, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the Organization, dispose of all the assets of the Organization exclusively for the purposes of the Organization in such manner among the paying members in accordance with the per capita funding formula provided for in Section 5.01(c). Organization will also be subject to judicial dissolution, winding up and liquidation as provided in the Missouri Nonprofit Organization Act.

[End of Appendix A]

**EXHIBIT A**  
**AMENDED AND RESTATED BYLAWS**  
**(See Attached)**



AMENDED AND RESTATED BYLAWS  
OF  
OZARKS TRANSPORTATION ORGANIZATION  
A Missouri Nonprofit Corporation

## ~~BY-LAWS~~ BYLAWS AND PROCEDURES

The following constitutes the ~~By-Laws~~ Bylaws, procedures, and responsibilities which will serve to establish, organize, and guide the proper functioning of the Ozarks Transportation Organization ("Organization"). The intent is to provide for an organization which will be responsible for fulfilling the requirements of the Federal Aid Highway Act of 1962, as amended, the Urban Mass Transportation Act of 1964, as amended, the Airport and Airway Development Act of 1970 and other subsequent laws setting forth requirements for transportation planning for all modes of travel. This planning task will be accomplished within a cooperative framework properly related to comprehensive planning on a continual basis. This cooperative-comprehensive-continuing planning process is known as the 3-C Planning Process. Further, this ~~organization~~ Organization shall carry out any other transportation planning and programming functions as set forth in any agreements entered into by this organization and the Missouri Department of Transportation, the United States Department of Transportation, or in such manner as events shall dictate. The Organization's purposes include, but are not limited to, any purposes set forth specifically in its Articles of Incorporation, as may from time to time be amended (the "Articles").

### ARTICLE I

#### Section 1.0: Organization Name

- A. The name of this organization shall be the Ozarks Transportation Organization.

### ARTICLE II

#### Section 2.0: Organizational Structure

- A. This ~~organization~~ Organization shall be incorporated by the City of Springfield and any eligible governmental unit may join the ~~organization~~ Organization upon passage of an ordinance or resolution, whichever is appropriate, adopting these bylaws and payment of the applicable dues to the ~~organization~~ Organization. The ~~organization~~ Organization shall consist of four permanent (or standing) committees: the Board of Directors, Technical Planning Committee, Bicycle and Pedestrian Advisory Committee, and the Local Coordinating Board for Transit.
- B. Ad hoc committees or study groups may be appointed from time to time by the Board of Directors as needs arise. Such ad hoc committees or study groups shall have specific charge and operate for a defined period of time as stated in the motion(s) creating them.
- C. The Board of Directors shall employ an executive director (the "Executive Director") who

shall have the power to carry out the day to day functions of the Organization as directed by the Board of Directors including, but not limited to, the power to execute contracts and approve expenditures as budgeted by the Board of Directors.

### **ARTICLE III**

#### **Section 3.0: Transportation Planning Area**

- A. A description of the ~~Ozarks Transportation~~ Organization's transportation planning area is shown in Attachment A at the end of this document. The Board of Directors will periodically review the transportation planning area based on existing and projected urban development trends. Any changes to the transportation planning area should be based on Comprehensive Plan recommendations. Any needed modification to Attachment A of the ~~By-laws~~ Bylaws shall adhere to the procedure outlined in Section 6.10.

#### **Section 3.1: Transportation Study Goals**

The transportation goals that will guide this study will be broadly defined as:

- A. A system of facilities that provides an efficient and adequate capacity for the safe movement of people and goods to and from and within the area.
- B. A choice of mode of transport providing access and circulation to and from and within the area and adequate terminal facilities.
- C. A system flexible enough to accommodate social, technological, and other changes.
- D. A system of facilities which is realistically and functionally associated with sound growth and development policies for the area.

### **ARTICLE IV**

#### **Section 4.0: Transportation Study Objectives**

The transportation study objectives are based on achieving an efficient transportation system and one that provides satisfactory service to the area and its member communities. These objectives are:

- A. Promotion of appropriate land uses in the planning area.
- B. Innovations in addressing transportation issues.
- C. Publicly oriented transportation.
- D. Increase in individual mobility or transportation opportunities in select target groups (e.g.

elderly, indigent persons, etc.).

- E. An effective transportation system.
- F. Increased safety.
- G. Lower operating costs.
- H. Economy in construction of new facilities.
- I. Increased marketing and public information.

## ARTICLE V

### Section 5.0: General Policies

- A. All development policies, reports, programs, and plans affecting regional transportation issues within the planning area should be coordinated with the ~~Ozarks Transportation~~ Organization.
- B. All committees shall proceed with their respective responsibilities and duties with proper consideration, at all times, for all modes of transportation and associated facilities.
- C. Individual modal planning programs should be designed to be coordinated with planning for all other transportation modes and with comprehensive planning for the urban area.
- D. Transportation planning activities should be used to promote an efficient urban development pattern. Reasonable forecasts of future land use and socio-economic conditions shall be made to guide these activities.
- E. All published data and/or reports may be released to individuals or agencies. Participating jurisdictions and agencies shall follow their own procedures when requests are made for their own data.
- F. Transportation planning activities are prioritized annually in the Unified Planning Work Program (UPWP). The amount of Metropolitan Planning Organization (“MPO”) planning funds is based on the population in the urbanized area. Although many of the planning activities focus on tasks within the urbanized boundary, there will be consideration of the planning needs of member jurisdictions outside the urbanized boundary. Planning activities will be undertaken within the entire planning area. Specific planning projects will be prioritized based on need, development pressures, transportation issues, etc. MPO staff shall assist MPO member jurisdictions outside the urbanized area with potential funding source information for transportation planning project needs that are not included in the MPOs UPWP.

- G. Use of Missouri Department of Transportation funds that are allocated directly to MPO members that lie outside the urbanized boundary shall remain at the discretion of that jurisdiction, subject to the funds' legal requirements. These projects shall be reported for transportation planning purposes in the annual Transportation Improvement Program (TIP).
- H. Electronic communications, records and signatures may be used in connection with all matters contemplated by these Bylaws except to the extent prohibited by applicable law. Except as may be specifically set forth herein, the parties may use and rely upon electronic communications, records and signatures for all notices, waivers, consents, undertakings and other documents, communications or information of any type sent or received in connection with the matters contemplated by these Bylaws. An electronically transmitted (but not oral) document will be deemed to satisfy any requirement under these Bylaws or applicable law that such document be "written", "in writing" or the like. An electronic signature or electronically transmitted signature by any person on any document (properly authenticated) will be deemed to satisfy any requirement under these Bylaws or applicable law that such document be "signed" or "or executed" by such person. An electronic transmittal or communication (but not oral) of a document will constitute delivery of such document. The Organization or any director may not contest the authorization for, or validity or enforceability of, electronic records and electronic signatures, or the admissibility of copies thereof, under any applicable law relating to whether certain agreements, files or electronic records are to be in writing or signed by the party to be bound thereby.
- I. The Organization shall keep correct and complete books and records of account and shall also keep, or cause to be kept, minutes of the proceedings of its Board of Directors.
- J. The Organization's fiscal year shall end on June 30th.

#### Section 5.01: Funding

- A. The MPO shall have its annual operational budget funded by federal and state grants and local dues paid by political subdivision members on an annual basis.
- B. Federal funding designated for MPO planning shall be considered before all other sources.
- C. Local dues shall be in the amount of forty-seven cents per capita population based on the latest U.S. Census Estimates (beginning with fiscal year 2021 (July 2020-June-2021)) and payable July 31<sup>st</sup> of each year.-
- D. Sub allocated Surface Transportation funds may be used for the remaining operational budget expenses. These funds will be programmed in the annual Transportation Improvement Program by a vote of the Board of Directors. Funds used for this purpose will be removed before any distribution by formula.-
- E. Dues shall be pro-rated based on the number of months of a year a jurisdiction is a member the first year of membership. Thereafter the dues shall be owed for a full twelve months. Dues shall be set, either decreased or increased, each year by April 30<sup>th</sup>, - such that there are sufficient funds to cover all expenses including salaries of employees,

benefits, if any, and reimbursement to employees for travel and work expenses. Expenses may also include office space, equipment and any other lawful expense to be incurred in furtherance of the objectives of the Organization. Any change in the per capita rate from previous year's dues shall require a seventy-five percent affirmative vote of the membership on the Board representing dues paying members. If no change is made in the amount of dues owing, the dues from the previous year shall be the dues for the following year.

- F. The annual budget of the organization shall be adopted by June 30<sup>th</sup> of each year. In the event a budget is not adopted by June 30<sup>th</sup>, the prior year's budget shall continue in full force and effect until another budget is adopted by a majority of the membership of the Board representing dues paying members.

#### Section 5.02: Powers

The Organization shall have all powers that are lawful for a not-for-profit corporation to possess under Missouri and federal laws including the power to contract, sue and be sued.

#### Section 5.03: Contracts, Checks, Deposits and Funds

- A. The Board of Directors may authorize any officer or officers, agent or agents or management employee or employees of the Organization to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Organization. Such authority may be general or confined to specific instances, not incompatible with the Articles of Incorporation or Bylaws.
- B. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Organization, shall be signed by such officer or officers, agent or agents of the Organization or managing employee or employees and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination of the Board of Directors, the Treasurer shall sign such instruments.
- C. Funds of the Organization shall be deposited from time to time to the credit of the Organization in such banks, trust companies or other depositories as the Board of Directors may select.

### **ARTICLE VI – BOARD OF DIRECTORS**

#### Section 6.0: Authorization and Purpose

- A. The Board of Directors is established under the authority of Instructional Memorandum 50-3-71 from the Federal Highway Administration. This memorandum states that the Regional Federal Highway Administrator, on the recommendation of the State Transportation Department and the Division Engineer, shall certify annually that a continuing, comprehensive, cooperative (3C) transportation planning process is being

conducted based on a number of considerations including establishment of a policy board with appropriate representation from the state and affected local jurisdictions, and the existence of an area wide organization under which transportation planning is being conducted on a continuing basis. This certification is necessary under Section 134, Chapter I, Title 23, United States Code which provides that no project in an urban area of over 50,000 population shall be approved unless it is based on a 3C transportation planning process.

- B. The purpose of the Board of Directors will be to serve as the designated Metropolitan Planning Organization (“MPO”) for the approved Transportation Planning Area (“TPA”), in order to provide official decision-making responsibility for the ~~Ozarks Transportation~~ Organization. The coordination of elected officials and policy makers at this decision-making level allows for a broad geographical impact on transportation planning decisions.

#### Section 6.1: Membership

- A. Board of Directors – Voting Members (each a “Member” or “Voting Member”) shall include the following representatives, provided that the entities listed below have joined the Organization and are current in the payment of dues:
1. Two (2) Greene County Commissioner(s)
  2. Three (3) Springfield City Council Member(s)
  3. One (1) City Utilities - Transit Representative
  4. One (1) Springfield-Branson Regional Airport Board Member
  5. Four (4) Citizen At-Large Representatives
    - Preference shall be given to citizens with transportation knowledge.
    - One (1) Member Nominated by the Board of Directors and Appointed by the MPO
    - Two (2) Members Nominated by the City of Springfield and Appointed by the MPO
    - One (1) Member Nominated by the Christian County Commission and Appointed by the MPO. The Cities of Ozark and Nixa may submit candidates to the Christian County Commission for consideration.
  6. One (1) Elected Official from the City of Republic
  7. One (1) Elected Official from the City of Ozark
  8. One (1) Elected Official from Christian County
  9. One (1) Elected Official from the City of Nixa
  10. One (1) Elected Official from the City of Willard
  11. One (1) Elected Official from the City of Strafford
  12. One (1) Elected Official from the City of Battlefield
- B. Board of Directors – Non-Voting Members shall include the following representatives:

1. Federal Highway Administration Representative
2. Federal Transit Administration Representative
3. Federal Aviation Administration Representative
4. District Engineer, Missouri Department of Transportation (“MoDot”)

C. The Voting Members of the Board of Directors shall serve terms on the Board of Directors coinciding with the terms of their respective offices, as determined by the specific local jurisdiction(s). The Citizen-at-Large Representatives shall serve a term of three (3) years, except for the inaugural year. The first years’ Citizen-at-Large terms shall be the following:

- The Member nominated by the Board of Directors and appointed by the MPO shall serve a term of one year.
- One Member nominated by Springfield and appointed by the MPO shall serve a term of two years.
- One Member nominated by Springfield and appointed by the MPO shall serve a term of three years.

The City of Springfield may determine which of their initial nominees will serve the two- and three-year positions.

Each elected representative or board representative shall name one (1) elected or appointed official as an alternate, in writing, who may exercise full member powers during their absence. Alternates for the Citizen-at-Large Representatives shall be nominated and appointed through the same process as the primary representative. The Alternate’s term shall also correspond with the primary representative’s term. No individual, whether elected, appointed, or designated as an alternate, may serve on both the Board of Directors and Technical Committee.

D. Additional Voting and Non-Voting Members shall be appointed as is deemed essential or necessary by the Members of the Board of Directors, through the amendment of the ~~By-laws~~Bylaws.

#### Section 6.2: STP-Urban Funding Allocation

A. With the exception of congressional earmarks, which are designated for specific transportation projects or programs and cannot be suballocated, and for amounts allocated to the OTO operational budget, a Surface Transportation Program (“STP”) Funding Formula shall be established by the MPO, based on jurisdiction decennial census population within the MPO. This funding formula would be used to distribute funds to jurisdictions within the MPO. MoDOT Small Urban funding received by a jurisdiction shall count towards the STP-Urban suballocation a jurisdiction may receive. A jurisdiction may choose to suballocate part of their allocated STP funds to another MPO jurisdiction on a project that lies outside their boundaries but it is at their discretion. This



type of deviation from the Funding Formula shall also require a 75% vote of the MPO jurisdictions. Provided however, no allocation shall be paid to any jurisdiction unless such jurisdiction is an active member and current in dues payments for the year the allocation is to be made.

Formal changes in the Funding Formula must be approved by a 100% vote of the MPO jurisdictions.

### Section 6.3: Meeting Procedure

- A. The rules of order herein contained shall govern deliberations and meetings of the Board of Directors. Any point of order applicable to the deliberations by this Board of Directors and not contained herein shall be governed by Robert's Rules of Parliamentary Procedure.
- B. Meetings of the Board of Directors shall be held at least annually.
- C. The Board of Directors shall establish and approve an annual meeting schedule. Meeting notices and committee function(s) will normally be initiated by the MPO Staff. Notification of meetings shall be provided at least five days in advance and shall describe the time and location. A proposed agenda should also be provided to ensure that adequate preparation can occur. The five days advance notice may be waived if extenuating circumstances require an emergency meeting, provided that all Members have received actual notice of such meeting.
- D. A quorum shall consist of a majority of the Voting Members, or their alternates.
- E. All meetings of the Board of Directors shall be open to the general public who may participate at the discretion of the Chairman. ~~Electronic and telephonic meetings and votes may take place as authorized by law.~~ The Board may, in its sole discretion, determine that a meeting shall not be held at any place, but may instead be held solely by means of remote communication, including but not limited to electronic and telephonic, as authorized by law. Any Member may attend and participate in any meeting of the Board of Directors by a conference telephone or similar communications equipment by which all persons participating in the meeting may hear each other if all participants are advised of the communications equipment and the names of the participants in the conference are divulged to all participants. Such participation in a meeting constitutes presence in person at the meeting.

### Section 6.4: Vacancies

- A. Vacancies on the Board of Directors shall be filled at any meeting of the Board of Directors by the same appointing authority that made the original appointment in accordance with Section 6.1. The Board of Directors may vote to remove a Director at any time with or without cause. A meeting to consider the removal of a Director may be called and notice given for such meeting, following the procedures provided in the

Bylaws. A Director may be removed by the affirmative vote of two-thirds of the Board of Directors. A quorum must be present for a vote of removal.

