

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

AGENDA
BOARD OF DIRECTORS
WEDNESDAY, JULY 20, 2016
6:30 p.m. – 9:05 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
 - Chair action to set a public hearing on regional air quality conformity redetermination
6. 6:40 Report of the Executive Director
 - Executive Director's report (Attachment A)
7. 6:50 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

STRATEGIC INFORMATIONAL BRIEFING

8. 7:10 Presentation on Mobility Choice Blueprint
(Attachment B)

***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.



CONSENT AGENDA

9. 7:10 *Move to Approve Consent Agenda
- Minutes of May 18, 2016
(Attachment C)

ACTION AGENDA

10. 7:15 *Discussion of ballot initiatives
(Attachment D) Rich Mauro, Senior Legislative Analyst
11. 7:30 *Discussion of amendments to the 2016-2021 Transportation Improvement Program
(Attachment E) Todd Cottrell, Senior Transportation Planner, Transportation Planning & Operations
12. 7:35 *Discussion of amendments to the FY2016-2017 Unified Planning Work Program
(Attachment F) Douglas W. Rex, Director, Transportation Planning & Operations
13. 7:40 *Discussion of policies and information requirements related to HOV/Toll/Managed Lanes
(Attachment G) Jacob Riger, Long Range Transportation Planning Manager, Transportation Planning & Operations
14. 7:55 *Discussion of recommendation on Metro Vision 2040 Performance Measures and Strategic Initiatives
(Attachment H) Brad Calvert, Director, Regional Planning & Development

INFORMATIONAL BRIEFINGS

15. 8:30 Small Communities Hot Topics Briefing
(Attachment I) Flo Raitano, Director, Partnership Development & Innovation
16. 8:40 Bike to Work Day Recap
(Attachment J) Steve Erickson, Director, Communications and Marketing
17. 8:50 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 – Herb Atchison
 - C. Report from Metro Area County Commissioners– Don Rosier
 - D. Report from Advisory Committee on Aging – Phil Cernanec
 - E. Report from Regional Air Quality Council – Shakti
 - F. Report on E-470 Authority – Ron Rakowsky
 - G. Report on FasTracks – Bill Van Meter

*motion requested

INFORMATIONAL ITEMS

18. Summary of May 18, 2016 Finance and Budget Committee Meeting
(Attachment K)
19. 2016-2021 Transportation Improvement Program Administrative Modifications
(Attachment L) Douglas W. Rex, Director, Transportation Planning & Operations
20. Relevant clippings and other communications of interest
(Attachment M)
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

21. **Next Meeting – August 17, 2016**
22. Other Matters by Members
23. 9:05 Adjournment

SPECIAL DATES TO NOTE

DRCOG Board Workshop August 5/6 2016

Small Communities Hot Topic Forum September 15, 2016

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

CALENDAR OF FUTURE MEETINGS

July 2016

19	Regional Transportation Committee	8:30 a.m.
20	Finance and Budget Committee	5:30 p.m.
20	Board of Directors	6:30 p.m.
22	Advisory Committee on Aging	Noon – 3 p.m.
25	Transportation Advisory Committee	1:30 p.m.

August 2016

3	Board Work Session	4:00 p.m.
3	Performance and Engagement Committee	6:00 p.m.
16	Regional Transportation Committee	8:30 a.m.
17	Finance and Budget Committee	5:30 p.m.
17	Board of Directors	6:30 p.m.
19	Advisory Committee on Aging	Noon – 3 p.m.
22	Transportation Advisory Committee	1:30 p.m.

September 2016

7	Board Work Session	4:00 p.m.
7	Performance and Engagement Committee	6:00 p.m.
16	Advisory Committee on Aging	Noon – 3 p.m.
20	Regional Transportation Committee	8:30 a.m.
21	Finance and Budget Committee	5:30 p.m.
21	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		



Executive Director Monthly Report

May 2016

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Executive Office Scorecard - May 2016

Description: This is the DRCOG Executive Office Scorecard top level view. It includes operational aspects of the Executive Office and specific areas of emphasis for DRCOG's Executive Director.

Type: **Balanced Scorecard**

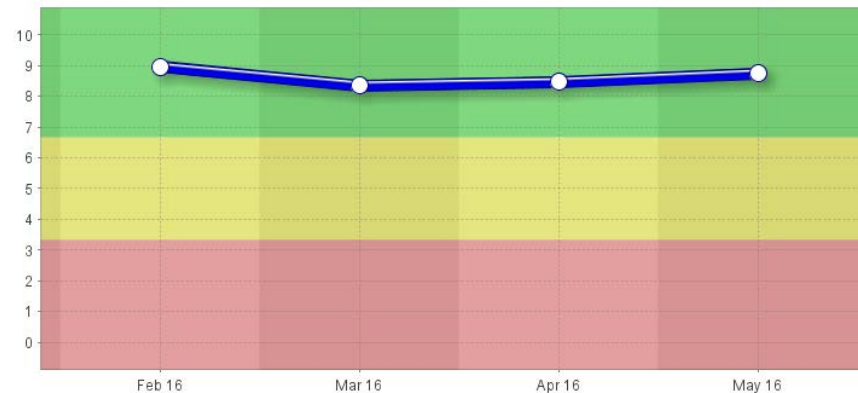
The score under the speedometer to the right is the QuickScore rating (0-10) for the Executive Office Scorecard. The score is based on the performance of objectives and measures within the scorecard that currently have performance data to report. Not all measures have data due to data availability or the need to standardize a data collection process. There is on-going effort to locate data from reliable sources and establish data collection and reporting processes internally for measures currently without data. The second data table below shows the QuickScore rating for each Perspective in the Executive Office Scorecard which is affected by the performance of objectives and measures within each Perspective.

