

Board Officers

Jackie Millet, Chair
Elise Jones, Vice Chair
Bob Roth, Secretary
Herb Atchison, Treasurer
Sue Horn, Immediate Past Chair
Jennifer Schaufele, Executive Director

AGENDA
BOARD OF DIRECTORS
WEDNESDAY, AUGUST 19, 2015
6:30 P.M. – 8:50 P.M.
1290 Broadway
First Floor Independence Pass Conference Room

1. 6:30 Call to Order
2. Pledge of Allegiance
3. Roll Call and Introduction of New Members and Alternates
4. *Move to Approve Agenda
5. 6:35 Report of the Chair
 - Report on Regional Transportation Committee
 - Report on Structure and Governance Group
6. 6:40 Report of the Executive Director
7. 6:45 Public Comment

Up to 45 minutes is allocated at this time for public comment and each speaker will be limited to 3 minutes. If there are additional requests from the public to address the Board, time will be allocated at the end of the meeting to complete public comment. The chair requests that there be no public comment on issues for which a prior public hearing has been held before this Board. Consent and action items will begin immediately after the last speaker

CONSENT AGENDA

8. 6:55 *Move to Approve Consent Agenda
 - Minutes of July 15, 2015
(Attachment A)

***Motion Requested**

**TIMES LISTED WITH EACH AGENDA ITEM ARE APPROXIMATE
IT IS REQUESTED THAT ALL CELL PHONES BE SILENCED
DURING THE BOARD OF DIRECTORS MEETING. THANK YOU**

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 480-6701.

We make life better!



ACTION AGENDA

9. 7:00 *Discussion and direction to staff on the draft planned activities and associated costs
(Attachment B) Jennifer Schaufele, Executive Director
10. 7:50 *Discussion of a white paper on best practices for developing the Transportation Improvement Program
(Attachment C) Doug Rex, Director, Transportation Planning & Operations

INFORMATIONAL BRIEFINGS

11. 8:40 Committee Reports
The Chair requests these reports be brief, reflect decisions made and information germane to the business of DRCOG
- A. Report on State Transportation Advisory Committee – Elise Jones
 - B. Report from Metro Mayors Caucus – Sue Horn
 - C. Report from Metro Area County Commissioners– Don Rosier
 - D. Report from Advisory Committee on Aging – Jayla Sanchez-Warren
 - E. Report from Regional Air Quality Council – Joyce Thomas/Jackie Millet
 - F. Report on E-470 Authority – Ron Rakowsky
 - G. Report on FasTracks – Bill Van Meter

INFORMATIONAL ITEMS

12. Draft August 5, 2015 Metro Vision Issues Committee summary
(Attachment D)
13. Draft July 15, 2015 Administrative Committee summary
(Attachment E)
14. Relevant clippings and other communications of interest
(Attachment F)
Included in this section of the agenda packet are news clippings which specifically mention DRCOG. Also included are selected communications that have been received about DRCOG staff members.

ADMINISTRATIVE ITEMS

15. Next Meeting –September 16, 2015
16. Other Matters by Members
17. 8:50 Adjournment

***Motion Requested**

SPECIAL DATES TO NOTE

Baghdad/Denver Region Partnership Youth
Delegation Visit

August 31, 2015

For additional information please contact Connie Garcia at 303-480-6701 or
cgarcia@drcog.org

August

18	Regional Transportation Committee	8:30 a.m.
19	Administrative Committee	5:30 p.m.
	Board of Directors	6:30 p.m.
21	Advisory Committee on Aging	Noon – 3 p.m.
24	Transportation Advisory Committee	1:30 p.m.

September

2	Metro Vision Issues Committee	4 p.m.
15	Regional Transportation Committee	8:30 a.m.
16	Administrative Committee	5:30 p.m.
	Board of Directors	6:30 p.m.
18	Advisory Committee on Aging	Noon – 3 p.m.
28	Transportation Advisory Committee	1:30 p.m.

October

7	Metro Vision Issues Committee	4 p.m.
16	Advisory Committee on Aging	Noon – 3 p.m.
20	Regional Transportation Committee	8:30 a.m.
21	Administrative Committee	5:30 p.m.
	Board of Directors	6:30 p.m.
26	Transportation Advisory Committee	1:30 p.m.

Acronym List

* Denotes DRCOG Program, Committee or Report

AAA	Area Agency on Aging	NARC	National Association of Regional Councils
AASHTO	American Association of State Highway and Transportation Officials	NEPA	National Environmental Policy Act
ADA	Americans with Disability Act of 1990	NHPP	National Highway Performance Program
AMPO	Association of Metropolitan Planning Organizations	NFRMPO	North Front Range Metropolitan Planning Organization
APA	American Planning Association	NHS	National Highway System
APCD	Air Pollution Control Division	NOx	Nitrogen oxides
AQCC	Air Quality Control Commission	NWCCOG	Northwest Colorado Council of Governments
ARRA	American Recovery and Reinvestment Act	O&M	Operations and Maintenance
BMPs	Best Management Practices	O ₃	Ozone
CAAA	Clean Air Act Amendments	P3	Public Private Partnership
CAC	Citizens Advisory Committee	PM _{2.5}	Particulates or fine dust less than 2.5 microns in size
CARO	Colorado Association of Regional Organizations	PM ₁₀	Particulates or fine dust less than 10 microns in size
CBD	Central Business District	PnR	park-n-Ride
CCI	Colorado Counties, Inc.	PPACG	Pikes Peak Area Council of Governments
CDPHE	Colorado Department of Public Health and Environment	RAQC	Regional Air Quality Council
CDOT	Colorado Department of Transportation	RAMP	Responsible Acceleration of Maintenance & Partnerships
CFR	Code of Federal Regulations	RFP	Request for Proposal
CM/AQ	Congestion Mitigation/Air Quality	RFQ	Request for Qualifications
CML	Colorado Municipal League	ROD	Record of Decision
CMS	Congestion Management System	ROW	Right-of-way
CO	Carbon monoxide	RPP	Regional Priorities Program
CWA	Clean Water Act	RTC	Regional Transportation Committee*
CWP	Clean Water Plan*	RTD	Regional Transportation District
DBE	Disadvantaged Business Enterprise	RTP	Regional Transportation Plan*
DEIS	Draft Environmental Impact Statement	SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
DMCC	Denver Metro Chamber of Commerce	SB	Senate Bill
DoLA	Colorado Department of Local Affairs and Development	SCI	Sustainable Communities Initiative
USDOT	U.S. Department of Transportation	SIP	State Implementation Plan for Air Quality
DRCOG	Denver Regional Council of Governments	SOV	Single-occupant Vehicle
DRMAC	Denver Regional Mobility and Access Council	STAC	State Transportation Advisory Committee
DUS	Denver Union Station	STIP	State Transportation Improvement Program
E&D	Elderly and Disabled	STP	Surface Transportation Project (STP-Metro, STP-Enhancement)
EA	Environmental Assessment	TAC	Transportation Advisory Committee*
EIS	Environmental Impact Statement	TAP	Transportation Alternatives Program
EPA	Environmental Protection Agency	TAZ	Traffic Analysis Zone
FAA	Federal Aviation Administration	TCM	Transportation Control Measures
FCC	Federal Communications Commission	TDM	Transportation Demand Management
FEIS	Final Environmental Impact Statement	TIFIA	Transportation Infrastructure Finance and Innovation Act
FEMA	Federal Emergency Management Agency	TIP	Transportation Improvement Program*
FWHA	Federal Highway Administration	TLRC	Transportation Legislative Review Committee
FIRE	Firefighter Intraregional Recruitment & Employment*	TMA	Transportation Management Area
FONSI	Finding of No Significant Impact	TMO/TMA	Transportation Management Organization/Transportation Management Agency
FRA	Federal Railroad Administration	TOD	Transit Oriented Development
FTA	Federal Transit Administration	TPR	Transportation Planning Region
FY	Fiscal Year	TSM	Transportation System Management
GIS	Geographic Information System	TSSIP	Traffic Signal System Improvement Program
HB	House Bill	UGB/A	Urban Growth Boundary/Area
HC	Hydrocarbons	UPWP	Unified Planning Work Program
HOT Lanes	High-occupancy Toll Lanes	V/C	Volume-to-capacity ratio
HOV	High-occupancy Vehicle	VMT	Vehicle Miles of Travel
HUTF	Highway Users Trust Fund	VOC	Volatile Organic Compounds
IGA	Intergovernmental Agreement	WHSRA	Western High Speed Rail Authority
ICMA	International City Management Association	WQCC	Water Quality Control Commission
IPA	Integrated Plan Assessment*	WQCD	Water Quality Control Division (CDPHE)
ISTEA	Intermodal Surface Transportation Efficiency Act		
ITE	Institute of Traffic Engineers		
ITS	Intelligent Transportation System		
JARC	Job Access/Reverse Commute		
LRT	Light Rail Transit		
MAP-21	Moving Ahead for Progress in the 21st Century		
MOA	Memorandum of Agreement		
MOU	Memorandum of Understanding		
MPO	Metropolitan Planning Organization*		
MVIC	Metro Vision Issues Committee*		
MVITF	Metro Vision Implementation Task Force		
MVPAC	Metro Vision Planning Advisory Committee		
NAAQS	National Ambient Air Quality Standards		

MINUTES
BOARD OF DIRECTORS
WEDNESDAY, JULY 15, 2015

Members/Alternates Present

Jackie Millet, Chair	Lone Tree
Bill Holen	Arapahoe County
Elise Jones	Boulder County
Dennis Harward	City & County of Broomfield
Anthony Graves (Alternate)	City & County of Denver
Robin Kniech (Alternate)	City & County of Denver
Roger Partridge	Douglas County
Don Rosier	Jefferson County
Bob Fifer	City of Arvada
Bob Roth	City of Aurora
Sue Horn	Town of Bennett
Suzanne Jones	City of Boulder
Anne Justen	Town of Bow Mar
George Teal	Town of Castle Rock
Doris Truhlar (Alternate)	City of Centennial
Laura Christman	City of Cherry Hills Village
Joe Jefferson (Alternate)	City of Englewood
Joyce Thomas	City of Federal Heights
Saoirse Charis-Graves	City of Golden
Ron Rakowsky	City of Greenwood Village
Shakti	City of Lakewood
Gerry Been	Town of Larkspur
Phil Cernanec	City of Littleton
Gabe Santos	City of Longmont
Ashley Stolzmann	City of Louisville
Colleen Whitlow	Town of Mead
John Diak	Town of Parker
Gary Howard	City of Sheridan
Rita Dozal	Town of Superior
Val Vigil	City of Thornton
Herb Atchison	City of Westminster
Joyce Jay	City of Wheat Ridge
Debra Perkins-Smith	Colorado Department of Transportation
Bill Van Meter	Regional Transportation District

Others Present: Jennifer Schaufele, Executive Director, Connie Garcia, Executive Assistant/Board Coordinator, DRCOG; Mac Callison, Aurora; Daniel Dick, Federal Heights; Steve Durian, Jefferson County; Ken Lloyd, RAQC; Danny Herrmann, CDOT; George Dibble, Tomlinson & Associates; Rich McClintock, Livable Places Consulting; and DRCOG staff.

