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### I. Introduction

This document is an updated version of Oregon Modeling Improvement Program (OMIP) Strategic Implementation Plan. The original plan was developed in late 2000 and then updated in June 2002. It identifies upcoming activities to be undertaken in the areas of Resources, Outreach, Implementation, Development, and Data under the direction of the Oregon Modeling Steering Committee (OMSC). The plan is comprised of individual elements within each of these areas that describe the tasks, responsibilities, and schedules for achieving the specific objectives of the OMIP over the next five years.

The original plan was based on information received through an extensive interview process in which each OMSC member agency provided input on what the future direction of the OMIP should be within each implementation area. The updates contained in this version of the plan primarily reflect the progress that has been made on the plan over the past two years as well as additional activities to be undertaken to address new areas of need. Information on the status of specific tasks is contained in the OMSC Annual Report, which can be found on the ODOT TPAU's website at: <http://www.odot.state.or.us/tddtpau/papers/omsc/2003annualreport.pdf>.

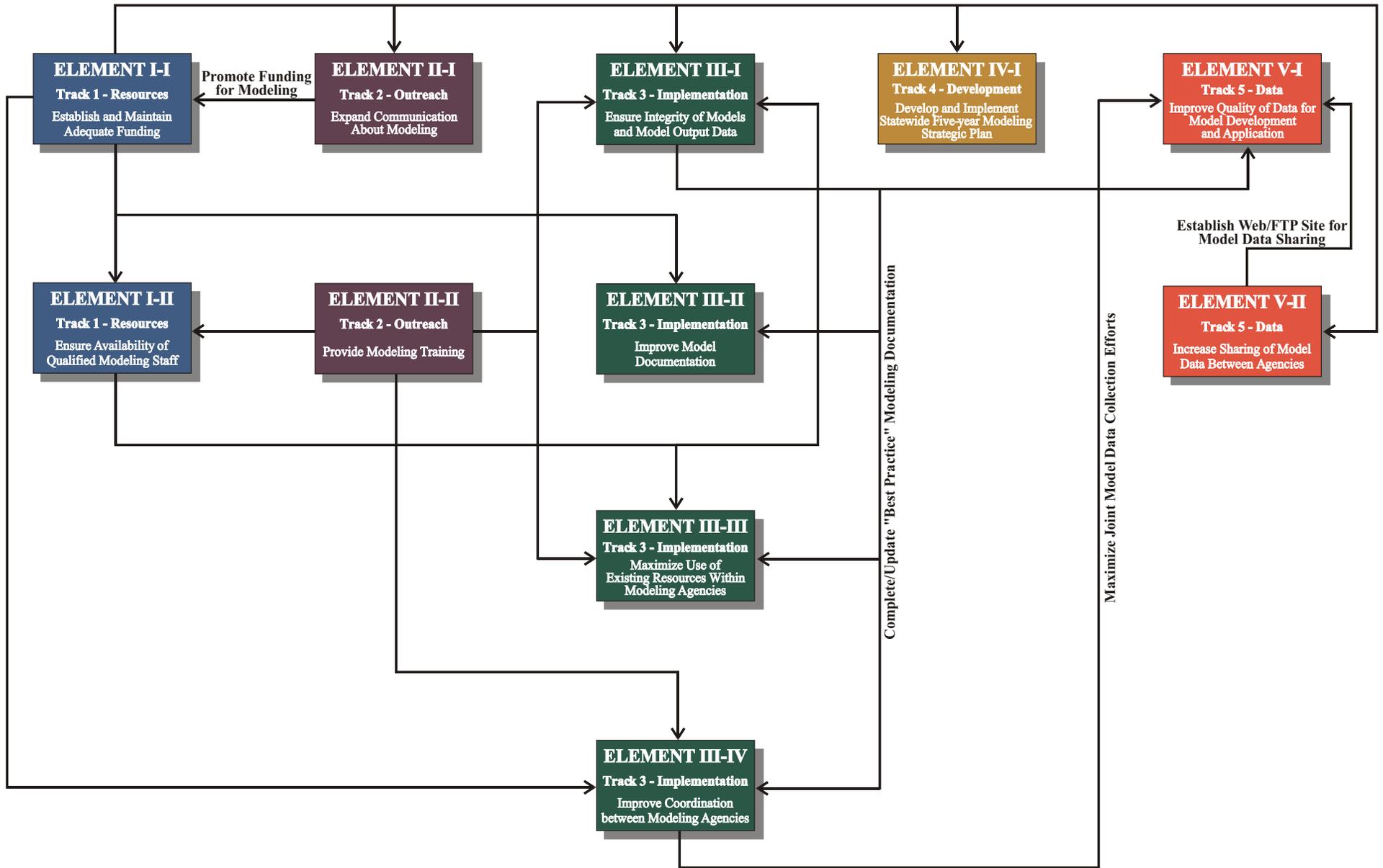
## II. Strategic Plan Structure

The strategic plan is organized according to the following tracks or major objective areas:

1. Resources (funding and staffing)
2. Outreach (communication and training)
3. Implementation (delivery of modeling services)
4. Development (new modeling tools)
5. Data. (development and dissemination of model input and output data)

The elements comprising each track are defined by a specific objective, such as “Establish and Maintain Adequate Funding”. Within each element, information related to the achievement of that objective is provided describing the purpose, key issues, tasks (including participants and roles), and schedule.

Between most of the elements, there are linkages in which the product of one element is important for achieving the objective of another element. An obvious example is the provision of training in Element II-II that is needed to ensure the availability of qualified modeling staff in Element I-II. The elements of the plan and the linkages between them are shown on the following page.



## Oregon Modeling Improvement Program Strategic Plan Structure

### **III. Strategic Plan Elements**

## **Element I-I Establish and Maintain Adequate Funding**

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### **ELEMENT I-I Establish and Maintain Adequate Funding**

#### **Track 1 – Resources**

**Purpose:** To ensure the availability of adequate funding to carry out necessary modeling activities at the state, MPO, and local levels in Oregon.

**Key Issues:**

1. Inadequate funding for existing modeling activities at all levels, especially model development.
2. Future funding needs will be greater than existing funding needs, especially for model development.
3. Based on existing funding sources, future shortfalls will be greater than existing shortfalls.
4. Lack of stability in future funding levels from existing sources.
5. Need for investigation of alternative funding sources.
6. Need for support for modeling funding.

