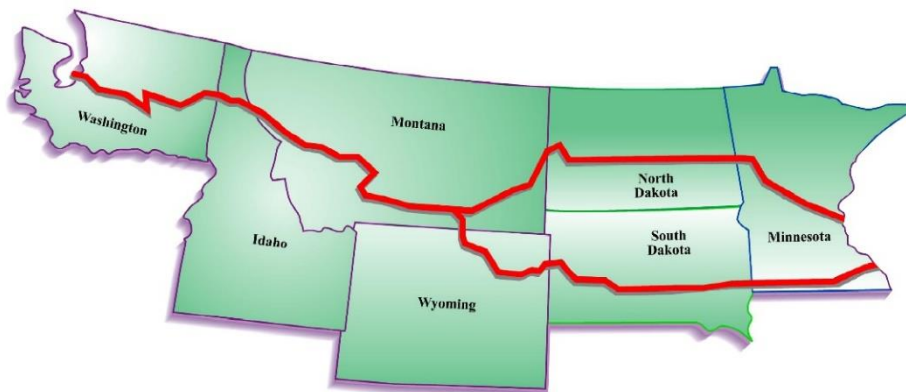


# TSMO Peer Exchange



Webinar  
January 23, 2019

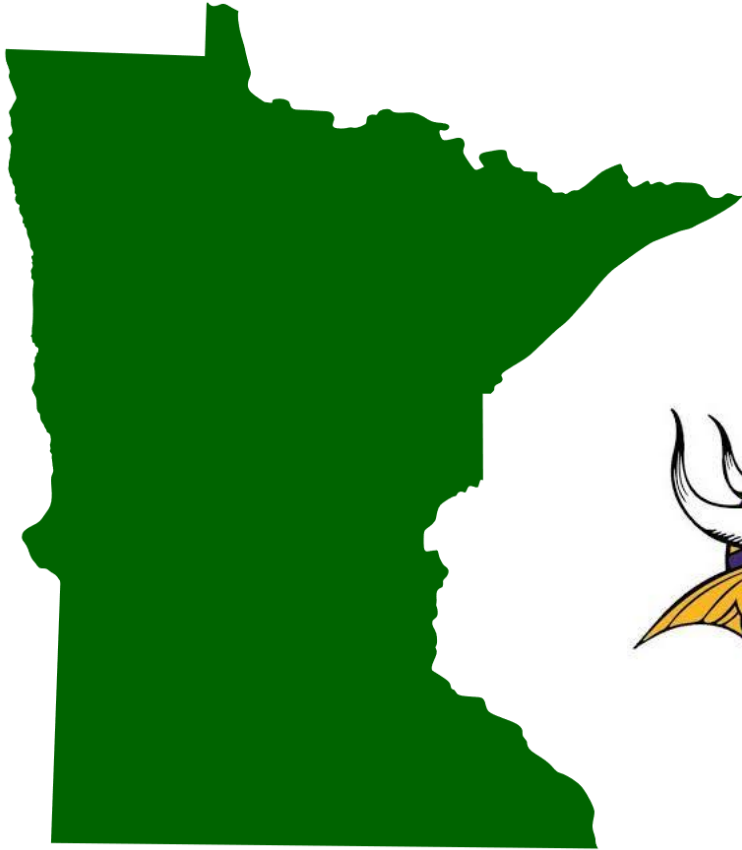
**This webinar will be recorded.**

- TSMO Planning Activities
  - Minnesota DOT – Mike Schweyen
  - Washington DOT – Monica Harwood
  - South Dakota DOT – Dave Huft
- Round Robin – What is included in TSMO in your state?
- Role for North/West Passage
- Questions and Answers
- Closing