Chair Jackie Millet called the meeting to order at 6:39 p.m. Roll was called and a quorum was present.

Move to Approve Agenda

Herb Atchison **moved** to approve the agenda. The motion was **seconded** and **passed** unanimously.

Report of the Chair

- Chair Millet introduced Donna Thompson, a Professional Registered Parliamentarian. Donna has been hired in an effort to help the Board improve dialogue and debate processes and to assist the Board with establishing some rules of its own to allow for better discussion and decisionmaking by the body.
- The Chair reported the Regional Transportation Committee approved amendments to the 2016-2021 Transportation Improvement Program and the 2016/2017 Unified Planning Work Program. She noted the committee had a briefing by Ryan Rice from CDOT on optimizing roadway capacity.
- Vice Chair Elise Jones presented Chair Millet with a clock to recognize her five years of service on the DRCOG Board.
- Vice Chair Elise Jones recognized the difficulties experienced by some members with completing the Executive Director evaluation survey.

Report of the Executive Director

- Jennifer Schaufele distributed a revised schedule for the adoption of the Metro Vision Plan and discussed the process for completing work on the Plan.
- Ms. Schaufele noted the topics for the August Board meeting will include an initial debrief of the 2016-2021 TIP process.

Public comment

No public comment was received.

Strategic Informational Briefing

Ken Lloyd, Executive Director of the Regional Air Quality Council, provided members with a background on Ozone pollution and reported on the new Ozone standards expected to be adopted by the Environmental Protection Agency. He discussed the process for updating the State Implementation Plan for Air Quality.

Move to approve consent agenda

Ron Rakowsky **moved** to approve the consent agenda. The motion was **seconded** and **passed** unanimously.

- Minutes of May 20, 2015

Discussion of a resolution amending the 2016-2021 Transportation Improvement Program

Todd Cottrell provided a brief description of the proposed amendments.

Ron Rakowsky **moved** to adopt a resolution amending the *2016-2021 Transportation Improvement Program*. The motion was **seconded** and **passed** unanimously.

Discussion of the 2016-2017 Unified Planning Work Program

Doug Rex provided an overview of the 2016-2017 Unified Planning Work Program (UPWP). Copies of the UPWP were made available to members.

Elise Jones **moved** to approve the *2016-2017 Unified Planning Work Program*. The motion was **seconded** and **passed** unanimously.

Discussion of synchronizing DRCOG's Annual Work Program with the Annual Budget and adopting them together no later than November beginning in 2015 and moving the Board's annual workshop to the fall/early winter timeframe of each calendar year
Jennifer Schaufele provided information on the current situation of the work plan and budget not being adopted at the same time.

Gabe Santos **moved** to synchronize DRCOG's Annual Work Program with the Annual Budget and adopting them together no later than November beginning in 2015 and moving the Board's annual workshop to the fall/early winter timeframe of each calendar year. The motion was **seconded** and **passed** unanimously.

Presentation on Strategic Planning Model

Jerry Stigall provided an overview of the strategic planning model in relation to development of the Metro Vision Plan.

Presentation on Board Portal

Steve Erickson provided an update on the development of the Board Portal. He reported members would receive log-in information on Thursday. Members were briefed on information currently available through the portal.

Committee Reports

State Transportation Advisory Committee – Elise Jones reported the STAC did not meet in June.

Metro Mayors Caucus – no report was provided.

Metro Area County Commissioners – no report was provided.

Advisory Committee on Aging – Jayla Sanchez-Warren reported the committee had a briefing on new guidelines received from the State Unit on Aging regarding service to unserved/underserved populations. Val Vigil requested the mapping information developed by DRCOG be provided to the jurisdictions. Jayla noted the information will be available through the DRCOG website.

Regional Air Quality Council – no report was provided.

E-470 Authority – no report was provided.

Report on FasTracks – Bill Van Meter reported the FasTracks Monitoring Committee recommended a resolution to execute a design/build contract and other agreements to

construct the Southeast Rail Extension with Balfour/Beatty Rail and Parsons Brinckerhoff. The recommendation is up for action by the full RTD Board of Directors. The Monitoring Committee authorized RTD to enter a full funding grant agreement with the Federal Transit Administration for \$92 million for the Southeast Rail Extension, and authorizing execution of an IGA with Lone Tree for \$25 million in local funds for the project. The annual program evaluation for FasTracks was provided to the Monitoring Committee.

Next meeting – August 19, 2015

Other matters by members

Ron Rakowsky expressed thanks to Senior Legislative Analyst Rich Mauro for his work during the legislative session.

Anthony Graves invited members to Mayor Hancock's inauguration and swearing in of new council members on Monday, July 20 at 11 a.m. The ceremony will be held at the Ellie Caulkins Opera House.

Suzanne Jones expressed congratulations to staff on a successful Bike to Work Day.

Adjournment

The meeting adjourned at 8:37 p.m.

Jackie Millet, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Jennifer Schaufele, Executive Director

ATTACH B

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director
303 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 15, 2015	Action	9

SUBJECT

Discussion of the draft list of planned activities and associated costs for calendar year 2016 (Attachment B).

PROPOSED ACTION/RECOMMENDATIONS

Direction to staff concerning any modifications and/or additional information to support preparation of the 2016 annual budget and associated activities.

ACTION BY OTHERS

N/A

SUMMARY

At its July meeting, the Board approved: a) adopting DRCOG's annual budget and work program together annually in November rather than maintaining the practice of adopting the work program in the June/July timeframe and the budget in November; b) starting the 2016 process in August to ensure time to review and discuss any changes to the planned activities and budget before the November Board meeting; and c) hosting the Board's annual workshop in the fall of each year beginning in 2016.

Schedule

Reviewing planned activities in conjunction with adopting an annual budget is a new process. Additionally, there are several members of the Board who haven't been through either process. To assure sufficient time to review the information, respond to questions and entertain any suggested modifications, this year the process is divided into manageable pieces:

- August - Review draft planned activities and associated expenditures
- September – Review potential new and enhanced activities; review revenues associated with all activities
- October - Administrative Committee recommends the budget to the Board
- November - Board adopts budget as established by the Articles of Association

History

In the fall of 2013, Executive Director Schaufele shared with the Board her plan for "sharpening DRCOG's organizational strategy" by:

1. Assuring the organization's efforts support DRCOG's mission/vision and all activities fit within the budget
 - By synchronizing the review of planned activities with the annual budget adoption and moving the Board workshop to the fall, this strategy is advanced.
2. Implementing initiatives, measuring performance, making adjustments, and measuring again.

- To advance this strategy, with the facilitation of Jerry Stigall, DRCOG Director of Organizational Development, staff has been engaged in developing the organization's Balanced Scorecard (BSC) for several months. BSC is a strategic planning and management tool used to: align business activities to the organization's mission/vision; improve internal and external communications; and, monitor organizational performance. Staff is developing the BSC using the strategic planning and management framework shown in Attachment A. We estimate another 4-5 months is needed for its completion.

One important adjustment in terminology should be noted here: in the parlance of BSC, going forward the term "work program" will be replaced with "strategic initiatives." In a BSC, strategic initiatives are those projects, programs, and activities critical to advancing an organization's mission/vision. This is a change in terminology – not activities – and is necessary to eliminate confusion and implement the standard BSC vernacular as we create our scorecard.

When staff has completed the BSC, the Strategic Initiatives approved by the Board (Attachment B) will be plugged into the far right column of the Strategic Planning and Management Framework (Attachment A).

3. Identifying best practices of similar organizations, initiating new/enhanced actions.
 - In September, staff will discuss this strategy component, providing a presentation of potential and recommended fee-for-service and partnering opportunities to: diversify and increase DRCOG's revenue streams, reduce costs by pooling resources, upgrade technology tools and systems, and more. Those approved by the Board will also be plugged into the Strategic Planning and Management Framework.

Highlights of the Draft 2016 Strategic Initiatives and Budget

A large portion of the annual activities and budget are established in the federally required [2016-2017 Unified Planning Work Program](#) (UPWP) adopted by the Board in July 2015. The UPWP describes the lion's share of the regional and transportation planning activities carried out by DRCOG.

The Area Agency on Aging (AAA) constitutes another sizeable portion of the budget and staff activities. The primary activities of the AAA as required by the Older Americans Act include the ombudsman program, advocacy, and direct service to seniors, e.g., case management, information and assistance. The AAA also contracts directly with several organizations who provide additional direct services (e.g., meals, transportation, etc.) to older adults in the region.

Notable variances between the 2015 and 2016 strategic initiatives and budget include:

Community-based Care Transition Program (CCTP) Grant ended (\$262K in 2015)

The CCTP tested models for improving care transitions from the hospital to other settings and reducing readmissions for high-risk Medicare beneficiaries. DRCOG's CCTP program saved ~\$7 million in Medicare claims over 23 months and had a readmission rate 8 percent lower than the national average.

Sustainable Communities Initiative (SCI) Grant ended (\$273K in 2015; \$960K in 2014)

DRCOG was awarded \$4.5 million from the U.S. Department of Housing and Urban Development (coupled with more than \$5 million matching funds) to support planning and implementation activities throughout the region. The partnership of government, public and private sector organizations worked together to leverage the multi-billion dollar FasTracks transit system expansion.