**Tasks:**

Task	Participant/Role
I. Estimate rolling five-year funding needs <sup>1</sup>	OMSC Technical Services Subcommittee
A. State and MPOs by need area (e.g., model development vs. model application)	
1. Identify short-term needs based on ODOT and MPO FY 2000-2001 work programs	
2. Estimate longer-term needs based on modeling activities identified in OMIP Strategic Implementation Plan <sup>2</sup>	
B. Investigate need for and feasibility of providing funding assistance to local (non-OMSC) agencies	

<sup>1</sup> To be started in first quarter of 2005 and updated every two years.

<sup>2</sup> Element I-II - Subtasks I.A., I.B., Element II-I - Subtask I.C., Element III-I - Subtask VI.A., Element III-II - Task III., Element III-IV - Subtask III.A., Element IV-I – Subtask I.B., Element V-I – Task I., Element V-II – Subtask I.B.

## **Element I-1 Establish and Maintain Adequate Funding**

<b>Task</b>	<b>Participant/Role</b>
II. Estimate future funding levels from existing sources for State and MPOs	OMSC Technical Services Subcommittee
A. Identify existing funding sources	
B. Develop rough estimates of future funding levels by source	
1. Identify short-term funding based on FY 2000-2001 work programs	
2. Estimate longer-term funding levels based on:	
• Information obtained from agency staff (FHWA, ODOT, and MPOs); and/or	
• Examination of historical funding levels	
III. Identify future funding shortfalls	OMSC Technical Services Subcommittee
A. Compare estimated funding needs to estimated funding levels by work area (State and MPOs)	
B. Determine shortfall for local funding assistance based on Subtask I.B.	
IV. Identify additional funding sources to address shortfalls	
A. Investigate alternative funding sources	OMSC Technical Services Subcommittee
1. Other federal and state sources	
a. Identify alternative sources	
b. Determine requirements and potential funding amounts for each source	
c. Evaluate alternative sources	
d. Select additional funding sources to pursue	

## **Element I-I Establish and Maintain Adequate Funding**

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<b>Task</b>	<b>Participant/Role</b>
2. Modeling services user charges	
a. Identify current and potential modeling services users	
b. Determine ability and willingness of users to pay for services	
c. Establish at-cost fee schedule <sup>3</sup>	
B. Develop and implement strategies for obtaining alternative funding	OMSC Technical Services Subcommittee
V. Maintain partnerships among OMSC member agencies	OMSC Modeling Program Coordination Subcommittee and OMSC member agencies
VI. Maintain adequate future funding	OMSC

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<sup>3</sup> Subtasks IV.A.2.a.-c. to be undertaken individually by ODOT and MPOs.

## Element I-I Establish and Maintain Adequate Funding

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Estimate rolling five-year funding needs																				
II. Estimate future funding levels from existing sources																				
III. Identify future funding shortfalls																				
IV. Identify additional funding sources																				
A. Investigate alternative funding sources																				
B. Develop, implement strategies for obtaining alternative funding																				
V. Maintain OMSC partnerships																				
VI. Maintain adequate future funding																				

## **Element I-II Ensure Availability of Qualified Modeling Staff**

### **ELEMENT I-II Ensure Availability of Qualified Modeling Staff**

#### **Track 1 – Resources**

**Purpose:** To attract and retain well-qualified professional staff at modeling agencies to perform necessary model development and application activities.

#### **Key Issues:**

1. Difficulty in attracting qualified staff. Generally, agencies must now hire staff with incomplete modeling backgrounds and provide 1 – 2 years of training before they become fully productive.
2. Retention of qualified staff.
3. Lack of structured modeling curriculums at local universities.

#### **Tasks:**

Task	Participant/Role
I. Establish structured modeling program at PSU Center for Transportation	
A. Participate in program development	OMSC Technical Services Subcommittee
B. Provide modeling program funding	Funding sources, university, and OMSC Technical Services Subcommittee
C. Maintain adequate program management	Funding sources, university, and OMSC Technical Services Subcommittee
II. Enhance attractiveness of employment at modeling agencies	
A. Provide competitive compensation levels for modeling positions <sup>4</sup>	
1. Perform compensation survey for modeling positions in public and private sector at local, regional, and national	Consultant or OMSC Technical Services Subcommittee

<sup>4</sup> This task would not be reimbursable with federal-aid funding.

## **Element I-II Ensure Availability of Qualified Modeling Staff**

<b>Task</b>	<b>Participant/Role</b>
levels	
2. Set compensation targets by experience level based on survey	OMSC
3. Obtain required funding to support compensation targets (see Element I-I, Subtasks IV.A., IV.B. and Task VI.)	See Element I-I, Subtasks IV.A., IV.B., and Task VI.
B. Create reputations of modeling excellence and innovation at modeling agencies	
1. Build and maintain work environments within agencies that foster staff creativity and commitment to quality	Modeling agencies
2. Encourage and support innovative modeling approaches within agency work programs	Modeling agencies and OMSC Modeling Program Coordination Subcommittee
3. Ensure adequate and stable funding to allow significant research activities to be undertaken on on-going basis (see Element I-I, Subtasks IV.A., IV.B., and Task VI.)	See Element I-I, Subtasks IV.A., IV.B., and Task VI.
4. Actively promote agencies' special research efforts at national conferences and symposiums	Modeling agencies and OMSC Technical Services Subcommittee
III. Maintain staff qualifications (see Element II-II)	See Element II-II

**Element I-II Ensure Availability of Qualified Modeling Staff**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Establish structured modeling program at PSU Center for Transportation																				
A. Participate in program development																				
B. Provide modeling program funding					See schedules for Element I-I, Subtasks IV.A., IV.B., and Task VI.															
C. Maintain adequate program management																				
II. Increase attractiveness of employment at modeling agencies																				
A. Provide competitive compensation levels for modeling positions																				
B. Create reputations of modeling excellence and innovation																				
III. Maintain staff qualifications									See schedule for Element II-II											

## **Element II-I Expand Communication About Modeling**

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### **ELEMENT II-I Expand Communication About Modeling**

#### **Track 2 – Outreach**

**Purpose:** To promote modeling and increase understanding of modeling by potential users and general public.

**Key Issues:**

1. Need for working with state and local agencies to identify:
  - existing or future modeling tools or output that would be most useful to them; and
  - problems with existing modeling tools or output.
2. Need for increased awareness of modeling benefits among potential model users.
- 3.a. Promotion of modeling through personal contact between modeling agency staff and potential users.
- 3.b. Lack of ability and time for modeling agency staff to promote modeling.
4. General lack of understanding of modeling by:
  - general public and public officials; and
  - state and local agency staff (within modeling and non-modeling agencies).
5. Lack of understanding of statewide model by state and local agency staff.
6. Need for written summary information on:
  - how models work, suitable for distribution to general public and public officials; and
  - modeling activities in Oregon at all levels, oriented toward state and local agency staff..
7. Better communication of model results to general public and public officials in understandable, graphics-oriented format, rather than as “blackbox”.
8. Raising level of public confidence in modeling process, especially with regard to future population and employment estimates.
9. Broader distribution of modeling-related information.
10. Maintaining understanding of OMIP at federal level.
11. Need for continuation of Oregon Symposium on Integrated Land Use and Transport Models.
12. At state level, need for establishment of linkages between modeling and other state planning processes.