# TSMO Planning at Minnesota DOT (MnDOT) for Northwest Passage

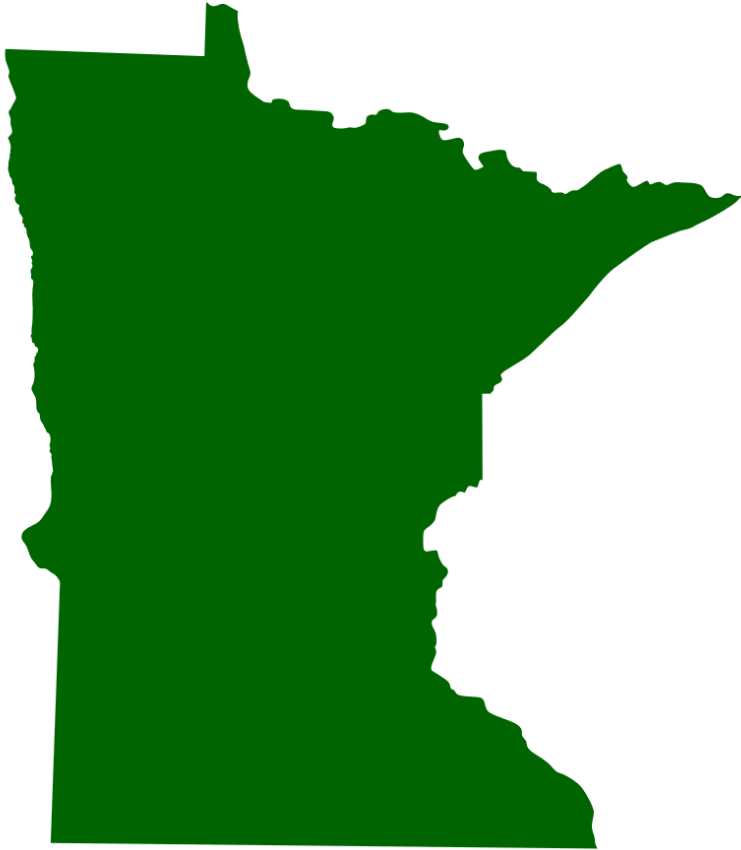
Michael Schweyen, PTOE  
January 23, 2019

# Minnesota - Land of 10,000 Lakes



And The Land of :

Crashes,  
Incidents,  
All kinds of Weather,  
Congestion,  
Construction,  
Tourism,  
Delay,  
Traffic Signals,  
Ramp meters,  
HOT Lanes,  
Transit,  
Bicycles,  
Pedestrians



# TSMO Plan Components

## Strategic Plan

(This document)

- Clearly define the relationship between TSMO and MnDOT's mission and vision.
- Answers why TSMO is important
- Provides a high-level vision of "what" the agency seeks to achieve
- Articulates strategic goals and objectives

## Business Plan

(June 2019)

- Based on the goals and objectives set forth in the Strategic Plan
- Identifies business processes for implementing TSMO activities
- Articulates how the program operates
- Identifies resource and workforce needs
- Identifies internal and external coordination and collaboration
- Addresses organizational structure and Identifies responsibilities of organizational units for specific TSMO services, projects, and activities

## Implementation Plan

(December 2018)

- Develops a set of strategies and projects to realize the goals and objectives set forth in the Strategic Plan
- Addresses specific services, programs, and priorities

# TSMO Planning Process Management

- ▶ Led by Acting State Traffic Engineer
- ▶ Created a TSMO Leadership Team
- ▶ Created a TSMO Working Group
- ▶ Brought on a District Traffic Engineer as a temporary, mobility assignment
- ▶ Consultant and subconsultant brought on-board via RFP process

# Strategic Plan

- ▶ Completed as first major task
- ▶ Developed by TSMO Leadership Team and TSMO Working Group
- ▶ To Define the TSMO Goals & Objectives



# Minnesota TSMO Goals from Strategic Plan



**Goal #1: Improve Reliability, Mobility, and Efficiency**



**Goal #2: Improve Safety**



**Goal #3: Carefully and Responsibly Manage Transportation Operations Assets**



# Goal #1: Improve Reliability, Mobility, and Efficiency

## Example Objectives to support this goal:

- ▶ Reduce the frequency of congestion or slowed traffic on the freeways and arterials in urbanized areas throughout Minnesota
- ▶ Increase availability of information about travel times to drivers
- ▶ Reduce the impacts of snow and ice on mobility
- ▶ Reduce incident response and clearance times in the Twin Cities and Greater Minnesota



## Goal #2: Improve Safety

### Example objectives to support this goal:

- ▶ Reduce the crashes related to congestion in Minnesota urbanized areas
- ▶ Reduce the frequency of secondary crashes and crashes related to work zones
- ▶ Reduce responder exposure



## Goal #3: Carefully and Responsibly Manage Transportation Operations Assets

### Example Objectives to support this goal:

- ▶ Understand and appropriately fund the life-cycle costs of operating and maintaining the assets needed for operations activities
- ▶ Acquire, secure, and retain the data needed for MnDOT to effectively perform operations, performance management, and planning

# Implementation Plan

- ▶ Identify prioritized set of TSMO strategies to accomplish TSMO Goals and Objectives, from Strategic Plan
- ▶ Obtained input from multiple sources, including :
  - ▶ District Offices - Traffic, Maint., Construction
  - ▶ Central Offices, including
    - ▶ Freight, Transit, Pedestrians, Bicycles, Planning, Construction, Maintenance, etc.
- ▶ Face-to-face outreach sessions
  - ▶ Asking for concerns, priorities, ideas - brainstorming
  - ▶ Used Goals & Objectives from Strategic Plan
  - ▶ Excellent discussions
  - ▶ Provided for “voting”

# Implementation Plan

- ▶ Consultant and MnDOT staff combined ideas from outreach meetings and prepared draft strategy descriptions
- ▶ Draft strategy descriptions circulated for feedback
- ▶ Webinar with all interested parties was conducted
- ▶ Final scored and prioritized list of strategies was created.

