



February 1, 2019

The Honorable Frank Hornstein, Chair
House Transportation Finance & Policy Committee
545 State Office Building
Saint Paul, MN 55155

The Honorable Scott Newman, Chair
Senate Transportation Finance & Policy Committee
3105 Minnesota Senate Building
Saint Paul, MN 55155

The Honorable Paul Torkelson, GOP Lead
House Transportation Finance & Policy Committee
251 State Office Building
Saint Paul, MN 55155

The Honorable Scott Dibble
Ranking Minority Member
Senate Transportation Finance & Policy Committee
2213 Minnesota Senate Building
Saint Paul, MN 55155

RE: 2019 Project Selection Process Report

Dear Legislators:

I am pleased to present the Minnesota Department of Transportation's report on the project selection process as required by the [2017 Laws of Minnesota, First Special Session, Chapter 3, Article 3, Section 124](#).

MnDOT's project selection decisions have always been informed by data and analysis, but the new [project selection policy](#) standardizes the use of objective criteria to assign scores. These changes to MnDOT practices will make the project selection process more consistent, objective and transparent. As required by the project selection policy, MnDOT will use objective criteria to assign numeric scores in all selection processes subject to this policy. The scores will inform project selection decisions, but MnDOT may consider other factors in addition to the score.

Please do not hesitate to contact me if you have any questions about this report, or you can contact Philip Schaffner in the Office of Transportation System Management at philip.schaffner@state.mn.us or 651 366-3743.

Sincerely,

A handwritten signature in blue ink that reads 'Margaret Anderson Kelliher'.

Margaret Anderson Kelliher
Commissioner

2019 Report on

Project Selection Process

February 2019

Prepared by:

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You may also send an email to ADArequest.dot@state.mn.us

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Legislative Request

This report is issued to comply with [2017 Laws of Minnesota, First Special Session, Chapter 3, Article 3, Section 124](#).

Sec. 124. TRANSPORTATION PROJECT SELECTION PROCESS

Subdivision 1. **Adoption of policy.** (a) The commissioner of transportation, after consultation with the Federal Highway Administration, metropolitan planning organizations, regional development commissions, area transportation partnerships, local governments, the Metropolitan Council, and transportation stakeholders, must develop, adopt, and implement a policy for project evaluation and selection to apply to the project selection process and to special program selection processes, such as corridors of commerce. The commissioner must adopt and implement the policy no later than November 1, 2018, and may update the policy as appropriate. The commissioner must publish the policy and updates on the department's Web site and through other effective means selected by the commissioner.

(b) For each selection process, the policy adopted under this section must:

- (1) establish a process that identifies criteria, the weight of each criterion, and a process to score each project based on the weighted criteria; the scoring system may consider project readiness as a criterion for evaluation, but project readiness must not be a major factor in determining the final score;
- (2) identify and apply all relevant criteria contained in enacted Minnesota or federal law, or added by the commissioner;
- (3) identify for stakeholders and the general public the candidate project selected under each selection process and every project considered that was not selected;
- (4) involve area transportation partnerships and other local authorities, as appropriate, in the process of scoring and ranking candidate projects under consideration;
- (5) publicize scoring and decision outcomes concerning each candidate project, including the projects that were considered but not selected, and the reason each project was not selected; and
- (6) require that the projects in the state transportation improvement program include the score assigned to the project.

(c) At a minimum, the policy adopted under this subdivision must conform with the criteria for the corridors of commerce program under Minnesota Statutes, section 161.088, and the transportation economic development program under Minnesota Statutes, section 174.12.

Subd. 2. **Report to legislature.** By February 1, 2019, the commissioner must submit a report to the chairs, ranking minority members, and staff of the legislative committees with jurisdiction over transportation policy and finance concerning the adopted policy and how the policy is anticipated to improve the consistency, objectivity, and transparency of the selection process. The report must include information on input from members of the public and the organizations identified in subdivision 1.

The cost of developing the project selection policy required by law and preparing this report is approximately \$300,000.