## Element II-I Expand Communication About Modeling

### Tasks:

Task	Participant/Role
I. Develop and implement informational program	
A. Develop program	1. Consultant – develop informational program 2. OMSC Technical Services Subcommittee– review and comment
1. Modeling - general	
a. Develop general “canned” presentation on modeling <sup>5</sup>	
b. Develop written summary of presentation material for general distribution	
2. Statewide model only	
a. Develop “canned” presentation on statewide model <sup>6</sup>	
b. Develop written summary of presentation material <sup>7</sup>	
3. Identify state and local agencies for modeling presentations	
4. Determine schedule and responsibilities for presentations	
B. Implement program	
1. Make “canned” presentation materials and written summaries available to modeling agency staff	Consultant
2. Conduct informational program activities (i.e., presentations, demonstrations, briefings, etc.) according to	Modeling agency staff

<sup>5</sup> Containing information on how models work, what they can be applied for, how to interpret model output, etc., as well as description of modeling activities at all levels within State. Presentation to be used for state and local agencies, public, and public officials. Should have special emphasis on sources and development of future population and employment estimates.

<sup>6</sup> Presentation to be used for state and local agencies.

<sup>7</sup> This could be expanded version of statewide modeling brochure developed for FHWA presentation in Spring of 2000.

## Element II-I Expand Communication About Modeling

Task	Participant/Role
schedules and responsibilities established in Subtask A. <sup>8</sup>	
3. Evaluate and modify/supplement program elements	1. Consultant – evaluate and modify program elements 2. OMSC Technical Services Subcommittee – review and comment
II. Provide modeling agencies with communication support	
A. Provide capabilities for better communication of model results to public and public officials	
1. Develop guidelines for graphic presentation of model output <sup>9</sup>	1. Consultant – develop guidelines 2. OMSC Technical Services Subcommittee – review and comment
2. Provide training to modeling agency staff	Consultant
3. If needed, develop and distribute tools for preparation of graphic presentation materials <sup>10</sup>	Consultant
B. Investigate and implement methods for broader distribution of modeling data (e.g., via internet)	Consultant
III. Conduct other communication activities	
A. Oregon Symposium on Integrated Land Use and Transport Models	See work program for Transportation and Land Use Model Integration Program (TLUMIP) for description of participants and roles
B. TRB Planning Methods Conference	1. Metro and ODOT staff– prepare for and conduct conference 2. OMSC Technical Services Subcommittee – review and comment
C. Provide information on OMIP to FHWA headquarters (Washington, D.C.)	1. Consultant and ODOT staff – identify and assemble materials to be submitted 2. OMSC Technical Services Subcommittee – review and comment
IV. Establish linkages at state level between modeling and other state	

<sup>8</sup> If existing staff levels inadequate to do this, hire additional staff or consultants (see Element I-I regarding additional future funding).

<sup>9</sup> Would include examples of different approaches and procedures for development of graphic material.

<sup>10</sup> E.g., emme/2 accessory software or integrated GIS/emme/2 software.

## Element II-I Expand Communication About Modeling

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Task	Participant/Role
planning processes	
A. Develop list of other state planning processes <sup>11</sup> having potential modeling linkages	Consultant and/or ODOT staff
B. Meet with appropriate agency staff to define specific linkages	ODOT staff and/or consultant and other state agency staff
C. Establish procedures for model applications related to other planning processes and for exchange of model-related data	<ol style="list-style-type: none"> <li>1. ODOT staff and/or consultant and other state agency staff</li> <li>2. OMSC Technical Services Subcommittee – review and comment</li> </ol>
D. Update linkages (addition of new linkages or modification of existing procedures)	<ol style="list-style-type: none"> <li>1. ODOT staff and/or consultant and other state agency staff</li> <li>2. OMSC Technical Services Subcommittee – review and comment</li> </ol>

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<sup>11</sup> Examples include Oregon Highway Plan, Oregon ITS Strategic Plan, OHCD housing modeling, and OEA population and employment forecasting.

## Element II-I Expand Communication About Modeling

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Develop and implement informational program																				
A. Develop program																				
1. Modeling - general																				
2. Statewide model only																				
3. Identify agencies for modeling presentations																				
4. Determine schedule and responsibilities																				
B. Implement program																				
1. Make communication materials available to agencies																				
2. Conduct informational activities																				
3. Evaluate and modify program elements																				
II. Provide modeling agencies with communication support																				

## Element II-I Expand Communication About Modeling

Task	2004				2005				2006				2007				2008				
	Quarter				Quarter				Quarter				Quarter				Quarter				
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
A. Provide capabilities for better communication of model results																					
1. Develop guidelines for graphic presentation of model output																					
2. Provide training to modeling agency staff																					
3. Develop and distribute graphic presentation tools																					
B. Investigate, implement methods for broader distribution of modeling data																					
III. Conduct other communication activities																					
A. Oregon Symposium on Integrated Land Use and Transport Models																					
B. TRB Planning Methods Conference																					
C. Provide information on OMIP to FHWA headquarters																					
IV. Establish linkages between modeling and other state planning processes																					

**Element II-I Expand Communication About Modeling**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
A. Develop list of other state planning processes																				
B. Meet with appropriate agency staff to define specific linkages																				
C. Establish procedures																				
D. Update linkages																				

## **Element II-II Provide Modeling Training**

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### **ELEMENT II-II Provide Modeling Training**

#### **Track 2 – Outreach**

**Purpose:** To provide adequate knowledge and understanding to:

- public agency modeling staff in the areas of model development and application; and
- model output users in the areas of basic modeling theory and proper use of model output.