# Scoring Criteria

- ▶ Used to rank potential TSMO strategies
  - ▶ Strategy Impact
  - ▶ Planning Consistency
  - ▶ Geographic Scale and Balance
  - ▶ Coordination & Synergy
  - ▶ Level of Investment/Ease of Implementation
  - ▶ Maintainable Scale
  - ▶ Accessibility
  - ▶ BONUS: Research, Innovation and Technology (up to 5% additional)

Strategy #	Title	Brief Description	Score	Initiation Timeframe
1	Update Signal Timing and Coordination	Identify ways to address operational issues at signalized intersections and implement improvements to signal timing and coordination, especially in urban areas within Greater Minnesota districts.	460	Short-term (1-2 years)
2	Increase MnDOT Usage of 3rd Party Data and Increase Sharing with Traveler Information Disseminators (e.g. Google, WAZE, INRIX, HERE)	Continue and expand activities MnDOT currently performs to enter and maintain event reports (incidents, work zones, detours, other activities) in the MnDOT traveler information system and to share these events with 3rd party information disseminators.	440	Short-term (1-2 years)
3	Develop Regional Traffic Incident Management (TIM) Programs	Apply multi-agency coordination to improve traffic incident management (TIM) processes by developing regional traffic incident management (TIM) Programs to improve response efforts and incident clearance times.	430	Short-term (1-2 years)



# Next Step - Business Planning

- ▶ Workshop to be held
- ▶ To include upper management, District Engineers, Traffic engineers, etc.
- ▶ To determine business processes & organization
  - ▶ Ask for more FTEs ?
  - ▶ Change our organization ?
  - ▶ Ask for dedicated funding ?
    - ▶ Operations funds ?
    - ▶ Program Delivery funds ?

# QUESTIONS FOR MIKE?



# **Transportation Systems Management & Operations**

## **Challenges & Lessons Learned**

Monica Harwood Duncan, PE, PTOE  
Statewide Traffic Operations Engineer  
January 22, 2019

## What is Practical Solutions?

- Addressing congestion within available resources
- It's the right investment, in the right location, at the right time
- It's not about fixing a problem on the state highway system, but instead, advancing to the next generation of transportation investment
- Becoming stewards of the transportation system rather than “just” delivering projects
- We have a huge asset that we need to keep in state of good repair – make sure it operates safely – operates efficiently – manage demand – and at times, add capacity

# Practical Solutions

## A Focus on Transportation Systems Management and Operations

*Managing safety and capacity as an asset*

### EXAMPLE STRATEGIES

PLANNING, PARTNERING, AND POLICY DEVELOPMENT	ITS IMPROVEMENTS	TRAVEL DEMAND MANAGEMENT	COOPERATIVE AUTOMATED TRANSPORTATION	TRADITIONAL TRAFFIC OPERATIONS
Land Use Planning Utilization of Regional Trails, Sidewalks, and Roadway Network Policy Implementation Agreement Development Data Sharing System and Corridor Planning <ul style="list-style-type: none"> <li>- Multi-Modal</li> <li>- Corridor Sketch Maintenance</li> <li>- Joint Planning</li> <li>- State Facility Action Plan</li> </ul> Integrated Scoping Community Engagement	Road Weather Information Systems Ramp Metering Traffic Incident Management/IRT Wrong-way Driver Notifications Regionwide Communications Work Zone Management Adaptive Signals Intersection Conflict and Trail Crossing Warning Systems Weigh in Motion Online Truck Permitting	Multi-Modal Development <ul style="list-style-type: none"> <li>- Transit</li> <li>- Ferries</li> <li>- Bicycle</li> <li>- Freight</li> <li>- Pedestrian</li> <li>- Rail</li> </ul> Commute Trip Reduction Managed Lanes <ul style="list-style-type: none"> <li>- High Occupancy Vehicle</li> <li>- Tolloed</li> <li>- Multi-Modal Shoulder Driving</li> </ul> High Occupancy Tolling/Express Toll Lanes Land Use Development Integrated Multi-Modal Traveler Information and Fare Collection Systems	Traffic Signal Communications to Vehicles Truck Platooning Autonomous Truck Mounted Attenuators Work Zone Warning and Management Tolling Vehicle Occupancy Detection Rest Area Truck Parking Applications Winter Operations and Rural Traveler Information Pedestrian in Crosswalk Warning	Access Management Signal Operations/Optimization Safety Analysis/Countermeasures Signage & Striping Speed Management Minor Geometric Modifications <ul style="list-style-type: none"> <li>- Channelization</li> <li>- Pedestrian Island</li> <li>- Compact Roundabouts</li> </ul> Multi-Modal System Enhancement At-Grade Rail Crossings
CORRIDOR AND SYSTEM MANAGEMENT				