Summary of MnDOT Project Selection and Policy

As required by [2017 Laws of Minnesota, First Special Session, Chapter 3, Article 3, Section 124](#), the Minnesota Department of Transportation adopted a [Project Selection Policy](#) in November 2018 after consulting with the groups identified in Subdivision 1(a). The policy is included in Appendix A.

The policy applies to evaluating and prioritizing capital construction projects on the state highway system either delivered by or selected by MnDOT. Project selection is the decision to fund a project and add it to the list of projects to be constructed. Under the policy, project selection is specifically the decision to add a project to either the 10-year Capital Highway Investment Plan or the four-year State Transportation Improvement Program.

As required by the Project Selection Policy, MnDOT will use objective criteria to assign numeric scores in all selection processes subject to this policy. The scores will inform project selection decisions, but MnDOT may consider other factors in addition to the score. When MnDOT does not select a high-scoring project or selects a lower scoring project, MnDOT will provide a short explanation for the reasoning behind the decision in addition to the project score.

MnDOT prioritizes investments to keep the state highway system in a state of good repair. MnDOT's 20-year State Highway Investment Plan distributes funding to address a range of goals and objectives. MnSHIP determines the amount of money available for different types of improvements, such as safety, mobility, condition of existing roads and bridges, and other goals. MnSHIP dedicates the majority of funding to fixing pavement and bridges.

MnDOT scores and selects stretches of pavement and specific bridges that need work typically five to 10 years before construction. Once selected, MnDOT identifies and evaluates alternatives to address the identified needs as well as other legal requirements, opportunities to advance legislative goals, objectives in state plans, and other repairs and improvements that make sense to do at the same time. The department follows a complete streets approach, which considers the needs of all the different types of vehicles and people who will use the road or bridge. MnDOT balances all of the identified needs and opportunities against the funding guidance of MnSHIP and looks for cost-effective and affordable solutions. MnDOT also works with local and regional partners, metropolitan planning organizations, tribal governments and regulatory agencies and seeks public input during the development of the project.

For other types of projects, such as targeted safety improvements or major expansions of the system, MnDOT usually selects projects three to six years before construction. MnDOT manages a variety of special programs with specific objectives. Each program scores candidate projects against a set of criteria. Cities, counties and other groups may apply for funding or suggest specific project ideas for many of these programs. Examples include the Highway Safety Improvement Program, Transportation Economic Development Program and Corridors of Commerce Program.

MnDOT also sets aside funding to fix and maintain things such as rest areas, traffic cameras, ramp meters, historic roadside properties, truck weigh stations, noise walls and other infrastructure. Each of these programs has its own selection process. Projects are typically scored and selected two to five years before construction.

Finally, MnDOT holds a small amount of funding to fix damage caused by each winter season or to make emergency repairs. The department selects these projects the same year they are constructed. They are not selected using numeric scoring.

Policy Development Process

In the process of developing the Project Selection Policy, MnDOT:

- Reviewed the findings and recommendations of the [2016 Office of the Legislative Auditor Report on MnDOT Project Selection](#)
- Reviewed project selection scoring practices of other state departments of transportation
- Formed a policy advisory group of external stakeholders
- Conducted multiple rounds of engagement with the stakeholders identified in Subdivision 1(a)
- Worked with staff from throughout MnDOT including specialty offices, modal offices and every district
- Developed and tested scoring processes for every category of project and program
- Released a draft of the plan and scoring criteria for stakeholder review and comment prior to adoption

Other State Practices

To inform the development of the Project Selection Policy, MnDOT staff investigated the project selection process in each of the other 49 states to identify processes that meet some or all of the legislative requirements in Subdivision 2. Specifically, the review looked at whether a state's project selection process included:

- A numeric score at the time a project is considered for inclusion in the STIP or other investment plan.
- The publication of scores both for projects selected and for those projects that were considered but not selected.