- B. Any Director may resign at any time by giving written notice to the Board of Directors or the Chairman. Such resignation shall take effect when the notice is delivered unless such notice specifies a later date. The acceptance of such resignation shall not be necessary to make it effective unless otherwise specified in the notice. In the event of a vacancy caused by the death or resignation of a Director, the same appointing authority that made the original appointment in accordance with Section 6.1 may elect a successor to hold office for the unexpired term of the term of the Director whose place is being filled

Section ~~6.4~~6.5: Officers

- A. The Board of Directors shall elect a representative from their membership to serve as Chairman at their initial meeting. The Chairman shall serve a one (1) year term to expire the first meeting of the calendar year following the first full-year of the position. Thereafter, each one (1) year term shall commence at the first meeting of the calendar year and end at the first meeting of the following calendar year. There must be a majority of the Voting Members present to vote on the Chairman position. The Chairman shall follow the adopted rotation schedule between Springfield, Greene County and Christian County as approved by the Board of Directors on December 18, 2003. Following expiration of the one-year term, the Chairman shall become the immediate past-Chair and will continue in that capacity as an officer of the Board of Directors.
- B. The Board of Directors shall elect a Vice Chairman. The Vice Chairman shall assume the responsibilities of the Chairman in his or her absence.
- C. The Board of Directors shall elect a Treasurer. The Treasurer shall be in charge of funds of the ~~corporation~~Organization and approve payments and expenses as authorized by the Board of Directors. The Treasurer shall be responsible to coordinate with the audit committee for financial reporting as may be desired.
- D. The Board of Directors shall elect a Secretary. The Secretary shall be responsible for all permanent records of the ~~corporation~~Organization, its minutes, contracts and other documents and for official notifications and correspondence as may be required.
- E. Any appointed positions on the Board of Directors shall commence and/or conclude at the first meeting of the calendar year after the term expiration.
- E. Any officer of the Organization may resign by delivering a written resignation to the Organization at its principal office to the Board of Directors. Such resignation will be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event. If a resignation is made effective at a future date and the Organization accepts the future effective date, the Board of Directors may fill the pending vacancy before the effective date if the Board of Directors provides that the successor

does not take office until the effective date. Any officer of the Organization may be removed from office by the Board of Directors with or without cause, but such removal will be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer does not in itself create contract rights.

G. Vacancies in any elected office occasioned by the death, resignation, or removal of any elected officer will be filled by the Board of Directors, and such person or persons elected to fill such vacancy or vacancies will serve for the unexpired term of his predecessor and until a successor is elected and qualified, or until such officer's earlier death, resignation or removal. Vacancies in any appointed office occasioned by the death, resignation, or removal of any appointed officer may be filled by the Chairman, and such person or persons appointed to fill such vacancy or vacancies will serve for the unexpired term of his predecessor and until a successor is elected and qualified, or until such officer's earlier death, resignation or removal.

H. ~~F.~~ A modification of the Board of Directors' Members may occur mid-year if there are elections, resignations or changes in representative board memberships.

I. ~~G.~~ Authorized Signatures. All the officers may be authorized to sign or attest documents, checks, or other legal instruments of the ~~corporation~~ Organization.

J. ~~H.~~ Executive Committee. All five (5) officers plus two (2) appointed Board Members shall act as the Executive Committee for the Board of Directors. In the event an officer is unable or unwilling to serve on the Executive Committee, the Board of Directors may appoint another member to fill the vacancy.

1. Powers. The Executive Committee shall have limited powers, duties, and responsibilities of the Board of Directors to address administrative and organizational issues to carry out the functions and purposes of ~~Ozarks-Transportation~~ the Organization. The Executive Committee may act on behalf of the Board of Directors on administrative and organizational items as follows:

- Budget amendments of up to \$15,000 for items not eligible for federal reimbursement and up to \$4,999 for items that are eligible for federal reimbursement.
- Act as the ~~OTO~~ Organization audit committee ("Audit Committee"). The Audit Committee shall be responsible for monitoring the financial reporting process, overseeing the internal control system, overseeing the external audit and independent public accounting functions and reporting findings to the Board of Directors.
- ~~Approve Employee Manual revisions and job descriptions.~~
- Approve Purchasing Manual revisions and authorize the Executive Director to enter into contracts authorized in the annual budget.

2. Four (4) Members of the Executive Committee shall constitute a quorum and all

actions approved by the Executive Committee shall require at least four (4) affirmative votes.

3. The Executive Committee is not required to take action but may at any time refer any matter to the full Board ~~of Directors~~ for review and approval.
4. Agendas shall be distributed to the full Board of Directors five days prior to an Executive Committee meeting. Any Board ~~member~~~~of Directors~~ Member may request an action item be referred to the full board for final action prior to the Executive Committee meeting where the action is being acted upon.

#### Section ~~6.56.6~~: Responsibilities of the Board of Directors

- A. Review and approve the Transportation Improvement Program (“TIP”), the Unified Planning Work Program (“UPWP”), the Long-Range Transportation Plan (“LRTP”), the Public Involvement Policy, ~~By-laws~~Bylaws, any changes to the Memorandum of Understanding, and any other MPO-related policy, report, or programs that affect transportation issues within the Transportation Planning Area (“TPA”).
- B. Through the ~~By-Law~~Bylaw process, determine the jurisdictional representation of the Technical Committee and Board of Directors.
- C. Take official action on any committee recommendations and other matters pertaining to furthering the planning process.
- D. Adopt transportation goals and objectives to guide the ~~Ozarks Transportation~~ Organization.
- E. Adopt a short-range transportation improvement program that is updated annually.
- F. Insure that citizen participation is achieved in transportation planning.
- G. Establish Federally-funded project priorities consistent with Federal mandates.
- H. Establish an annual Unified Planning Work Program (“UPWP”) that outlines the MPO urban area planning projects for the fiscal year.

#### Section ~~6.66.7~~: Staff Support

- A. Staff support for the ~~Ozarks Transportation~~ Organization’s Board of Directors function(s) shall be provided as identified in the annual Unified Planning Work Program. This support includes assistance with:
  1. Coordination of the transportation planning program;
  2. The Transportation Improvement Plan (“TIP”); and
  3. Various transportation-related work plan tasks.

#### Section ~~6.7~~6.8: Order of Business

- A. The business of the Board of Directors shall be taken up for consideration and disposition in the following order, unless the order shall be suspended by unanimous consent.
1. Roll Call
  2. Approval of minutes of previous meetings
  3. Communications from the presiding officer
  4. Unfinished business
  5. New business
  6. Presentation of other communications to the committee
  7. Adjournment

#### Section ~~6.8~~6.9: Motions

- A. No motion shall be debated or put to a vote unless seconded. When seconded, the proposer shall have the floor.
- B. The motion shall be reduced to writing by the proposer when required by the presiding officer, or any Members of the Board of Directors.
- C. When a question is under debate, the following motion shall be in order and shall have precedence over each other in the order stated:
1. To adjourn to a certain day
  2. To adjourn
  3. To postpone to a certain time
  4. To take a recess
  5. To lay on the table
  6. To previous question
  7. To amend

Motions 1-5 shall be decided without debate.

#### Section ~~6.9~~6.10: Rules of Debate

The presiding officer may move, second, and debate from the Chair and shall not be deprived of any of the rights and privileges of a Member by reason of their acting as the presiding officer. Robert's Rules of Order shall control all aspects of debate that are not inconsistent with any provision of these ~~By-Laws~~ Bylaws.

#### Section ~~6.10~~6.11: Amendments of ~~By-Laws~~ Bylaws

Any section herein contained may be amended at any meeting of the Board of Directors

provided such amendment is delivered to the Chairman of the Board of Directors at least five (5) days prior to the meeting at which the amendment is to be presented to the Board of Directors. It shall be the duty of the MPO staff to include in the notice of such meeting, notice of the proposed amendment setting out the exact form of the proposed amendment. Such amendment shall be adopted if it receives the affirmative vote of a majority of at least a quorum of the Voting Members present.

Section ~~6.11~~6.12: Amendments to Federally-Mandated Transportation Documents

The United States Department of Transportation mandates that every Metropolitan Planning Organization adopt specific transportation documents in order to maintain eligibility for federal transportation funds. For the Ozarks Transportation Organization these documents include, but are not limited to The Long-Range Transportation Plan (“LRTP”), Transportation Improvement Program (“TIP”), Congestion Management Process (“CMP”), Unified Planning Work Program (“UPWP”), the Public Involvement Policy, and the Major Thoroughfare Plan (“MTP”). Any section of any of these required documents may be amended at any meeting of the Board of Directors provided such amendment(s) have first been reviewed and a recommendation made by the ~~Ozarks Transportation~~ Organization’s Technical Committee. In emergency situations, amendments to these documents can be made without Technical Committee review provided that such amendments are delivered to the Chairman of the Board of Directors who has discretion in determining whether the request is an emergency. Such amendments must be delivered to the Chair with enough lead-time to allow staff to conduct the required public comment process as specified in the Public Involvement Policy. It shall be the duty of the MPO staff to ensure that any such amendment(s) shall fulfill the requirements of the public comment process as provided for in the Public Involvement Policy, and that staff shall include in the notice of such meeting the proposed amendment(s) setting out the form of the proposed amendment(s). Any emergency amendment(s) shall be adopted if they receive the affirmative vote of at least two-thirds (2/3rds) of the Voting Members present, provided that a quorum has been declared at the beginning of the meeting by the Chairman of the Board of Directors.

## **ARTICLE VII – TECHNICAL PLANNING COMMITTEE**

### **Section 7.0: Authorization and Purpose**

- A. The Technical Planning Committee (~~“Committee”~~) is established under the authority of Instructional Memorandum 50-3-71 from the Federal Highway Administration. This memorandum states that the Regional Federal Highway Administrator, on the recommendation of the Missouri Department of Transportation and the Division Engineer, shall certify annually that a continuing, comprehensive, cooperative (“3C”) transportation planning process is being conducted based on a number of considerations including establishment of a policy board with appropriate representation from the state and affected local jurisdictions, and the existence of an area wide organization under which transportation planning is being conducted on a continuing basis. This certification is necessary under Section 134, Chapter I, Title 23, United States Code, which provides that no project in an urban area of over 50,000 population shall be approved unless it is based on such a transportation planning process.
- B. The purpose of the Technical Planning Committee is to analyze issues arising during the conduct of the Springfield Area Transportation Study from a technical perspective and make recommendations to the Board of Directors. The purpose is also to provide a linkage between planning and implementation.

### **Section 7.1: Membership**

The Technical Planning Committee shall be composed of people involved in planning, engineering, public policy, or related fields and whose experience and expertise is valuable for supporting the ~~Ozarks Transportation~~ Organization.

- A. Technical Planning Committee - Voting Members shall include the following representatives:
1. MoDot (Jeff City), Urban Planning Engineer
  2. MoDot District 8 Office, District Engineer
  3. Springfield/ Branson Airport, Director of Aviation
  4. Greene County Highway Department, Administrator
  5. City of Springfield Department of Public Works, Traffic Engineer
  6. City Utilities of Springfield, Director of Transit Services
  7. Greene County Planning Department, Director
  8. MoDot (Jeff City), Assistant Administrator of Transit
  9. MoDot District 8 Office, Transportation Planning Manager
  10. Representative of the Springfield Area Chamber of Commerce
  11. Transit representative of Missouri State University
  12. Representative of Ozark Greenways

13. Greene County Highway Department, Chief Engineer
14. City of Springfield, Director of Public Works
15. City of Springfield, Director of Planning and Development
16. Representative from the City of Willard
17. Representative from the City of Strafford
18. Representative from the City of Republic
19. Representative of Burlington-Northern Railroad
20. Representative of the Trucking Industry
21. Representative of Private Transportation/Transit Provider
22. Representative of the School District of Springfield R-12
23. Representative from Christian County
24. Representative from the City of Nixa
25. Representative from the City of Ozark
26. Representative from the City of Battlefield

B. Technical Committee - Non-Voting Members shall include the following representatives:

1. Federal Transit Administration Representative
2. Federal Aviation Administration Representative
3. Federal Highway Administration Representative
4. Southwest Missouri Council of Governments Staff Member

C. ~~C.~~ Appointment of Alternates

Each representative may name one (1) member of their staff or a representative of their jurisdiction as an alternate, in writing, who may exercise full member powers during their absence. No individual, whether elected, appointed, or designated as an alternate, may serve on both the Board of Directors and Technical Committee.

Section 7.2: Meeting Procedure

- A. The rules of order herein contained shall govern deliberations of the Technical Planning Committee. Any point of order or rule on debate applicable to the deliberations by this committee and not contained herein shall be governed by Robert's Rules of Parliamentary Procedure.
- B. The Committee shall establish and approve an annual meeting schedule. Meeting notices and committee function(s) will normally be initiated by MPO Staff. Notifications of meetings shall be provided at least five days in advance and shall describe the time and location. A proposed agenda should also be provided to ensure that adequate preparation can occur. The five days advance notice may be waived if extenuating circumstances require an emergency meeting and provided that all Members have received actual notice of such meeting.
- C. All meetings of the committee shall be open to the general public who may participate at



the discretion of the Chairman.

- D. A quorum shall consist of a majority of the Voting Members, or their alternates.

#### Section 7.3: Officers

- A. The Technical Committee shall elect a representative from their membership to serve as Chairman at their initial meeting. The Chairman shall serve a one (1) year term to expire the first meeting of the calendar year following the first full-year of the position. Thereafter, each one (1) year term shall commence at the first meeting of the calendar year and end at the first meeting of the following calendar year. There must be a majority of the Voting Members present to vote on the Chairman position.
- B. The Technical Committee shall elect a Chairman Elect. The Chairman Elect position shall assume the duties of Chairman following his or her respective term. The newly elected position shall assume the Chairman Elect's duties. Chairman Elect will assume the responsibilities of the Chairman in his or her absence.
- C. Any appointed positions on the Technical Committee shall commence and/or conclude at the first meeting of the calendar year after the term expiration.
- D. A modification of the Technical Committee Members may occur mid-year if there are changes in staff or resignations.

#### Section 7.4: Responsibilities

- A. The Technical Planning Committee shall discuss options, facilitate cooperation among operating departments, review proposals, and recommend technical methods, procedures, and standards on all policies, reports, programs, and plans related to development and transportation issues within the planning area of the ~~Ozarks Transportation~~ Organization.
- B. The Technical Planning Committee shall discuss and recommend alternative transportation plans and programs to the Board of Directors.

#### Section 7.5: Staff Support

- A. Staff support for the ~~Ozarks Transportation~~ Organization's Technical Committee function(s) shall be provided as identified in the annual Unified Planning Work Program. This support includes assistance with:
  - 1. Coordination of the transportation planning program;
  - 2. Review and approval of the Transportation Improvement Plan (TIP); and
  - 3. Various transportation related work plan tasks.

#### Section 7.6: Order of Business

- A. The business of the Committee shall be taken up for consideration and disposition in the following order, unless the order shall be suspended by unanimous consent.
  - 1. Roll call
  - 2. Approval of minutes of previous meeting(s)
  - 3. Communications from the presiding officer
  - 4. Unfinished business
  - 5. New business
  - 6. Presentation of other communications to the committee
  - 7. Adjournment

#### Section 7.7: Motions

- A. No motion shall be debated or put to a vote unless seconded. When seconded, the proposer shall have the floor.
- B. The motion shall be reduced to writing by the proposer when required by the presiding officer or any Members of the committee.
- C. When a question is under debate, the following motion shall be in order and shall have precedence over each other in the order stated:
  - 1. To adjourn to a certain day
  - 2. To adjourn
  - 3. To postpone to a certain time
  - 4. To take a recess
  - 5. To lay on the table
  - 6. To previous question
  - 7. To amend

Motions 1-5 shall be decided without debate.

#### Section 7.8: Rules of Debate

The presiding officer may move, second, and debate from the Chair and shall not be deprived of any of the rights and privileges of a member by reason of their acting as the presiding officer.

## **ARTICLE VIII – BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE**

### **Section 8.0: Authorization and Purpose**

- A. The Bicycle and Pedestrian Advisory Committee is established under the authority of the ~~Ozarks Transportation~~ Organization. The committee will use the 3-C (comprehensive, cooperative, continuing) transportation planning process while considering policies and studies appropriate to the committee.
- B. The purpose of the Bicycle and Pedestrian Advisory Committee is to improve bicycling and pedestrian conditions for commuters, children and recreational bicyclists and walkers of the area. The goals of the Committee will be the same of those established in the Regional OTO Bicycle and Pedestrian Plan. In addition, the committee will analyze issues arising within the planning area of the ~~Ozarks Transportation~~ Organization from a bicycle and pedestrian perspective and make recommendations to the Technical Planning Committee.

### **Section 8.1: Membership**

The Bicycle and Pedestrian Advisory Committee shall be composed of people involved in planning, bicycle/pedestrian advocacy, safety, or related fields and whose experience and expertise is valuable for supporting the ~~Ozarks Transportation~~ Organization.