# Challenges and Lessons Learned

- **Establish a base understanding of TSMO among those responsible for leading the effort**
  - **Education needed (website, curriculum, outreach, etc.)**

# Challenges and Lessons Learned

- Establish a base understanding of TSMO among those responsible for leading the effort
  - Education needed (website, curriculum, outreach, etc.)
- **Give guidance to how TSMO is implemented**
  - **Integrate into business processes (planning, programming, performance, etc.)**

# TSMO

*Managing safety and capacity as an asset*

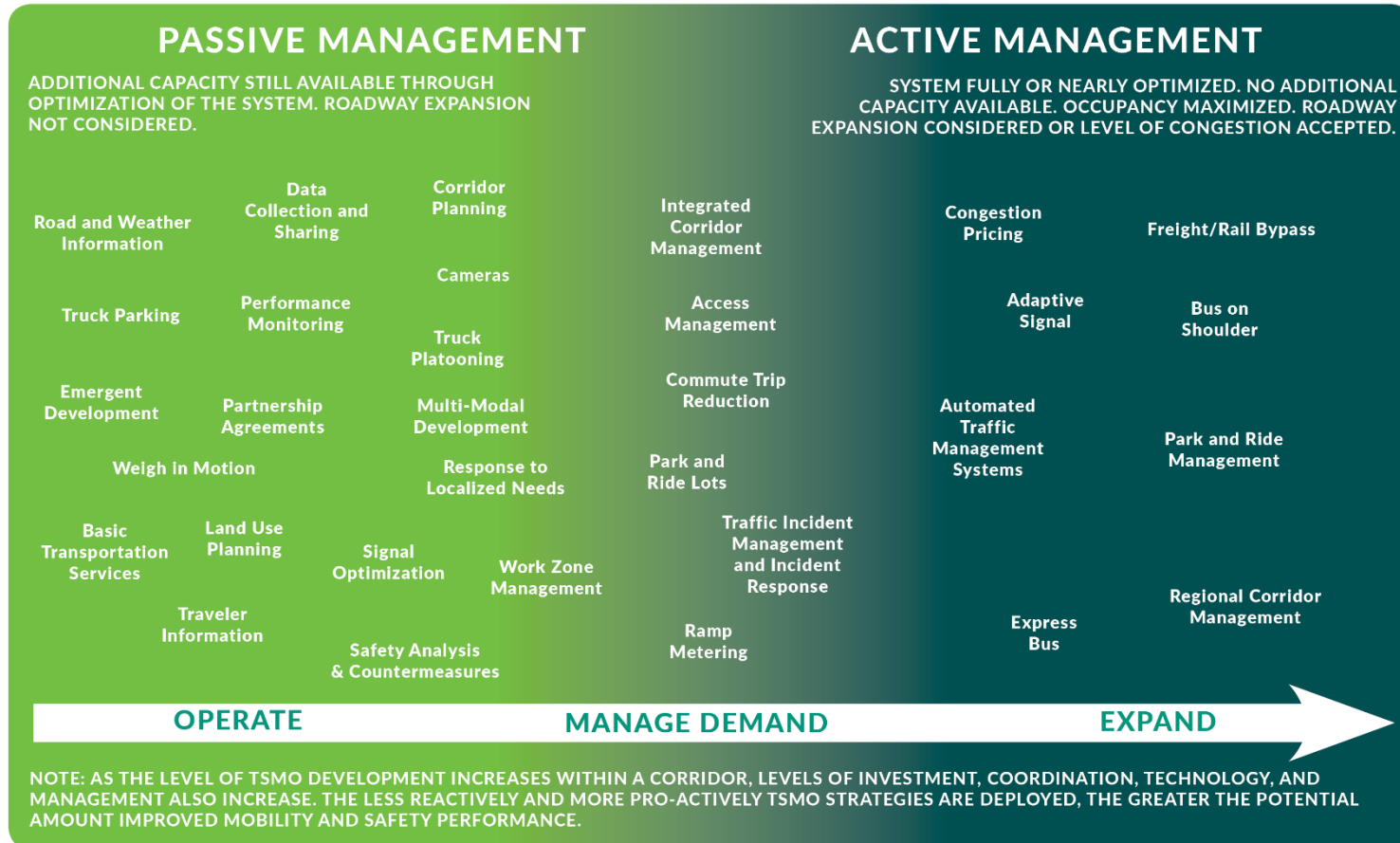
## EXAMPLE STRATEGIES

TRADITIONAL TRAFFIC OPERATIONS	ITS IMPROVEMENTS	TRAVEL DEMAND MANAGEMENT	COOPERATIVE AUTOMATED TRANSPORTATION	PLANNING, PARTNERING, AND POLICY DEVELOPMENT
<p>Access Management</p> <p>Signal Operations/ Optimization</p> <p>Safety Analysis/ Countermeasures</p> <p>Signage</p> <p>Striping</p> <p>Minor Geometric Enhancements</p> <ul style="list-style-type: none"> <li>- Channelization</li> <li>- Turn lanes</li> <li>- Compact Roundabouts</li> </ul> <p>Multi-Modal System Enhancement</p> <p>At-Grade Rail Crossings</p>	<p>Road Weather Information Systems</p> <p>Ramp Metering</p> <p>Traffic Incident Management</p> <ul style="list-style-type: none"> <li>- Incident Response</li> </ul> <p>Wrong-way Driver Notifications</p> <p>Regionwide Communications</p> <p>Work Zone Management</p> <p>Adaptive Signals</p> <p>Intersection Conflict Warning Systems</p> <p>Weigh in Motion</p> <p>Online Truck Permitting</p>	<p>Multi-Modal Development</p> <ul style="list-style-type: none"> <li>- Transit</li> <li>- Ferries</li> <li>- Bicycle</li> <li>- Freight</li> <li>- Pedestrian</li> <li>- Rail</li> </ul> <p>Commute Trip Reduction</p> <p>Managed Lanes</p> <ul style="list-style-type: none"> <li>- High Occupancy Vehicle</li> <li>- Tolloed</li> <li>- Multi-Modal Shoulder Driving</li> </ul> <p>High Occupancy Tolling/ Express Toll Lanes</p> <p>Land Use Development</p> <p>Integrated Multi-Modal Traveler Information and Fare Collection