Strategic Highway Research Program (SHRP2) starts (\$260K in 2016)

The second Strategic Highway Research Program (SHRP2) is at the forefront of transportation innovation—helping the Nation's transportation communities improve safety, enhance productivity, boost efficiency, and increase reliability by introducing solutions that improve the country's highway network. DRCOG will be using grant funds to both improve understanding of urban center performance and to create tools to help local governments conduct small area scenario analyses at urban centers and station areas.

Veteran-Directed Grant starts (\$146K in 2016)

Veteran-Directed Home and Community Based Services gives veterans of all ages the opportunity to receive the services they need in a consumer-directed way. In this program, the DRCOG AAA provides options counseling for veterans and contracts with a Fiscal Management Service (FMS) provider to ensure eligible veterans can hire employees to conduct approved services such as personal care services, housekeeping, chore and companion services, and more. In February, the DRCOG Administrative Committee approved a contract for the financial management services for this program and an agreement with the Veteran's Health Administration is forthcoming.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to provide direction to staff.

ATTACHMENTS

1. Attachment A – Strategic Planning and Management Framework
2. Attachment B – Draft 2016 Strategic Initiatives & Associated Costs

Link:

[2016-2017 Unified Planning Work Program](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or jschaufele@drcog.org.

DRCOG Strategic Planning and Management Framework

Mission: The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- Transportation and Personal Mobility
- Growth and Development
- Aging and Disability Resources

Vision: Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat”.

Overarching Themes & Outcomes	Objectives (continuous improvement)	Performance Measures	Targets	Strategic Initiatives

Strategic Initiatives Summary

2016

UPWP - Funded by Federal Grant through State & Match		Page 2
Program Administration	\$547,879	
Planning, Outreach, Education & Training	\$629,491	
Regional Transportation Planning	\$1,987,901	
Transportation Improvement Program	\$395,137	
Metro Vision	\$890,616	
Urban Growth Boundary	\$388,215	
Geographical Information Systems (GIS)	\$992,302	
Modeling	\$2,213,391	
Total:	\$8,044,932	

Traffic Signal Ops - Funded By Federal Grants through State		Page 4
Traffic Signal Operations	\$1,553,797	
Total:	\$1,553,797	

State Transportation Advisory Committee/State Rural Planning - Funded by Federal Grant through State		Page 5
STAC	\$5,500	
State Rural Planning	\$4,000	
Total:	\$9,500	

SHRP2 - Funded by Federal Grant		Page 6
Deploying Visualization and Analysis Tools	\$260,000	
Total:	\$260,000	

FIRE - Funded by Dues and Service Income		Page 7
DRCOG FIRE Testing Program	\$63,857	
Total:	\$63,857	

Area Agency on Aging - Funded by Federal Grants, State Grants & Match		Page 8
Management & Administration	\$2,123,797	
Senior Community Programs	\$1,875,790	
Transition Services	\$264,619	
Resource Center	\$22,000	
Total:	\$4,286,206	

Way to Go - Funded by Federal Grant, Match, Service Income & Sponsorships		Page 9
Regional TDM Program	\$1,948,516	
Bike to Work Day Sponsorships	\$30,750	
Regional Vanpool	\$910,000	
Guaranteed Ride Home	\$328,575	
Total:	\$3,217,841	

DRAPP - Funded by Partners and Federal Grant		Page 10
DRAPP Delivery	\$860,000	
Total:	\$860,000	

Member Activities - Funded by Member Dues		Page 11
Board Workshops & Activities	\$404,234	
Sister City Partnership	\$10,764	
Legislative Activities	\$313,375	
NARC	\$25,270	
Strategic Partnerships	\$220,119	
Annual Awards Dinner	\$92,936	
Total:	\$1,066,698	

Grand Total: \$19,362,831

DRAFT - 2016 Strategic Initiatives & Associated Costs

Program Administration & Coordination	Task - Direct Program Management: internal management including internal administration of Strategic Initiatives, budgets, and contracts; facilitate communication/coordination with intraregional and interregional partners.	\$547,879
Planning, Outreach, Education & Training	Task - Public Outreach: Forums and workshops to increase public's engagement in transportation planning; prepare update to the federally required "Public Involvement in Regional Transportation Planning."	\$629,491
	Task - Local Government and Stakeholder Outreach: Meet with local governments and interested parties about the DRCOG transportation planning process; provide support to communities as they prepare transportation plans and studies; conduct stakeholders outreach to better inform and involve communities in planning and decision making; facilitate/host transportation-related webinars and other educational events.	
	Task - Staff Training & Development: Provide DRCOG staff with the necessary training and development to perform their jobs effectively.	
Regional Transportation Planning	Task - Maintenance of 2040 Regional Transportation Plan: In compliance with federal law, DRCOG Board approved an update to the region's fiscally-constrained transportation plan on February 18, 2015. The RTP may be amended twice a year.	\$1,987,901
	Task - Other Planning Activities: Implement activities to carry out the regional transportation planning and congestion management processes. Deliverables will be created in the following areas: Bicycle/Pedestrian (Active Transportation Plan); Safety (Traffic Safety Report and Pedestrian/Bicycle Safety Report); Freight (Regional Freight Movement Study); Congestion (Annual Congestion Report).	
	Task - Public Transportation Planning: Update Coordinated Public Transit-Human Services Plan; Review and assess the status of FasTracks with respect to SB-208; coordinate with DRMAC; work with CDOT, RTD and Local Coordinating Councils (LCC) on the selection of FTA grant-funded projects.	
Transportation Improvement Program (TIP)	Task - Maintenance of the 2016-2021 TIP: Allocation of approximately \$267 million for FY 2016-2019. Adopted by the DRCOG Board of Directors on April 15, 2015 and incorporated into the State Transportation Improvement Program (STIP) approved by the Transportation Commission on May 21, 2015. Maintenance tasks include: processing TIP amendments, and tracking process of programmed projects.	\$395,137
Metro Vision	Task - Plan Development: Metro Vision serves as the shared vision for how DRCOG communities will safeguard the region's quality of life and help address future challenges. Complete work with the DRCOG Board on drafting final document, complete with Outcomes, Objectives, Measures and Targets that will guide the future work of DRCOG staff and implementation of Strategic Initiatives to achieve those Outcomes.	\$890,616
	Task - Implementation & Support: Identify key barriers to implementation and investigate potential solutions. Develop and disseminate Toolkits and Resource Guides for member jurisdictions (e.g. Boomer Bond assessment tool, urban center planning and implementation tools, bicycle and pedestrian design, integrating health and wellness into planning, etc.).	
	Task - Research & Information Dissemination: Convene stakeholders to exchange ideas and experiences on various implementation activities (e.g. Metro Vision Idea Exchanges). Participation in agency-wide efforts to gather and disseminate data and data products (e.g. Regional Snapshots, Who is TOD? and Metro Vision performance measurement and assessment).	

Urban Growth Boundary (UGB/A)	Task - Analysis and Planning : Coordinate with member governments on UGB/A maintenance activities creating foundation for upcoming regional allocation process. Execution of regional allocation process (post-Metro Vision adoption).	\$388,215
Geographical Information System (GIS)	Task - GIS Activities : The GIS team develops regional built environment, open space, zoning and related datasets in support of land use and travel modeling. The GIS team also disseminates data and information to members and the public through facilitation of the Denver Regional Data Consortium and various applications including the Regional Data Catalog, the Data Portal, and the Regional Equity Atlas. Examples of UPWP related projects include the creation of the Development Type Model, the Denver Regional Visual Resources (DRVR) project, and the TIP Webmap.	\$992,302
Modeling	Task - System Maintenance: Maintain, refine and keep calibration of DRCOG's transportation and land use models current and accurate. Task - Analysis, Planning & Support: Use modeling tools to develop and disseminate timely, accurate and useful information and support to local jurisdictions.	\$2,213,391

UPWP Grand Total: \$8,044,932

- DRAFT - DRAFT

Strategic Initiative -Traffic**Signal Operations**

Project #'s - 541014

Traffic Signal Ops Budget 2016:**\$1,553,797**

Traffic Signal Operations	<u>Task - System Design & Studies:</u> Provide engineering design and study services for regional partners, supporting the deployments identified in the TSSIP. [Consultant services utilized]	\$435,063
	<u>Task - Coordination & Retiming:</u> Provide timing and coordination plan development services for regional partners, supporting the deployments identified in the TSSIP and responding to other regional partner requests. [Consultant services utilized]	\$901,202
	<u>Task - Program Support & Coordination:</u> Provide technical traffic signal assistance and support to regional partners to help them operate their traffic signals more efficiently.	\$46,614
	<u>Task - ITS Integration:</u> Provide coordination between regional partners and their collective initiatives, integrating regional transportation operations project development and implementation. In addition, provide assistance with the use of the systems engineering analysis process. [Consultant services utilize as required]	\$77,690
	<u>Task - Operations Plan Update:</u> Update the Regional Concept of Transportation Operations (RCTO or "Operations Plan"), which was developed to present a unified direction for regional TSM&O deployment and execution. Specific regional initiatives (including clarified roles and responsibilities for regional partners) are defined to meet established objectives and performance targets.	\$93,228

Traffic Signal Operations Grand Total:**\$1,553,797**

DRAFT - DRAFT - DRAFT

**Strategic Initiative - State
Transportation Advisory
Committee (STAC)/State Rural
Planning**

Project #'s - 525015

STAC/Rural Planning Budget 2016:

\$9,500

STAC	Task - <u>Committee Meetings</u> : Attend monthly meetings; Assist DRCOG Board member serving on STAC; Provide information to CDOT and other STAC members.		\$5,500
State Rural Planning	Task - <u>Transportation Planning Outside of MPO</u> : For Gilpin and Clear Creek Counties, and the eastern portion of Adams and Arapahoe Counties, Administer RTP amendments, monitor and report on STIP amendments, maintain communication on projects, issues, etc.		\$4,000

STAC/State Rural Planning Grand Total:

\$9,500

DRAFT - DRAFT

Strategic Initiative - SHRP2

Project #s - TBD

Total Budget 2016:

\$260,000

SHRP2 (Deploying Visualization and Analysis Tools to Support Local Visioning, Informed Infrastructure Priorities, and Performance Measures)	<u>Task - Analyze Current Performance:</u> Recent regional scenario analysis demonstrated the importance of concentrating future growth in urban areas if the region is to achieve regional transportation goals and targets, including reducing per capita VMT and greenhouse gas emissions associated with the transportation sector. Staff will analyze data and results of the Urban Center Survey questionnaire distributed in 2015 to identify and evaluate the feasibility of potential urban center performance measures for ongoing use. This information will be disseminated in performance reports as well as in a technical memo.	\$40,000
	<u>Task - Future Planning:</u> Land use decisions in urban centers are a matter of local control. However, these public and private local decisions directly influence regional travel demand and, consequently, future regional transportation investments. Funds will be used to develop additional understanding of these places and their potential to reduce travel demand and impact other regionally significant measures. Activities include developing and tailoring Urban Canvas, developing small area travel demand and performance methodology, drafting Urban Center Visioning/Scenario guide, and pilot the deployment of the UrbanCanvas simulation tool.	\$220,000

SHRP2 Grand Total:

\$260,000

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Strategic Initiative - FIRE

Project #'s - 823015

FIRE Budget 2016:

\$63,857

DRCOG FIRE Testing Program	<u>Task - DRCOG FIRE Test</u> : DRCOG currently contracts with an outside vendor to prepare, administer, grade and send scores from the semiannual FIRE test to DRCOG for inclusion in the FIRE database.	\$35,000
	<u>Task - Partnership & Training</u> : DRCOG works with member Fire Departments to host a workshop (developed and delivered by fire chiefs) on how to interview for a position with a fire department. DRCOG also supports the periodic meetings of the member Fire Chiefs pertaining to the FIRE Program.	\$500
	<u>Task - Advertising & Promotion</u> : DRCOG advertises registration for the semiannual FIRE Test through various media channels and on the DRCOG website.	\$2,000
	<u>Task - Management & Administration</u> : All activities associated with administering and managing FIRE Testing Program. Includes cost of providing facilities for semiannual tests and an interview tips workshop.	\$26,357

FIRE Grand Total:

\$63,857

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Project #'s - 550016, 625016, 552016, 558016, 559016, 626016, 632016, 633016, 638016, 639016

Management & Administration Budget:	\$2,123,797
Senior Community Programs Budget:	\$1,875,790
Transition Services Budget:	\$264,619
Resource Center Budget:	\$22,000
Total Budget 2016:	\$4,286,206

AAA Grand Total:	\$4,286,206
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**Strategic Initiative -
Way To Go**

Project #s - 320016, 321016, 877016,
873016, 847016

Regional TDM Program Budget:	\$1,948,516
Bike to Work Day Sponsor Budget:	\$30,750
Regional Vanpool Budget:	\$910,000
Guaranteed Ride Home Budget:	\$328,575
Total Way to Go Budget 2016:	\$3,217,841

Regional TDM Program	<u>Task - Ridematching Services:</u> Assist the public to plan bike commute routes, transit routes, form or join carpools for work or school, and form or join vanpools. Includes operation of the MyWayToGo.org commute trip planning website, operation of the Schoolpool program, and management of the contract with vRide.	\$389,076
	<u>Task - Advertising & Promotions:</u> Encourage commuters to use non-SOV travel modes. It includes sub-initiatives such as specific advertising campaigns, promotions and incentives. Managing the guaranteed ride home program, managing the vanpool subsidy agreement with RTD, and managing the advertising agency are part of this task. Most Bike to Work Day activities and costs are included here.	\$928,358
	<u>Task - Employer Outreach:</u> Encourage employers to take actions that will motivate and enable their employees to use non-SOV travel modes. It includes all sales activities targeting employers, and costs related to travel, salaries, CRM software, printing and postage.	\$247,426
	<u>Task - Partnerships & Training:</u> Support DRCOG's partnership with seven transportation management associations (TMAs), collaboration with other public agencies, and staff training. It includes any activities that support the TMAs and Way to Go's work with other agencies and the costs related to those activities. Training includes conferences and outside professional training.	\$220,399
	<u>Task - Management & Administration:</u> Administer and evaluate the Way to Go program, and related activities. Includes conducting surveys and other data collection efforts, preparing performance reports, managing vendor contracts, and managing budgets.	\$163,257
Regional TDM Program Total:		\$1,948,516
Bike to Work Day Sponsorships	<u>Task - Participation Incentives:</u> Provide incentives for commuters to register for Bike to Work Day and participate. Private sponsors provide all the funding for this initiative. No public funds are used.	\$30,750
Regional Vanpool	<u>Task - Vanpool Fare Subsidies:</u> Undertaken in cooperation with RTD, this program is designed to expand the number of active vanpools and vanpool riders by subsidizing rider fares. DRCOG subsidizes the cost of vanpooling for riders within RTD boundaries. RTD funds the cost of the subsidies. No other funds are used.	\$910,000
Guaranteed Ride Home	<u>Task - Emergency Transportation:</u> Designed to remove a major barrier to using non-SOV commute modes: the fear of being stranded at work in an emergency or due to unexpected overtime. The GRH is offered through RTD's EcoPass program, to participants in DRCOG's vanpool program, and through non-EcoPass companies that purchase GRH coverage for their employees. The program is entirely funded through fees charged to employers who purchase the EcoPass for their employees. No public funds are used for this Program. This task includes customer service as well as auditing/monitoring usage.	\$328,575

Way to Go Grand Total: \$3,217,841

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**Strategic Initiative - Denver
Regional Aerial Photography
Project (DRAPP)**
Project #s - 820016

Total DRAPP Budget 2016: \$860,000

DRAPP Delivery	<u>Task - Vendor Management:</u> DRCOG facilitates the selection and management of vendors for data acquisition and purchase by releasing RFPs, convening the selection committee, evaluating vendors.	\$43,000
	<u>Task - Project Facilitation:</u> DRCOG manages the data acquisition and purchase of orthoimagery for 7,000 square miles of the greater Denver metro area. Kucera is contracted to create planimetric data (roofprints, edge of pavement, parking, ramps, sidewalks, etc). Staff ensures that the correct products are purchased on behalf of members and partners. DRCOG also manages all transactions.	\$817,000

DRAPP Grand Total: \$860,000

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Strategic Initiative -	Board Workshop & Activities Budget:	\$404,234
Member Activities	Sister Cities Budget:	\$10,764
DRCOG Funded (Member Dues)	Legislative Activities Budget:	\$313,375
	NARC:	\$25,270
	Strategic Partnership Initiative	\$220,119
Project #s - 111016, 140016, 150016,	Annual Awards Banquet Budget:	\$92,936
160016, 933016	Total General Fund Program Budget 2016:	\$1,066,698

Board Workshop & Activities	Task - Board Activities & Administration: This task covers the Board, MVIC, and Administrative Committee monthly meetings, and Organizational Development activities. Included are the costs of producing and distributing agendas, providing food to Admin. Committee members, the purchase of publications and training, and Executive Office staff time.	
	Task - Board Workshop: Every year DRCOG holds a Board workshop where Board members and alternates get together, usually offsite, to discuss topics of priority and interest to the Board. Costs include the rental of the conference facility, food, printing, supplies and staff time. At the Board's discretion, a facilitator or speaker may be hired.	\$404,234
	Task - Dues & Sponsorships: DRCOG is approached, from time to time, by various agencies to serve as a monetary sponsor. These sponsorships dovetail with DRCOG's mission, vision and core business activities.	
Sister City Partnership	Task - Sister City Partnership: Fulfills the Board's desire of continued participation for the Baghdad-Denver Region Partnership. The partnership was established in 2004 and is a regional program where DRCOG is paired with the Province of Baghdad (which is composed of more than 100 local governments) to promote the exchange of ideas and understanding between government officials, citizens, college faculty and students, businesses and nonprofit organizations of the two regions.	\$5,764
	Task - Conferences: Attendance at annual conference for up to 3 interested Board members to represent the Baghdad/Denver Region Partnership. The Sister Cities International conference is a nonprofit citizen diplomacy network that creates and strengthens partnerships between the US and international communities.	\$5,000
	Sister City Partnership Total:	\$10,764
Legislative Activities	Task - Strategic Action Planning Group on the Area Agency on Aging: Working with coalition partners and Governor's Office to establish the group and begin its operation, including advising on appointment and assisting with organizing first meetings and hiring staff.	
	Task - Committee Monitoring: Monitor Transportation Legislation Review Committee and assist with DRCOG presentation before TLRC.	
	Task - State Legislative Activities: Identify legislative issues and possible legislation for the 2016 session, including meetings with legislators and state administration and advocacy partners.	
	Task - Federal Legislative Activities: Work with DRCOG Executive Director, federal lobbyist, Aging Division staff, and Transportation Division staff to promote DRCOG and Colorado interests in Older Americans Act (OAA) reauthorization and regional transportation related legislation.	
	Task - Member Outreach: Work with DRCOG Executive Director and Division Directors to promote DRCOG and member interests in regional and statewide discussions about transportation and aging funding proposals.	\$313,375
NARC	Task - The National Association of Regional Councils represents several COGs and MPOs around the nation. Under new management, DRCOG is considering rejoining, but is taking a wait-and-see approach, giving new management 18 months to address areas of former concern.	\$25,270

Member Activities - DRCOG Funded
Continued

Strategic Partnership	<u>Task - Strategic Business Development:</u> Develop and implement various strategic business initiatives of interest to members (i.e. FIRE Program, modeling, Boomer Bond, Broadband for small communities, etc.). Identify new/expanded member services and revenue to support them.	\$143,077
	<u>Task - Innovation:</u> Identify and research projects, programs and collaboration of similar organizations and make recommendations to Senior Management Staff and Executive Director on new opportunities for incorporating best practices.	\$77,042
Strategic Partnership Total:		\$220,119
Annual Awards Dinner	<u>Task - Local Government & Individual Awards Event:</u> This annual event celebrates our region's successes. The local government awards recognize communities for work and accomplishments that move Metro Vision forward. The individual awards recognize people that have given their time, talent and skills to the metro area, and to DRCOG and its activities. This event raises awareness of and commitment to the Metro Vision plan and related programs and activities. In 2015, approximately \$42,000 in sponsorship dollars were raised to offset costs, which include catering, venue rental , management and administration.	\$74,349
	<u>Task - Way to Go Awards:</u> The Way to Go awards recognize organizations and individuals for taking action to reduce single occupant vehicle travel. The awards raise awareness of Way to Go and encourage others to make choices that reduce single occupant vehicle travel. Part of the Awards Dinner catering, venue rental, management and administrative costs are included in this task.	\$18,587
Award Dinner Total:		\$92,936

Grand Total: \$1,066,698

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ATTACH C

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director
303 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 15, 2015	Action	10

SUBJECT

Discussion regarding the process and development of the *2016-2021 Transportation Improvement Program* (TIP).