**This Period's
Performance**



Score: 8.78

Historical Performance



Series Color	Scorecard Object	Feb 2016	Mar 2016	Apr 2016	May 2016
	Executive Office Scorecard	8.96	8.35	8.46	8.74

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Board Directors	Perspective	31.25%	8.39
Business Operations	Perspective	18.75%	9.05
Financial Stewardship	Perspective	31.25%	
Skilled Workforce	Perspective	18.75%	9.17

Advance Board Goals & Priorities - May 2016

Description: This objective supports DRCOG's Board of Directors established priorities for the organization, including Metro Vision outcomes, and recognizes the Executive Director's role in furthering those priorities.

Type: Objective

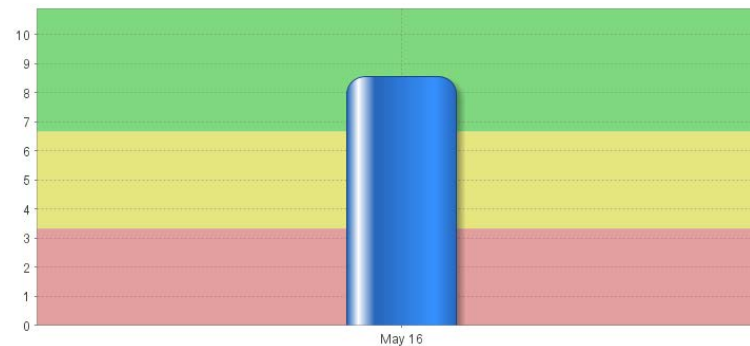
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: 8.57

Historical Performance



Series Color	Scorecard Object	May 2016
	Advance Board Goals & Priorities	8.57

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Operational Leadership Score	Performance Measure	33.33%	9.13
Strategic Initiative Completion	Performance Measure	16.67%	
Strategic Leadership Score	Performance Measure	50%	8.2

Notes

Strategic Action Planning Group on Aging - Created by the legislature and appointments by the Governor, the Planning Group is developing a comprehensive long-term strategic plan, as well as recommending specific actions and bills to the General Assembly that best manage the impact of this demographic shift on the state of Colorado, improve effectiveness serving the population, assess funding and spending strategies for Medicaid and other state and local programs, and create a public education campaign to improve individual and family preparedness. As vice chair and member of the committee working on the built environment and transportation, I participated in several meetings in May:

- Physical community and mobility - using DRCOG's strategic framework, completed measures and targets
- Executive Committee (2 meetings) - set agenda for full group meeting, review consultant work, approve invoices
- Full meeting of the Planning Group - reviewed all subcommittee work, presentations from consultants
- Chairs of subcommittees - work to assure no duplication between committees, review progress of each committee

Improve Processes - May 2016

Description: This objective focuses on improving DRCOG's primary activities and processes.

Type: Objective

The measure below, **DRCOG Coordinator/Organizer Score**, comes from the DRCOG Board Collaboration Assessment.

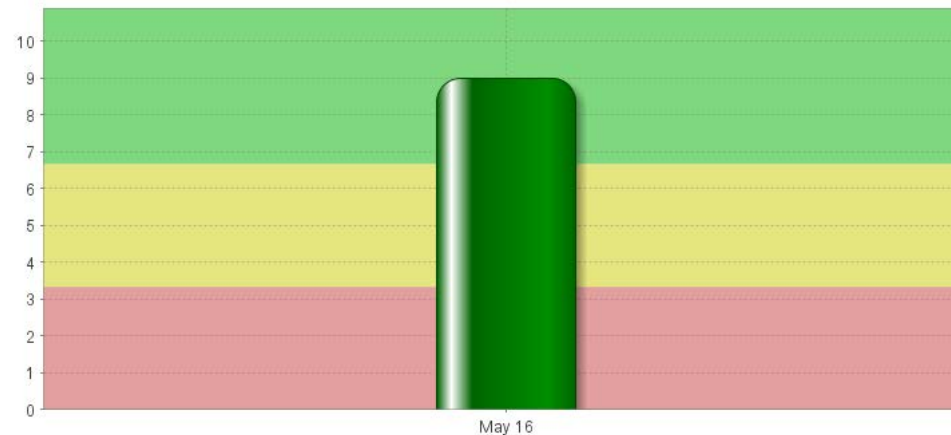
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: 9

Historical Performance



Series Color	Scorecard Object	May 2016
	Improve Processes	9

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
DRCOG Coordinator/Organizer Score	Performance Measure	33.33%	9
New Board Director/Alternate On-Boarding Satisfaction Score	Performance Measure	33.33%	
Timeliness of Meeting Materials	Performance Measure	33.33%	N/A*

Notes

Arapahoe Mayors and Managers Breakfast - excellent presentation by Englewood on operational improvements.