Systems</p>	<p>Traffic Signal Communications to Vehicles</p> <p>Truck Platooning</p> <p>Autonomous Truck Mounted Attenuators</p> <p>Work Zone Warning and Management</p> <p>Tolling Vehicle Occupancy Detection</p> <p>Rest Area Truck Parking Applications</p> <p>Winter Operations and Rural Traveler Information</p> <p>Pedestrian in Crosswalk Warning</p>	<p>Land Use Planning</p> <p>Utilization of Regional Roadway Network</p> <p>Policy Implementation</p> <p>Agreement Development</p> <p>Data Sharing</p> <p>System and Corridor Planning</p> <ul style="list-style-type: none"> <li>- Multi-Modal</li> <li>- Corridor Sketch Maintenance</li> <li>- Joint Planning</li> <li>- State Facility Action Plan</li> </ul> <p>Integrated Scoping</p>
CORRIDOR AND SYSTEM MANAGEMENT				



# TSMO INTEGRATION

## Phases of Development



# Challenges and Lessons Learned

- Establish a base understanding of TSMO among those responsible for leading the effort
  - Education needed (website, curriculum, outreach, etc.)
- Give guidance to how TSMO is implemented
  - Integrate into business processes (planning, programming, performance, etc.)
- **Institute TSMO sustainability**
  - **TSMO Plan must be developed and implemented**

# How is TSMO being integrated in WSDOT?

WSDOT has a long standing history of advanced traffic operations.

- Capability Maturity Model Assessments (2014 & 2017)
- Defined: What does TSMO mean to WSDOT?
- TSMO Program Plan workshop (2018)
- TSMO workforce development (website, eLearning, conference presentations, etc.)
- Incorporation of TSMO philosophy into WSDOT business processes (Corridor Sketch, Integrated Scoping, Multi Modal Technical Forum, etc.)

today

- Statewide TSMO Working Group
- TSMO Program Plan
- TSMO Decision Framework
- TSMO Workshops

And much, much more!

# Resources

- WSDOT TSMO Website

<http://fratis.trac.washington.edu/TSMO/?loc=Home.html>

or just search 'fratis TSMO'

NOTE: New and improved website coming SPRING 2019

- Consortium for Innovative Transportation Education (CITE)