The majority of states do not use numeric scores in their project selection process. As of 2018, 12 states do use some manner of numeric scoring to select construction projects, but not all publicize scores or lists of projects considered but not selected. Most of the scoring processes are five years old or less.

The 12 states' processes vary widely. For example:

- About half of the states score projects considered for inclusion in the STIP. The other half score projects considered for inclusion in a 6-10 year capital investment plan (similar to MnDOT's CHIP).
- Most do not score preservation or "state of good repair" projects (e.g., rehabilitation of a bridge deck).
- States that do score preservation projects do not publicize scores or lists of projects considered but not selected.
- Some states score all projects with a common set of criteria and weighting. Other states use the same criteria, but vary the weight of each criteria for different categories of project or for different geographies. Other states divide projects into categories, which are scored using different evaluation criteria specific to that category of projects.
- The project selection process is as short as 9-12 months for some states and up to 24 months for others.

Stakeholder Input

Subdivision 1(a) required MnDOT to consult with “the Federal Highway Administration, metropolitan planning organizations, regional development commissions, area transportation partnerships, local governments, the Metropolitan Council, and transportation stakeholders” prior to adopting the project selection policy.

MnDOT consulted the groups identified in Subdivision 1(a) at three points in the process of developing the policy. MnDOT staff first conducted a series of listening sessions and stakeholder meetings in fall 2017. MnDOT then shared a preliminary write-up including proposed criteria at a series of stakeholder meetings in summer 2018. Finally, MnDOT distributed a draft of the policy and companion Guide to MnDOT Project Selection for stakeholder review and comment September 5 through October 5, 2018. A list of all stakeholder meetings is included in Appendix B.

MnDOT also formed a stakeholder policy advisory group chaired by MnDOT Commissioner Charles Zelle that met at each of those three points to provide additional feedback and discussion. The membership of the advisory group is included in Appendix C.

Initial Listening Sessions

Prior to developing drafts of the policy and new project selection processes, MnDOT staff conducted a series of listening sessions and stakeholder meetings September 2017 through January 2018. These included, but were not limited to, presentations and discussions at all seven greater Minnesota Area Transportation Partnerships, both the Metropolitan Council’s Transportation Advisory Board and Technical Advisory Committee, meetings with Federal Highway Administration staff, staff from all eight metropolitan planning organizations in the state, the Advocacy Council on Tribal Transportation and the policy advisory group.

At the listening sessions and stakeholder meetings, MnDOT asked for feedback on a number of topics related to communicating project selection decisions, transparency, use of numeric scoring and metrics, and the appropriate role for Area Transportation Partnerships and other local authorities in the selection of state highway construction projects.

Although perspectives differed, stakeholders expressed many common ideas and concerns about MnDOT’s existing project selection practices:

- Almost no one understands MnDOT’s current process well and most stakeholders indicated that they did not know at all how MnDOT made project selection decisions.
- MnDOT does not do a good job explaining the selection process, including who makes the decision and the factors considered. The language MnDOT often uses to describe its processes and considerations is not easily understood by the general public. Many people do not understand the technical terms and how they relate to things they care about.
- Area Transportation Partnerships and other stakeholders generally trust MnDOT to select state highway construction projects. Many questioned the need for the legislative requirements.
- Area Transportation Partnership members generally said the current level of ATP involvement in MnDOT project selection is about right.

- Local authority input on the scope and timing of projects within their jurisdiction is appropriate, but most indicated they generally do not have the time or knowledge to provide significant input for prioritizing projects beyond their geography.
- Many stakeholders expressed concern that numeric scores cannot adequately capture important local considerations.
- Past experiences with numeric scoring systems were often viewed negatively. While numbers have the appearance of transparency, they are often too rigid and can be easily misunderstood.
- Many indicated that qualitative considerations and engineering judgment must remain in the selection process.
- Many emphasized that project selection should be based on the Statewide Multimodal Transportation Plan, 20-year State Highway Investment Plan, and other relevant metropolitan and regional plans and studies.
- Scoring should consider efficiencies of combining stand-alone needs into a larger project.