- A. Bicycle and Pedestrian Advisory Committee – Members shall include the following representatives:
  - 1. Representative from the City of Willard
  - 2. Representative from the City of Strafford
  - 3. Representative from the City of Republic
  - 4. Representative from the City of Nixa
  - 5. Representative from the City of Ozark
  - 6. Representative from the City of Battlefield
  - 7. Representative from the City of Springfield
  - 8. Representative from City Utilities
  - 9. Representative from MODOT
  - 10. Representative from Missouri State University
  - 11. Representative from Ozark Greenways
  - 12. Representative from Greene County
  - 13. Representative from Christian County
  - 14. Citizen Representative

### **Section 8.2: Meeting Procedure**

- A. The rules of order herein contained shall govern deliberations of the Bicycle and Pedestrian Advisory Committee. Robert's Rules of Parliamentary Procedure herein shall govern any

point of order or rule on debate applicable to the deliberations by this committee and not contained herein.

- B. The Committee shall establish and approve an annual meeting schedule. MPO Staff will normally initiate meeting notices and committee function(s). Notifications of meetings shall be provided at least five days in advance and shall describe the time and location. A proposed agenda should also be provided to ensure that adequate preparation can occur. The five days advance notice may be waived if extenuating circumstances require an emergency meeting and provided that all Members have received actual notice of such meeting.
- C. All meetings of the committee shall be open to the general public who may participate at the discretion of the Chairman.
- D. A quorum shall consist of at least five of the Members.

#### Section 8.3: Officers

- A. The Bicycle and Pedestrian Advisory Committee shall elect a representative from their membership to serve as Chairman at their initial meeting. The Chairman shall serve a one (1) year term to expire the first meeting of the calendar year following the first full-year of the position. Thereafter, each one (1) year term shall commence at the first meeting of the calendar year and end at the first meeting of the following calendar year. The position of Chairman will be filled using the rotation system set-up by the MPO Executive Director.
- B. The Bicycle and Pedestrian Advisory Committee shall elect a Vice-Chairman at their initial meeting. The Vice-Chairman position shall assume the duties of Chairman following his or her respective term. The Vice-Chairman will assume the responsibilities of the Chairman in his or her absence.
- C. Any appointed positions on the Bicycle and Pedestrian Advisory Committee shall commence and/or conclude at the first meeting of the calendar year after the term expiration.
- D. A modification of the Bicycle and Pedestrian Advisory Committee Members may occur mid-year if there are changes in staff or resignations.
- E. The Chairperson shall convene and conduct meetings, appoint committees, establish agenda items, with the assistance of the MPO staff, and serve to represent the interests and consensus of the Committee. The Vice-Chairperson shall fulfill all the Chairperson's duties when the Chairperson is not present.

#### Section 8.4: Responsibilities

- A. The Bicycle and Pedestrian Advisory Committee shall discuss options, review proposals, and recommend technical methods, procedures, and standards on all policies, reports,

programs, and plans related to bicycle and pedestrian issues within the planning area of the-  
~~Ozarks Transportation~~ Organization.

- B. The Bicycle and Pedestrian Advisory Committee shall discuss and recommend alternative transportation plans and programs to the Technical Planning Committee.

#### Section 8.5: Staff Support

- A. Staff support for the-~~Ozarks Transportation~~ Organization's Bicycle and Pedestrian Advisory Committee function(s) shall be provided to the committee. This support includes assistance with:
  - 1. Facilitating meetings, including preparing agendas, meetings, meeting location,
  - 2. Review and approval of the Regional OTO Bicycle and Pedestrian Plan; and
  - 3. Various transportation related work plan tasks.

#### Section 8.6: Order of Business

- A. The business of the committee shall be taken up for consideration and disposition in the following order, unless the order shall be suspended by unanimous consent.
  - 1. Call to Order
  - 2. Approval of minutes of previous meeting(s)
  - 3. Approval of agenda for current meeting(s)
  - 4. Unfinished business
  - 5. New business
  - 6. Presentation of other communications to the committee
  - 7. Adjournment

#### Section 8.7: Motions

- A. No motion shall be debated or put to a vote unless seconded. When seconded, the proposer shall have the floor.
- B. The motion shall be reduced to writing by the proposer when required by the presiding officer or any Members of the committee.
- C. When a question is under debate, the following motion shall be in order and shall have precedence over each other in the order stated:
  - 1. To adjourn to a certain day
  - 2. To adjourn
  - 3. To postpone to a certain time
  - 4. To take a recess
  - 5. To lay on the table

6. To previous question
7. To amend

Motions 1-5 shall be decided without debate.

#### Section 8.8: Rules of Debate

The presiding officer may move, second, and debate from the Chair and shall not be deprived of any of the rights and privileges of a member by reason of their acting as the presiding officer.

## **ARTICLE IX – LOCAL COORDINATING BOARD FOR TRANSIT**

### **Section 9.0: Authorization and Purpose**

- A. The Local Coordinating Board for Transit is an advisory board established under the authority of the ~~Ozarks Transportation~~ Organization (“~~OTO~~”), which serves as the federally designated metropolitan transportation planning organization (“MPO”) for the Springfield, Missouri Transportation Management Area. The Local Coordinating Board for Transit will use the 3-C (comprehensive, cooperative, continuing) transportation planning process while considering policies and studies appropriate to the Local Coordinating Board for Transit.
- B. The purpose of the Local Coordinating Board for Transit is to confer with and advise on the effectiveness of coordinating transportation in the ~~Ozarks Transportation~~ Organization study area, and to be a problem-solving entity, where possible. The goals of the Local Coordinating Board for Transit will be the same as those established in the ~~OTO~~ Organization’s Transit Coordination Plan. In addition, the Local Coordinating Board for Transit will analyze issues arising within the planning area of the ~~Ozarks Transportation~~ Organization from a human services transit perspective and make recommendations to the MPO Board of Directors.

### **Section 9.1: Membership**

The Local Coordinating Board for Transit shall be composed of people involved in planning, transit, human services, safety, or related fields and whose experience and expertise is valuable for supporting the ~~Ozarks Transportation~~ Organization.

- A. Local Coordinating Board for Transit membership will be comprised of area human services and transportation agencies. The Local Coordinating Board for Transit shall contain no fewer than seven (7) Members, but no greater than fifteen (15) Members. Membership shall be consistent with federal guidance.
- B. Initial Local Coordinating Board for Transit membership will be based upon the Transit Coordination Plan Advisory Team membership with Members added or subtracted based upon criteria developed by the Local Coordinating Board for Transit.
- C. Terms of service will be two (2) year terms.

### **Section 9.2: Meeting Procedure**

- A. The rules of order herein contained shall govern deliberations of the Local Coordinating Board for Transit. Robert’s Rules of Parliamentary Procedure herein shall govern any point of order or rule on debate applicable to the deliberations by this Local Coordinating Board for Transit and not contained.

- B. The Local Coordinating Board for Transit shall establish and approve an annual meeting schedule. MPO Staff will normally initiate meeting notices and Local Coordinating Board for Transit function(s). Notifications of meetings shall be provided at least five days in advance and shall describe the time and location. A proposed agenda should also be provided to ensure that adequate preparation can occur. The five days advance notice may be waived if extenuating circumstances require an emergency meeting and provided that all Members have received actual notice of such meeting.
- C. All meetings of the Local Coordinating Board for Transit shall be open to the general public who may participate at the discretion of the Chairman.
- D. A quorum shall consist of at least one-half of the Voting Members.

### Section 9.3: Officers

- A. The Local Coordinating Board for Transit shall elect a representative from their membership to serve as Chairman at their initial meeting. The Chairman shall serve a one (1) year term to expire the first meeting of the calendar year following the first full-year of the position. Thereafter, each one (1) year term shall commence at the first meeting of the calendar year and end at the first meeting of the following calendar year. The position of Chairman will be filled using the rotation system set-up by the Local Coordinating Board for Transit.
- B. The Local Coordinating Board for Transit shall elect a Vice-Chairman at their initial meeting. The Vice-Chairman position shall assume the duties of Chairman following his or her respective term. The Vice-Chairman will assume the responsibilities of the Chairman in his or her absence.
- C. Any appointed positions on the Local Coordinating Board for Transit shall commence and/or conclude at the first meeting of the calendar year after the term expiration.
- D. A modification of the Local Coordinating Board for Transit Members may occur mid-year if there are changes in staff or resignations.
- E. The Chairperson shall convene and conduct meetings, appoint committees, establish agenda items with the assistance of the MPO Staff, and serve to represent the interests and consensus of the Local Coordinating Board for Transit. The Vice-Chairperson shall fulfill all the Chairperson's duties when the Chairperson is not present.

### Section 9.4: Committees

The Chair shall appoint the following standing committees from among qualified voting Members of the Local Coordinating Board for Transit, as well as external parties as may be necessary.



- A. Funding Application Committee. The Funding Application Committee shall be responsible for recommending application requirements as well as successful applications to the full membership of the Local Coordinating Board for Transit.
- B. Other Committees. The Chair shall appoint such other committees as required to carry out the goals of the Local Coordinating Board for Transit.

#### Section 9.5: Responsibilities

- A. The Local Coordinating Board for Transit shall discuss options, review proposals, and recommend technical methods, procedures, and standards on all policies, reports, programs, and plans related to transit coordination issues, specifically relating to implementing recommendations from the Transit Coordination Plan within the planning area of the ~~Ozarks Transportation~~ Organization.
- B. The Local Coordinating Board for Transit shall discuss and recommend transit coordination plans and programs to the MPO Board of Directors.
- C. The Local Coordinating Board for Transit shall make recommendations to the MPO Board of Directors on appropriate federal transit funding allocations and project selection.

#### Section 9.5: Staff Support

- A. Staff support shall be provided to the Local Coordinating Board for Transit. This support includes assistance with:
  - 1. Facilitating meetings, including preparing agendas, meetings, meeting location;
  - 2. Review and approval of the ~~OTE~~[Organization's](#) Transit Coordination Plan;
  - 3. Various transportation related work plan tasks; and
  - 4. Staff for all committees.

#### Section 9.6: Order of Business

- A. The business of the Local Coordinating Board for Transit shall be taken up for consideration and disposition in the following order, unless the order shall be suspended by unanimous consent.
  - 1. Call to Order
  - 2. Approval of agenda for current meeting(s)
  - 3. Approval of minutes of previous meeting(s)
  - 4. Unfinished business
  - 5. New business
  - 6. Presentation of other communications to the Local Coordinating Board for Transit
  - 7. Adjournment

### Section 9.7: Motions

- A. No motion shall be debated or put to a vote unless seconded. When seconded, the proposer shall have the floor.
- B. The motion shall be reduced to writing by the proposer when required by the presiding officer or any Members of the Local Coordinating Board for Transit.
- C. When a question is under debate, the following motion shall be in order and shall have precedence over each other in the order stated:
  - 1. To adjourn to a certain day
  - 2. To adjourn
  - 3. To postpone to a certain time
  - 4. To take a recess
  - 5. To lay on the table
  - 6. To previous question
  - 7. To amend

Motions 1-5 shall be decided without debate.

### Section 9.8: Rules of Debate

The presiding officer may move, second, and debate from the Chair and shall not be deprived of any of the rights and privileges of a member by reason of their acting as the presiding officer.

## ARTICLE X – INDEMNIFICATION AND INSURANCE

### Section 10.1: Indemnification

- A. The Organization will indemnify and protect any Director or officer of the Organization, or any Director or officer of the Organization who serves at the request of the Organization as a director, officer, employee, member, manager or agent of another Organization, partnership, limited liability company, joint venture, trust, employee benefit plan or other enterprise, for any threatened or pending action, suit or proceeding, by reason of the fact that such person is or was serving in such capacity, against expenses, judgments, and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding, including attorneys' fees, to the fullest extent permitted by the laws of the State of Missouri. The Organization may indemnify and protect any employee of the Organization up to the fullest extent permitted by Missouri law as determined by the Executive Committee.
- B. The indemnification and other rights provided by this Section 10.1 shall not be deemed

exclusive of any other rights to which a person may be entitled under any applicable law, the Articles of the Organization, agreement, vote of disinterested Directors or otherwise. The Executive Committee shall have the authority to enter into agreements with the Directors and officers of the Organization and with persons serving, at the request of the Organization, as directors, trustees, officers and agents of an affiliated Organization or other enterprise, on terms that the Executive Committee deems advisable; provided, however, that no such further indemnity shall indemnify any person from or on account of such person's conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest, or willful misconduct.

#### Section 10.2: Insurance and Expenses

- A. The Organization may purchase and maintain insurance on behalf of any person who was or is a Director or officer of the Organization, or was or is serving at the request of the Organization as a director, trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against or incurred by such person in any such capacity, or arising out of his or her status as such, whether or not the Organization would have the power to indemnify such person against such liabilities under the provisions of this Section.
- B. The Organization may pay all expenses incurred in defending any civil or criminal action, suit or proceeding described above in Section 10.1 in advance of the final disposition of any such action, suit or proceeding: a) as authorized by the Executive Committee of the Organization in the specific case; and b) upon receipt of an undertaking by or on behalf of such Director or officer to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the Organization.
- C. This Section 10 may be hereafter amended or repealed; however, no amendment or repeal shall reduce, terminate, or otherwise adversely affect the right of a person entitled to obtain indemnification or an advance of expenses with respect to an action, suit, or proceeding that pertains to or arises out of actions or omissions that occur prior to the later of a) the effective date of such amendment or repeal; b) the expiration date of such person's then current term of office with, or service for the Organization (provided such person has a stated term of office or service and completes such term); or c) the effective date such person resigns his or her office or terminates his or her service (provided such person has a stated term of office or service but resigns prior to the expiration of such term).

### ARTICLE XI – AGENTS AND ATTORNEYS

The Board of Directors may appoint such agents, attorneys, and attorneys-in-fact of the Organization as it may deem proper, and may, by written power of attorney, authorize such agents, attorneys or attorneys-in-fact to represent it and for it and in its name, place and stead, and for its use and benefit to transact any and all business which said Organization is authorized to transfer or do by its Articles of Incorporation, and in its name, place and stead, and as its

corporate act and deed, to sign, acknowledge and execute any and all contracts and instruments, in writing necessary or convenient in the transaction of such business as fully to all intents and purpose as said Organization might or could do if it acted by and through its regularly elected and qualified officers.

## **ARTICLE XII – DISSOLUTION**

Upon the dissolution of the Organization, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the Organization, dispose of all the assets of the Organization exclusively for the purposes of the Organization in such manner among the paying members in accordance with the per capita funding formula provided for in Section 5.01(c). Organization will also be subject to judicial dissolution, winding up and liquidation as provided in the Missouri Nonprofit Organization Act.

Adopted by the Coordinating Committee, Ozarks Transportation Organization,  
February 4, 1993

Revised by the Coordinating Committee, Ozarks Transportation Organization  
December 16, 1993

Revised by the Coordinating Committee, Ozarks Transportation Organization  
August 1 , 1996

Amended by the Coordinating Committee, Ozarks Transportation Organization  
October 3, 1996

Amended by the Coordinating Committee, Ozarks Transportation Organization  
May 29, 1997

Amended by the Coordinating Committee, Ozarks Transportation Organization  
August 7, 1997

Amended by the Coordinating Committee, Ozarks Transportation Organization  
June 4, 1998

Amended by the Coordinating Committee, Ozarks Transportation Organization  
October 7, 1999

Draft Bylaws for the proposed MPO Expansion, approved by the MPO Coordinating Committee  
on December 7, 2000.

Final Changes to the Draft Bylaws for the proposed MPO Expansion, May 11, 2001.

Amended by the Board of Directors, Ozarks Transportation Organization, June 14, 2007.

Amended by the Board of Directors, Ozarks Transportation Organization, August 16, 2007.