Training will maximize the benefit of modeling resources by helping ensure that modeling tools are correctly developed and applied and that model output is used in the appropriate manner.

#### **Key Issues:**

1. Lack of educational opportunities, particularly at local universities.
2. Steep learning curve for MPO staff with regard to “best practice” model development methods and procedures.
3. Need for “hands-on”-type training of modeling staff, with emphasis on examples and exercises.
4. Need for training of all state agency staff who are potential model output users.
5. For model output users, need for:
  - On-going training provided at regular intervals and concurrent with model updates;
  - Training tailored to users’ level of understanding and needs;
  - Better understanding of model capabilities and output; and
  - More availability of training opportunities.
6. Within each training area, careful consideration of objectives and type of staff to be trained.
7. Consistency between training and “best practice” modeling documents.
8. Integration between training areas, so there is logical progression of training.
9. Consistency of content and format between each training area.
10. Need for continuation and enhancement of relationships with universities, including internships and establishment of modeling program at PSU Center for Transportation (see Element I-II, Task I).
11. Need for periodic updates of training materials and content.

## Element II-II Provide Modeling Training

### Tasks:

Task	Participant/Role
I. Assist PSU Center for Transportation in development of annual training program	OMSC Technical Services Subcommittee
A. Identify areas of training needed	
B. Define objectives and training audience within each area	
C. Identify training elements (i.e., courses, demonstrations, seminars, etc.) within each area	
D. Define logical linkages between:	
• Training areas; and	
• Training elements within each training area	
II. Provide specialized training activities	
A. Schedule training sessions and facilities; advertise training	Consultant
B. Identify trainers	Consultant
C. Develop training session outlines	1. Trainers (modeling agency staff and/or consultants) – develop outlines 2. OMSC Technical Services Subcommittee – review and comment
D. Prepare training sessions:	1. Trainers – prepare training sessions 2. OMSC Technical Services Subcommittee – review and comment
• Content (e.g., lecture material, exercises); and	
• Training materials	
E. Conduct training	Trainers
F. Obtain feedback on effectiveness of training	Consultant
III. Evaluate PSU training program and specialized training activities	OMSC Technical Services Subcommittee

## Element II-II Provide Modeling Training

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Assist PSU Center for Transportation in development of annual training program																				
A. Identify areas of training needed																				
B. Define objectives and training audience within each area																				
C. Identify training elements																				
D. Define linkages between training areas and elements within areas																				
II. Provide specialized training activities																				
A. Schedule training sessions and facilities; advertise training																				
B. Identify trainers																				
C. Develop training session outlines																				
D. Prepare training sessions																				
E. Conduct training																				
F. Obtain feedback on effectiveness of training																				

**Element II-II Provide Modeling Training**

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Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
III. Evaluate PSU training program and specialized training activities																				

## **Element III-I Ensure Integrity of Models and Model Output Data**

### **ELEMENT III-I Ensure Integrity of Models and Model Output Data**

#### **Track 3 – Implementation**

**Purpose:** To establish and maintain maximum levels of accuracy and reliability of models and model output data.

**Key Issues:**

1. Verification of accuracy, reasonableness of model output provided to model data users.
2. Raising level of modeling practice in smaller urban areas.
3. Need for periodic, working-level review of models by independent, outside sources.<sup>12</sup>
4. Establishment of technical support for referral of modeling questions and issues.
5. Maintaining up-to-date models.
6. Consistent application of statewide model.
7. Adherence to “best practice” guidelines and procedures for model development and application.
8. Development of and adherence to protocol for model development and application for statewide, MPO, and small urban area models.
9. Need for:
  - Qualified staff for model development and application;
  - Current and accurate model data;
  - Adequate funding for model development and application; and
  - Thorough documentation of model development and adjustment procedures.

**Tasks:**

<b>Task</b>	<b>Participant/Role</b>
I. Develop <i>Integrated Modeling Analysis Procedures Manual</i>	1. Consultant – develop manual 2. OMSC Technical Services Subcommittee – review and comment
II. Update model development and application protocol	1. Consultant – update protocol 2. OMSC Technical Services Subcommittee – review and comment
A. Update statewide modeling protocol	

<sup>12</sup> Preferably out-of-state.

## **Element III-I Ensure Integrity of Models and Model Output Data**

<b>Task</b>	<b>Participant/Role</b>
B. Update urban modeling protocol	
C. Update small city modeling protocol	
III. Ensure adequate review of models and model output data	
A. Implement model review process defined in modeling protocol	OMSC Technical Services Subcommittee
B. Develop and implement guidelines for review of model output data, including reasonableness checks (see Subtask I.)	1. Consultant – develop guidelines 2. OMSC Technical Services Subcommittee – review and comment
IV. Implement technical support process for model development and application defined in modeling protocol	OMSC Technical Services Subcommittee
V. Update models as needed	
A. Establish guidelines or criteria for determining need for model updates (see Subtask I.)	1. Consultant –develop guidelines 2. OMSC Technical Services Subcommittee – review and comment
B. Ensure availability of current, accurate model development data for model updates (see Element V-I)	See Element V-I
VI. Ensure adequate modeling resources	
A. Funding (see Element I-I).	See Element I-I
B. Qualified staff (see Elements I-II and II-II).	See Elements I-II and II-II
VII. Encourage proper model documentation (see Element III-II)	See Element III-II

## Element III-I Ensure Integrity of Models and Model Output Data

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Develop <i>Integrated Modeling Analysis Procedures Manual</i>																				
II. Update model development and application protocol																				
A. Update statewide modeling protocol																				
B. Update urban modeling protocol																				
C. Update small city modeling protocol																				
III. Ensure adequate review of models and model output data																				
A. Implement model review process defined in modeling protocol																				
B. Develop and implement guidelines for review of model output data									See schedule for Subtask I.											
IV. Implement technical support process for model development and application																				
V. Update models as needed																				

**Element III-I Ensure Integrity of Models and Model Output Data**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
A. Establish guidelines for determining need for model updates									See schedule for Subtask I.											
B. Ensure availability of current, accurate model development data									See schedule for Element V-I											
VI. Ensure adequate modeling resources																				
A. Funding									See schedule for Element I-I											
B. Qualified staff									See schedules for Elements I-III and II-II											
VII. Encourage proper model documentation									See schedule for Element III-II											

## Element III-II Improve Model Documentation

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### ELEMENT III-II Improve Model Documentation

#### Track 3 – Implementation

**Purpose:** To document the development of and proper application procedures for models so that:

- their characteristics may be adequately understood; and
- they may be correctly and consistently applied by users who are unfamiliar with them.