The AAA is working with Telligen, a data analytics and healthcare IT solutions company, on obtaining Quality Improvement data analysis for health care outcomes.

*Timeliness of Meeting Materials has no data to report for May due to the cancellation of the June Board meeting.

New Board Director/Alternate On-Boarding Satisfaction Score - February On-Boarding

Performance Measure Info

Description: This measure reports the score (1-4, 1 =low, 4 = high) from new Board member/alternates about their experience with the On-Boarding Process/Program conducted by the Executive Committee and DRCOG's Executive Director.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

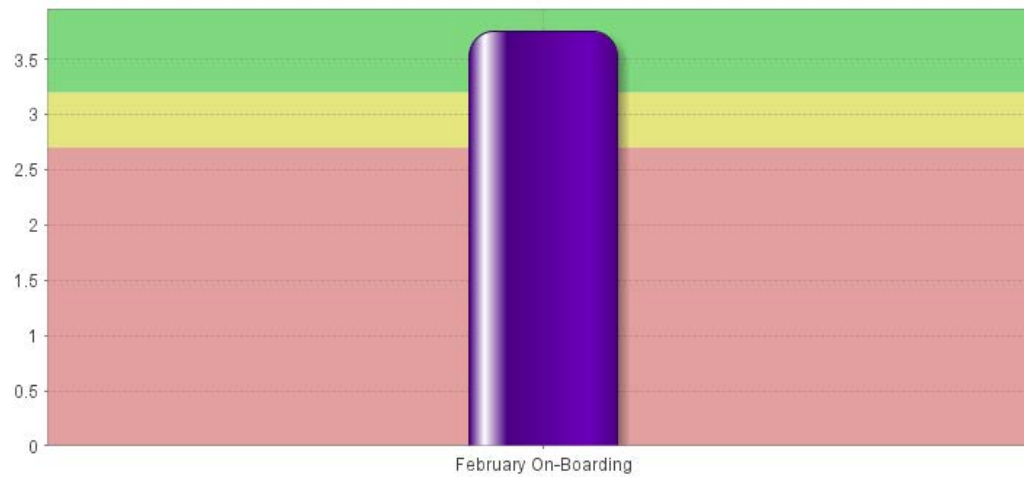


Actual Value: 3.75

Red Flag: **2.7**

Goal: **3.2**

Historical Performance



Series Color	Scorecard Object	February On-Boarding
	New Board Director/Alternate On-Boarding Satisfaction Score	3.75

Strengthen Partnering - May 2016

Description: This objective is related to creating new and expanding existing partnerships, funding and other support to stretch our resources further and improve service delivery.

Type: **Objective**

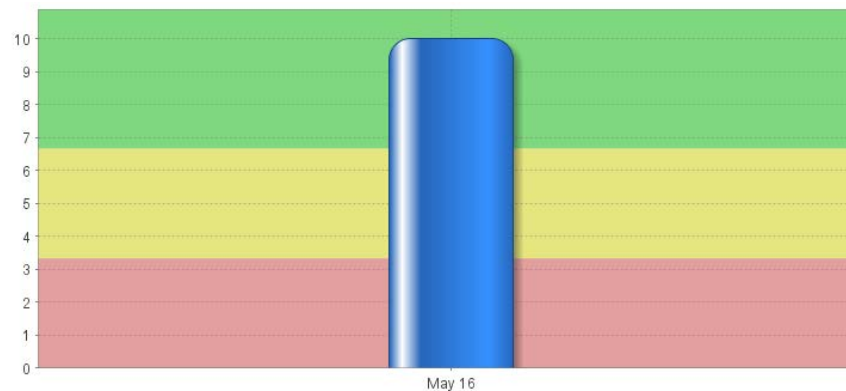
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for individual measures follow this section.

**This Period's
Performance**



Score: 10

Historical Performance



Series Color	Scorecard Object	May 2016
	Strengthen Partnering	10

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Data Sharing	Performance Measure	33.33%	
Executive Director Peer/Associate Evaluation Score	Performance Measure	33.33%	10
New Contracts/MOU's	Performance Measure	33.33%	

Notes

Way To Go Partnership meeting - the meeting invited the transportation management area executive directors together to discuss success, issues and/or concerns with projects funded through DRCOG.

Monthly meeting of the Western Regional Alliance Board meeting - discussed expanding membership, dues, updating the website, and contracting with a new director.

RAQC meeting - finalizing Strategic Implementation Plan.

Improve and Expand Service Delivery - May 2016

Description: NEW/EXPANDED PRODUCTS, SERVICES, AND INNOVATION

Create new and expanded partnerships, funding and other support to stretch our resources further and improve service delivery.

Type: Objective

The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: 7.93

Historical Performance



Series Color	Scorecard Object	May 2016
	Improve and Expand Service Delivery	7.93

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
New Service Offerings	Performance Measure	50%	
Programmatic Leadership Score	Performance Measure	50%	7.93

Notes

No Copay Radio taping topics - partnership with AM1430, Dr. John Torres and Murphy Houston to tape and air 10 minute segments about issues concerning older Coloradans. The 20-minute balance focuses on other health and wellness issues.