Adopted by the Incorporators of the Ozarks Transportation Organization, April 30, 2008

Adopted by the Board of Directors, Ozarks Transportation Organization, June 19, 2008

Amended by the Board of Directors, Ozarks Transportation Organization, August 21, 2008

Amended by the Board of Directors, Ozarks Transportation Organization, October 16, 2008

Amended by the Board of Directors, Ozarks Transportation Organization, February 19, 2009

Amended by the Board of Directors, Ozarks Transportation Organization, June 17, 2010

Amended by the Board of Directors, Ozarks Transportation Organization, March 14, 2013

Amended by the Board of Directors, Ozarks Transportation Organization, October 17, 2013

Amended by the Board of Directors, Ozarks Transportation Organization, April 16, 2015

Amended by the Board of Directors, Ozarks Transportation Organization, April 20, 2017

Amended by the Board of Directors, Ozarks Transportation Organization, December 14, 2017

Amended by the Board of Directors, Ozarks Transportation Organization, April 18, 2019

[Amended by the Board of Directors, Ozarks Transportation Organization, April \[●\], 2020](#)

Document comparison by Workshare 9.5 on Tuesday, April 7, 2020 2:19:11 PM

Input:	
Document 1 ID	netdocuments://4811-0759-5958/1
Description	OTO - By-laws.adopted revision April 2019
Document 2 ID	netdocuments://4845-8386-9868/4
Description	OTO - By-laws.adopted revision dec 17
Rendering set	Kutak Option 1

Legend:	
<u>Insertion</u>	
<del>Deletion</del>	
<del>Moved from</del>	
<u>Moved to</u>	
Style change	
Format change	
<del>Moved deletion</del>	
Inserted cell	
Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	107
Deletions	64
Moved from	0
Moved to	0
Style change	0
Format changed	0
Total changes	171

**TAB 5**



**BOARD OF DIRECTORS AGENDA 4/16/2020; ITEM II.C.**

**2020 Calendar Year Action Items**

**Ozarks Transportation Organization  
(Springfield, MO Area MPO)**

**AGENDA DESCRIPTION:**

In 2014, the OTO worked to develop a mission statement with and goals and objectives as part of a strategic planning effort. Each year, the Executive Director and the Executive Committee work to develop action items to further the mission and goals of the organization. Implementation of these action items are reviewed annually, which ensures staff accountability to furthering the mission of the OTO. The proposed action items for calendar year 2020 are included for approval.

The proposed action items are developed from several different OTO plans. These plans include *Transportation 2040*, the Traffic Incident Management Plan, the Bicycle and Pedestrian Plan, as well as other community initiatives as needed.

**EXECUTIVE COMMITTEE ACTION TAKEN:**

At its regularly scheduled meeting on March 11, 2020, the Executive Committee unanimously recommended the 2020 Calendar Year Action Items to the Board of Directors.

**BOARD OF DIRECTORS ACTION REQUESTED:**

A member of the Board of Directors is requested to make one of the following motions:

“Move to approve the 2020 Action Items.”

OR

“Move to...”



OZARKS TRANSPORTATION ORGANIZATION  
A METROPOLITAN PLANNING ORGANIZATION

## Calendar Year 2020 Action Items

### **Action 1: Increased Involvement and Organizational Identification**

- Continued activity in non-government groups
- Continue to use social media to engage a transportation dialogue

### **Action 2: Increase Legislative Education**

- Adopt legislative priorities that are consistent with other local agency priorities
- Support legislative member education through visits to Jefferson City, letter writing and meetings with legislators
- Conduct a legislative event to educate legislators in transportation issues

### **Action 3: Continued Education of OTO Staff, Boards and Committees**

- Continue professional development of staff through education
- Educate board and committees through outside speakers

### **Action 4: Implement Long and Short-Range Plans**

- Continue to work with the Traffic Incident Management Committee, the Bicycle and Pedestrian Committee the Local Coordinating Board for Transit and other committees to implement plans
- Update the travel demand model to reflect current conditions

### **Action 5: Monitor transportation system performance**

- Complete an annual State of Transportation Report
- Establish and monitor national transportation performance measures and targets

### **Action 6: Foster Collaboration in the Project Prioritization and Programming Process**

- Provide opportunities for MoDOT to communicate project and programming issues
- Prioritization projects for annual STIP prioritization
- Work to identify partnership opportunities for transportation projects

### **Action 7: Aggressively Seek to Ensure the Timely Expenditure of Federal Funds**

- Provide a bi-annual federal funds balance report
- Monitor reasonable progress to ensure no loss of federal funding
- Encourage partnerships to stretch limited resources
- Work to ensure all Fast-Act funds are obligated expeditiously

### **Action 8: Review Organizational Structure and Bylaws to Improve Efficiency and Cost Effectiveness**

- Update Bylaws to reflect best practices and to include necessary clauses
- Identify areas of Efficiency Improvements
- Identify areas to automate to free up staff time for projects

**TAB 6**

# Trump calls for \$2 trillion infrastructure package as part of coronavirus response

PUBLISHED TUE, MAR 31 2020 1:18 PM EDT UPDATED TUE, MAR 31 2020 2:27 PM EDT



Jacob Pramuk  
@JACOBPRAMUK

---

## KEY POINTS

President Trump is calling for a \$2 trillion infrastructure package as part of the government's emergency response to the coronavirus pandemic.

Democrats Nancy Pelosi and Chuck Schumer have called for increased infrastructure spending to mitigate the outbreak's effects, after talks between the White House and Democrats failed in recent years.

It remains to be seen if Congress will be comfortable passing another mammoth spending measure after approving the emergency \$2 trillion coronavirus relief bill last week.

---



President [Donald Trump](#) is ready to spend again.

Four days after [signing an unprecedented \\$2 trillion relief bill](#) to blunt the economic damage from the coronavirus pandemic, the president on Tuesday called for the U.S. to spend another couple trillion bucks on a massive infrastructure package. In a tweet, he wrote that “this is the time” to craft an infrastructure overhaul with U.S. interest rates at zero during the crisis.

“It should be VERY BIG & BOLD, Two Trillion Dollars, and be focused solely on jobs and rebuilding the once great infrastructure of our Country! Phase 4,” the president said, referencing the three pieces of emergency legislation lawmakers have already passed to combat the outbreak rampaging across the U.S.



**Donald J. Trump**  
@realDonaldTrump

With interest rates for the United States being at ZERO, this is the time to do our decades long awaited Infrastructure Bill. It should be VERY BIG & BOLD, Two Trillion Dollars, and be focused solely on jobs and rebuilding the once great infrastructure of our Country!  
Phase 4

176K 9:48 AM - Mar 31, 2020

63.4K people are talking about this

Trump has long pushed for a proposal to revamp American roads, bridges and airports, and Democratic congressional leaders saw the issue as a key area where they could cooperate with the Republican president when he first took office. But efforts to put together a sprawling infrastructure plan have fallen apart.

Last April, Senate Minority Leader [Chuck Schumer](#) said Trump and Democrats agreed on the outline of a \$2 trillion package. A month later, Trump [then walked out](#)

[of an infrastructure meeting](#), saying he would not work with Democrats on the issue while they investigated his administration.

Circumstances have changed: The House impeached Trump in December and the Senate acquitted him in February. COVID-19 has shredded the U.S. economy, jammed hospitals and stretched stores of health-care equipment, making federal intervention more appealing across the ideological spectrum.

In interviews this week, House Speaker [Nancy Pelosi](#) has pushed for infrastructure investment as part of the next phase of the federal response. She wants components related to health care and the digital economy.

Schumer, meanwhile, has pushed for a “Marshall Plan” to strengthen the U.S. public health infrastructure. He has touted emergency funding for hospitals and equipment included in the \$2 trillion package signed into law last week.

Republicans — who control the Senate — may not have an appetite for more historic federal action after passing the largest emergency spending measure in U.S. history last week. Spokespeople for Senate Majority Leader [Mitch McConnell](#) and House Minority Leader [Kevin McCarthy](#) did not immediately respond to requests to comment on Trump’s tweet.

At least one Senate Republican cheered Trump’s call for infrastructure improvements — though he did not endorse spending \$2 trillion. Sen. John Barrasso, R-Wyo., called on Tuesday to pass an existing bipartisan Senate highway bill that is “ready to go.”



**Sen. John Barrasso**  
@SenJohnBarrasso

We stand ready to answer [@realDonaldTrump](#)’s call. In the Senate, we have a bipartisan bill that will invest billions in America’s highways and is ready to go. Our bill will cut red tape so projects can get done better, faster, cheaper, and smarter.  
[twitter.com/realDonaldTrump...](https://twitter.com/realDonaldTrump...)

**Donald J. Trump** @realDonaldTrump

With interest rates for the United States being at ZERO, this is the time to do our decades long awaited Infrastructure Bill. It should be VERY BIG & BOLD, Two Trillion Dollars, and be focused solely on jobs and rebuilding the once great infrastructure of our Country! Phase 4

476 10:38 AM - Mar 31, 2020

265 people are talking about this

The Environment and Public Works Committee, which the senator chairs, unanimously backed the \$287 billion highway plan last year.

The House and Senate are [not expected to return to Washington before April 20.](#)

The calls for another relief package come as COVID-19 spreads across the country. The U.S. now has [more than 164,000 cases of the disease](#), easily the most in the world, and at least 3,170 deaths have been linked to it, according to data compiled by Johns Hopkins University.

Business closures aimed to stop the pandemic's spread led to a record 3.3 million people filing unemployment claims last week. The Federal Reserve Bank of St. Louis [has estimated job losses from the crisis could reach a staggering 47 million.](#)



**April 7, 2020**

1:00 pm » NHTSA, EPA Roll Out Final Fuel Economy Rule

[\(https://aashtojournal.org/\)](https://aashtojournal.org/)

The Senate passed the \$2 trillion Coronavirus Aid, Relief, and Economic Security or CARES Act (<https://www.appropriations.senate.gov/imo/media/doc/FINAL%20FINAL%20CARES%20ACT.pdf>) on March 25 by a vote of 96 to zero, which the House of Representatives then passed on March 27 by voice vote before heading to President Trump's desk, who signed it that afternoon.

Sen. Richard Shelby, R-Ala., noted in a statement (<https://www.shelby.senate.gov/public/index.cfm/newsreleases?ID=2DBC5452-59CC-4CFF-B6BF-2703E01F7E4F>) that 80 percent of the total funding provided in CARES Act is going directly to state and local governments.



"I am confident that this legislation will pave the way for us to overcome the current economic and public health crisis we are facing, allowing us to emerge stronger on the other side," he said.

Analysis of the emergency funding measure conducted by the American Association of the State Highway and Transportation Officials indicates the U.S. Department of Transportation will receive \$31.1 billion in funds to disburse in several directions:

The Federal Transit Administration will receive \$25 billion for transit providers, including states and local governments across the country, for operating and capital expenses. Funding will be distributed using existing FTA formulas, with an estimated \$1.8 billion for rural systems funded under Section 5311.

Amtrak will receive \$1.018 billion for operating assistance to cover revenue losses related to coronavirus. No less than \$239 million is provided for state supported services, with the provision that states are not required to pay more than 80 percent of fiscal year 2019 costs.

The Federal Aviation Administration gets \$10 billion for its Airport Improvement Program, distributed by formula, to maintain operations at airports across the nation that are facing a record drop in passengers.

Legislative language directs the Federal Highway Administration to clarify that states can issue special permits for overweight vehicles and loads to allow for the free flow of critical relief supplies during the current coronavirus epidemic for the duration of the current fiscal year.

The Essential Air Service gets \$56 million to maintain existing air service to rural communities; monies necessary to offset the reduction in overflight fees that help pay for the EAS program.


In addition to those USDOT provisions, \$32 billion in grants are provided for aviation sector businesses outside the appropriations process, and up to \$46 billion in loans and loan guarantees are provided for aviation sector businesses, according to AASHTO's analysis.




Sen. Richard Shelby

---

**Share this:**

 Twitter (<https://aashtojournal.org/2020/03/27/federal-coronavirus-rescue-bill-includes-transportation-funding/?share=twitter&nb=1>)

 Facebook (<https://aashtojournal.org/2020/03/27/federal-coronavirus-rescue-bill-includes-transportation-funding/?share=facebook&nb=1>)



# Gas Tax Revenue to Decline as Traffic Drops 38 Percent

March 31, 2020

Ulrik Boesen

The coronavirus pandemic is affecting most aspects of the economy, and motor fuel consumption is no exception. As social distancing recommendations, shelter-in-place-orders, and quarantines have upended American life in an effort to slow the spread of the virus, road traffic has declined dramatically around the country.

While the mitigation policies will be felt across most tax categories including excise taxes, income taxes, and sales taxes, a key consequence of millions of people staying at home is fewer cars on the roads. Fewer people driving means fewer people buying gasoline, which may have positive effects on air pollution but could be detrimental to motor fuel excise tax revenue for federal and state governments.

According to INRIX ([https://inrix.com/blog/2020/03/covid19-us-traffic-volume-synopsis-2/#\\_ftn2](https://inrix.com/blog/2020/03/covid19-us-traffic-volume-synopsis-2/#_ftn2)), a traffic data analytics company, compared to the week of February 22, just before the pandemic was officially called, personal travel nationwide for the week of March 23 had decreased by 44 percent. Even compared to the week before the March 23 week, there had been a 20 percent decrease. Trucking is also down, but not to the same degree, as businesses (especially retail stores and pharmacies) still need inventory. Long haul trucking is down 3 percent whereas local trucking operations are down 14 percent. The overall decline in road traffic is 38 percent. Such a decline will lead to a dramatic decline in gas tax revenue.

How much this will affect tax receipts is hard to estimate precisely because no one knows how long social distancing will be the norm. The American Association of State Highway and Transportation Officials has estimated a 30 percent (<https://www.taxnotes.com/tax-notes-today-state/excise-taxes/states-expecting-30-percent-drop-fuel-tax-receipts/2020/03/30/2cbt7>) drop in gas tax revenue based on data from the last recession (2008-2009). However, the current crisis's mitigation policies make a one-to-one comparison challenging.

Stay informed during the coronavirus crisis

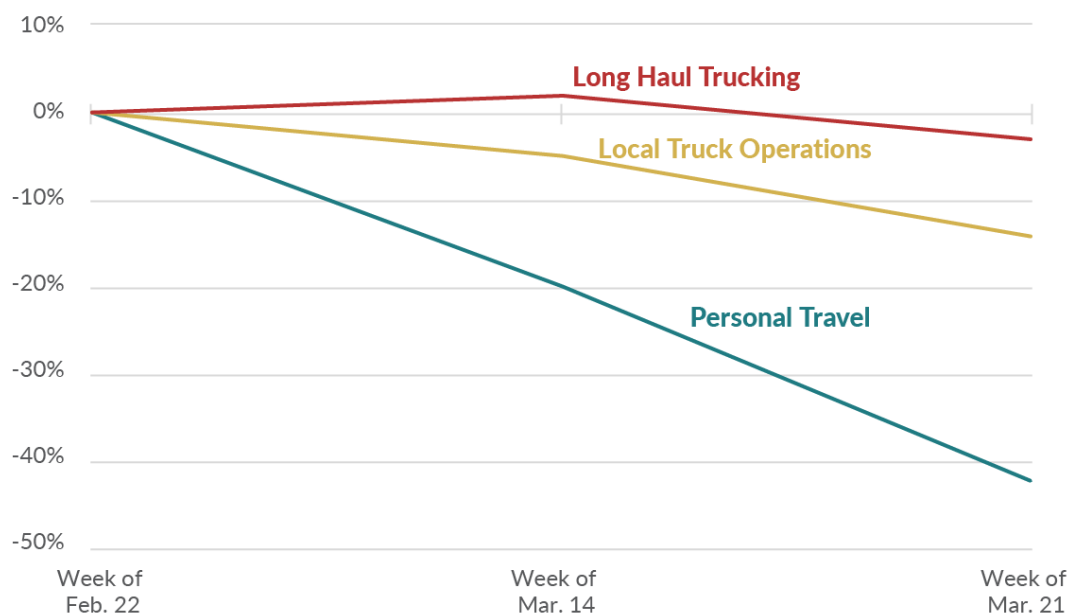
First Name

Your email

Sign me up

## U.S. Personal Travel Declines Over 40 Percent Since Feb. 22nd

Road traffic by Type, Feb. 22 - Mar. 21



Source: INRIX, U.S. National Traffic Volume Synopsis, March 21-27, 2020 [https://inrix.com/blog/2020/03/covid19-us-traffic-volume-synopsis-2/#\\_ftn2](https://inrix.com/blog/2020/03/covid19-us-traffic-volume-synopsis-2/#_ftn2)

TAX FOUNDATION

@TaxFoundation

Toll collections are also likely to drop. With reductions in congestion, not only will traffic on all roads, including toll roads, decline, but the incentive to pay a premium for express-lane access disappears. In addition, toll road pricing is sometimes based on the level of traffic. Interstate 66 in Northern Virginia is an example of one such road. A comparison of the historical estimate of a rush hour 8.5-mile commute from Northern Virginia to Washington, D.C. shows a dramatic change in cost. In fact, the cost dropped from an average of \$32 (week of Feb 22) to \$1.75 on March 29. According to Fitch Ratings (a credit rating agency), nationwide receipts are down an average of 50-60 percent (<https://www.fitchratings.com/research/us-public-finance/fitch-ratings-defines-coronavirus-scenarios-for-us-toll-roads-24-03-2020>) for toll systems.