#### Key Issues:

1. Inadequacies of current model documentation practices:
  - Documentation does not exist or is outdated;
  - Documentation is incomplete or lacking in detail; and
  - Descriptions of model and model application procedures are ambiguous.
2. Need for sufficient documentation to allow:
  - determination of model conformity with federal requirements;
  - proper model application;
  - proper interpretation and use of model output data; and
  - legal defense of models and model application.
3. Need for model documentation guidelines that may be adhered to with minimum possible effort.
4. Need for updating documentation when models are updated.
5. Inclusion of documentation task in model development work scopes.
6. Availability of adequate time and money for documentation within model development study schedules and budgets.

#### Tasks:

Task	Participant/Role
I. Update model documentation guidelines and incorporate in <i>Integrated Modeling Analysis Procedures Manual</i> (see Element III-I, Subtask I.) <sup>13</sup>	See Element III-I, Subtask I.

<sup>13</sup> Standard model documentation should include: 1) Detailed description of model components, including how they were developed and how they function; 2) Detailed description of procedures for applying model; and 3) Sufficient description of model output data to allow proper interpretation and use of data.

## **Element III-II Improve Model Documentation**

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<b>Task</b>	<b>Participant/Role</b>
II. Update requirements for provision of model documentation within modeling protocol (see Element III-I, Task II.)	See Element III-I, Task II.
<ul style="list-style-type: none"> <li>• Requirement that documentation be prepared as part of all model development studies;</li> <li>• Adherence to model documentation guidelines; and</li> <li>• Review and approval of model documentation</li> </ul>	
III. Ensure adequate study funding for model documentation (see Element I-I)	See Element I-I

## Element III-II Improve Model Documentation

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Update model documentation guidelines					See schedule for Element III-I, Subtask I.															
II. Update requirements for provision of model documentation																				
III. Ensure adequate study funding for model documentation					See schedule for Element I-I															

**Element III-III Maximize Use of Existing Resources Within Modeling Agencies**

**ELEMENT III-III Maximize Use of Existing Resources Within Modeling Agencies**

**Track 3 – Implementation**

**Purpose:** To ensure efficient utilization of limited resources for model development and application.

**Key Issues:**

1. Need for tailoring of models to actual model output needs, so resources are not spent on development of unnecessary model capabilities.
2. Replication of effort due to requests for model output data that is inappropriate for actual user needs.
3. Proper development and application of models initially, so that work does not have to be redone.
4. Product delivery problems caused by: 1) unreasonable deadlines; 2) lack of understanding by model output user of level of effort required to produce output; and 3) frequent work scope and schedule changes by model output user.
5. Lack of coordination between modeling and non-modeling sections within modeling agencies (ODOT and Metro only).

**Tasks:**

Task	Participant/Role
I. Maintain partnerships among OMSC member agencies (see Element I-I, Subtask V.)	See Element I-I, Subtask V.
II. Identify model output needs prior to all model development efforts	
A. Apply guidelines for identifying model output needs <sup>14</sup>	Modeling agencies
III. Establish Oregon process for air emissions modeling	
A. Transition from Mobile 5 to Mobile 6 Mobile Source Emission Factor Model	ODOT, MPOs, and DEQ
B. Develop air emissions modeling guidelines	1. Consultant –develop guidelines 2. OMSC Technical Services Subcommittee – review and comment
IV. Minimize replication of effort	

<sup>14</sup> Guidelines contained in modeling protocol (see Element III-I, Task II).

**Element III-III Maximize Use of Existing Resources Within Modeling Agencies**

Task	Participant/Role
A. Increase understanding of modeling by model output users (see Element II-II)	See Element II-II
B. Ensure adequate training of modelers (see Elements I-II and II-II)	See Elements I-II and II-II

**Element III-III Maximize Use of Existing Resources Within Modeling Agencies**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Maintain partnerships among OMSC member agencies									See schedule for Element I-I, Task V.											
II. Identify model output needs prior to all model development efforts																				
A. Apply guidelines for identifying model output needs																				
III. Establish Oregon process for air emissions modeling																				
A. Transition from Mobile 5 to Mobile 6 model																				
B. Develop air emissions modeling guidelines																				
IV. Minimize replication of effort																				
A. Increase understanding of modeling by model output users									See schedule for Element II-II											
B. Ensure adequate training of modelers									See schedule for Element II-II											

## **Element III-IV Improve Coordination Among Modeling Agencies**

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### **ELEMENT III-IV Improve Coordination Among Modeling Agencies**

#### **Track 3 – Implementation**

**Purpose:** Increase efficiency of inter-agency modeling processes throughout State.

#### **Key Issues:**

1. Need for review of existing processes to identify potential efficiency gains in areas of model development, application, and data collection/maintenance for statewide, MPO, and local modeling.
2. Need for more pooling of resources between MPOs and ODOT to address common modeling needs (e.g., collection of model data or development of transferable model components).
3. Need for investigation of alternative organizational structures, including:
  - Centralization of modeling in one state agency serving all state and local agencies and MPOs, with regional staff as point-of-contact for local agencies and MPOs; and
  - Centralized coordination of modeling throughout state, but with local modeling activities performed by MPOs and local agencies.
4. Clear definition of OMSC member agencies' responsibilities.
5. Adequate coordination between statewide model application and MPO modeling activities.
6. Expand exchange of technical information among modeling agencies; especially between ODOT/Metro and non-Metro MPOs.