- 3 part series on care giving
- 2 segments on services offered by Volunteers of America
- Staff helped with the 2016 Bridging the Gap: A Solutions Forum on Housing hosted by the Denver mayor. Flo Raitano served on the planning committee and helped design the Senior Supportive Housing session.

Increase Board Director Engagement - May 2016

Description: REPORTING, COMMUNICATION & OUTREACH

This objective focuses on Board member engagement which is key to continuing successful relationships with Board members while providing a forum to discuss challenges and opportunities. Outreach activities are conducted by DRCOG's Executive Director and staff to increase Board members' engagement and provide opportunities for members to learn more about DRCOG.

Type: Objective

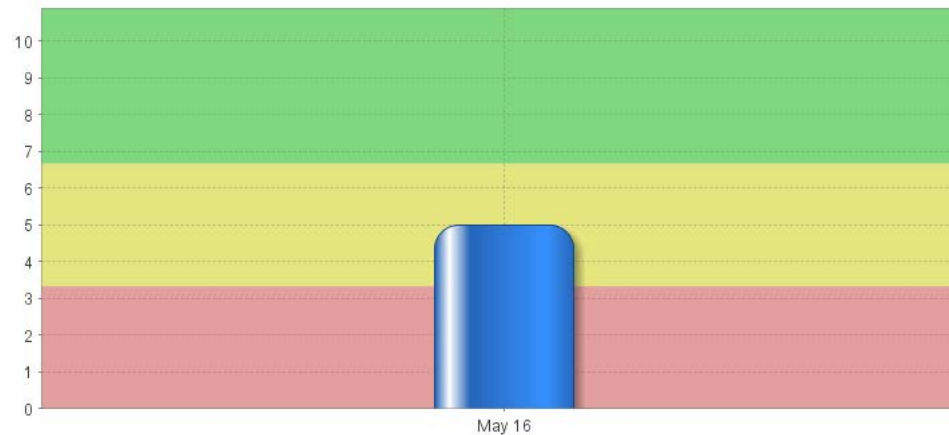
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: 5

Historical Performance



Series Color	Scorecard Object	May 2016
	Increase Board Director Engagement	5

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Board Director One-on-Ones	Performance Measure	33.33%	10
New Board Director/Alternate On-Boarding	Performance Measure	33.33%	
Work Session Board Director Attendance	Performance Measure	33.33%	0

Notes

Completed second annual Collaborative Survey of the Board; Performance and Engagement Committee to review and offer recommendations to the full Board.

Board Director One-on-Ones - May 2016

Performance Measure Info

Description: This measure reports the number of one on one Board director meeting conducted by the Executive Director and/or senior staff.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The dotted line on the graph below shows the trend moving upward for this measure. Fluctuations in monthly values are most often due to scheduling availability for Board Directors.

This Period's Performance

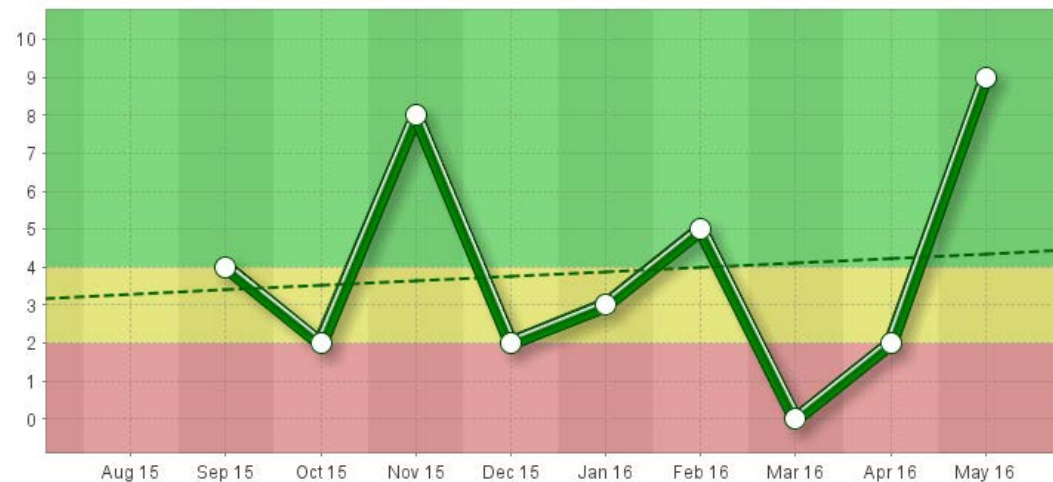


Actual Value: 9

Red Flag: 2

Goal: 4

Historical Performance



Series Color	Scorecard Object	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016
	Board Director One-on-Ones		4	2	8	2	3	5	0	2	9

Notes

One on One meetings with Members:

- Doris Truhlar, Centennial
- Rita Dozal, Superior
- Ashley Stolzman, Louisville
- Presentation for Greenwood Village City Council
- Lynette Kelsey, Georgetown
- Steve Conklin, Edgewater
- Town of Empire Board of Trustees
- Dacono City Council
- Mayor Connie Sullivan, Lyons