In 2018 (the latest data), state governments raised \$48.2 billion (<https://www.census.gov/data/tables/2018/econ/stc/2018-annual.html>) and the federal government raised \$36 billion (<https://www.cbo.gov/about/products/budget-economic-data#7>) in motor fuel excise tax revenue. Revenue from these taxes is largely used to fund infrastructure maintenance and new projects. Declines in receipts will not affect all states similarly, as the amount of state and local road spending covered by gas taxes, tolls, user fees, and user taxes varies widely. It ranges from only 6.9 percent in Alaska to 71 percent in Hawaii. In the contiguous 48 states, North Carolina relies the most on dedicated transportation revenues (63.6 percent), while North Dakota relies on them the least (17.5 percent). States like Alaska and North Dakota keep their transportation taxes low in the same way that they keep all taxes on state residents low—by exporting taxes, primarily through the severance tax. Incidentally, these states should also see declines related to gasoline as the low price of crude oil will burn a hole in their budgets.

Stay informed during the coronavirus crisis

First Name

Your email

Sign me up

\$74.5 billion deficit over five years. The only options to relieve this deficit are to reduce spending or increase gas taxes (or a combination of both).

There may be room to increase the federal tax rate as it has not changed since 1993 and is not indexed to inflation. This has eroded the value of the tax over the last 27 years; to maintain constant value, an 18.4-cent per gallon tax in 1993 would have to be 26.1 cents today. In addition, increased fuel efficiency of newer cars has lowered the tax per mile for many drivers. Yet a tax increase on motor fuel may be ill-advised during a pandemic, because it is paramount that inventory for retail stores, pharmacies, and hospitals can move around the country.

Unlike the federal government, 31 states increased gas taxes in the last decade. Crucially, states tax gas mainly based on volume (per gallon), which is important as oil prices have dropped to their lowest price since 2002 (<https://www.macrotrends.net/1369/crude-oil-price-history-chart>).

If the crisis brought on by the pandemic turns into a long-term recession, it could take years before gas tax revenue bounces back. During the last recession, receipts did not rebound to pre-crisis levels until 2011. (Extreme reductions are unlikely to persist, however, once stay-at-home orders are eliminated.) The effect of these developments should be considered by lawmakers when reviewing spending priorities for the remainder of the year as well as the next.

Stay informed during the coronavirus crisis

First Name

Your email

Sign me up



**Breaking:** Jefferson City man sentenced to prison in murder case

**Local News** **Missouri News** **National News** **World** **Opinion** **Obits** **Sports** **GoMidMo** **Even**

ADVERTISEMENT

Local News

## MoDOT, Highway Patrol see increase in speeding

Missouri Department of Transportation officials and the Missouri Highway Patrol said Monday they are seeing an increase in speeding due to lower traffic volumes as a result of the stay-at-home orders related to the COVID-19 emergency.

by [News Tribune](#) Apr. 7 2020 @ 12:05am

Missouri Department of Transportation officials and the Missouri Highway Patrol said Monday they are seeing an increase in speeding due to lower traffic volumes as a result of the stay-at-home orders related to the COVID-19 emergency.

In a recent test of a section of I-70 in rural Missouri, there were "more than twice as many incidences of speeds over 80 mph this year as compared to last year. And, just last week alone, MoDOT vehicles were struck three times by drivers who were not paying attention," according to a MoDOT news release.

"Our law enforcement partners are continuing to enforce the rules of the road, and they will ticket you for traffic violations," said Nicole Hood, MoDOT state highway safety and traffic engineer. "Despite the fact that traffic volumes across the country are down approximately 40 percent, many vehicles are still traveling the state's roadways. Trucks continue to carry supplies, essential workers must maintain their work schedules, and MoDOT is keeping transportation projects and highway maintenance operations moving.

"Don't add to the stress of a health care system that is already taxed dealing with the coronavirus pandemic."

ADVERTISING

The latest general information on the Coronavirus Disease 2019 (COVID-19) is available on [Coronavirus.gov](#). For USDOT specific COVID-19 resources, please visit our page.

[Home](#) \ [Newsroom](#)

[Newsroom](#)

[Press Releases](#)

[Speeches](#)

[Testimony](#)

[Blog](#)

[Press Offices](#)

[DOT Social Media](#)

[Comment Policy](#)

[Transportation Tuesday](#)

# U.S. DOT and EPA Put Safety and American Families First with Final Rule on Fuel Economy Standards

Tuesday, March 31, 2020



U.S. DEPARTMENT OF TRANSPORTATION  
U.S. ENVIRONMENTAL PROTECTION AGENCY



WASHINGTON – The U.S. Department of Transportation’s National Highway Traffic Safety Administration (NHTSA) and the U.S. Environmental Protection Agency (EPA) today released the final Safer Affordable Fuel-Efficient (SAFE) Vehicles Rule setting corporate average fuel economy (CAFE) and CO2 emissions standards for model years 2021-2026 passenger cars and light trucks.

“This rule reflects the Department’s #1 priority—safety—by making newer, safer, cleaner vehicles more accessible for Americans who are, on average, driving 12-year old cars. By making newer, safer, and cleaner vehicles more accessible for American families, more lives will be saved and more jobs will be created, said U.S. Secretary of Transportation Elaine L. Chao. “Today, President Trump is keeping his promise to autoworkers made three years ago that he would reinvigorate American auto manufacturing by updating costly, increasingly unachievable fuel economy and vehicle CO2 emissions standards, and that is what the Safer Affordable Fuel-Efficient Vehicles Rule accomplishes.”

“We are delivering on President Trump’s promise to correct the current fuel economy and greenhouse gas emissions standards,” said EPA Administrator Andrew Wheeler. “Our final rule puts in place a sensible one national program that strikes the right regulatory balance that protects our environment, and sets reasonable targets for the auto industry. This rule supports our economy, and the safety of American families.”

The final rule will increase stringency of CAFE and CO2 emissions standards by 1.5% each year through model year 2026, as compared with the standards issued in 2012, which would have required about 5% annual increases. This is a change from the proposal issued in 2018. The majority of automakers are not meeting the 2012 standard without resorting to the use of credits. The final rule can be found at: [www.NHTSA.gov/SAFE](#).

NHTSA is required by Federal law to set fuel economy standards at the maximum feasible level for both passenger cars and light trucks, for every model year. If NHTSA determines that standards previously set are no longer maximum feasible, NHTSA can amend them. In determining what levels of CAFE standards would be maximum feasible, the law directs NHTSA to consider four specific factors: technological feasibility; economic practicability; the effect of other motor vehicle standards of the Government on fuel economy; and the Nation’s need to conserve energy.

On April 2, 2018, the EPA issued the Mid-Term Evaluation Final Determination that found that the MY 2022-2025 CO2 emissions standards are not appropriate and should be revised. For

nearly two years, the agencies worked together to extensively analyze current automotive and fuel technologies, reviewed economic conditions and projections, and consulted with other Federal agency partners to ensure the most reliable and accurate analysis possible. The agencies also evaluated more than 750,000 public comments and held three public meetings.

The SAFE Vehicles Rule reflects the realities of today’s markets, including substantially lower oil prices than in the original 2012 projection, significant increases in U.S. oil production, and growing consumer demand for larger vehicles.

The SAFE Vehicles Rule increases U.S. competitiveness by reducing regulatory costs by as much as \$100 billion through model year 2029. According to NHTSA/EPA projections, it will also boost new vehicle sales through model year 2029 by up to 2.7 million vehicles. At a time of sudden economic uncertainty, the SAFE Vehicles Rule provides help for millions of American workers and thousands of businesses in the auto sector and related industries by cutting costs and increasing sales of safe new vehicles.

By reducing the average price of a new vehicle by about \$1,000, this right-sized rule will make it easier for Americans to afford to buy newer, cleaner, and safer vehicles.

The SAFE Rule will also help more Americans afford newer vehicles, which NHTSA’s research shows are safer than ever. About 3,300 fewer crash fatalities, 397,000 fewer injuries, and more than 1.8 million fewer vehicles damaged in crashes are projected over the lifetimes of vehicles built according to these new standards.

At the same time, the SAFE Rule continues to protect the environment by increasing stringency of CAFE and CO2 emissions standards over the next five years, ensuring that Americans will have a wide range of affordable, safe, and fuel-efficient vehicles to choose from. Under the SAFE Rule, the projected overall industry average required fuel economy in MYs 2021-2026 is 40.4 miles per gallon, compared to 46.7 mpg projected requirement in MY 2025 under the 2012 standards, and the new rule reduces the number of credits that are not associated with improved fuel economy. This rule is the largest deregulatory initiative of this administration. The agencies project that under these final standards, required technology costs would be reduced by \$86 to \$126 billion over the lifetimes of vehicles through MY 2029. At the same time, the SAFE Vehicles Rule provides regulatory certainty by establishing one set of national fuel economy and CO2 emissions standards for passenger cars and light trucks.

Under the rule, new vehicles will continue to be required to meet the Clean Air Act’s strict pollution standards, ensuring that air quality will be protected from smog-forming emissions. The rule will also see CO2 reductions year over year.

####

U.S. DEPARTMENT OF TRANSPORTATION  
1200 New Jersey Avenue, SE  
Washington, DC 20590  
855-368-4200

WANT TO KNOW MORE?  
Receive email updates about the latest in Safety, Innovation, and Infrastructure.

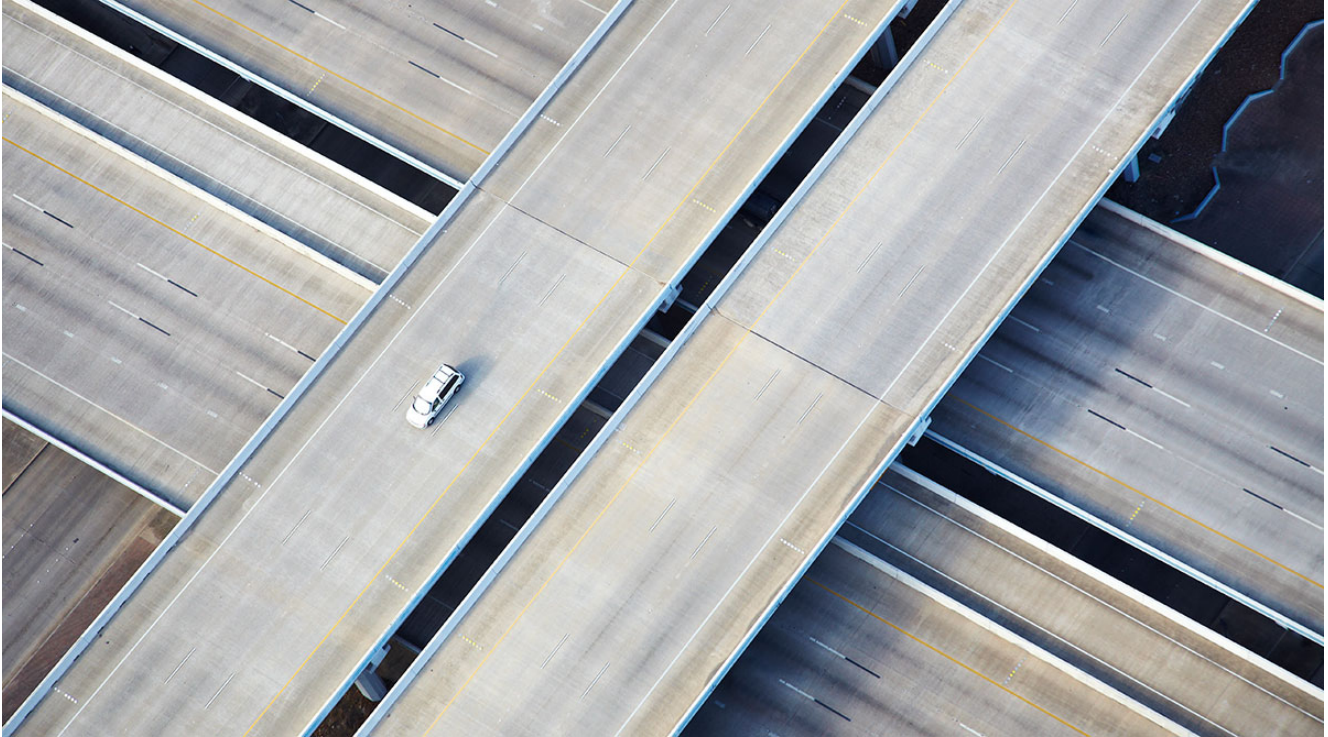
- ABOUT DOT
- Meet the Secretary
  - Mission
  - Newsroom
  - DOT Blog
  - Social Media
  - Our 50th Anniversary



Eleanor Lamb | Staff Reporter

April 6, 2020 12:00 PM, EDT

# Virus Will Take Toll on State Transportation Revenue, Experts Say



An almost empty road. (Getty Images)

*[Ensure you have all the info you need in these unprecedented times. Subscribe now.]*

Experts indicate the coronavirus pandemic will have a significant negative effect on state revenue, including funding that supports transportation projects.

Due to dozens of statewide stay-at-home orders, fewer people are out on the road, meaning fewer people are purchasing fuel and bolstering state fuel tax revenue. Data from Inrix Inc., a transportation analytics group, indicates that nationwide personal travel has dropped. Inrix data shows nationwide personal travel was down 20% the week beginning March 14. Nationwide personal travel was down 42% the week beginning March 21, according to Inrix.

“That’s going to directly translate into a lot fewer gas tax dollars for states — and sometimes for local governments, too — to repair and expand their infrastructure networks with,” said Carl Davis, research director at the Institute on Taxation and Economic Policy. “This is all happening so fast. We don’t have a lot of hard data yet, but the early indications are already clear and it’s going to be ugly.”

Truck travel has dipped as well, although not as drastically as personal travel. Inrix data shows that longhaul truck travel was down 20% during the week that ended March 27, while local commercial travel was down 16% during the same period.

## Coronavirus News

News | Photos | Truck Stop Info | ATA Hub  
Thanking Truckers | Feeding Truckers



“We expect it has to do with retailers [that] still need their inventory [and] pharmacies [that] still need medicine,” said Ulrik Boesen, senior policy analyst at the Tax Foundation.

Davis noted that, just as the fuel tax is not the only revenue source states rely on to fund transportation projects, it won’t be the only revenue source to experience a decline. He said many states use portions of their general sales taxes or taxes on vehicle sales for transportation purposes, and pointed out that both of those revenue sources are declining during the pandemic.

Tolls, too, will be impacted because fewer people will be on the road. Boesen also pointed out there’s no incentive for drivers to pay for an express lane when there are so few other vehicles on the road.

“It’s almost hard to imagine an area of state and local tax that isn’t getting pummeled right now by what’s happening in the economy,” Davis said. “All these revenue sources are going to be dropping and dropping very sharply.”

In terms of financially surviving this difficult time, Davis said states will have to make the case to lawmakers in Washington that federal aid is needed for infrastructure assistance and state fiscal relief. He noted that states don’t have the luxury of operating with a budget deficit, and said that halting transportation construction projects would damage their economies in the long run.

“It’s just not going to be possible for states to continue providing the current level of services with the tax structures they have in place right now given how fundamentally our economy is being impacted right now,” Davis said.

[2020-04-06 AASHTO Letter to...](#) by [Transport Topics](#) on Scribd

The American Association of State Highway and Transportation Officials submitted a letter to congressional leaders April 6 to inform them about the coronavirus’ economic implications for state transportation agencies and ask for a funding backstop.

Specifically, AASHTO requested that Congress provide an immediate \$49.95 billion in flexible federal funding to help offset what the group estimates will be at least a 30% loss in state transportation revenues over the next 18 months. In the letter, AASHTO also urged Congress to

pass a comprehensive investment package for surface transportation and water infrastructure, noting that the Fixing America's Surface Transportation (FAST) Act expires Sept. 30.

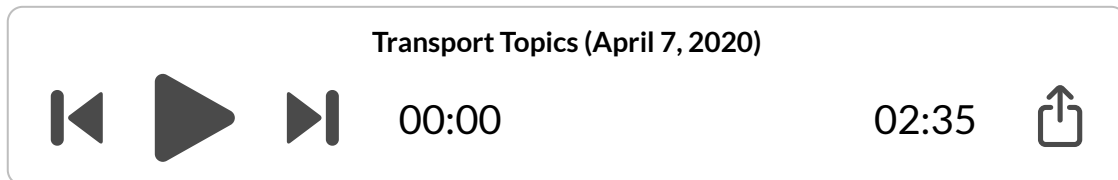
"AASHTO is very concerned about the situation, and we see a phase 4 stimulus as a way of helping to provide immediate funding to prevent major cuts in the near-term for projects across the country," said AASHTO spokesman Tony Dorsey.