<http://www.citeconsortium.org/>

NOTE: For access to WSDOT TSMO eLearning, contact Monica

Monica Harwood Duncan

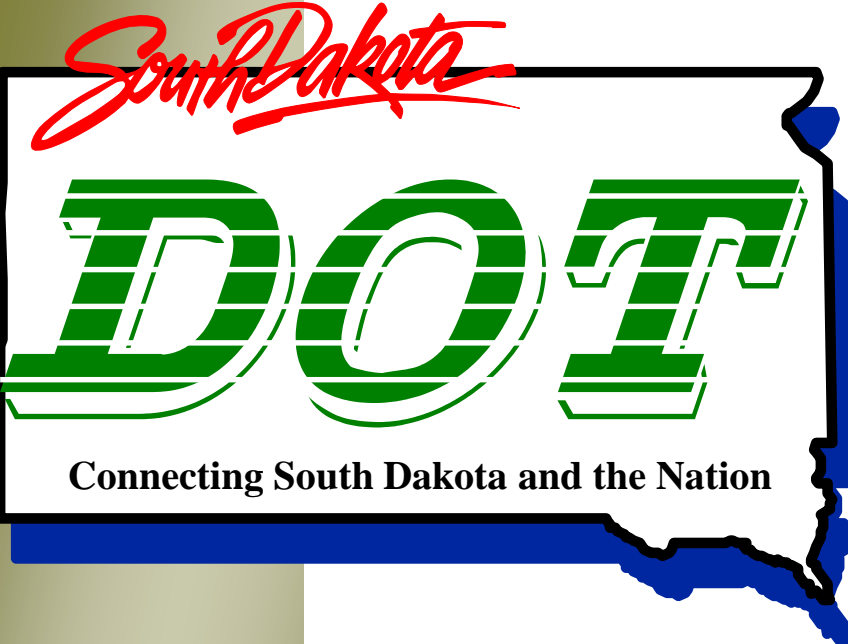
Statewide Traffic Operations Engineer

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harwoom@wsdot.wa.gov

# QUESTIONS FOR MONICA?





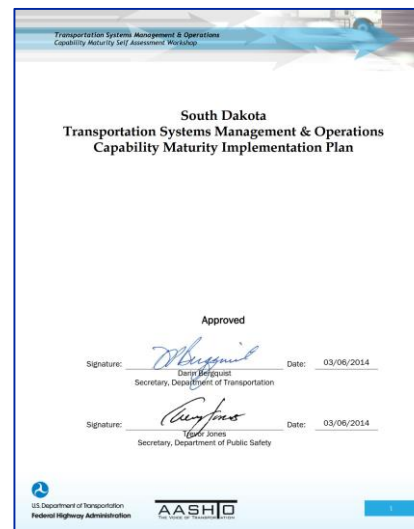
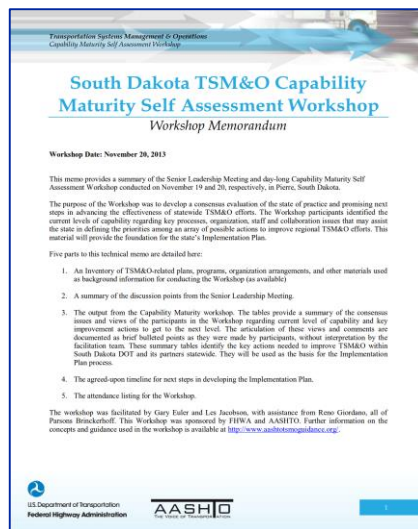
# SDDOT Transportation Systems Management & Operations Program Plan

David Huft, Research Program Manager  
Northwest Passage Webinar  
January 23, 2019



# Genesis of the Program Plan

- ❖ Develop a comprehensive Transportation Systems Management and Operations (TSM&O) Program Plan
- ❖ CMM Workshop: November 2013
- ❖ CMM Implementation Plan: March 2014
- ❖ TSMO Program Plan: July 2015 – June 2016



# Results of CMM Workshop

Dimension	Level (1-4)	Priority Actions
Planning & Programming	1.5	<ul style="list-style-type: none"><li>• Develop a Statewide ITS/TSM&amp;O Plan</li><li>• Reexamine Statewide Incident Management Plan</li></ul>
Systems & Technology	2.0	<ul style="list-style-type: none"><li>• Leverage outcomes of the North/West Passage study with respect to TMC functions in rural applications</li></ul>
Performance Measurement	1.0	<ul style="list-style-type: none"><li>• Develop TSM&amp;O Performance Measurement Plan</li></ul>
Culture	2.0	<ul style="list-style-type: none"><li>• No priority action</li></ul>
Organization/ Staffing	1.5	<ul style="list-style-type: none"><li>• Examine and define how SDDOT's organizational structure can be improved to advance TSM&amp;O</li></ul>
Collaboration	2.0	<ul style="list-style-type: none"><li>• No priority action</li></ul>



# TSM&O Program Plan

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- ❖ Makes SDDOT's informal TSM&O program more formal and effective
- ❖ Incorporates TSM&O into SDDOT mission, goals and objectives
- ❖ Recommends
  - Actions & Tasks
  - Implementation Steps
- ❖ Audiences
  - Executive leadership
  - Implementation team
  - Partner agencies
  - DOT staff

## Implementation

# Culture, Organization & Staffing

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### Culture

- ❖ Establish TSM&O Business Case
- ❖ Establish Appropriate Level of TSM&O Program Status
- ❖ Align SDDOT Mission, Vision, Objectives with TSM&O
- ❖ Customer Outreach to Support TSM&O