PROPOSED ACTION/RECOMMENDATIONS

Development of a white paper on best practices for developing future TIPs.

ACTION BY OTHERS

N/A

SUMMARY

The *2016-2021 Transportation Improvement Program* was approved by the DRCOG Board of Directors on April 15, 2015, and incorporated into the State Transportation Improvement Program (STIP) on May 21. The adopted TIP was the culmination of an 18-month process which included the revision of the scoring criteria, call for projects, and the allocation of \$267 million to selected projects and programs across the region.

As has been done after all recent TIPs, DRCOG hosted a TIP Open Forum for technical staff (i.e., TAC members and anyone else who completed a 2016-2021 TIP application) on June 17 to gain insight on how the process may be improved in the future. Topics discussed included: TIP policy development and adoption, project eligibility, evaluation criteria, selection process, as well as other technical, policy and procedural issues anyone wished to discuss. A summary of the comments received are shown in Attachment 1¹. Staff also received separate written comments prior to the TIP Open Forum from Arapahoe County and Boulder County provided as Attachment 2 and 3, respectively.

At this time, DRCOG staff invites a Board discussion on the 2016-2021 TIP development process. The August Board meeting will be used to initiate this discussion by asking for general thoughts and comments about how you feel the process was implemented and how you believe the process can be improved. Subsequent meeting(s) will be used to reach agreement on items to be addressed related to the process.

Once the TIP review is complete, staff recommends developing a white paper to reflect consensus on key issues in order to inform future Board members as they begin deliberations on the development of the next TIP.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

¹ Note: the summary reflects individual or collective comments on a topic and is not intended to suggest consensus on any one issue.

Move to direct staff to develop a white paper on best practices for development of the next TIP.

ATTACHMENTS

1. Summary of June 17, 2015 TIP Open Forum Comments
 2. Arapahoe County written comments
 3. Boulder County written comments
- DRCOG staff presentation

Link:

[2016-2021 TIP Policy Document](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or jschaufele@drcog.org; or Douglas W. Rex at 303 480-6747 or drex@drcog.org

Summary of June 17, 2015 TIP Open Forum Comments

TIP Policy Document

- Need to determine how to deal with true multimodal/holistic projects and how to score them. For example, a project that includes a roadway widening with bicycle/pedestrian improvements may be awarded almost solely on cost and travel time savings even though the project may have other benefits such as pedestrian safety and transit efficiency that are sometimes not recognized. There is not a true multimodal project category.
- Give TAC and stakeholder groups more time to review policy, especially changes to the TIP Policy document, so they can provide well thought out input.
- It's been a long time since we've done a "deep dive" into the TIP policy in order to refresh the content. The MVIC/TAC interaction on TIP Policy could have been better. Bringing back the TIP Work Group could address both issues (*Note: the recommended Policy document for the 2012-2017 TIP was developed by a TIP Policy Work Group consisting of Board members and technical staff from member communities*).
- Additional time desired for the call for projects - preferably 10 weeks - in order to accommodate the city/county calendar process for signatures on applications and/or the establishment of partnerships (*Note: the 2016-2021 TIP Call for Projects lasted 8 weeks*).
- Funding roadway reconstruction projects rewards bad behavior; roadways that are in the worst shape are most likely to get TIP funding. A better solution is to allow preventative maintenance projects to be funded in the TIP and not allowing a roadway to get in a position that a total reconstruct is necessary.
- Bike/pedestrian reconstruction projects did not compete well versus new construction projects (top 16 projects were new construction projects). In future TIPs, we need to find a way to address this since the age of infrastructure is becoming a critical concern. Maybe have a set aside for bicycle/pedestrian reconstruction projects and operational projects (e.g. crosswalks signalization and eligible grade separation projects).
- Need to address sustainability/resiliency of new infrastructure in the scoring criteria. In other words, how are you going to replace the existing infrastructure with something better to reduce life-cycle costs? How are we assuring that our investment in new infrastructure is better than what we had in the past?
- Some projects really don't fit well into any category (i.e. BRT projects). Need to explore how to handle these types of projects.
- Do we need a bridge project category? We are seeing an aging of bridge infrastructure with limited funds to improve them.
- It was noted that some scoring criteria showed very little variation among projects. If a certain criterion is not serving a useful purpose to help distinguish between projects, why do we have the criterion? Is it better to consider the criterion (e.g., multimodal criterion) as a qualifier for selection and distribute the additional points to other criteria to help distinguish between projects?
- Should we consider placing a cap (maximum amount that can be awarded) for projects? Very large projects (regional in scale) should be handled in an off the top allocation before the TIP call for projects. This would allow funds to be spread over more projects.

ATTACHMENT 1

Summary of June 17, 2015 TIP Open Forum Comments

- More first/final mile projects would be a cost effective way to integrate a multimodal vision
 - Limit first/final mile projects to increasing access to mobility hubs or high frequency transit as opposed to a project's proximity to a bus stop. This refinement would add value to emphasizing key transit stations.

Specific Project-Type Criteria

- Bicycle/Pedestrian Projects - need to better define barrier elimination, gap closure, grade separated facilities and RTP corridor criteria.
- Indicator units (and associated formulas) used in the evaluation of bicycle/pedestrian and transit projects were confusing. Criteria should be reevaluated to make sure it is measuring something meaningful. Too much of a black box.
- EJ criteria didn't appear to be very useful. TAZ level was not fine-grained enough.....didn't seem to be a meaningful differentiator.
- Need to take a look at how the FOCUS transportation model output is representing various travel metrics. Need to do more testing so we are not post-processing the information at the last minute.

Required Training

- Training was great and good to have CDOT and RTD participating.
- Lack of coordination between CDOT and DRCOG regarding the Transportation Alternatives Program (TAP). The result was two separate calls for projects, which was confusing.
- Came too late in the process.
- In the future, offer the training as a webinar or as a recording on the DRCOG website.

Website Application Entry

- Overall website worked really well. Issues with the mapping function were noticed (i.e. not robust enough, trouble integrating with shapefiles, scale seemed to change from page to page).

DRCOG Review/Rescoring

- Clearer communication on the definition of criteria so that there are no misinterpretations from applicants (e.g. gap and barrier criteria).

First and Second Phase Selection

- Funding targets for First Phase selection by project type:
 - More funds should be allocated in the next TIP for transit.
 - Consider off the top funding for "beyond" FasTracks service projects (similar to the off the top funding set aside for 1st and 2nd commitments for FasTracks in previous TIPs).

ATTACHMENT 1

Summary of June 17, 2015 TIP Open Forum Comments

- Off the top funding (e.g. FasTracks and I-70 E) should be factored/considered when establishing the project type funding allocation targets.
- More technical evaluation of funding allocation targets for next TIP.
- Consider using the First Phase funding targets for Second Phase selection to simplify process.
- Revisit the need for a target and specific criteria for Studies. *(Note: Studies were not scored and therefore were not eligible for First Phase in the 2016-2021 TIP)*
- More focus in Second Phase on synergies of a *regional* system. Use regional travel demand forecasting model (FOCUS) to determine if there is benefit to the region if communities work together on specific projects.
- While equity is useful and should be a focus in Second Phase, we have to be sure that the formula does not only look at where funds are invested, but who is using the facility.

General Comments

- Look to other regions for best practices or other models for TIP funding allocation.
- Is a two year call for projects possible? While it is possible, it may be difficult since the ROW and environmental costs would have to be provided by the local communities since CDOT will not begin work on a project until it is in the TIP.

ATTACHMENT 2

From: [Bryan Weimer](#)
To: [Todd Cottrell](#)
Cc: [Doug Rex](#); [Brian Love](#); [Mark Brown](#); [Jon Williams](#)
Subject: Comments on 2016-2021 TIP
Date: Tuesday, June 16, 2015 10:15:56 PM

Todd-

I thought I would send you my comments regarding the 2016-2021 TIP since I will not be able to attend the TIP Post Mortem Meeting on June 17 due to another commitment. Brian Love and Mark Brown from our office will attend. We acknowledge that Arapahoe County was successful in having projects funded in this TIP and grateful for such, we matched our projects to the criteria in place as I am sure other communities submitting projects do the same. Therefore, our comments are meant to provoke thought and consider a different way to evaluate projects. With regard to some of my observations, I offer the following:

1. The Application Process worked well. This included the Technology and knowing/being able to pre-score applications.
2. DRCOG Staff was responsive to the request for data, which is appreciated.
3. We question the need for the CDOT Forms (463, 1243) since they are typically revised and more detail is provided once a project is selected and IGAs are executed. The information requested in the application seems to be a redundant of the CDOT forms.
4. I think we need to ask the question – With limited federal dollars available are we truly allocating them where the Public perceives the need for transportation projects? Also, not all community values and needs are the same although the DRCOG process is assuming all communities have the same needs and values. One can argue that City and County needs could be different, as well as inner city versus suburban communities.
5. I think that the Bike/Ped allocation amount of 16% of the amount available should be re-evaluated. The amount allocated is even more as other types of projects (operational, capacity, etc.) have Bike/Ped components within them. We should look at other federal programs (ex. TIGER, etc.) and other areas around the County to benchmark what they are doing vs DRCOG.
6. With regard to Bike/Ped projects and the associated funding, there needs to be a hierarchy of projects that are funded with Federal Transportation dollars. If Federal Transportation dollars are to be used on Bike/Ped project it should be for those projects that reduce congestion. There is clearly a distinction between Bike/Ped projects that are for transportation purposes and those which are recreational in nature. Criteria should be established that makes this

ATTACHMENT 2

distinction. Note that recreational projects have a different funding source (GOCO, Lottery, etc.) and with limited transportation dollars, recreation projects should not be funded.