"Our big concern is that if we don't get this immediate backstop, as we're calling it, we're going to see possible project delays and a ripple effect throughout the entire economy."

Congress recently approved a \$2.2 trillion stimulus package, which President Donald Trump signed into law March 27. Lawmakers continue to deliberate the details of the next phase of their coronavirus response legislation.



**Want more news? Listen to today's daily briefing:**



Daily Tax Report ®

# State DOTs Seek \$50 Billion to Offset Plummeting Revenues

By Ryan Beene

April 6, 2020, 4:09 PM

---

State transportation departments need \$50 billion in federal funds to offset significant revenue declines due to plummeting road travel and gasoline sales, according to the American Association of State Highway and Transportation Officials.

- Group requests \$49.95 billion for state transportation departments to be included in next virus stimulus package in letter to top lawmakers including House Speaker Nancy Pelosi and Senate Majority Leader Mitch McConnell
- AASHTO estimates state DOTs will see a 30% loss in state transportation revenues on average over next 18 months: letter
  - "This federal backstop will help to ensure state DOTs can operate and maintain their systems without disruption and allow current transportation projects and plans to continue," AASHTO President Patrick McKenna writes
- Organization also calls on lawmakers to pass major infrastructure package to bolster post-virus economic recovery

To contact the reporter on this story:

Ryan Beene in Washington at [rbeene@bloomberg.net](mailto:rbeene@bloomberg.net)

To contact the editors responsible for this story:

Jon Morgan at [jmorgan97@bloomberg.net](mailto:jmorgan97@bloomberg.net)

Megan Howard

© 2020 Bloomberg L.P. All rights reserved. Used with permission.

© 2020 The Bureau of National Affairs, Inc. All Rights Reserved

[Menu](#)[• Watch Live](#)

Quick links... ▼

ALERT

**Full coronavirus coverage**

ADVERTISEMENT

[NEWS](#) > [CORONAVIRUS](#)

# TSA says Monday was its slowest day in 10 years, highlighting low travel during pandemic

**Posted:** 11:22 AM, Mar 31, 2020 **Updated:** 10:23 AM, Mar 31, 2020**By:** Alex Hider



Copyright 2020 The Associated Press. All rights reserved.

Photo by: Mary Altaffer/AP

[+ Show Caption](#)

The Transportation Security Administration (TSA) screened fewer passengers Monday than it had in the past 10 years, a spokesperson says.

According to TSA public affairs spokesperson Lisa Farbstein, department officers screened 154,080 people at checkpoints across the country on Monday. On the same date in 2019, TSA screened 2.3 million people.

The numbers highlight just how badly the coronavirus pandemic has crippled the airline industry. Three of the U.S.' largest airliners — [American](#), [Delta](#) and [United](#) — have seen significant reductions in their stock prices. United has seen nearly a 50 percent drop in its stock price in the past month, and American Airlines has lost nearly 30 percent.



**TSAmedia\_LisaF**

@TSAmedia\_LisaF

BREAKING NEWS: On Monday, [@TSA](#) officers across the country screened 154,080 passengers at security checkpoints. It's the lowest number screened by TSA in 10 years. For perspective, exactly one year ago 2,360,053 people were screened nationwide.

74 7:19 AM - Mar 31, 2020

[73 people are talking about this](#)

All three airlines have said they are cutting back on staffing due to the crisis. [Delta](#) said Sunday that more than 20,000 employees have volunteered to take short-term unpaid leaves of absences.

The CARES Act — the coronavirus stimulus package signed into law by President Donald Trump on Friday — allocates up to \$58 billion in financial relief for airlines. On Monday, [Reuters](#) reported that American Airlines would seek up to \$12 billion in federal funding, including \$6 billion in payroll grants and \$6 billion in loans. American has more employees than any other U.S. airlines.

Copyright 2020 Scripps Media, Inc. All rights reserved. This material may not be published, broadcast, rewritten, or redistributed.

[Report a typo](#)

CURATION BY



## Owners of Norfolk restaurant stuck in Morocco due to coronavirus

Sponsored

### Medicare Cuts Coming In 2020 - Seniors Must Do This ASAP

Smile Insurance



Sponsored

### If Your Dog Eats Dry Food, Do This Everyday

Ultimate Pet Nutrition



### Police investigating after robbery at Walmart in Norfolk



MARCH 2020

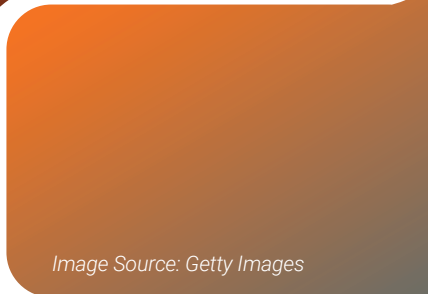
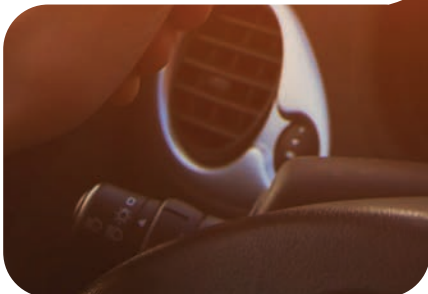


Image Source: Getty Images



# Communicating the Economic and Quality of Life Benefits of Transportation Investment:

## New Approaches for State Departments of Transportation





# Acknowledgments

This study was requested by the American Association of State Highway and Transportation Officials (AASHTO) and conducted as part of National Cooperative Highway Research Program (NCHRP) Project 23-01. NCHRP is supported by annual voluntary contributions from state departments of transportation (DOTs). NCHRP Project 23-01 provides funds for research studies intended to address specific needs of chief executive officers (CEOs) and other top managers of DOTs. The work was guided by an NCHRP project panel, listed below, and the project was managed by Andrew Lemer, NCHRP Senior Program Officer.

## National Cooperative Highway Research Program Panel

**Kimberly L. Avery**, Michigan DOT  
**Kenneth Brubaker**, Colorado DOT  
**William Cass**, New Hampshire DOT  
**Jacqueline DeWolfe**, Massachusetts DOT  
**Maggie Doll**, Kansas DOT  
**Shante Hastings**, Delaware DOT  
**Vicki Kramer**, Nebraska DOT  
**Shannon Nicole Marshall**, Virginia DOT  
**Elizabeth Weight**, Utah DOT  
**AASHTO Liaison**: Lloyd Brown

## WSP Research Team

**Paula Hammond**, Principal Investigator  
**Jagannath Mallela**, Project Manager  
**Pam Lebeaux**, Research Lead  
**Shane Peck**  
**Allison Reilly**  
**Rebecca Holzwarth**  
**Phil Barnes**  
**Kurt Bearinger**  
**Kelly Scott**  
**Ryan Walsh** (FHI)  
**Stephanie Brooks** (FHI)

The opinions and conclusions expressed or implied in this report are those of the research agency and are not necessarily those of the Transportation Research Board, the National Research Council, or the program sponsors. This document has not been reviewed or accepted by the Transportation Research Board Executive Committee or the National Academies of Sciences, Engineering, and Medicine; and has not been edited by the Transportation Research Board.



# Table of Contents

<b>Executive Summary .....</b>	<b>1</b>
<b>Using the Guide .....</b>	<b>2</b>
<b>1. Introduction .....</b>	<b>3</b>
Research-Based Recommendations .....	3
<b>2. Benefits-Based Message Themes .....</b>	<b>4</b>
<b>3. Benefits Messaging in Context .....</b>	<b>10</b>
Urban-Rural Variation Among States .....	10
Modal Differences .....	10
Differences in Existing Levels of Support .....	10
Complementary Themes .....	11
Accounting for Public Perception of Construction Impacts .....	12
<b>4. Integrating Benefits Messaging into DOT Communications .....</b>	<b>13</b>
Integrated Communications .....	15
Message Delivery Methods .....	20
<b>5. Using Personal Stories and Vignettes .....</b>	<b>22</b>
<b>References .....</b>	<b>27</b>



# Executive Summary

This guide presents research-tested themes and messages that state departments of transportation (DOTs) can use to communicate with different audiences about the economic and quality of life benefits of transportation infrastructure investment. It is intended for use by agency staff in communications, public affairs, and related areas, as well as by communications professionals in the private sector. The guide incorporates the lessons of previous research on this topic and new findings from focus

groups, social media sentiment analysis, and small-scale public surveys.

Across audiences, the research team found that the most resonant messages were those related to travel time (e.g., having a dependable commute or more time with family), mobility, and reduction of stress. General statements about the importance of infrastructure investment for “the economy” or “economic growth” typically do not resonate with the public.

## Highly resonant messages include:

**Better transportation will give you more control over your time.**

**Better transportation will help you get around more easily.**



**Better transportation will make your commute less stressful.**

**Better transportation will create jobs in your community.**

The guide makes recommendations for using these themes and messages strategically, tailoring them to the local context, and integrating them into day-to-day DOT communications. In discussing message delivery methods, the guide notes recent efforts by state DOTs to frame messages about quality of life benefits in personal terms, using videos and other imagery. The guide concludes with sample graphics using this personal narrative style that can be adapted for individual messaging campaigns.



# USING THE GUIDE

This guide is intended for DOT staff in communications, public affairs, and related areas, as well as communications professionals in other transportation agencies and the private sector. It is organized in five sections.



## 1 Introduction

The introduction explains the purpose of the guide and the research basis for the recommendations provided.

## 2 Benefits-Based Message Themes

Section 2 presents the key research findings, including the benefits-based themes and messages that resonated most clearly in testing with varied audiences.

## 3 Benefits Messaging in Context

Section 3 puts these findings in context, with a discussion of differences among states and other factors affecting message choice.

## 4 Integrating Benefits Messaging into DOT Communications

Section 4 provides recommendations for integrating benefits messaging into DOT communications.

## 5 Using Personal Stories and Vignettes

Section 5 illustrates the use of personal stories to communicate quality of life benefits.



# 1. Introduction

Most Americans are unaware of the degree to which prosperity, community vitality, and personal well-being depend on continued investment in the U.S. transportation system. Often this awareness arises only when the system is disrupted in some way, such as by road flooding, a transit service breakdown, bottlenecked freeways, or a bridge closure. However, as states seek increased funding for infrastructure investment, a broader public understanding of the benefits of investment is essential to achieving public support.

Fortunately, new approaches have emerged that can improve public awareness of the critical linkage between transportation investment, quality of life, and local economies. State departments of transportation (DOTs) are experimenting with new and engaging ways of delivering the message that investment is not only needed, it is also of great value to residents' daily lives. These new approaches take advantage of the trend toward more visual, personal stories that can be shared on social media or in short videos.

This guide presents user-tested themes and messages exemplifying a personal benefits-based approach, with recommendations for customizing and deploying them across a variety of formats. It includes examples of recent agency communications in this vein and sample materials that can be adapted to local needs. Importantly, adopting a benefits-based messaging

strategy does not require wholesale change in a DOT's communications process. The recommended themes can be incorporated readily into routine DOT communications and used to refresh existing campaigns.

## RESEARCH-BASED RECOMMENDATIONS

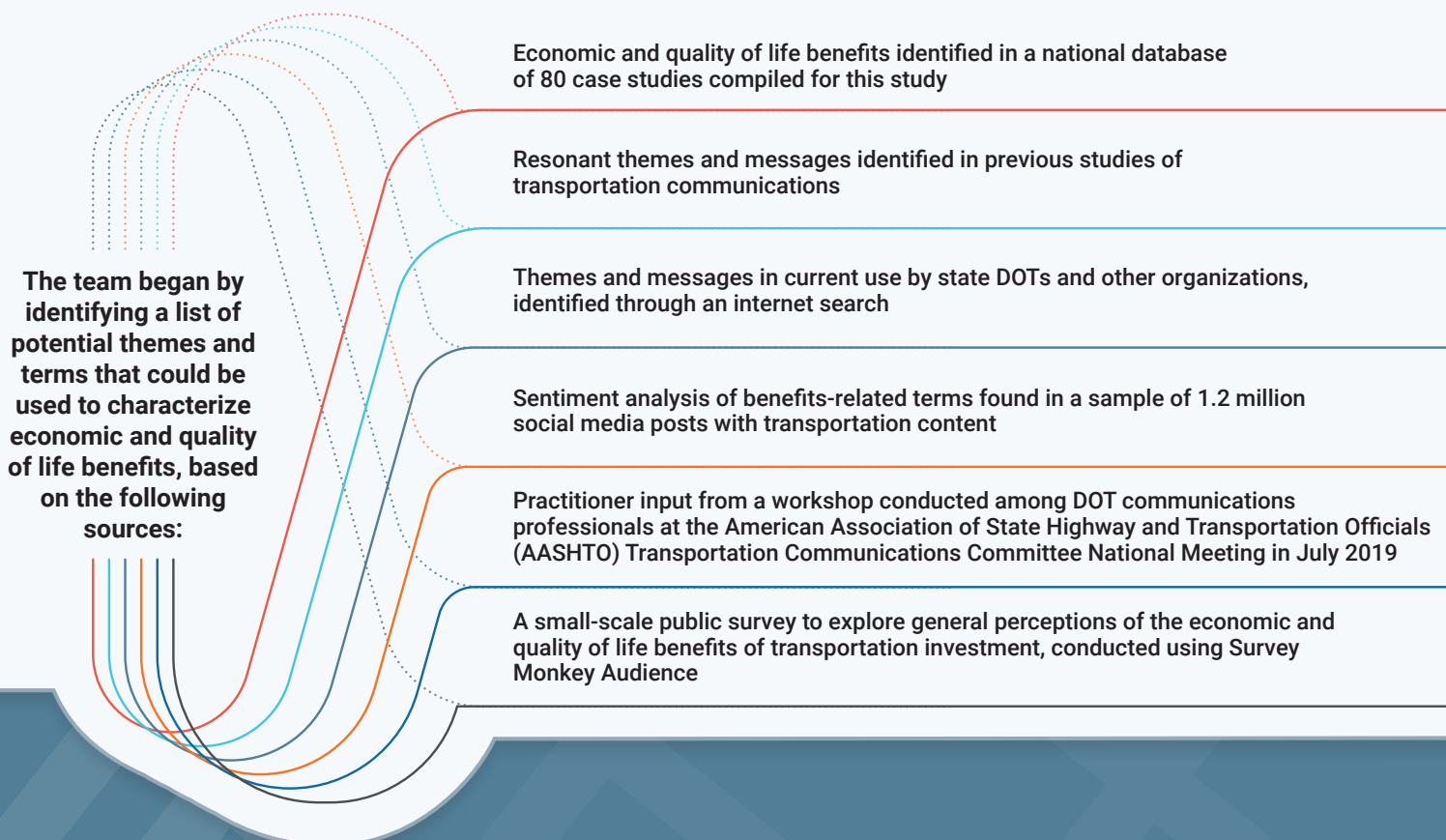
The themes and messages recommended in this guide are based on concrete research. The research differed from past studies in its explicit focus on the benefits of transportation investment as experienced in people's daily lives. The methodology was also unique in using a sentiment analysis of over 1.2 million social media posts, along with other methods, to identify promising themes for testing. The research team began by documenting the economic and quality of life benefits of transportation infrastructure investment, using a national database of case studies compiled for this purpose. The team then reviewed prior studies of transportation communications, examined current messaging in use by state DOTs and other organizations, and conducted a social media sentiment analysis. Across these sources, the team identified eight overarching themes for communicating the economic and quality of life benefits of transportation investment and tested them in focus groups, interviews, and a small-scale public survey. The resulting themes and messages are described in Section 2.



## 2. Benefits-Based Message Themes

Transportation infrastructure investment provides a wide range of economic and quality of life benefits, but some are more apparent and more important to the public than others. For example, prior research shows that general statements about the value of infrastructure investment to “the economy” or its potential to create “economic growth” typically do not

resonate with the public. Specific messages about how investment will “create jobs in your community” tend to be much more effective (Peck and Gentry 2015). To prepare this guide, the research team delved into these types of distinctions to learn which concepts and terms would resonate most strongly with different audiences.