Feedback on Preliminary Approach

Based on the initial stakeholder feedback, 2016 Legislative Audit recommendations, and review of other state practices, MnDOT staff developed a preliminary approach to the legislative requirements. Scoring criteria were developed and tested for the various project selection categories MnDOT uses. All of the programs were summarized and documented in a preliminary draft document similar to the Guide to MnDOT Project Selection.

MnDOT staff shared the preliminary draft, gave presentations and held stakeholder meetings with the same groups that participated in the initial listening sessions, as well as additional groups.

The preliminary draft was well received. Stakeholders indicated that it generally made sense and was understandable. Several indicated that they appreciated that the proposed approach was more transparent and objective, but still allowed MnDOT to factor other local considerations in the selection and delivery of specific projects. They made a variety of suggestions for areas that could be better explained or clarified, and criteria to consider or adjust for specific categories.

Review of Draft Policy

MnDOT used the stakeholder feedback on the preliminary approach to refine criteria, add details and clarify various aspects of the proposed approach. MnDOT then developed a formal draft policy and Guide to MnDOT Project Selection. The documents were posted online and distributed for review and comment to the stakeholders identified in Subdivision 1(a) and the other stakeholders that had participated in the two previous rounds of input.

Stakeholders highlighted areas that were still not clear or that could benefit from additional detail or references. Overall, stakeholders indicated that the new policy was understandable and that it should improve the transparency of what is a complex process. They supported MnDOT making revisions over time to the process and criteria.

Consistency, Objectivity and Transparency

The new project selection policy includes several changes to MnDOT practices that will make the project selection process more consistent, objective and transparent.

Historically, each MnDOT district had discretion in how they prioritized and selected candidate construction projects. Under the new policy, the process to score candidate projects will be consistent. Districts will still have the ability to consider other factors and make decisions, but the scoring and documentation process will be the same.

MnDOT's project selection decisions have always been informed by data and analysis, but the new policy standardizes the use of objective criteria to assign scores.

With limited exceptions in some competitive programs, MnDOT has only publicized the list of projects selected, not the list of candidates. Under the new policy, MnDOT will post the scores for projects considered but not selected and the reasoning behind selection decisions. The lists of candidate projects will be posted at a [new project selection website](#). The new website includes information describing the selection processes and programs subject to this policy, including the criteria used to score and prioritize candidate projects.

Implementation

The new project selection policy will be implemented with the 2020-2023 State Transportation Improvement Program and 2020-2029 Capital Highway Investment Plan. The first list of candidate projects and scores will be posted in summer 2019.

The new scoring and documentation required by the policy will be more effort than MnDOT's prior practice. The project selection process involves dozens of staff throughout the department. While MnDOT conducted some testing in the development of the policy, the full level of effort is not yet known. The new processes may require an effort above past practice comparable to four or five FTEs in the first year or two of implementation. However, MnDOT anticipates that the level of effort should go down over time.

Appendix A: Project Selection Policy



Project Selection Policy

POLICY NO. OP016 EFFECTIVE DATE 11-30-2018

Policy Owner: Director, Office of Transportation System Management

Policy Contact: Project Selection Policy Manager, Office of Transportation System Management

Policy Statement

The Minnesota Department of Transportation will use an objective and transparent process to select construction projects on the state highway system to be included in the Capital Highway Investment Plan (CHIP) and State Transportation Improvement Program (STIP).