#### **Tasks:**

Task	Participant/Role
I. Increase efficiency of inter-agency modeling processes	
A. Implement efficiency improvement measures	Modeling agencies
B. Monitor and continuously improve modeling processes	OMSC Technical Services Subcommittee and modeling agencies
II. Maximize joint modeling efforts among ODOT and MPOs	

## Element III-IV Improve Coordination Among Modeling Agencies

Task	Participant/Role
A. Schedule and hold meetings between ODOT and MPOs to discuss upcoming tasks and potential for joint participation and funding as part of each agency's UPWP <sup>15</sup>	Consultant, OMSC Modeling Program Coordination Subcommittee, ODOT and MPO staff
B. Develop and implement necessary agreements among ODOT and MPOs for joint tasks	<ol style="list-style-type: none"> <li>1. Consultant, ODOT and MPO staff – develop and implement agreements</li> <li>2. OMSC Modeling Program Coordination Subcommittee – review and comment</li> </ol>
III. Review role of OMSC	
A. Establish clear responsibilities for OMSC members	
<ol style="list-style-type: none"> <li>1. Develop proposed responsibilities for OMSC members</li> <li>2. Discuss and agree upon proposed responsibilities</li> <li>3. Document responsibilities, including revisions to existing OMSC operating procedures, if necessary</li> </ol>	Consultant OMSC <ol style="list-style-type: none"> <li>1. Consultant – document responsibilities</li> <li>2. OMSC – review and comment</li> </ol>
B. Review and update mission of OMSC	Consultant and OMSC
IV. Ensure coordination between statewide model application and MPO modeling activities	
A. Increase understanding of statewide model by MPOs	
<ol style="list-style-type: none"> <li>1. Educate MPO modeling staff on structure and functions of statewide model</li> <li>2. Provide frequent and thorough updates to MPO modeling staff on changes to statewide model</li> </ol>	Consultant and ODOT Consultant and ODOT
B. Update protocol for:	

<sup>15</sup> Meetings must be scheduled prior to development of ODOT and MPO work programs for following fiscal year.

## **Element III-IV Improve Coordination Among Modeling Agencies**

<b>Task</b>	<b>Participant/Role</b>
1. Statewide model (model data and model output) – (see Element III-I, Subtask II.A.); and	1. Consultant – update protocol 2. OMSC Technical Services Subcommittee – review and comment
2. Consistency between statewide and MPO models (see Element III-I, Subtasks II.A. and II.B.)	1. Consultant – update protocol 2. OMSC Technical Services Subcommittee – review and comment
V. Increase exchange of technical information among modeling agencies	
A. Encourage timely, informal updates among modeling agencies regarding their modeling programs and activities	OMSC
B. Schedule and hold quarterly meetings among technical staff of modeling agencies <sup>16</sup>	Modeling agencies

<sup>16</sup> All agencies would be expected to present brief summaries of current and upcoming modeling programs and activities. Possible meeting times may be before or after OMSC meetings.

**Element III-IV Improve Coordination Among Modeling Agencies**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Increase efficiency of inter-agency modeling processes																				
A. Implement efficiency improvement measures																				
B. Monitor and continuously improve modeling processes																				
II. Maximize joint modeling efforts among ODOT and MPOs																				
A. Schedule and hold meetings between ODOT and MPOs																				
B. Develop and implement agreements between ODOT and MPOs																				
III. Review role of OMSC																				
A. Establish clear responsibilities for OMSC members																				
B. Review and update mission of OMSC																				

**Element III-IV Improve Coordination Among Modeling Agencies**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
IV. Ensure coordination of statewide model application and MPO modeling activities																				
A. Increase understanding of statewide model by MPOs																				
1. Educate MPO modeling staff about statewide model																				
2. Provide updates to MPO staff on changes to statewide model																				
B. Update protocol for:																				
1. Statewide model; <sup>17</sup> and					See schedule for Element III-I, Subtask II.A.															
2. Consistency between statewide and MPO models <sup>18</sup>					See schedules for Element III-I, Subtasks II.A. and II.B.															
V. Increase exchange of technical information among modeling agencies																				
A. Encourage informal updates among																				

<sup>17</sup> See Element III-I, Subtask II.A.

<sup>18</sup> See Element III-I, Subtasks II.A. and II.B.

**Element III-IV Improve Coordination Among Modeling Agencies**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
modeling agencies																				
B. Schedule and hold quarterly meetings among modeling agencies																				

## Element IV-I Prepare, Implement Strategic Plan for Development of Modeling Tools

### ELEMENT IV-I Prepare and Implement Strategic Plan for Development of New Modeling Tools

#### Track 4 – Development

**Purpose:** To lay the groundwork for the development of new modeling tools over the next five years at the statewide, MPO, and local levels. The strategic plan will promote cost-effective expenditure of modeling resources by matching the development of new modeling tools with prioritized needs. Development of the plan will be coordinated among modeling agencies at all levels.

#### Key Issues:

1. Consistency of plan with identified modeling needs.
2. Integration of plan elements.
3. Obtaining overall agreement on plan from modeling agencies and agencies that use model output.
4. Monitoring and update of plan.
5. Development or enhancement of modeling tools within following areas:

Issue	Modeling Level			No. of Responding Agencies <sup>19</sup>
	Statewide	MPO	Local	
<b>Economy/Land Use/Infrastructure</b>				
1. More explicit, detailed representation of two-way relationships between land use and travel demand.		√	√	9
2. Development of models reflecting relationships between economy, land use, and infrastructure (including transportation and all other major infrastructure elements).	√	√	√	8
<b>Transportation</b>				
1. Estimation of bicycle and pedestrian travel demand.		√	√	4
2. Improved modeling of TDM measures.	√	√	√	2
3. More detailed estimation of the effects of small-scale improvements on transportation system performance.		√	√	2

<sup>19</sup> From interviews conducted with OMSC members.

## Element IV-I Prepare, Implement Strategic Plan for Development of Modeling Tools

Issue	Modeling Level			No. of Responding Agencies <sup>19</sup>
	Statewide	MPO	Local	
4. More accurate representation of the variables and relationships affecting trip-chaining.		√		2
5. Improved freight modeling capabilities, per FHWA planning requirements.	√	√		2
6. Modeling of road pricing strategies.		√		2
7. Need for dynamic trip assignment.		√		1
8. More accurate modeling of peak spreading.		√		1
9. Greater model sensitivity to transit service characteristics.		√	√	1
<b>Model Structure</b>				
1. Expansion of MPOs' modeling areas beyond their jurisdictional boundaries.		√		7
2. Integration of MPOs' models with statewide model.	√	√		2
3. Development of subarea models covering entire state.	√			1
4. Development of Valleywide model that is more than substate version of statewide model.	√			1
<b>Other</b>				
1. Development of activity-based models for MPOs.		√		2
2. Econometric forecasting of socioeconomic data.		√		2
3. Development of longer-range travel forecasts (e.g., 2050).		√	√	2
4. Improved capabilities for manipulation and analysis of land use, socioeconomic, and travel data.			√	1
5. Microsimulation of vehicular movements for estimating mobile emissions hotspots.		√		1
6. Development of statewide travel and air pollution data for air quality modeling.	√			1
7. Need for modeling effects of telecommuting.	√	√		1