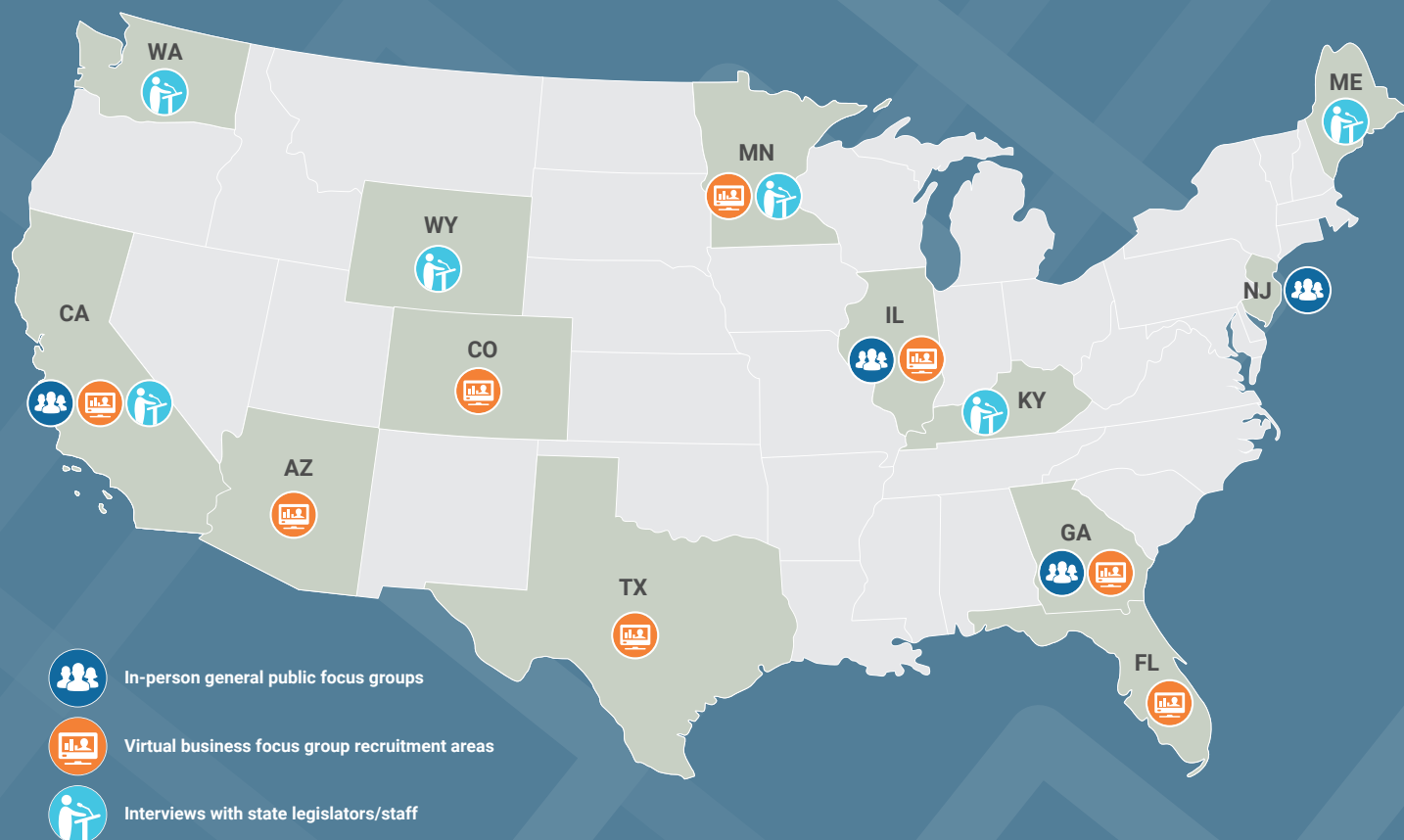
Across these sources, the team identified more than 120 potential themes and terms for communicating the benefits of transportation investment and consolidated them into eight overarching themes for testing: health; family and friends; connections and community; mobility and accessibility; time; money; safety; and environment.

Next, these themes and associated messages were tested to see which ones resonated most strongly with three target audiences: the public, business representatives, and elected officials. The themes were refined and customized slightly to address the anticipated interests of each target audience. The research team conducted focus groups with representatives of the general public in four locations as well as virtual focus groups with small business owners recruited from eight states. These focus groups included real-time polling to gauge preferences among





messages. To test messages with elected officials, the research team interviewed state legislators and staffers from six states. The map below illustrates the geographic reach of these testing efforts. Rural areas were targeted in one of the focus groups and three of the interviews; the national sentiment analysis and surveys also provided geographic diversity.

Across the three audiences, the strongest messages were those related to time, mobility, and reduction of stress. Resonant time-related messages include having a reliable or dependable commute, having more control over one's time, more free time, and more time with family. The table on the following page shows the most resonant messages from the public focus group polling. For the business groups, messages related to job growth, easier access to airports, and safer roads were also rated highly.

## Geographic Distribution of Message Testing Activities



## Strongest Messages in General Public Focus Group Polling

Theme	Messages
 <b>TRANSPORTATION AND TIME</b>	<ul style="list-style-type: none"> <li>Improved transportation gives me more control over my time.</li> <li>Improved transportation makes me more productive.</li> <li>Improved transportation makes my commute more reliable.</li> <li>Improved transportation gives me more free time.</li> <li>Improved transportation means less time in my car.</li> </ul>
 <b>TRANSPORTATION AND MOBILITY/ ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Improved transportation helps me get around more easily.</li> <li>Improved transportation makes it easier to get to my job or school.</li> </ul>
 <b>TRANSPORTATION AND HEALTH</b>	<ul style="list-style-type: none"> <li>Improved transportation reduces my stress.</li> </ul>
 <b>TRANSPORTATION AND FAMILY/ FRIENDS/COMMUNITY</b>	<ul style="list-style-type: none"> <li>Improved transportation makes family visits easier.</li> <li>Improved transportation means more time with my family, friends, or pets.</li> <li>Improved transportation creates more opportunities to try new businesses.</li> <li>Improved transportation makes for better community connections.</li> </ul>

Beyond these messages, many focus group participants also saw a link between investment in better roads and fewer vehicle repairs. Air quality was a concern to some participants, but environment-related messages did not score highly overall. Responses to safety messages were mixed, with many public participants viewing safety as an issue of driver behavior rather than infrastructure conditions. However, safety messages were rated higher by business representatives and safety was emphasized by rural legislators.

While the legislative interviews yielded divergent results, the most resonant themes across this group were money and jobs, time, and safety. Concerns included the time and monetary cost to business of decaying infrastructure and the difficulty of attracting

### Most resonant themes for state legislators:

- Creating jobs
- Safety
- Business costs of deficient infrastructure

workers when long commutes are required. The theme of time resonated strongly for the legislative respondents in urban areas.

A major concern expressed across the focus groups was the negative effect of road construction on participants' quality of life. These concerns run counter to the positive messaging about the quality of life benefits of investment, a factor to be considered in planning communication campaigns.









## Minnesota DOT's Quality of Life Initiative

The Minnesota DOT (MnDOT) sponsored an extensive research effort, completed in 2013, to identify public perceptions of what comprises quality of life and the role transportation plays in it (Schneider 2013). The research included 24 focus groups and a mail-back questionnaire with more than 7,000 respondents about what matters in quality of life, transportation, and their intersection. The results indicated that transportation plays an important and consistent role in quality of life across Minnesota. The study identified 11 important areas of quality of life, which were combined into three broad groups using factor analysis: (1) health, family, and friends; (2) education, environment, employment, transportation, and housing, and (3) local services/amenities and recreation. An additional area, spirituality/faith/serenity stood on its own. MnDOT applied the research results in a quality of life framework for performance management. The results also informed an education and outreach strategy that helped generate support for additional transportation funding.



## Modified Message Set and Average Survey Rating

	Theme	Messages	Average Rating (from 0 to 100)
	<b>TRANSPORTATION AND TIME</b>	<ul style="list-style-type: none"> <li>Better transportation will give you more control over your time ..... <b>70</b></li> <li>Better transportation will give you more free time ..... <b>69</b></li> <li>Better transportation will mean less time in your car ..... <b>70</b></li> <li>Better transportation will make your commute more dependable ..... <b>72</b></li> <li>Better transportation will make your commute quicker ..... <b>73</b></li> <li>Better transportation will mean more time with your family, friends, or pets ..... <b>69</b></li> </ul>	
	<b>TRANSPORTATION AND MOBILITY/ ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Better transportation will help you get around more easily ..... <b>77</b></li> </ul>	
	<b>TRANSPORTATION AND HEALTH</b>	<ul style="list-style-type: none"> <li>Better transportation will make your commute less stressful ..... <b>75</b></li> </ul>	
	<b>TRANSPORTATION AND SAFETY</b>	<ul style="list-style-type: none"> <li>Better transportation will increase safety ..... <b>78</b></li> </ul>	
	<b>TRANSPORTATION AND THE ECONOMY</b>	<ul style="list-style-type: none"> <li>Better transportation will create jobs in your community ..... <b>68</b></li> </ul>	
	<b>MODE-SPECIFIC OPTIONS</b>	<ul style="list-style-type: none"> <li>Better transportation will mean improved options for walking ..... <b>59</b></li> <li>Better transportation will mean improved options for biking ..... <b>58</b></li> <li>Better transportation will mean improved options for transit ..... <b>75</b></li> </ul>	

The research team reworked the message set based on the testing results, emphasizing the theme of time, adding mode-specific messages to capture alternatives to driving more explicitly, and modifying the wording slightly as shown above. To provide confirmation of the focus group results with a larger audience, a second public survey was conducted on the modified message set, again using Survey Monkey Audience. There were 535 participants in the survey and a margin of error of plus or minus 4 percent. Participants were asked to rate each message according to how meaningful it

was to them, on a scale of 0 (lowest) to 100 (highest). All of the messages in the table were positively rated, with the highest average ratings for increased safety, ability to get around more easily, a less stressful commute, and improved options for transit. With the exception of safety, these results support the focus group findings. Previous studies have found similar mixed results on the theme of safety: while people perceive safety as important in the abstract, safety messages alone typically do not motivate the public to support infrastructure investment.

# Time as a Central Theme

## Linking Transportation and Quality of Life

The theme of time was highly ranked in all focus groups, with the following messages most popular:

Participants offered the following observations about time:

"I like to make good use of my time doing things in the car, listening to a relaxing tape."

"Express bus only takes you so far, if you miss it, your whole schedule is shot."

"Transportation takes time away from my life—I spend 2½ hours in traffic; I would do a lot of things with that 2½ hours—dinner, laundry, relaxing, family time."

"If I get home earlier, I can be more productive, get more done, make dinner, check on homework, etc."

"Time is a precious commodity."

"In summertime I can enjoy the last few hours of sunlight at home."

"Time is a big deal."

"Less commuting time equals more happiness."

"Improved transportation gives me more free time."

"Improved transportation gives me more control over my time."



# 3. Benefits Messaging in Context

Messages about the benefits of transportation investment must be considered in the broader context of a DOT's overall communications strategy, existing message themes, and the issues and conditions specific to each state. As expected, the research revealed important differences among states that affect the applicability of some of the messages. It also revealed parallel themes, such as stewardship and accountability, that have been found to resonate with the public and have the potential to complement benefits messaging. To be effective, each DOT needs to be selective in using the recommended benefits messages, incorporating complementary themes, and adapting them to individual needs.

## URBAN-RURAL VARIATION AMONG STATES

States with major metropolitan areas clearly face different issues than predominantly rural states, affecting public receptivity to different types of benefits messages. In this study, messages about air quality benefits or the travel time savings that could be realized through congestion relief projects resonated more strongly in urban areas than in rural ones. The idea that transportation improvements help people reach more job opportunities or other destinations, get home earlier from work, or have a more reliable commute failed to resonate with the rural legislators interviewed, who were more focused on pavement condition and safety. Some themes, such as the stress of commuting, apply in both urban and rural markets, but are manifest in different ways. In a rural area, stress might come from "driving for 30 minutes on a

washboard," while in a suburban area, stress might be due to experiencing congestion or aggressive driving. These distinctions are critical for customizing a state's approach to benefits messaging.

## MODAL DIFFERENCES

Modal distinctions in receptivity to messaging are closely related to these urban/rural differences. Messages specific to road improvements and driving tend to be universally understood, while messages about the benefits of investing in transit may only be effective in specific markets.

## DIFFERENCES IN EXISTING LEVELS OF SUPPORT

A state's existing level of support for transportation investment is also important in determining appropriate messaging. Messaging about the benefits to be gained through new capacity, or new multi-modal investments, will likely resonate more in a state with robust support for infrastructure investment than in a state that is hard-pressed to maintain its existing infrastructure. In the latter case, messaging might be framed around the vulnerability of existing benefits instead. This could mean adopting a different tone as well as different message content. An example is a statement from an elected official that "poor quality infrastructure is inhibiting economic prosperity and impacting our health." Warnings such as this contrast with the upbeat tone of messages about new benefits to be derived from expanded infrastructure. Either type of message can be a valid choice, depending on the circumstances.

# "Bad infrastructure keeps us from our happiness"

In a press statement, Los Angeles Mayor Eric Garcetti addressed the quality of life benefits of infrastructure: "When it becomes a conversation about billions of dollars and engineering projects, we lose what this is about: Infrastructure is what improves the quality of our lives... Bad infrastructure keeps us from our happiness, keeps us from our families, keeps us from jobs and, in the worst-case scenarios, threatens our health in our lives." (Vock 2019)

## COMPLEMENTARY THEMES

Apart from benefits-related themes, the research showed the importance of several other themes that DOTs frequently use in communications about infrastructure investment, including stewardship, accountability, and fairness. These themes address governmental process issues associated with infrastructure investment decision-making, funding,

and implementation rather than the economic or quality of life benefits to be obtained. These process themes can be very important in state DOT messaging. Rather than replacing these themes with benefits-related messaging, a recommended approach is to use the two types in tandem.

### Stewardship

Ascan of existing communications confirmed that most state DOTs (and many other actors, such as Chambers of Commerce) are currently framing the need for transportation investment in terms of stewardship and preservation of infrastructure assets. Most of the DOT websites that the research team reviewed include some type of messaging about being a good steward of taxpayer dollars or taking steps to maintain transportation infrastructure.

### Accountability

Another common theme expressed by DOTs is accountability or trustworthiness: the idea that funding received for transportation infrastructure investment will be spent in a responsible manner, for agreed upon purposes, with public transparency. Communications that express a commitment to accountability can help to counter public mistrust of government agencies. In some situations, accountability-related messaging may be more important than benefits-based messaging.

### Fairness

Closely related to the theme of accountability is fairness: the perception that costs and benefits will be equitably shared among regions, affected taxpayers, system users, or demographic groups. An early study on communicating the economic benefits of transportation investments found that messages should convey two main things to voters: (1) the project is necessary and will provide benefits, and (2) any additional taxes are equitable in relation to the benefits (Hagler Bailly Services, Inc. 2000). Similarly, an NCHRP synthesis of public opinion on tolls and road pricing found that the perception of fairness was important to public support (Zmud and Arce 2008).



## ACCOUNTING FOR PUBLIC PERCEPTION OF CONSTRUCTION IMPACTS

Across the focus groups, many participants commented on the negative impacts of road construction on their quality of life. This concern led to some skepticism about the benefits of investment. For example, participants felt that while a project might be designed to reduce travel time, during the lengthy construction period, travel times would instead increase, and reliability would decrease. Improved roads might lower vehicle repair bills, but the

costs of construction could outweigh those savings. Construction was also seen as affecting health by adding stress. These concerns about construction impacts may limit the effectiveness of some DOT messaging about the quality of life benefits of investment, which should be considered when planning communication campaigns. Frequent and ongoing construction updates that recognize the impacts and eventual benefits of the project can be effective.

## Importance of Specifics in Quality of Life Messaging

Studies consistently show that the public is more receptive to transportation funding campaigns when they include a commitment to build specific projects with the increased funds (Zmud and Arce 2008, WSP 2010). Similarly, campaigns that focus on the intended outcomes of investment are more effective than those couched in more general terms. A recent survey showed that only 40 percent of respondents would support an increase when the proceeds would be dedicated to “transportation” generally, but 70 percent would support it when it was designated for “reducing congestion” (Agrawal and Nixon 2019).