MnDOT will document and make publicly available for each selection process or program:

- The criteria and process for assigning a numeric score and selecting projects
- The list of candidate projects considered
- The scores assigned to projects and reasoning behind selection decisions not included in the score

Reason for Policy

- Advance the Minnesota GO Vision and Statewide Multimodal Transportation Plan objective Open Decision-Making
- Increase the transparency and public understanding of MnDOT's project selection processes
- Implement recommendations in the 2016 Office of the Legislative Auditor's evaluation report "MnDOT Highway Project Selection"
- Required by Minnesota Laws 2017, First Special Session, Chapter 3, Article 3, Section 124

Who Needs to Know this Policy

- Commissioner and Senior Leadership Team
- District Engineers/Assistant District Engineers
- District Materials Engineers
- District Planners and Program Managers
- District Public Engagement and Public Affairs Coordinators
- District Traffic Engineers
- Office of Bridge
- Office of Communications
- Office of Environmental Stewardship
- Office of Financial Management
- Office of Freight and Commercial Vehicle Operations
- Office of Government Affairs

- Office of Materials and Road Research
- Office of Project Management and Technical Support
- Office of Public Engagement and Constituent Services
- Office of State Aid for Local Transportation
- Office of Traffic Engineering
- Office of Transit and Active Transportation
- Office of Transportation System Management
- Project Managers
- Other parties, including local agency representatives, metropolitan planning organizations, regional development organizations, consultants and contractors, involved in planning and programming state highway construction projects

Definitions

Capital Highway Investment Plan (CHIP)

A document detailing MnDOT's planned capital highway investments for the next ten years on the state highway system.

State Highway System (see also Trunk Highway System)

All roads consisting of Interstates, US Highways, and State Highways.

State Transportation Improvement Program (STIP)

A four-year plan that identifies the schedule and funding of transportation projects by state fiscal year (July 1 through June 30). It includes all state and local transportation projects with federal highway and/or federal transit funding along with 100 percent state funded transportation projects.

Procedures

As part of this policy, MnDOT has published the **Guide to MnDOT Project Selection**. The guide includes an overview of MnDOT project selection as well as documentation on the scoring processes and criteria for each program and process MnDOT uses to select construction projects on the state highway system. The guide is incorporated into this policy.

Applicability

This policy applies to evaluating and prioritizing capital construction projects on the state highway system either delivered by or selected by MnDOT. The policy applies to all existing MnDOT programs, and any new MnDOT program created after the adoption of this policy, that fund capital construction projects on state-owned highways.

The Policy does not apply to:

- Programs that do not fund capital construction projects on the state highway system
- Programs for which MnDOT does not make the selection decision
- Projects included in the 2019-2022 State Transportation Improvement Program

Use of Numeric Scores

MnDOT will use objective criteria to assign numeric scores in all selection processes subject to this policy. The numeric scores will inform project selection decisions, but MnDOT may consider other factors in addition to the numeric score. When MnDOT does not select a high scoring project or selects a lower scoring project, MnDOT will provide a short explanation for the reasoning behind the decision in addition to the project score.

A change in score is generally not required when project details or timing change. For each selection process, MnDOT will indicate what types of changes would require changing or verifying the score assigned at the time the project was selected. MnDOT will update the score at least every five years for projects originally selected in years 5 through 10 of the Capital Highway Investment Plan that have not been included in the State Transportation Improvement Program.

Changes to Selection Processes and Programs

MnDOT will annually review and revise the criteria and methodology for each project selection process to incorporate new research and guidance, changes in state or federal law, updates to state plans or policies, stakeholder feedback, and lessons learned from implementing the new project selection policy. When MnDOT makes changes, it will post the revised criteria and methodology and note how the changes will affect projects that have already been selected, if at all.

Communication

MnDOT will include the score and category or program for each project subject to this policy in the State Transportation Improvement Program and Capital Highway Investment Plan. MnDOT will maintain a website with plain language descriptions and detailed technical documentation describing the selection processes and programs subject to this policy. The website will include the lists of candidate projects, the scores and reasons for selection decisions.