Work Session Board Director Attendance - May 2016

Performance Measure Info

Description: This measure reports the percentage of Board Directors (Alternates) attending Work Sessions.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

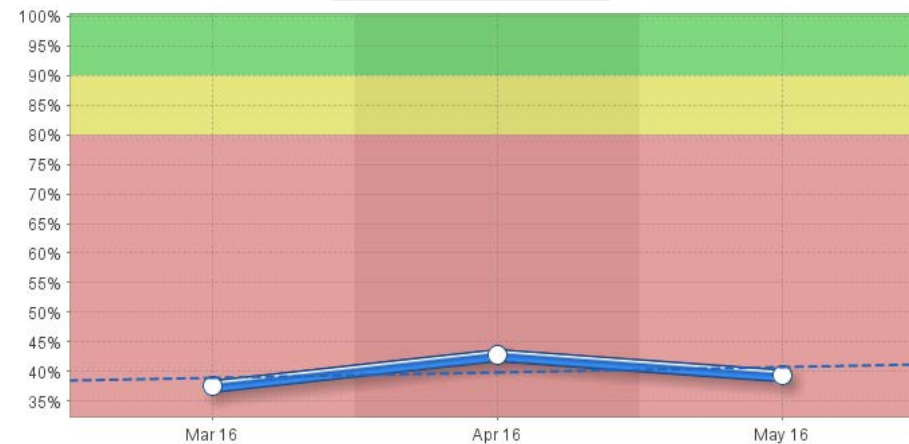


Actual Value: 39.3%

Red Flag: 80%

Goal: 90%

Historical Performance



Series Color	Scorecard Object	Mar 2016	Apr 2016	May 2016
	Work Session Board Director Attendance	37.5%	42.8%	39.3%

Notes

In the January 2016 Board meeting, the DRCOG Board of Directors approved transitioning the Metro Vision Issues Committee (MVIC) to a Work Session format where all Directors are encouraged to attend and learn about issues prior to a vote in Board meetings. The expectation is that discussions at Work Sessions will inform Board Directors on relevant issues coming before the Board minimizing the need for lengthy discussions during Board meetings and allowing for a vote to occur more quickly.

Executive Office Scorecard/Executive Director Monthly Report Overview

Introduction Section

The Executive Director's Monthly Report is in the process of being integrated into an Executive Office scorecard and designed using the Balanced Scorecard framework. This step will better align the monthly information into a similar format for reporting to DRCOG's Board of Directors in the future including DRCOG's division scorecard reports.

The report is still 'under construction' but is at a stage to begin combining the Executive Director's narrative report into a scorecard format which includes developing performance measures for key areas of focus and for the scorecard in general. Color scoring is for illustration only since few measures are currently populated with data. Work is underway to collect or to begin collecting data for measures in the scorecard. Once new measures are designed, there is a lag time between designing them and data collection.

Scoring of Scorecard Components

Scoring for measure values and other scorecard components are reported in various units i.e., percentages, currency or actual values. Performance measures have different *frequencies* at which data are collected such as, monthly, quarterly, yearly, etc.

Actual values are used for performance measures when current data is available. In addition, a 0-10 score is assigned in QuickScore to every scorecard component, with 0 being lowest (red) and 10 being highest (green), using a three-color 'traffic light' method most commonly. Certain measures may use more colors than the three-color scoring type. A yellow color-scoring appears when performance is between the goal and red flag thresholds. When thresholds or targets are set for performance measures, color scoring indicates where performance is tracking as of the most current data period. The QuickScore 0-10 rating provides a consistent scoring method that enables quick visual inspections of performance without having to sort through more detail when performance is tracking as expected.

Terms Used in this Report

Balanced Scorecard - BSC (scorecard) – a strategic framework for translating broad, long-term organizational goals into a set of strategic operational objectives, measures and initiatives that can be managed by organizational leadership and staff.

Composite Measure— a set of measures that roll up into a single score.

Overview – a high- level summary score for strategic objectives or composite measures. The score is based on a 0-10 scale (0 =low, 10 = high) assigned in QuickScore. An Overview can also be used to report on a division scorecard objective that has multiple measures and is reported as a rollup score. An Overview can also represent a group of independent measures that have been combined as a composite or index.

Performance Measure – various types of measures (leading, lagging) developed for objectives. Types of performance measures used in most scorecards include: input, process, output, and outcome. Measures in scorecards can be ‘scored’ or ‘unscored’ which determines whether or not a measure affects the overall scorecard.

Performance Measure Overview – a report on a specific performance measure from the top organizational level scorecard or a department scorecard. Scoring for performance measures is reported in actual values and with a QuickScore rating for ‘scored’ measures.

QuickScore - a Balanced Scorecard software application that contains the structural components and data for a scorecard, used as an organizational information tool to improve reporting and decision-making. (<http://www.spiderstrategies.com/>)

Strategic Initiative Overview – an overview report of a program, project or an activity that is designed to improve, introduce or sustain a specific scorecard component. Initiatives can be budgeted activities or activities completed by staff requiring the use of no budget dollars.