A prior communications study, NCHRP 20-24(93)C, Mobile Messages: Moving People to Support Transportation, used focus groups with dial-testing to gauge which themes and messages tended to evoke general public support for transportation investment (Peck and Gentry 2015). The most resonant messages included specific statements about the types of investment to be made and outcomes to be achieved, including the quality of life outcomes seen in the following examples:

**Mobility:** You will have the ability to easily, affordably and quickly get from one place to another. Improved mobility will come from better roads and bridges, improved public transportation; and more opportunities to walk. *[In congested areas, messages about improved mobility might state that delay would be reduced.]*

**Convenience:** We will build or repair roads so that major maintenance is not required each year. \* Linking traffic signals means you will spend less time waiting at stoplights.

**Livability:** Smart investments in transportation can also improve water quality and the natural environment for families. \* Projects to separate cars from bikes and bikes from pedestrians will be built with additional transportation funding.



# 4. Integrating Benefits Messaging into DOT Communications

The themes and messages developed in this research can be incorporated incrementally into existing materials or form the basis for a new campaign. A recommended starting point is to consider the DOT's overall communications strategy and existing message themes to identify areas where new benefits messaging could help to reinforce, supplement, or

strengthen current practices. The checklist to the right and a usable form available on the following page can be used for this initial assessment. The checklist is intended to prompt internal discussion about which messages are most relevant to a DOT's communications program and how they might be adapted to local circumstances.

Strategy Planning Checklist: Message Assessment and Brainstorming			
Messages	Is this message applicable to our DOT? (Y/N)	Are we using this type of message now? (Y/N)	Notes/ideas for adapting this message
<b>TIME-RELATED MESSAGES</b>			
Better transportation will give you more control over your time.			
Better transportation will give you more free time.			
Better transportation will mean less time in your car.			
Better transportation will make your commute more dependable.			
Better transportation will make your commute quicker.			
Better transportation will mean more time with your family, friends, or pets.			
<b>OTHER BENEFITS MESSAGES</b>			
Better transportation will help you get around more easily.			
Better transportation will make your commute less stressful.			
Better transportation will increase safety.			
Better transportation will create jobs in your community.			
Better transportation will mean improved options for walking.			
Better transportation will mean improved options for biking.			

## Strategy Planning Checklist: Message Assessment and Brainstorming

Messages	Is this message applicable to our DOT? (Y/N)	Are we using this type of message now? (Y/N)	Notes/ideas for adapting this message
<b>TIME-RELATED MESSAGES</b>			
Better transportation will give you more control over your time.			
Better transportation will give you more free time.			
Better transportation will mean less time in your car.			
Better transportation will make your commute more dependable.			
Better transportation will make your commute quicker.			
Better transportation will mean more time with your family, friends, or pets.			
<b>OTHER BENEFITS MESSAGES</b>			
Better transportation will help you get around more easily.			
Better transportation will make your commute less stressful.			
Better transportation will increase safety.			
Better transportation will create jobs in your community.			
Better transportation will mean improved options for walking.			
Better transportation will mean improved options for biking.			
Better transportation will mean improved options for transit.			



## INTEGRATED COMMUNICATIONS

Once applicable messages about the benefits of transportation investment have been selected, they can be integrated into a DOT's routine communications and into specialized communications for plans,

projects, or special initiatives. They can also be used as part of coordinated campaigns initiated specifically to promote the economic and quality of life benefits of transportation infrastructure investment.

### Day-to-day Communications

Transportation agencies engage in ongoing communications with the public and stakeholders. Many of these outreach efforts focus on delivering vital information, such as road closures and conditions, traffic alerts, and system improvements. This is information the public needs, wants, and will seek out, which presents an opportunity to add economic and quality of life messaging that will be seen by state residents. This approach helps maintain a consistent "drumbeat" without initiating a separate communications campaign. For example, a Tweet stating that a lane of roadway will be closed due to a construction project could be enhanced like this:



Integrating messaging also demonstrates a recognition of the broader context in which DOT communications take place. While it is important that citizens hear about the economic and quality of life benefits of transportation, there are a myriad of things demanding people's attention every day. Familial obligations, work, school and health concerns are just some of the top-of-mind issues occupying travelers. These issues could be leveraged for effective messaging related to quality of life:

One eastbound lane of I-70  
will be closed 9 am-4 pm

***for improvements that will  
result in an average estimated  
time savings of eight minutes on  
a typical commute downtown.***



One eastbound lane of I-70  
will be closed 9 am-4 pm

***for improvements that are  
expected to create and sustain  
more than 700 local jobs.***

Construction to extend the Red Line 5 miles  
will require the closure of Smith Avenue for  
16 months starting March 1, 2020.

***The improvements will mean  
56,000 area residents will have train  
service within 1 mile of their homes  
for the first time, making it easier to  
get to work, school, health care, and  
other destinations.***



Nevada DOT's Project Neon relied on a diverse communications strategy to educate motorists about improved trip reliability, reduced travel times, and increased safety along the I-15/U.S. 95 "Spaghetti Bowl" Interchange. The DOT shared information through

social media, eNewsletters, meeting displays, and a project video. Earned media was also instrumental in helping to deliver messaging, with press releases and a prominent media center feature on the project website.



Benefits-centered information for Nevada DOT's Project Neon; image credit Nevada Department of Transportation, <http://ndotprojectneon.com/learn/hov-lanes/>

## Statewide Plans and Programs

In addition to day-to-day communications, state DOTs periodically send out information about higher-level statewide issues. Examples of the topics might include development or adoption of state transportation improvement plans, state long-range transportation plans, or mode-specific plans. These communications provide the opportunity to integrate economic or quality of life messaging into a news release lead.

Quality of life messaging was central to Utah DOT's communications about its statewide multimodal transportation vision, which focused on four dimensions: a strong economy, better health, connected communities, and improved mobility.

The state department of transportation today adopted a new five-year transportation improvement plan. The plan will invest \$12.6 billion in **transportation improvements that will create 400,000 in-state jobs, reduce average commute times by 12 minutes, and save hundreds of lives throughout the state when fully implemented.**

## "Utah's Transportation Vision: Pathway to Quality of Life."

A video for Utah's Transportation Vision interwove quality of life themes with the need to plan effectively for population growth.

"We arrived at four key outcomes that our transportation system must deliver. It must provide better mobility. The system must support a strong economy. Transportation needs to take a greater role in promoting good health. Our system must connect communities. When transportation works well, it's a seamless part of everyday life."

<https://www.youtube.com/watch?v=QMwV6Qh8khE>



## Campaigns

Public outreach and engagement initiatives that focus on communicating the economic and quality of life benefits of transportation can be effective when done strategically. Effective campaigns will have an objective, defined strategies, a few clear messages, varied tactics and meaningful performance measures.

Below is an example of what such a campaign might look like in basic terms.

### **OBJECTIVE:**

Increase public and key stakeholder support for transportation investments.

### **STRATEGY:**

Educate the public and key stakeholders about the economic and quality of life benefits of transportation.

### **MESSAGES:**

- Better transportation will make it easier for you to get to work, school, health care and other destinations.
- Better transportation will create jobs locally in our community.
- Better transportation will reduce stress by shortening commute times.

### **TACTICS:**

- Localized news releases touting the economic and quality of life benefits of high-profile transportation improvements.
- Social media posts on regional and project pages that include visuals like photos, maps, and charts customized to that region or project.
- Mass distribution emails (eblasts) sent to regional and project-specific public and stakeholder lists.
- Short videos with personal stories or testimonials about the benefits of transportation improvements that can be included in social media posts, eblasts, and embedded in websites.
- Public-private partnerships to expand the reach of a messaging campaign.

### **PERFORMANCE MEASURES:**

- Percentage of the public supporting transportation improvements based on before- and after-campaign surveys.
- Percentage of survey respondents agreeing that transportation improvements lead to economic and quality of life benefits.
- Number of "likes" on social media posts.
- Number of positive news stories based on campaign outreach.

Often, particularly for initiatives seeking to increase transportation funding, third-party groups or coalitions will conduct public and stakeholder engagement campaigns. These campaigns have more latitude than state DOTs to purchase advertising and other paid media to amplify messaging. They also typically have a clearly defined objective such as passing a ballot

initiative or a piece of legislation. DOT efforts can potentially “set the table” for these more intensive and privately funded campaigns.

The Oregon DOT incorporated quality of life themes in an educational campaign for its road user charge initiative. The campaign themes were developed through statewide market research.

## “Keep Oregon Connected”

The Oregon DOT used quality of life themes in a campaign for its road-user charge initiative.

Using focus groups and an online panel, ODOT determined that residents’ love of Oregon’s natural areas and outdoor activities would be a strong message theme. Residents also needed more information on road funding. As a result, communications materials emphasized the ability to provide adequate funding to maintain roadway connections to outdoor destinations as well as providing connections between people (Bock 2020). A promotional video for the Keep Oregon Connected campaign shows residents enjoying outdoor destinations together and includes the line: “When you stop to think about it, our roads really do keep us connected.”

<https://www.youtube.com/watch?v=PBs6YzjB7j4&list=PL6mL7JnVXhphsLt3n7rGWpSkn0Q0KkSaP&index=1>



## MESSAGE DELIVERY METHODS

Messages are most effective when adapted to specific distribution methods. Social media presents different opportunities and challenges to message delivery than outreach to the news media, for example. Continuously evaluating the effectiveness of message delivery is also important. Tracking efficacy allows for directing

more resources toward successful efforts and for recalibrating less successful efforts. The following table describes some of the communications tools that can be employed to deliver benefits messages and factors to consider in using each tool.

Communications	Description	Messaging Considerations
<b>News Media Outreach</b>	<ul style="list-style-type: none"> <li>News Releases</li> <li>Videos that tell the DOT's story</li> <li>Interviews</li> <li>Press Conferences</li> <li>Special Events</li> </ul>	Journalists determine which stories to cover based on factors like newsworthiness, timeliness and local impact. The lead, or first paragraph, of a news release should provide this information. Likewise, other events and materials meant for the news media should present this information up front.
<b>Facebook</b>	<ul style="list-style-type: none"> <li>Post on Statewide Page</li> <li>Post on Regional Pages</li> <li>Post on Project Pages</li> </ul>	Facebook posts that contain videos, photos, maps, illustrations, or links will get more engagement.
<b>Twitter</b>	<ul style="list-style-type: none"> <li>Statewide Tweets</li> <li>Regional Tweets</li> <li>Project Tweets</li> </ul>	Twitter limits the length of Tweets, so concise language is a necessity. Tweets with @ or hashtags (#) and videos, GIFs, photos, or links are most likely to be seen, engaged with, and retweeted
<b>Instagram</b>	<ul style="list-style-type: none"> <li>Statewide Posts</li> <li>Regional Posts</li> <li>Project Posts</li> </ul>	Instagram is a site for sharing photos and videos. Finding compelling content that requires limited text is important.
<b>YouTube</b>	<ul style="list-style-type: none"> <li>Videos</li> <li>Video shared through websites, social media, and emails</li> </ul>	Brevity, entertainment value, and getting to the point are key elements to effective videos. YouTube is a great tool for presenting videos to the public, but links or embeds through other social media pages and communications channels can dramatically increase views.
<b>Direct Public Outreach</b>	<ul style="list-style-type: none"> <li>Eblasts</li> <li>Electronic Newsletters</li> <li>Text messages</li> <li>Posters, signs, and transit placards</li> </ul>	Messages that are not filtered through the news media or other "go-betweens" are the most effective. Messages should fit the tone and format of the communications channel being used.
<b>Websites</b>	<ul style="list-style-type: none"> <li>Statewide</li> <li>Regional</li> <li>Project-specific</li> </ul>	Messaging on websites can be tailored to correspond with communications coming out at the statewide, regional or project levels.
<b>Public Meetings</b>	<ul style="list-style-type: none"> <li>Long-range Planning Meetings</li> <li>Environmental/Design Meetings</li> <li>Project Meetings</li> </ul>	DOT processes offer the opportunity to highlight the economic and quality of life benefits of projects and transportation investment at public meetings.
<b>Presentations</b>	<ul style="list-style-type: none"> <li>Legislative Committees</li> <li>Community Groups</li> </ul>	Messages can be woven into presentations given to stakeholders and the public.
<b>Community Events</b>	<ul style="list-style-type: none"> <li>Booths at street fairs, farmers' markets, home and garden shows, and other community events</li> </ul>	Staffing of the booths with communicators who will actively engage attendees with desired messaging is important.



## 100 Hours

The Southern California Association of Governments initiated a branded public engagement effort called 100 Hours to foster dialogue about potential solutions to the worst traffic hot spots in the Los Angeles region. The name is derived from data showing that the region's drivers waste over 100 hours each year stuck in traffic. The campaign, which began in 2017, includes billboards that put the effects of time spent in traffic in personal terms. A video points out that a driver shouldn't be spending more time with "her" (the GPS lady) than "her" (his loved one).

<https://100hoursla.com/Pages/Home.aspx>

**The 100 Hours video shows what residents lose by spending time in traffic: time that could be spent with family and friends, or on vacation.**



"If we can't get there, what does it matter... that we talk more with her,

**than with her?"**

# 5. Using Personal Stories and Vignettes

Many transportation agencies are finding advantages in using personal stories or vignettes as part of their communication strategy. Personal stories with strong visual content and an emotional appeal can help DOTs compete for viewers' attention and create interest in information that might otherwise seem dry and abstract. This style of communication is especially well-suited to messaging about the benefits of transportation investment for people's daily lives.

Real-life stories, fictional vignettes, or testimonials from DOT customers can form the content for short videos or captioned photos that can be distributed via social media and other means. This section provides sample graphics that can serve as models for messaging in this style. Information would be added on the initiative or campaign being promoted and the specific benefits expected.

## Sample Graphics

### Images for Social Media Promotions

"Less time in the car means more time together."

The Thomas Family

"With better roads, my commute is less stressful."

Anna Smith



"Improved biking options keep me healthy and away from the doctor!"

Maria R.





"What would you do if you could add a few hours to your day?"

Bill Payton

## Billboards

"Better transportation means more time for fun."

Tim B.



## Posters

"With improved transportation, I can make better use of my time."

John Porter



"With more reliable transportation, I can get to my granddaughter's games in time."

Grandma P.



"Better transportation means more time with my friends."

Tonya P.



"A quicker commute lets me fit in a study session before class."



"Better transportation gives me more control over my time."



"Improved biking options keep me healthy and away from the doctor."



"With improved transportation, I can make better use of my time."





## 2020 **BY THE NUMBERS**

**75 miles**  
of new bike lanes



Operational improvements  
**43** implemented at  
intersections



**3** new intercity  
bus routes



**23** regional  
transit stops  
added



**18 miles**  
of new  
sidewalks



**13** intersections  
redesigned  
to increase safety



**1,975** new curb ramps  
installed



New transit service  
scheduled at  
**12** locations



### Video





## References

---

Agrawal, A.W., and H. Nixon. 2019. "What do Americans Think about Federal Tax Options to Support Transportation? Results from Year Ten of a National Survey." Mineta Transportation Institute Publications. Available at [https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1267&context=mti\\_publications](https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1267&context=mti_publications)

---

Bock, M. 2020. "Back to Basics: How a Love for Oregon Roads Leads to the Understanding of Transportation Funding," presented at Transportation Research Board Annual Meeting, January.

Hagler Bailly Services, Inc. 2000. Case Studies on Communicating the Economic Benefits of Transportation Investments. Washington, DC: National Cooperative Highway Research Program. Available at <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=504>

---

Peck, S., and L. Gentry. 2015. NCHRP 20-24(93)C, Mobile Messages: Moving People to Support Transportation. Washington, DC: National Cooperative Highway Research Program. Available at <https://trid.trb.org/view/1515688>

---

Schneider, I.E. 2013. "Quality of Life: Assessment for Transportation Performance Measures," prepared for Minnesota Department of Transportation, Office of Policy Analysis and Research.

---

Vock, D.C. 2019. "Six Transportation Goals Congress Should Be Thinking About." Governing, Available at <https://www.governing.com/topics/transportation-infrastructure/Whats-the-Big-Idea-Transportation-Advocates-Share-Goals-for-Federal-Funding.html>

---

WSP. 2010. NCHRP 20-24(62) Communication Strategies to Increase Understanding of Funding and Revenue Needs for the Nation's Transportation System. Washington, DC: National Cooperative Highway Research Program. Available at <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=2368>

---

Zmud, J., and C. Arce. 2008. NCHRP Synthesis 277, Compilation of Public Opinion Data on Tolls and Road Pricing. Washington, DC: Transportation Research Board.