### Organization & Staffing

- ❖ Establish TSM&O Structure
  - Executive Leader
  - TSM&O Manager
  - Implementation Team
- ❖ Develop Staff Capability
  - Division of Operations
  - Department-wide training

## Implementation

# Business Processes, Systems & Technology

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### Business Processes

- ❖ Establish Planning, Project Development Processes for TSM&O/ ITS Projects
  - Planning
  - Program Development
  - Project Development

### Systems & Technology

- ❖ Update Statewide ITS Architecture
- ❖ Systems Engineering Guidance & Training
  - Training
  - Guidance
- ❖ TOC Functions, Roles, Responsibilities and Protocols
- ❖ Operations Guidance for Using Technology

## Implementation

# Performance Measurement, Collaboration

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### Performance Measurement

- ❖ Measurement Plan
  - Federal rules
  - Other measures
- ❖ Measurement Program

### Collaboration

- ❖ SD Department of Public Safety
- ❖ Regional Traffic Incident Management

Timeline		2016-2021																2022+					
		2016		2017				2018				2019				2020				2021			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Organization &amp; Staffing</b>																							
Action O&S-1	Establish a TSM&O Structure within SDDOT																						
Task O&S-1a	TSM&O Implementation Team																						
Task O&S-1b	TSM&O Managerial Level Focus																						
Task O&S-1c	TSM&O Senior Leadership Position																						
Action O&S-2	Develop Staff Capabilities for TSM&O																						
Task O&S-2a	Division of Operations Staff TSM&O Training																						
Task O&S-2b	Department-wide Staff TSM&O Training																						
<b>Culture</b>																							
Action Cul-1	Establish the Business Case for TSM&O																						
Task Cul-1a	Business Case Preparation																						
Task Cul-1b	Business Case Applications																						
Action Cul-2	Articulate and Implement the Appropriate Level of TSM&O Program Status																						
Task Cul-2a	Leadership Commitment to TSM&O																						
Task Cul-2b	TSM&O Awareness and Focus among Staff																						
Action Cul-3	Adjust SDDOT Mission, Vision, Strat. Obj'., and Perf. Goals to Align with TSM&O																						
Task Cul-3a	TSM&O Strategic Objectives																						
Task Cul-3b	Mission and Vision Alignment with TSM&O																						
Action Cul-4	Implement an Outreach Strategy to Customers in Support of TSM&O																						
Task Cul-4a	Meeting Customer Segments' Needs with TSM&O																						
Task Cul-4b	TSM&O Outreach Strategy Components																						
<b>Collaboration</b>																							
Action Col-1	Establish TSM&O Functions at the Regional Level																						
Task Col-1a	Regional TIM Support Groups																						
Task Col-1b	Regional TSM&O Review Meetings																						
Action Col-2	Expand TSM&O Capabilities among Partners																						
Task Col-2a	TSM&O Planning Guidance for Local Partners																						
Task Col-2b	TSM&O Support for Local Partners																						
<b>Business Processes</b>																							
Action BP-1	Establish a Planning and Project Development Process for TSM&O/ITS Projects																						
Task BP-1a	Interim Process for TSM&O Planning																						
Task BP-1b	Standard Process for TSM&O Planning																						
Task BP-1c	Standard TSM&O Deployment Plan																						
Task BP-1d	TSM&O Integrated into the Capital Programming Process																						
Task BP-1e	TSM&O Integrated into the Project Development Process																						
<b>Systems &amp; Technology</b>																							
Action S&T-1	Update the Statewide ITS Architecture																						
Task S&T-1a	Turbo Architecture Training																						
Task S&T-1b	Statewide Architecture Update																						
Action S&T-2	Develop Guidance on Using the Systems Engineering Process																						
Task S&T-2a	Systems Engineering Process Training																						
Task S&T-2b	Systems Engineering Process Guidance																						
Action S&T-3	Determine the Most Appropriate Ways to Carry Out Typical TOC-Related Activities																						
Task S&T-3a	TOC Roles, Responsibilities and Protocols																						
Action S&T-4	Develop and Apply Operations Guidance																						
Task S&T-4a	Operations Guidance Priority and Form																						
Task S&T-4b	Operations Guidance Development																						
<b>Performance Measurement</b>																							
Action PM-1	Develop a Pilot Performance Measurement Program																						
Task PM-1a	Performance Measurement Process																						
Task PM-1b	Performance Measurement Process Pilot																						
Action PM-2	Develop a Performance Measurement Plan																						
Task PM-2a	Performance Measurement Process Update																						
Task PM-2b	Performance Measurement Implementation Plan																						

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# Implementation Strategy

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- ❖ Establish priorities in terms of sequence and dependencies
- ❖ Maintain flexibility for leadership priorities, resource availability, outside factors
- ❖ Focus on
  - Capability building
  - Feasibility and resource implications
  - Staff roles, SDDOT and partners
- ❖ Evaluate organizational structure
- ❖ Add an ITS Deployment Plan