7. A better definition of trail connectivity and Gap should be considered in the criteria.
8. We are concerned that the Criteria used in selecting the best project is being diluted with the introduction of Multi-modal, Metro Vision, environmental justice points. As an example, the primary purpose of an Operational Project is by definition to improve operations, reduce congestion and delay, and improve safety then the overall criteria should be weighted heavier on those criteria. The 46 points for the "other" criteria is disproportional to what the project is trying to solve and can lead to selection of projects that may have lower main criteria scores but high "other" points. Another point regarding the 18 point Multi-modal Connective criteria is that there are an available 45 points that the max 18 points can be achieved which tends to have projects receiving the maximum amount of points for the category because of the multitude of options to achieve such.
9. Under the Roadway Capacity Category, I question the need to have a 2040 RTP. By definition the project is eligible by being on the RTP, but the project should stand on its own merits because the scoring of the RTP was done at one time in history. There are circumstances that could change from when the RTP scoring was performed increasing the priority in the RTP score and those changes would be reflective on the need of the project with the other criteria.
10. The funding of Reconstruction projects should be reconsidered, as it could lead to a reward to an entity that is not adequately maintain their infrastructure (let an eligible roadway deteriorate to a reconstruction level with deferred maintenance). Also, the issue discussed in #8 above applies to this category of funding.
11. Finally as a general comment, the Metro Vision Measures and the TIP criteria need to be considered at the same time and not separated as currently proposed and has been historically the case. The issue relates to making sure the Board understands how the Measures will be used for TIP and funding decisions. By bifurcating the two components, the Board may believe a Measure is good until it is used for funding decisions, thus forcing them into having to approve TIP criteria that support a measure after the fact since they approved the Measure previously. The unintended consequences of the separation of issues are not understood with this process until the TIP criteria

ATTACHMENT 2

is developed.

Hopefully, these comments are helpful. I am sure there are other comments to make, but these seem to be the issues of major concern. As always, please feel to contact me at your convenience if you have questions or need additional information.

Thanks -

Bryan D. Weimer, PWLF, Division Manager
Transportation Division

Arapahoe County
Public Works Department
6924 South Lima Street
Centennial, Colorado 80112

Phone: [720 874-6500](tel:7208746500)

Fax: [720 874-6611](tel:7208746611)

TDD: [720 874-6574](tel:7208746574)

Email: bweimer@co.arapahoe.co.us

ATTACHMENT 3

Boulder County Comments on 2016-2021 DRCOG TIP Process

June 15, 2015

Funding allocations in each category - How are these determined and what process is used to vet these amounts? Could funding levels reflect the relative demand (in number of projects not necessarily total project dollar amounts) witnessed in prior TIP cycles?

Indicator Units – The methodology for calculating the Indicator Units was not clear. Specifically the jobs/pop ratio was flipped to pop/jobs in order to keep the ratio less than one. This could be clearer. The IU calculation strongly favors areas with high jobs and population. Recognizing that this does roughly correlate to potential usage, there are instances where facilities that connect job/pop hubs but are within relative rural areas are penalized.

Boulder County would like to work with DRCOG staff to develop a slightly more nuanced IU methodology.

Project awards sequencing -Upon reaching the funding cutoff in each category in phase 1, could DRCOG staff continue down the project ranking by offering the next project in line the opportunity to take the remaining funds? This is currently done for the first in line, but could this be done for the second, third, etc in line until the money is claimed?

RTD Coordination- It would be useful to clarify RTD involvement in the grant application process up front.

1. Does RTD have to provide a letter of support for any project related to them submitted by another sponsor?
2. Clarify the administration responsibilities of transit grants in the application documentation, including any administration fees that RTD will be requesting for the grants they administer.

Definition of Barriers – It appeared that the definition of “barrier” within the bike/ped category was interpreted different ways by different local agencies. Boulder County questions whether a four lane arterial road should be considered a barrier and agrees this could use better clarification.

Application Format – We felt that the online portal performed very well. There were very few issues and it was clear and easy to use. The one outstanding issue was the project maps. The mapping function was poor and map scale couldn't be manually adjusted leading to illegible maps for regional projects.

Relationship to MetroVision – It seemed to us that adoptions of the three major planning efforts were in reverse of the ideal order. This year the TIP was approved (by MVIC January 4, 2015), then the RTP (February 18, 2015) and next to be adopted is MetroVision. Could the timing of these three efforts evolve over time such that it goes from most overarching policy (MV) to most specific/project implementation (TIP)?

There has been recent discussion on the DRCOG Board about how TIP project selection should or should not be influenced by the Foundational Measures of MetroVision. We think that this topic needs further discussion and direction from DRCOG staff.

FY 2016-2021 Transportation Improvement Program: Policy Review



Purpose

- Opportunity to improve TIP process going forward
- Build consensus around key policy revisions for consideration in future TIP development

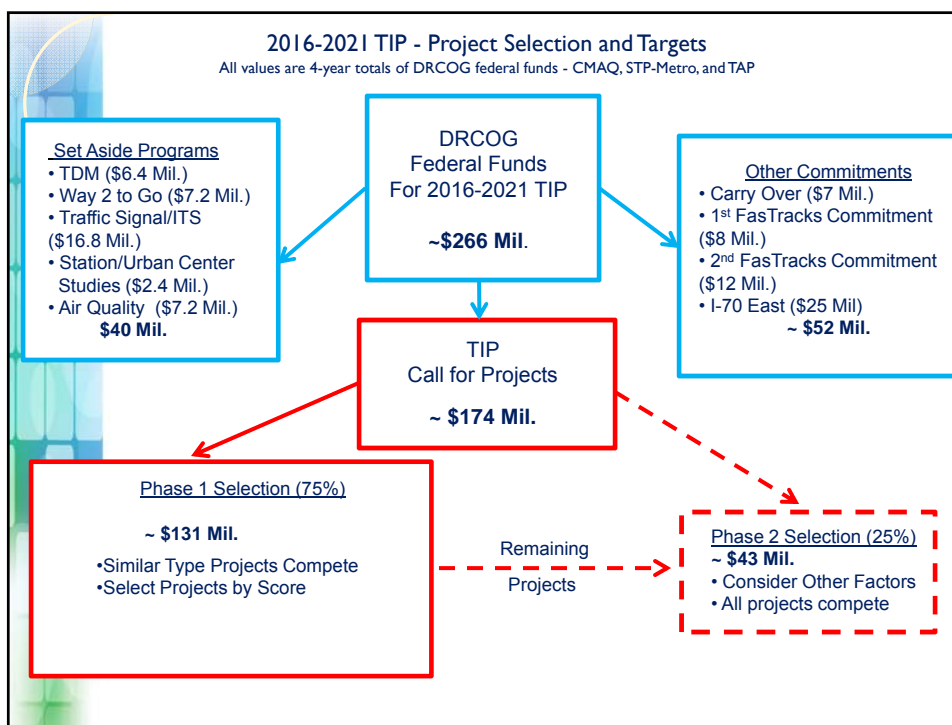
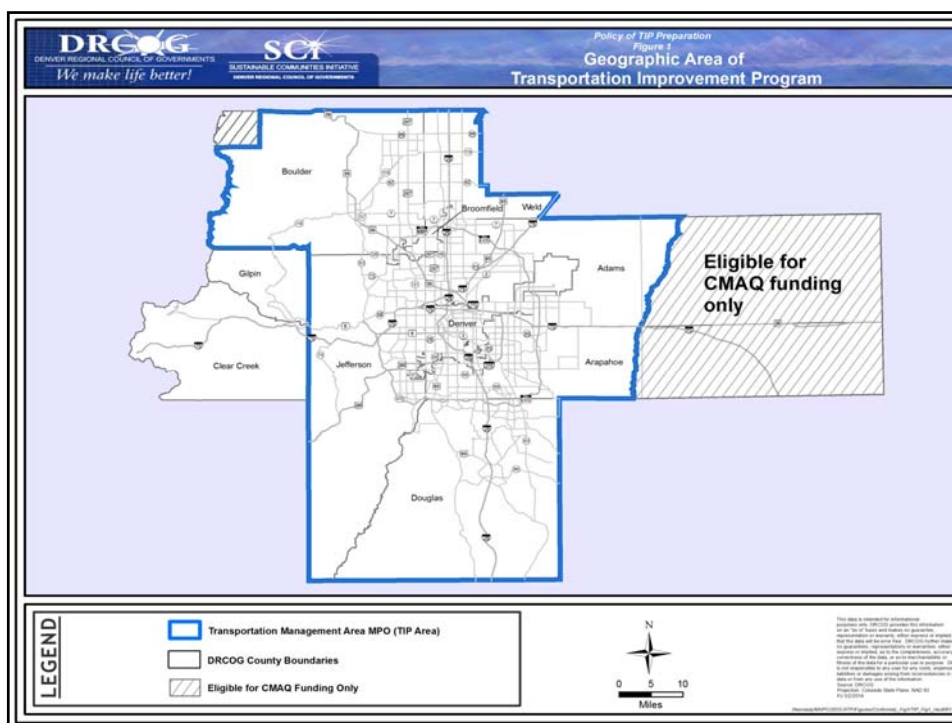


Transportation Improvement Program (TIP)



What is the TIP?

- Short-term planning program vs. RTP (long-term)
- Contains all projects with federal transportation funding
- Contains 4 years of programmed projects with specific and dedicated funding
 - New 2016-2021 TIP - FYs2016-2019 programmed
- Updated every four years





2016-2021 TIP


- 18 Month Process
 - Development and approval of the TIP Policy document
 - (October 2013- July 2014)
 - TIP Call for Projects
 - (July 25, 2014 – September 18, 2014)
 - Staff review of applications
 - (September – October 2014)
 - First Phase Project Selection
 - (December 2014)
 - Second Phase Projects Selection
 - (January 2015)



Today's Discussion

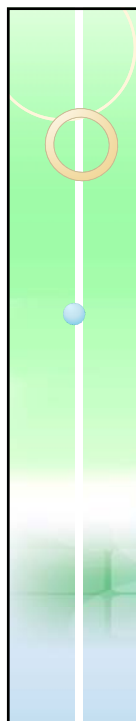
- Items may include:
 - TIP Policy Development and Adoption
 - Project Eligibility
 - Evaluation Criteria
 - Selection Process





Next Steps

- Follow up at future BOD meeting(s) to arrive at consensus of key items
- Develop White Paper for consideration of future Board
 - Narrative – background of the issue describing why it was a challenge
 - Recommended guidance



QUESTIONS/COMMENTS

ATTACH D

METRO VISION ISSUES COMMITTEE MEETING SUMMARY
August 5, 2015

MVIC Members Present: Bob Roth – Aurora; Eva Henry – Adams County; Nancy Sharpe – Arapahoe County; Bob Fifer – Arvada; Tim Plass – Boulder; Elise Jones – Boulder County; George Teal – Castle Rock; Cathy Noon – Centennial; Tim Mauck – Clear Creek County; Rick Teter – Commerce City; Robin Kniech, Anthony Graves – Denver; Roger Partridge – Douglas County; Daniel Dick – Federal Heights; Saoirse Charis-Graves – Golden; Ron Rakowsky – Greenwood Village; Don Rosier – Jefferson County; Tom Quinn – Lakewood; Phil Cernanec – Littleton; Jackie Millet – Lone Tree; Ashley Stolzmann – Louisville; John Diak – Parker; Val Vigil – Thornton; Herb Atchison – Westminster.