Exemptions

The following activities are not subject to the scoring and documentation requirements of this policy:

- Chip seals, patching and crack sealing of pavements
- Epoxy chip seal wearing courses and crack sealing on bridges
- Painting of bridge steel superstructures
- Bridge expansion joint replacement
- Scour countermeasures
- Culvert lining
- Tunnel repairs
- Sign, signal, lighting, sensor and guardrail replacement
- Striping
- Legal liabilities requiring capital investment
- Emergency repairs
- Seasonal response (example: fixing winter damage)
- Slope stabilization
- Landscaping and revegetation following major construction projects
- Installation or replacement of fiber optic cables or other transmission lines in state owned right of way
- Installation of solar panels or other energy infrastructure in state owned right of way
- Temporary or research demonstration installations

Responsibilities

Commissioner and Senior Leadership Team

- Ensure implementation of this policy
- Ensure new programs that fund capital construction projects on state owned highways follow the requirements of this policy

Office of Transportation System Management

- Maintain an accurate and up-to-date Guide to MnDOT Project Selection
- Provide technical assistance and guidance to districts and program managers
- Ensure the STIP and CHIP include the documentation required in this policy

Office of Financial Management

- Ensure accurate and complete recording of scores and selection decisions in the Capital Highway Information Management Enterprise System and reports created by that system

Office of Communications

- Develop and maintain a website with detailed information about MnDOT project selection processes and programs, including lists of candidate projects, scores and reasoning behind selection decisions
- Develop and maintain graphics and other communications materials using plain language to explain and communicate MnDOT's project selection processes

District Engineers, Assistant District Engineers and District Planners

- Identify, score and prioritize candidate construction projects following the direction in the Guide to MnDOT Project Selection
- Document reasoning behind project selection decisions

Office of Materials and Road Research

- Provide guidance and technical assistance to districts and program managers

Bridge Office

- Identify, score and prioritize candidate bridge projects following the direction in the Guide to MnDOT Project Selection
- Document reasoning behind project selection decisions
- Provide guidance and technical assistance to districts and program managers

Office of Traffic Engineering

- Provide guidance and technical assistance to districts and program managers

Office of Transit and Active Transportation

- Provide guidance and technical assistance to districts and program managers

Program Managers

- Develop and maintain detailed documentation on the scoring criteria and selection process for their program consistent with the requirements of this policy
- Document reasoning behind project selection decisions

Project Managers, Public Affairs Coordinators and Public Engagement Staff

- Understand this policy and the processes identified in the Guide to MnDOT Project Selection sufficiently to explain the process to stakeholders and the general public
- When requested, provide information regarding the score and reasoning behind project selection decisions

Office of the Chief Counsel

- Develop and maintain records retention guidance for project scores, reasoning and other documentation related to this policy

Forms and Instructions

[Guide to MnDOT Project Selection](#)

Related Information

<http://www.dot.state.mn.us/projectselection/>

<https://www.dot.state.mn.us/planning/program/index.html>

<https://www.dot.state.mn.us/planning/program/stip.html>

<https://www.dot.state.mn.us/planning/10yearplan/index.html>

<http://minnesotago.org/>

<http://minnesotago.org/final-plans/smtip-final-plan>

<http://minnesotago.org/final-plans/mnship-final-plan>

Policy Ownership and Authorization

Policy Owner:

Signature: Ed Idzorek

Digitally signed by Ed Idzorek
Date: 2018.12.12 13:23:50 -06'00'

Print Name: _____

Date: _____

Internal Control & Accountability Governance Board has reviewed this policy and recommends approval:

Signature: 

Print Name: Corrine Calhoun

Date: 12/18/18

Responsible Senior Officer:

Signature: 

Print Name: SUSAN M MULVIHILL

Date: 12/19/18

Appendix B: Stakeholder Consultation Meetings

List of Stakeholder Meetings (by date)