# Questions?

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## ❖ Contact

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Pierre, SD 57501-2586  
Phone: 605.773.3358  
Fax: 605.773.4713  
[dave.huft@state.sd.us](mailto:dave.huft@state.sd.us)

**Thank You!!**

# Round Robin

- TSMO as is a set of integrated strategies to optimize the performance of existing infrastructure through the implementation of multimodal and intermodal, cross-jurisdictional systems, services, and projects designed to preserve capacity and improve security, safety, and reliability of the transportation system.
- Examples TSMO strategies include:
  - Incident management/emergency response
  - Planned special events
  - Integrated corridor management
  - Road weather management
  - Traveler information
  - Freight management
  - Work zone management
  - Arterial management
  - Multimodal coordination
  - Active traffic management (e.g. managed lanes, congestion pricing)
  - Emerging technologies (e.g. Connected and Automated Vehicles, Smart Cities)



# Round Robin

- What are 1-2 TSMO strategies that have been successful in your agency?
- What current issues might TSMO strategies help address?
- How does your agency talk about TSMO? Is a formal TSMO program in-place?
- Have you made (or do you envision) any organizational changes to support TSMO?

# WSDOT - What does TSMO represent?

It's not just about:

- Mobility
- SOVs
- Urban Corridors
- Traffic Operations
- State DOTs
- People
- Technology
- Typical Users



# Transportation Systems Management & Operations (TSMO)

*Managing safety and capacity as an asset*

## EXAMPLE STRATEGIES

PLANNING, PARTNERING, AND POLICY DEVELOPMENT	ITS IMPROVEMENTS	TRAVEL DEMAND MANAGEMENT	COOPERATIVE AUTOMATED TRANSPORTATION	TRADITIONAL TRAFFIC OPERATIONS
<p>Land Use Planning</p> <p>Utilization of Regional Trails, Sidewalks, and Roadway Network</p> <p>Policy Implementation</p> <p>Agreement Development</p> <p>Data Sharing</p> <p>System and Corridor Planning</p> <ul style="list-style-type: none"> <li>- Multi-Modal</li> <li>- Corridor Sketch Maintenance</li> <li>- Joint Planning</li> <li>- State Facility Action Plan</li> </ul> <p>Integrated Scoping</p> <p>Community Engagement</p>	<p>Road Weather Information Systems</p> <p>Ramp Metering</p> <p>Traffic Incident Management/IRT</p> <p>Wrong-way Driver Notifications</p> <p>Regionwide Communications</p> <p>Work Zone Management</p> <p>Adaptive Signals</p> <p>Intersection Conflict and Trail Crossing Warning Systems</p> <p>Weigh in Motion</p> <p>Online Truck Permitting</p>	<p>Multi-Modal Development</p> <ul style="list-style-type: none"> <li>- Transit</li> <li>- Bicycle</li> <li>- Pedestrian</li> <li>- Ferries</li> <li>- Freight</li> <li>- Rail</li> </ul> <p>Commute Trip Reduction</p> <p>Managed Lanes</p> <ul style="list-style-type: none"> <li>- High Occupancy Vehicle</li> <li>- Tolloed</li> <li>- Multi-Modal Shoulder Driving</li> </ul> <p>High Occupancy Tolling/Express Toll Lanes</p> <p>Land Use Development</p> <p>Integrated Multi-Modal Traveler Information and Fare Collection Systems</p>	<p>Traffic Signal Communications to Vehicles</p> <p>Truck Platooning</p> <p>Autonomous Truck Mounted Attenuators</p> <p>Work Zone Warning and Management</p> <p>Tolling Vehicle Occupancy Detection</p> <p>Rest Area Truck Parking Applications</p> <p>Winter Operations and Rural Traveler Information</p> <p>Pedestrian in Crosswalk Warning</p>	<p>Access Management</p> <p>Signal Operations/Optimization</p> <p>Safety Analysis/Countermeasures</p> <p>Signage &amp; Striping</p> <p>Speed Management</p> <p>Minor Geometric Modifications</p> <ul style="list-style-type: none"> <li>- Channelization</li> <li>- Pedestrian Island</li> <li>- Compact Roundabouts</li> </ul> <p>Multi-Modal System Enhancement</p> <p>At-Grade Rail Crossings</p>
CORRIDOR AND SYSTEM MANAGEMENT				

- Contacts for more information
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  - Monica Harwood, Washington State DOT
    - [HarwooM@wsdot.wa.gov](mailto:HarwooM@wsdot.wa.gov)
  - Dave Huft, South Dakota DOT
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  - Brandon Beise, North Dakota DOT
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[www.nwpassage.info](http://www.nwpassage.info)