Strategy Map - a visual representation of the cause and effect linkages between strategic objectives contained in your strategy. There should be a balance between the number of objectives in each of the four Balanced Scorecard perspectives of your strategy map.

Strategic Objective – a high level, operational ‘continuous improvement activity’ that is one of the primary components of a balanced scorecard. Strategic objectives are placed on a strategy map for visualization of an organization or division strategy.


Reviewing Performance Data in the report

The data in this report are a point-in-time snapshot of results to date. The thresholds (targets) we have established for certain measures that are scored using a traffic light scheme (red, yellow, green) often indicate a variation from the mean/average and not necessarily good or bad performance, just a signal to investigate. Graphs that are showing a deviation from the mean/average are based on using time series data and taking an average of that data over time periods ranging from 3-7 years for the goal target and establishing some factor, plus or minus from that goal, to represent the red flag target.

This method was used to establish a baseline and context for our measure data as an initial step to visually track performance on a more frequent basis before legitimate thresholds could be developed. Not every measure in the scorecard can be included in this report. The intent is to provide a reasonable and accurate representation of performance while keeping the report educational and informative for our Board of Directors and other stakeholders.

Explanation of Report Format

- **Overview Section**

Description: NEW/EXPANDED PRODUCTS, SERVICES, AND INNOVATION	This Period's Performance
Outcome #1: Create new and expanded partnerships, funding and other support to stretch our resources further and improve service delivery.	
Initiative #1: Build business acumen of AAA	Score:

The **overview section** of each page provides key information about the objective, measure, etc. that's being reported. As noted below, this section also contains the speedometer for scored components.

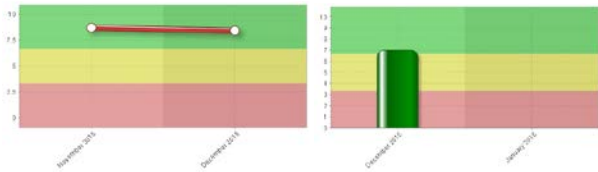
- **Speedometers**



Score:

Speedometers provide a quick, visual look at a component's current performance with a numeric score for measures or objectives below. Measure scores are actual values and objectives are scored by QuickScore (Balanced Scorecard software) from 0-10 based on the performance of all measures associated with that objective. QuickScore provides the 0-10 scoring for all components in the scorecard where scored measures are present.

- **Bar Charts/ Line Graphs**



Bar Chart/Line graph is a graph divided into increments of measure that visually illustrate data using colored bars or a line. Graphs report single data points or time series depending on data availability. The background of performance measure graphs will include color scoring when thresholds have been established. Most graphs show the red, yellow, green scoring for the background with green on top or red on top depending on whether or not higher values are good.

- **Data Tables** (Score below for Dec 2015 is the QuickScore rating of 0-10 referenced above)

Series Color	Scorecard Object	Organization	Series	Dec 2015	Jan 2016
	Improve and Expand Service Delivery	Executive Office Scorecard	Score	7	

Data Tables provide information on objectives and measures. The first data table above shows an objective, the scorecard it's in, and the 'score' assigned from 0-10. This example shows an objective level score.

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Actual Value	Score
Opposed Bills	Performance Measure	50%		
Stakeholder Engagements	Performance Measure	0%		
Supported Bill Success Rate	Performance Measure	50%		

Data Used in Calculations –is an informational table that shows the combination of scored or unscored measures associated with an objective. Weighting, actual values, and the QuickScore rating (0-10) are shown in the table when data is available. The title at the top shows the primary scorecard (DRCOG) and the associated scorecard (Executive Office).

Notes

Notes are at the end of sections in the scorecard report and include background information for specific objectives and measures.



Executive Director Monthly Report

June 2016

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Executive Office Scorecard Overview - June 2016

Description: This is the DRCOG Executive Office Scorecard. It includes operational aspects of the Executive Office and specific areas of emphasis for DRCOG's Executive Director.

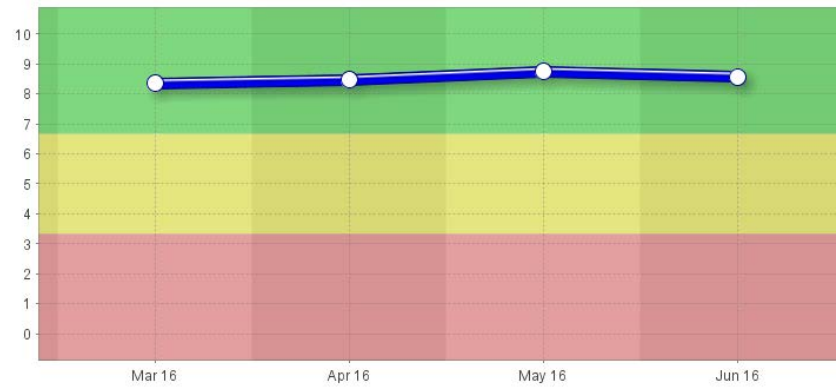
The score under the speedometer to the right is the QuickScore rating (0-10) for the Executive Office Scorecard. The score is based on the performance of objectives and measures within the scorecard that currently have performance data to report. Not all measures have data due to data availability or the need to standardize a data collection process. There is on-going effort to locate data from reliable sources and establish data collection and reporting processes internally for measures currently without data. The second data table below shows the QuickScore rating for each Perspective in the Executive Office Scorecard which is affected by the performance of objectives and measures within each Perspective.