Others present: Jeanne Shreve – Adams County; John Hilgers – City and County of Broomfield; Joe Fowler – Douglas County; Kent Moorman – Thornton; Cate Townley – Colorado Department of Public Health & Environment; Annie Larson – Senator Cory Gardner's Office; Jennifer Schaufele, Executive Director, and DRCOG staff.

Call to Order

The meeting was called to order at 4:02 p.m.; a quorum was present.

Public Comment

No public comment was received.

Summary of July 1, 2015 Meeting

The summary was accepted as submitted.

Discussion of 2040 Metro Vision Plan Draft's "Overarching Themes and Outcomes" for recommendation to the Board later this year

Jerry Stigall, DRCOG Director of Organizational Development, briefed members on the concept of using DRCOG's Strategic Planning Model as a template for Metro Vision. Brad Calvert provided information on the draft document. Members discussed the first 3 Overarching Theme & Outcomes, reaching consensus on Outcome 1, with further work needed on Outcomes 2 and 3. Staff was requested to provide a list of definitions for terms used in Metro Vision (freestanding communities, urban centers, diverse, livable, etc.); to shorten the Outcome narratives to no more than 3 sentences; and combine Objectives where possible to resolve redundancy issues. Members agreed on the definition of multimodal to mean "more than one mode."

Other Matters

No other matters were discussed.

Next Meeting

The next meeting is scheduled for **September 2, 2015**.

Adjournment

The meeting adjourned at 6:00 p.m.

ATTACHE

MINUTES
ADMINISTRATIVE COMMITTEE
Wednesday, July 15, 2015

Present:

Elise Jones, Chair
Bill Holen
Roger Partridge
Don Rosier
Bob Fifer
Bob Roth
Sue Horn
George Teal
Ron Rakowsky
Shakti
Phil Cernanec
Jackie Millet
Gabe Santos
Ashley Stolzmann
Val Vigil
Herb Atchison

Lone Tree
Arapahoe County
Douglas County
Jefferson County
Arvada
Aurora
Bennett
Castle Rock
Greenwood Village
Lakewood
Littleton
Lone Tree
Longmont
Louisville
Thornton
Westminster

Others Present: Jennifer Schaufele, Executive Director; Connie Garcia, Executive Assistant/Board Coordinator; Robin Kniech, Anthony Graves, Denver; and DRCOG staff.

Chair Elise Jones called the meeting to order at 5:30 p.m. with a quorum present.

Move to Adopt the Consent Agenda

Jackie Millet **moved** to adopt the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Minutes of May 20, 2015

A resolution authorizing the Executive Director to execute contracts for consulting and other professional services for amounts not exceeding \$75,000

Jenny Dock, DRCOG staff, briefly outlined the request.

Members expressed some objection to increasing the contracting threshold. Some felt staff failed to answer questions asked at the previous meeting. Other members noted they agreed as long as staff provides reports on contracts executed between \$50,000 and \$75,000.

Phil Cernanec **moved** to adopt a resolution authorizing the Executive Director to execute contracts for consulting and other professional services for amounts not exceeding \$75,000, with staff to provide a monthly report on contracts executed

between \$50,000 and \$75,000, and to add budget line item information to the monthly report. The motion was **seconded** and **passed** with 13 in favor and 2 opposed.

Report of the Chair

No report was provided.

Report of the Executive Director

No report was provided.

Executive Session

Prior to convening the executive session, the Chair asked if members had questions for Jerry Stigall regarding the survey tool. No questions were asked. The Chair noted the process for the evaluation is the scores and narrative would be distributed to members today, a brief overview of the results would be provided, and members would have until the August meeting to review the materials. An Executive Session to discuss the results will be held at the August meeting. The Chair convened the Executive Session at 6 p.m., and returned to open meeting at 6:32 p.m.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for August 19, 2015

The meeting adjourned at 6:32 p.m.

Elise Jones, Chair
Administrative Committee
Denver Regional Council of Governments

ATTEST:

Jennifer Schaufele, Executive Director

Why Has the FasTracks NW Corridor Derailed?

July 15, 2015

By: Mary Wolbach Lopert

Left Hand Valley Courier

Remember the promise of a swift commute to Denver via FasTracks? Remember voting for a .4 percent tax to fund our portion of commuter heaven? Joan Peck and Karen Benker remember too. It was those memories that spurred them to form Citizens for the Completion of FasTracks.

Area voters have paid \$142 million in tax dollars for FasTracks beginning in 2005, and the cities of Longmont, Boulder and Louisville have paid \$117 million in transit fees. Peck said that as late as 2012, RTD (the Regional Transportation District) was saying that all of FasTracks, including the Northwest Corridor, was scheduled for completion by 2017.

So why isn't that the case?

Much has happened since that 2004 voter-approved plan. The country experienced the Great Recession, which necessitated RTD to cut routes and raise fares. Additionally, negotiations with the Burlington Northern Santa Fe (BNSF) Railroad for use of their rails for possible commuter train use failed.

Nonetheless, Peck said she wants RTD to keep its promise. "We voted for it, [and] if I have my facts right, the light rail line you sold to us, [includes] extensions going through to Longmont."

Peck wonders where RTD's plans stand now. "We were told we were going to have a BRT (bus/rapid transit service)," she said. "The reality is that we are not going to have a BRT. The reason for that is that it's not a true BRT build. It's enhanced bus service. So we are getting no federal funds for it. We might get some of the DRCOG (*Denver Regional Council of Governments*), but RTD says even though 'we' said you were going to get that, we have no funding."

DRCOG is a regional planning agency for the eight-county Denver metro area.

In Peck's opinion, most of the other FasTrack lines have come in under budget. "We want a Northwest Corridor fund.... Put the estimated budget difference in our fund. Don't start any more projects until you have the Northwest line complete, because [RTD] is talking about putting in a trolley now on Colfax. Why do we need to pay for a trolley with our tax dollars?"

Judy Ludbow was elected to RTD's board of directors in 2012, and she's on Peck's side. "I hope to keep alive the idea of the NW Rail and to push RTD, including directors, to look for funding, because the major problem that I see is that the money has been spent."

While there has been funding from other sources, most of the tax dollars collected have been spent on the “massive build out” of other FasTracks lines. Much of that build out has been for the Eagle Peak 3 project, with several lines going out to DIA. The NW Rail will benefit some with a line going to Westminster. This project is scheduled for completion in 2016 Ludbow said.

As to how the NW Rail became the almost-forgotten segment, Ludbow said, “The intent was to build out [these lines] reasonably equally.” But that notion fell through the cracks because of the recession, with additional roadblocks coming from increases in construction [and materials] costs. RTD’s answer was to look for other funding, she said.

Funding was procured from the federal government and private sources, but none was designated for the NW Rail. “We were put on hold,” she said.

Ludbow was not on the RTD board when these decisions were made, but said she’s learned that another contributing factor was the BNSF not selling its right of way, which was essential to the original plan. She said that the railroad was well within its rights not to sell. “It’s a very profitable line that extends from Canada to Mexico and we’re talking about a very small segment.”

Ludbow said that the railroad would sell “access to its schedule.” At the time, the RTD directors said that they would need 55 routes a day. After conducting an RTD-funded assessment, the railroad came up with an approximate cost of \$500 million dollars, which exceeded RTD’s budget, Ludbow said.

Other costs, such as building stations and procuring additional rights of way, also rose. Ludbow continued, “To me the bottom line is that the money isn’t there.” In her view, “When RTD leveraged the sales tax money to get these other lines built. ... [Based on the models], it committed our sales tax through the 2040s.... The FasTracks’ projected funds have been committed as the basis for bonds that we’ve issued. That’s why people say that FasTracks won’t be completed until the 2040s.”

As to the fix, Ludbow is unsure. She said that state politicians had looked into a possible statewide ballot initiative, dubbed Impact 64, where each of the state’s 64 counties would collect taxes specifically earmarked for highway and transit needs. The RTD board was hopeful that these funds would help finish the NW Rail. But polling showed there wasn’t enough support for the proposed tax to put the initiative on the ballot. “When [the initiative] fell apart, I think the bottom of the Northwest Rail fell apart—for now,” Ludbow said.

She believes the only way to get the NW Rail finished is through public support and demand. “It’s very important to have the politicians in the local area say that they support it.” Ludbow added that there’s very mixed feelings about that, because some believe bus rapid transit is much more cost efficient, and the NW Rail isn’t a good use of government money.

While she said that there are valid points to BRT, the bottom line is that area voters are still being taxed for a rail line, and that voters should get what they were originally promised.