**Element IV-I Prepare, Implement Strategic Plan for Development of Modeling Tools**

Issue	Modeling Level			No. of Responding Agencies <sup>19</sup>
	Statewide	MPO	Local	
8. Analysis of disproportionate and adverse effects of transportation projects on minority and low-income populations (environmental justice).	√	√	√	1
9. Modeling of accidents and safety levels on transportation facilities.	√	√	√	1

**Tasks:**

Task	Participant/Role
I. Implement strategic plan	
For each plan element, according to implementation schedule:	
A. Develop final work program and cost estimate	Consultant and modeling agencies
B. Obtain final funding agreement(s)	Consultant and modeling agencies
C. Arrange for required staffing and other project resources	Modeling agencies
D. Implement work program	Modeling agencies <sup>20</sup>
II. Monitor and update strategic plan	
A. Determine need for changes to plan elements	Consultant and OMSC Technical Services Subcommittee
B. Revise strategic plan as needed based on Subtask A.	Consultant
C. Update research proposals for unfunded plan elements as needed	Consultant
D. Adjust implementation tasks consistent with revised plan	See Task I.

<sup>20</sup> Possibly with consultant assistance

**Element IV-I Prepare, Implement Strategic Plan for Development of Modeling Tools**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Implement strategic plan																				
For each plan element, according to implementation schedule:																				
A. Develop final work program and cost estimate																				
B. Obtain final funding agreement(s)																				
C. Arrange for required staffing and other project resources																				
D. Implement work program																				
II. Monitor and update strategic plan																				
A. Determine need for changes to plan elements																				
B. Revise strategic plan as needed based on Subtask A.																				
C. Update research proposals for unfunded plan elements as needed																				
D. Adjust implementation tasks consistent with revised plan																				

## **Element IV-II Conduct Transportation and Land Use Model Integration Program**

### **ELEMENT IV-II Conduct Transportation and Land Use Model Integration Program (TLUMIP)**

#### **Track 4 – Development**

**Purpose:** To respond to federal and state legislation and guidelines related to travel demand and land use planning. Specific program goals are:

- To develop a set of integrated land use and transportation models that will enable ODOT and the MPOs to do the analysis needed to support land use and transportation decision making;
- To develop and maintain databases needed to make periodic long-term economic, demographic, passenger and commodity flow forecasts for statewide and substate regions; and
- To develop the expertise, guidelines and institutional support necessary to sustain the models and data bases needed for integrated land use and transportation facility analysis.

#### **Key Issues:**

1. Integration of the statewide and substate models, with linkages to metropolitan transportation models.
2. Development of outputs that can be used in other analysis packages for assessing transportation system performance.
3. Development and maintenance of the databases needed to produce 20-year forecasts of sufficient detail to support travel demand modeling, land use allocation models, and policy analysis as required under TEA-21, the Statewide Planning Program and the TPR.
4. Supporting and sustaining the required data and models as efficiently and cost-effectively as possible.
5. Establishment of interagency cooperative agreements and protocols for sustaining the databases and models, as well as a long-term strategy for maintaining and updating the analytic processes, models, forecasts and data bases developed through the program.
6. Presentation of the models to a wide technical audience through a statewide conference and model documentation.
7. Development of efficient methods for combining the outputs of models at all geographic scales to produce the needed datasets for analysis packages such as the Highway Performance Monitoring System (HPMSAP), the Highway Economic Requirement System (HERS) software, and the Surface Transportation Efficiency Analysis Model (STEAM).
8. Support of university research that use Oregon data so that the results will have practical applications for ODOT.
9. Connection of the models by automated linkages for passing data, and procedures for coordinating among ODOT, MPOs, and local governments.

#### **Tasks:**

Task	Participant/Role
I. Complete TLUMIP Stage 3 work program	General description of participants and roles for TLUMIP provided

**Element IV-II Conduct Transportation and Land Use Model Integration Program**

Task	Participant/Role
	below. Participants and roles for specific tasks described in TLUMIP Stage 3 work program.
A. Conduct external review of technical work program	
1. Continue Peer Review Panel	
2. Conduct review of second generation models	
B. Provide training	
1. Conduct Oregon Symposium on Integrated Land Use and Transport Models (see Element II-I, Subtask III.A.)	
2. Develop and conduct training on second generation models	
3. Expand R&D and training with PSU Center for Transportation	
C. Apply and demonstrate second generation models	
1. Implement models at ODOT	
2. Apply and demonstrate models	
D. Continue development of integrated models	
1. Develop calibrator component	
2. Improve interaction with urban area models	
3. Extend interactive modeling to urban area level	
4. Extend commercial travel model for all modes, including fleet	

## **Element IV-II Conduct Transportation and Land Use Model Integration Program**

### **Participants and Roles:**

#### *Oregon Department of Transportation Staff*

The Transportation and Land Use Model Integration Program is managed by ODOT's Transportation Planning Analysis Unit (TPAU). The project manager and staff of TPAU are responsible for coordinating this program within ODOT and other participating state agencies. They are responsible for managing the budget and the scope of work, and for monitoring progress. ODOT staff also serve as the primary interface with federal, state, metropolitan, city and county staff participating in the project. They provide, with assistance from the consultant, the briefings and updates necessary to keep state level policy makers and management informed of the progress during the study.

#### *Oregon Modeling Steering Committee*

The OMSC includes senior technical and management staff representing MPOs and state agencies. This group provides technical oversight for TLUMIP. The committee met regularly to provide technical oversight for the first and second generation model work. The OMSC is the primary point of contact between the consultant, ODOT and other program participants.

#### *Peer Review Panel*

A panel of international experts has been assembled to provide overall review of the technical direction of the TLUMIP. This peer review panel serves a very important advisory role to ODOT and the OMSC. They participate in periodic review of the products, procedures, models and documentation to make sure that the work of the consultant has good technical and practical foundations.