**This Period's
Performance**



Score: 8.49

Historical Performance



Series Color	Scorecard Object	Mar 2016	Apr 2016	May 2016	Jun 2016
Blue	Executive Office Scorecard	8.35	8.46	8.74	8.58

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Board Directors	Perspective	31.25%	8.62
Business Operations	Perspective	18.75%	7.38
Financial Stewardship	Perspective	31.25%	
Skilled Workforce	Perspective	18.75%	9.7

Advance Board Goals & Priorities – June 2016

Description: This objective supports DRCOG's Board of Directors established priorities for the organization, including Metro Vision outcomes, and recognizes the Executive Director's role in furthering those priorities.

Type: Objective

The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: 8.57

Historical Performance



Series Color	Scorecard Object	June 2016
	Advance Board Goals & Priorities	8.57

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Operational Leadership Score	Performance Measure	33.33%	9.13
Strategic Initiative Completion	Performance Measure	16.67%	
Strategic Leadership Score	Performance Measure	50%	8.2

Notes

Strategic Action Planning Group on Aging (see May report for synopsis on Group)

- 1 meeting - Physical community and mobility
- 2 meeting - Executive Committee
- 2 meeting - Full meeting of the Planning Group
- 1 meeting - Chairs of subcommittees

Strategic Leadership Score - June 2016

Performance Measure Info

Description: This measure reports the Strategic Leadership score from the Executive Director annual performance evaluation that relates to advancing Board goals and the DRCOG's mission.

Vision, Mission, and Strategies - The Executive Director's role has both strategic and operational components. Working with the Board, the Executive Director must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

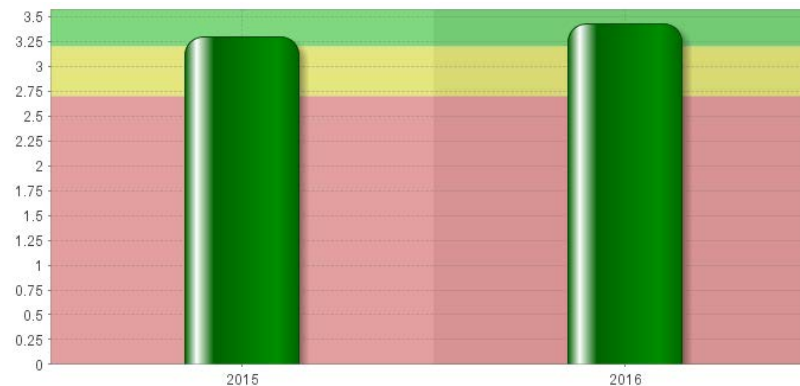


Actual Value: 3.43

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	2015	2016
	Strategic Leadership Score	3.3	3.43

Notes

Identified final areas of measurement for Executive Office BSC.

Operational Leadership Score - 2016

Performance Measure Info

Description: This measure reports the score for this section from the Executive Director annual performance evaluation completed by Board members. Accomplishment of Management Objectives - Working with the Board, the Executive Director establishes operational objectives that support the strategic plan. Examples of operational/management objectives are: Enhance strategic partnerships, Improve processes, Improve internal/external communication, etc.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

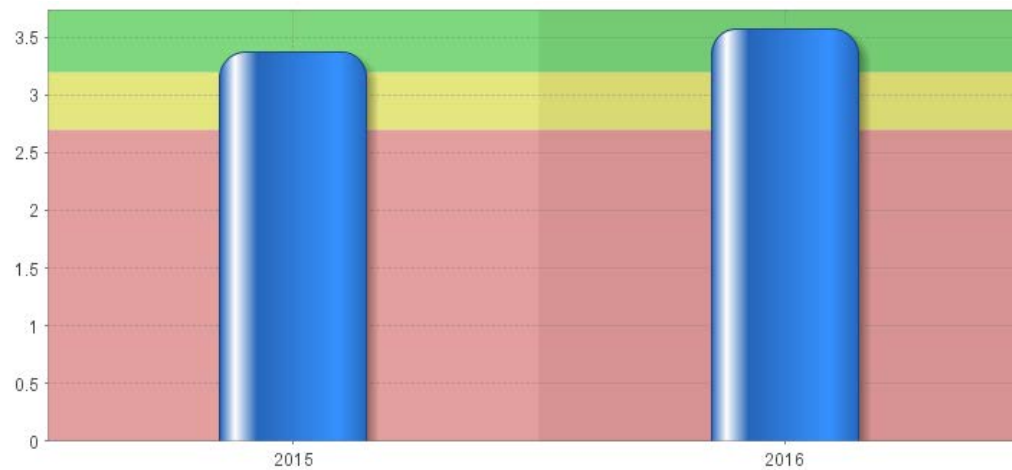


Actual Value: 3.57

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	2015	2016
	Operational Leadership Score	3.37	3.57