Denver's Bike to Work Day Drew Thousands

July 20, 2015

By: Andy Cross

The Denver Post

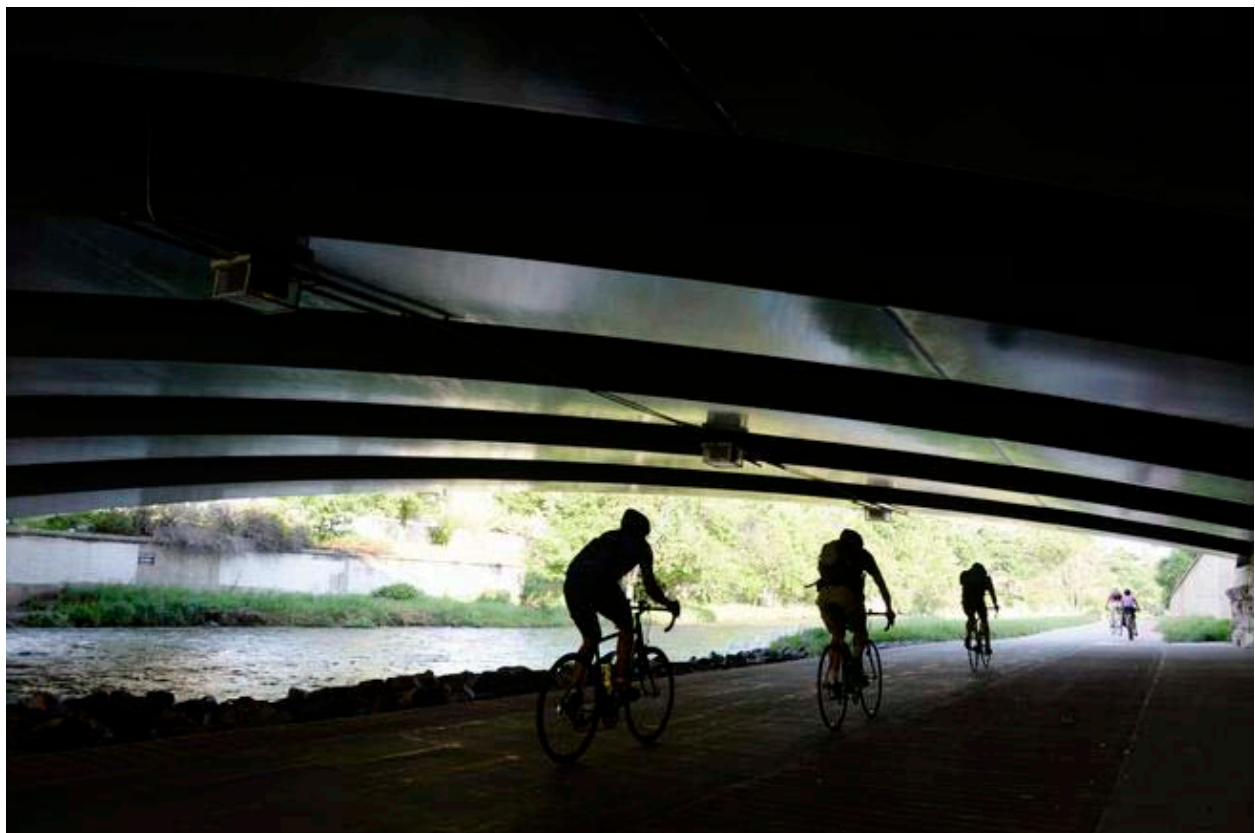
Denver's Bike to Work Day on June 24 drew 32,800 participants and helped reduce more than a quarter of a million pounds of carbon dioxide emissions.

Or so say organizers of the 2015 Bike to Work Day, who estimate the number of bikers jumped 12 percent over last year's event.

An estimated 9,179 Bike to Work Day commuters were new participants.

The bicycle miles for the day totaled 603,612 — on average, participants rode 9.2 miles, one way.

That means vehicle miles of travel was reduced by an estimated 316,836 miles, which led to a cut of a quarter of a million pounds of carbon dioxide emissions, according to *the Denver Regional Council of Governments*.



‘Charge Ahead Colorado’ Offers Grant Funds for Electric Vehicle Services

July 21, 2015

By: Online Community Magazine

Pagosa Daily Post

In an effort to improve air quality and encourage deployment of electric vehicles across the State of Colorado, the Regional Air Quality Council (RAQC) and Colorado Energy Office (CEO) have teamed up to provide financial support for electric vehicles (EV) and electric vehicle supply equipment (EVSE). Criteria and eligibility differ between the two agencies. Please find a summary of each agency’s funding information and important dates in the chart below. (See the [Application Guide](#) for detailed information.)

	RAQC	CEO
Funding	Electric vehicles (EV) and Electric Vehicle Supply Equipment (EVSE) – Level 2 and Level 3	Electric Vehicle Supply Equipment (EVSE) – Level 2 and Level 3
Eligible Fleets	Fleets and entities located in the seven county Denver Metro Area (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas or Jefferson Counties).	Entities located in Colorado outside of the seven county Denver Metro Area.
EV Funding Available	RAQC will fund 80% of the incremental cost differential between an EV and the comparable gasoline vehicle up to \$8,260.	CEO is not funding EVs.
EVSE Funding Available	RAQC and CEO will fund 80% of the cost of an EVSE up to the following set maximums: <ul style="list-style-type: none"> • Level 2, Single Port Station: \$3,260 • Level 2, Multi-Port Station: \$6,260 • Level 3, Single Connection Standard Station: \$13,000 • Level 3, Multiple Connection Standard Station: \$16,000 Please see the Application Guide for more information on EVSE Type.	
Funding Priority	Priority is directed to those organizations that are excluded from existing state tax credits and incentives. For both EVSE and EV funding, eligible applicants include local governments, school districts, State / Federal agencies, non-profit educational institutions and other non-profit agencies. Apartment / condominium complexes and businesses that own multi-vehicle parking facilities for fleet, public or guest / visitor are also eligible for EVSE funding.	Funding is directed to private non-profit or for-profit corporations, state agencies, public universities, and public transit agencies, in addition to local governments, landlords of multi-family apartment buildings and homeowner associations (as defined more specifically in C.R.S. Article 33.3 of Title 38).
Application Due Dates	Applications will be due on the following dates or until funding runs out: August 17, 2015, 11:00 PM MST	Applications will be due on the following dates or until funding runs out: August 17, 2015, 11:00 PM MST

Application

All applications must be completed and submitted online at the link below. For preparation purposes, a Word formatted application and application guide can also be found below. All applicants must read the Charge Ahead Colorado Application Guide prior to submitting an application. This guide is intended to lead participants through RAQC's funding process.

The next application round will open on July 16, 2015 at 5:00pm MST and will close on August 17, 2015 at 11:00pm MST. Click here to review the [Online Application, a WORD version for preparation purposes, and Application Guide.](#)

Questions are welcome at any time during the application period. For RAQC funding, please contact Matt Mines at 303.629.5450x210. For CEO funding, please contact Wes Maurer at 303.866.2064.

All applications must be completed and submitted online. The Evaluation Committee will review applications. The Evaluation Committee is not responsible for any lost proposals; however, you will receive a confirmation that your proposal has been submitted.

Applicants are encouraged to complete proposals in WORD format, save, and then transfer information to the online application. Applicants should print the completed online application and keep a copy on file. A WORD formatted version of the application can be found in the Application section above.

The Evaluation Committee has the ability to award partial funding to applicants if the applicant is willing to accept the reduced award.

Resources

Please see the [Charge Ahead Colorado Resources Page](#) for examples of successful applications, cooperative purchasing opportunities, and other electric vehicle resources.

Background

The RAQC and CEO created this funding opportunity with the intent of reducing harmful air pollutants and encouraging the diversification of the State of Colorado's transportation fuels mix. Please find a complete list of the grant's long term goals in the application.

The RAQC was awarded federal funding from the Congestion Mitigation/Air Quality (CMAQ) program to fund this opportunity. The funding is designated specifically for the **Denver Regional Council of Governments** (DRCOG) planning area of Adams, Arapahoe, Broomfield, Boulder, Denver, Douglas, and Jefferson Counties to improve air quality in the region.

CEO's electric vehicle charging program was established by the Colorado legislature in 2009 and reaffirmed in HB-1315. The fund allows CEO to provide grants to install electric charging stations to fund local governments, state agencies, public universities, public transit agencies, private nonprofit or for-profit corporations, landlords of multi-family apartment buildings, and home owner associations (as defined more specifically in C.R.S Article 33.3 of Title 38) that have prioritized energy efficiency measures.

Governor Names Strategic Planning Group to Focus on Challenges Facing Colorado's Aging Population

August 5, 2015

By: Lance Hernandez

ABC Channel 7 News

Denver is home to one of the fastest-growing older adult populations in the United States. A whopping 1 in 4 people will be age 60 or older in the next two decades. That population explosion will present challenges.

On Wednesday, the **Denver Regional Council of Governments** hosted a summit to discuss the needs of the metro area's aging community and to identify resources to help meet the challenges. During that summit, a representative from the Governor's Office announced the formation of a Strategic Planning Group on Aging Issues.

A member of that group, former state Representative Jim Riesberg, said the 23-member group's goal is to prepare Colorado for what's going to happen in the next 30 years. Riesberg, who earned a Masters on Gerontology in 1992, said the rapid growth of the 'older age' population comes as no surprise.

"There are many people who hope to age in place," he said.

David Nefzger is one of them.

Nefzger told 7NEWS that Denver's popularity with Millennials is making it difficult. He said he was recently notified that his rent is increasing by \$255 a month. The 64-year old said he's in better shape than some of his neighbors because he has both a pension and social security.

"By dropping my cable TV and doing things like that to save money, I'm going to be able to come up with the extra cash to stay there," he said.

Nefzger said one of his neighbors is seeing a rent increase of \$500 a month. Others are seeing a \$300 to \$400 a month jump. He said he started checking around to see if there was any emergency help available for the two neighbors and couldn't find any.

"My brother works for Catholic Housing. He told me the waiting list is anywhere from 1 – 3 years to get a place," Nefzger said.

"It's a crisis right now, absolutely a crisis," said Jayla Sanchez-Warren, Director of the Area on Aging at the DRCOG.

"Everybody wants to move to Denver," she said, "and it's wonderful, but what's happening is there's no availability."

Sanchez-Warren said housing costs are escalating so fast that some people are living in their cars and campers. She said housing isn't the only concern. Healthcare, diversity and transportation are also in the list.

“Many people over 60 don’t drive,” she said. “We fund transportation through our state and federal money and contract with local community service providers, but we have to turn over 300 people a month away because we don’t have the capacity to serve those folks, and we’re just talking about basic needs like going to the doctor and going to the grocery store.”

When asked what the solution is for the housing and transportation challenges, Sanchez-Warren replied, “We need some creative ideas on that...subsidies could help, rent control could help. There are a lot of options, but again this is a multi-prong big issue for the region and for our community so we have to work together.”

Riesberg said the Governor’s Strategic Planning Group will meet August 17 to begin brainstorming strategies on how to prepare for the challenges that lie ahead and to “stay ahead of the curve, or at least on the curve and not fall behind it.”