**Element IV-II Conduct Transportation and Land Use Model Integration Program**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Complete TLUMIP Stage 3 work program																				
A. Conduct external review of technical work program																				
1. Continue Peer Review Panel																				
2. Conduct review of second generation models																				
B. Provide training																				
1. Conduct Integrated Land Use and Transport Model Symposium					See schedule for Element II-I, Subtask III.A.															
2. Develop and conduct training on second generation models																				
3. Expand R&D, training with PSU Center for Transportation					See schedule for Element I-II, Task I.															
C. Apply and demonstrate second generation models																				
1. Implement models at ODOT																				

**Element IV-II Conduct Transportation and Land Use Model Integration Program**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2. Apply and demonstrate models																				
D. Continue development of integrated models																				
1. Develop calibrator component																				
2. Improve interaction with urban area models																				
3. Extend interactive modeling to urban area level																				
4. Extend commercial travel model for all modes, including fleet																				

## Element V-I Improve Quality of Data for Model Development and Application

### ELEMENT V-I Improve Quality of Data for Model Development and Application

#### Track 5 – Data

**Purpose:** To develop and maintain more accurate, comprehensive, and up-to-date data for model development and application.

**Key Issues:**

1. General lack of adequate model development and application data.
2. Lack of adequate traffic count data.
3. Need for more accurate employment location data.
4. Need for better coordination and consistency in collection and preparation of traffic count data.

**Tasks:**

Task	Participant/Role
I. Ensure adequate funding for development and maintenance of modeling data (see Element I-I)	See Element I-I
II. Develop <i>Integrated Modeling Analysis Procedures Manual</i>	See Element III-I, Task I.
III. Update protocol for preparation of model development and application data	See Element III-I, Task II.
IV. Maximize efficiency in collection and preparation of model data	See Element III-IV, Task II.
V. Establish general structure for model data sharing among agencies, including traffic count data (see Element V-II, Tasks I. and II.)	See Element V-II, Tasks I. and II.

**Element V-I Improve Quality of Data for Model Development and Application**

**Schedule:**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Ensure adequate funding for development and maintenance of modeling data																				
II. Develop <i>Integrated Modeling Analysis Procedures Manual</i>									See schedule for Element III-I, Task I.											
III. Update protocol for preparation of model development and application data									See schedule for Element III-I, Task II.											
IV. Maximize efficiency in collection and preparation of model data									See schedule for Element III-IV, Task II.											
V. Establish general structure for model data sharing among agencies									See schedules for Element V-II, Tasks I. and II.											

## **Element V-II Increase Sharing of Model Data Between Agencies**

### **ELEMENT V-II Increase Sharing of Model Data Among Agencies**

#### **Track 5 – Data**

**Purpose:** Maximize utilization of model development and application data and model results among modeling and non-modeling agencies.<sup>21</sup>

#### **Key Issues:**

1. Need for general model data sharing structure.
2. Need for sharing of GIS coverages statewide among agencies at all levels.
3. Use of modeling land use databases by non-modeling agencies.
4. Maximizing two-way exchange of data between ODOT and Office of Economic Analysis (OEA).
5. Consistency of population and employment estimates between statewide model and OEA.
6. Need for standardization of data collection procedures and databases among state agencies.

#### **Tasks:**

<b>Task</b>	<b>Participant/Role</b>
I. Establish web/FTP site for sharing of model data statewide	
A. Develop preliminary work program and cost estimate including:	Consultant
• Identification of host agency	
• System design	
• System development	
• System implementation	
• System management	
B. Investigate funding	
1. Identify potential user agencies	Consultant and/or OMSC staff

<sup>21</sup> Subject to data confidentiality requirements.

## **Element V-II Increase Sharing of Model Data Between Agencies**

<b>Task</b>	<b>Participant/Role</b>
2. Examine alternatives for cost-sharing among agencies	Consultant and/or OMSC staff and potential user agencies
3. Investigate other potential funding sources - federal and/or state (see Element I-I, Subtask IV.A.)	See Element I-I, Subtask IV.A.
4. Initiate funding process (see Element I-I, Subtask IV.B.)	See Element I-I, Subtask IV.B.
C. Develop final work program	1. Consultant – develop final work program 2. OMSC Communications Subcommittee – review and comment
D. Obtain final funding agreement(s)	OMSC funding staff person and host agency
E. Arrange for agency staff and/or contractor services	Host agency and OMSC staff
F. Implement work program	Consultant and host agency
1. Design and develop system	
2. Implement system, including staff assignments for system operation and maintenance	
G. Load web/FTP site with initial databases	
1. Databases from modeling agencies	Consultant, host agency, and modeling agencies
2. Databases from other sources	Consultant, host agency, and other agencies
a. Identify potential databases (e.g., GIS land use coverages)	
b. Select and load databases	
H. Operate and maintain system	Host agency
I. Evaluate system performance and modify as necessary	Consultant and host agency
II. Provide information regarding web/FTP site	Consultant and/or OMSC staff
A. Inform potential user agencies about site and databases	
B. Educate user agencies regarding use of site	

## **Element V-II Increase Sharing of Model Data Between Agencies**

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<b>Task</b>	<b>Participant/Role</b>
III. Maximize consistency and exchange of data between ODOT and OEA	ODOT and OEA
A. Perform comparisons of ODOT and OEA population and employment estimates	
B. Interpret differences between estimates and minimize inconsistencies	
C. Utilize web/FTP site for future ODOT - OEA data exchange	
D. Hold periodic review meetings as necessary	

## Element V-II Increase Sharing of Model Data Between Agencies

### Schedule:

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Establish web/FTP site for statewide sharing of model data																				
A. Develop preliminary work program and cost estimate																				
B. Investigate funding																				
1. Identify potential user agencies																				
2. Examine alternatives for cost sharing among agencies																				
3. Investigate other potential funding sources									See schedule for Element I-I, Subtask IV.A.											
4. Initiate funding process									See schedule for Element I-I, Subtask IV.B.											
C. Develop final work program																				
D. Obtain final funding agreement(s)																				
E. Arrange for agency staff and/or contractor services																				
F. Implement work program																				
1. Design and develop system																				

**Element V-II Increase Sharing of Model Data Between Agencies**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2. Implement system, including staff assignments																				
G. Load web/FTP site with initial databases																				
H. Operate and maintain system																				
I. Evaluate system performance and modify as necessary																				
II. Provide information regarding web/FTP site																				
A. Inform potential user agencies about site and databases																				
B. Educate user agencies regarding use of site																				
III. Maximize consistency and exchange of data between ODOT and OEA																				
A. Perform comparisons of ODOT, OEA population and employment estimates																				
B. Interpret differences between estimates; minimize inconsistencies																				
C. Utilize web/FTP site for future ODOT – OEA data exchange																				

**Element V-II Increase Sharing of Model Data Between Agencies**

Task	2004				2005				2006				2007				2008			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
D. Hold periodic review meetings as necessary																				

## **IV. Strategic Plan Schedule**

