be the proper level of effort. (In both cases, it is assumed that state personnel will provide basic data collection and computer assistance.) The workshop participants concluded that, if the state provides traffic counts and computer assistance, then the proper level of effort for a moderate- to slow-growth area would be one or two persons.

Some of the specific comments brought up by members of the workshop include the following:

1. The basic purpose of an improved planning process should be to improve the quality of decisions.
2. Many projects are being built without sufficient analysis.
3. A significant amount of planning effort is invested in satisfying federal requirements.
4. There is a difficult situation between the state governments and the MPOs—the state has the traffic-forecasting capability, but the local officials have the basic decision-making authority. In these situations, state officials must be careful not to preempt local decision making. Many local officials have not had sufficient experience in following through from planning to implementation.
5. In developing short-range programs, more traffic engineers should be brought into the process—traffic engineers from local and state governments as well as employees of MPOs.
6. The role of the MPO is a very difficult one. Essentially, it is between two levels of government. In some areas, a long-standing relationship between the state and local governments has been modified by the creation and staffing of the MPO.
7. Because of the concentration in smaller urbanized areas on corridor or project planning, a list of ideas should be prepared about how alternatives can be evaluated in such a framework. However, one should be careful to avoid developing a cookbook of procedures—procedures should be based on the best technical work available at the time. The result of such work would be to point out both the short-range and the long-range consequences of a decision.

8. With the current constraints, it appears that the TSM type of actions are the only workable solutions for present or expected problem areas. New facilities on new alignments are feasible only if they fit into a longer-range framework and the statewide system of arterials.
9. The problem of the self-fulfilling prophecy is that, with planning for only the short-range, programs for long-range activities that emphasize the need for additional funds will not be done. The difference between developing future plans that provide safe and efficient transportation and developing short-range programs may be the difference between obtaining additional funds or sustaining a program by using available resources. It is the larger metropolitan areas that are having problems implementing projects, not the smaller urbanized areas. All areas require financial planning and the identification of possible means of increasing revenues (such as searching out various federal programs).
10. The planning work programs should address local issues as well as proposed work tasks. Standardized work programs do not normally reflect the identification of local problems nor the planning activities necessary to evaluate these problems.

11. A primary requirement in many local areas is identification and evaluation of problems.
12. Currently, there is a credibility gap between state officials, MPOs, and local decision makers. Communication and education are needed to bridge the gap.
13. Decision makers need more support from transportation planners before acting on land-use or zoning revisions.

Issues and Levels of Effort

Kenneth W. Shiatte, Public Transportation Division, New York State Department of Transportation, Chairman

The first activity of this workshop was to address the type of data and the forecasting element needed to perform realistic urban transportation planning in smaller urbanized areas. Particular emphasis was given to the frequency, level of detail, and geographic systems of data and forecast.

OBJECTIVES

The following objectives were defined:

1. Identification of the transportation and land-use problems faced by small and medium-sized communities,
2. Evaluation of the types of data that should be collected to identify these problems,
3. Identification of the frequency and costs of collecting these data,
4. Identification and evaluation of secondary-source data and geographic systems used in its collection and storage, and
5. Identification of the levels and details of the forecasting process needed for both short-range and long-range planning.

ISSUES

1. How much of the data collected in the past has been useful?
2. What types of data should be collected now for problem identification and short-range and long-range planning?
3. Are any of the data-collection procedures used in long-range systems planning useful for corridor or project planning purposes?
4. Should any data be collected to satisfy the needs of local elected officials that is not needed for technical planning purposes?
5. How can models be simplified to require less-detailed and less-expensive data collection?
6. What staff levels and type of staff are needed to ensure proper data collection, analysis, and forecasting?