- **Area Transportation Partnership 7**—Mankato (September 8, 2017)
- **Area Transportation Partnership 4**—Fergus Falls (September 25, 2017)
- **Area Transportation Partnership 2**—Bemidji (September 27, 2017)
- **Area Transportation Partnership 8**—Granite Falls (October 4, 2017)
- **Area Transportation Partnership 3**—Baxter (October 5, 2017)
- **Area Transportation Partnership 6**—Rochester (October 13, 2017)
- **Federal Highway Administration Minnesota Division**—Saint Paul (October 20, 2017)
- **Minnesota City Engineers Association / County Engineers Association of Minnesota Joint Board Meeting**—Deerwood (October 25, 2017)
- **Metropolitan Planning Organization Directors**—Arden Hills (November 7, 2017)
- **Policy Advisory Group**—St. Paul (November 9, 2017)
- **Area Transportation Partnership 1**—Carlton (November 15, 2017)
- **Region 5 Development Commission Transportation Advisory Committee**—Staples (November 15, 2017)
- **Metro District Capital Improvements Committee**—Roseville (December 8, 2017)
- **Metropolitan Council Staff**—Saint Paul (December 19, 2017)
- **Metropolitan Council Transportation Advisory Board**—Saint Paul (December 20, 2017)
- **Metropolitan Council Transportation Advisory Board’s Technical Advisory Committee**—Saint Paul (January 3, 2018)
- **Advocacy Council on Tribal Transportation**—Baxter (January 10, 2018)
- **MnDOT Programming Update Workgroup**—Arden Hills (April 27, 2018)
- **Metropolitan Planning Organization Directors**—Arden Hills (May 1, 2018)
- **Area Transportation Partnership 6**—Rochester (May 11, 2018)
- **Federal Highway Administration Minnesota Division**—Saint Paul (May 15, 2018)
- **Regional Development Commission Transportation Planners**—Red Wing (May 16, 2018)
- **Metropolitan Council Congestion Management Process Advisory Committee**—Saint Paul (May 22, 2018)
- **Policy Advisory Group**—St. Paul (May 31, 2018)
- **Area Transportation Partnership 4**—Fergus Falls (June 4, 2018)
- **Metropolitan Council Transportation Advisory Board’s Technical Advisory Committee**—Saint Paul (June 6, 2018)
- **Minnesota County Engineers Association**—Alexandria (June 14, 2018)
- **Region 7W Transportation Advisory Committee and Policy Board**—Saint Cloud (June 15, 2018)
- **Metropolitan Council Transportation Advisory Board**—Saint Paul (June 20, 2018)
- **Area Transportation Partnership 3**—Saint Cloud (June 21, 2018)
- **Area Transportation Partnership 8**—Redwood Falls (June 22, 2018)

- **Metropolitan Council Transportation Committee**—Saint Paul (June 25, 2018)
- **Area Transportation Partnership 2**—Thief River Falls (June 28, 2018)
- **Area Transportation Partnership 7**—Mankato (June 29, 2018)
- **Metropolitan Council Staff**—Saint Paul (July 9, 2018)
- **Area Transportation Partnership 1**—Mountain Iron (July 11, 2018)
- **Advocacy Council on Tribal Transportation**—Carlton (July 12, 2018)
- **Metro Cities Transportation and General Government Policy Committee**—Saint Paul (July 16, 2018)
- **Policy Advisory Group**—St. Paul (September 13, 2018)
- **Transportation Alliance Legislative Committee**—St. Paul (September 27, 2018)

Appendix C: Stakeholder Policy Advisory Group

Membership of the advisory group:

- Paul Aasen – Minnesota Safety Council
- Cal Brink – Marshall Area Chamber of Commerce
- Tom Eggum – MN 2050
- Jim Erkel – Minnesota Center for Environmental Advocacy
- Ethan Fawley – Our Streets Minneapolis
- Gene Gelgelu – African Economic Development Solutions
- Bill Goins – FedEx / Minnesota Freight Advisory Committee
- Dale Grove – Stantec / Minnesota Transportation Alliance
- Michael Huber – Blue Cross Blue Shield of Minnesota
- Mike Moilanen – Mille Lacs Band of Ojibwe / Minnesota Indian Affairs Council
- Ellen Pillsbury – Minnesota Department of Health
- Will Seuffert – Minnesota Environmental Quality Board
- Jessica Treat – Move Minnesota
- Meredith Udoibok – Minnesota Department of Employment and Economic Development
- Charles Zelle – Minnesota Department of Transportation