Increase Member Value and Satisfaction - 2016

Description: NEW/EXPANDED PRODUCTS, SERVICES, AND INNOVATION

Type: Objective

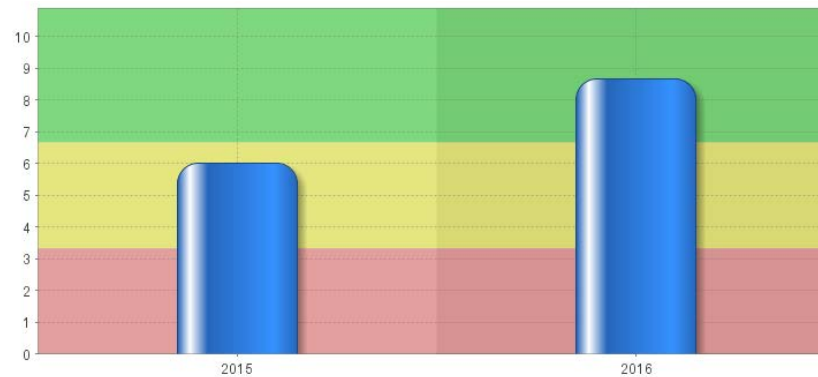
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: 8.67

Historical Performance



Series Color	Scorecard Object	2015	2016
	Increase Member Value and Satisfaction	6	8.67

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Board - Executive Director/Staff Partnership score	Performance Measure	33.33%	9.13
Legislative ROI	Performance Measure	33.33%	
Membership Value Score	Performance Measure	33.33%	8.2

Board - Executive Director/Staff Partnership score - 2016

Performance Measure Info

Description: This measure reports the average score for 2 sections (Board - Executive Director Partnership and Board - Staff Partnership) from the Executive Director annual performance evaluation completed by Board members.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

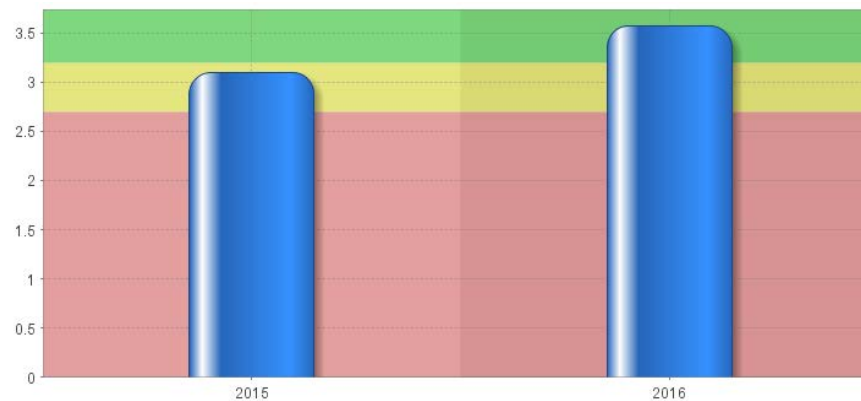


Actual Value: 3.57

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	2015	2016
	Board - Executive Director/Staff Partnership score	3.1	3.57

The scores for both items used in this measure from the Executive Director Annual evaluation were **3.57**.

Membership Value Score - 2016

Performance Measure Info

Description: This measure reports the score (1-4, 1= low, 4 = high) on an item in the Board Collaboration Assessment related to their communities receiving value from being a DRCOG member.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

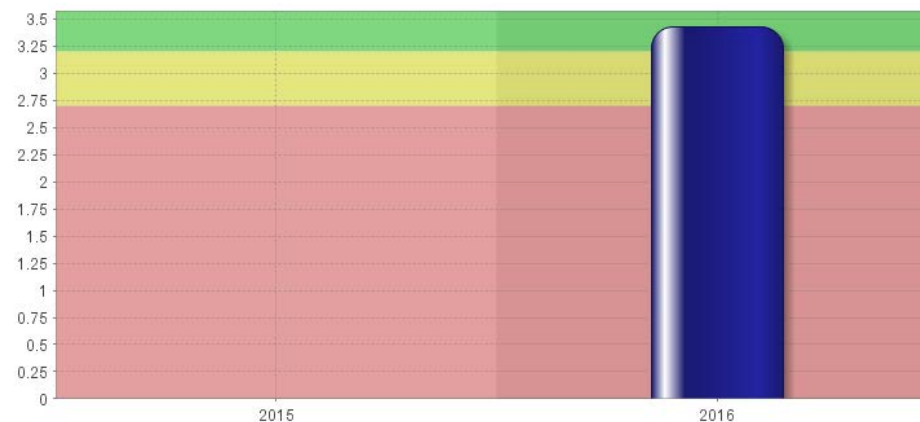


Actual Value: 3.43

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	Series	2015	2016
	Membership Value Score	Actual Value		3.43

Notes

This measure was established in 2016 and is the last item in the annual Board Director Collaboration Assessment. The 2015 Board Collaboration Assessment did not include this item. The rationale for including the item in the Collaboration Assessment is the feedback is from Board Directors specifically.

Increase Resources & Funding - June 2016

Description: This objective is focused on expanding revenue to be used for future investment not subject to obligations as with grants, etc.

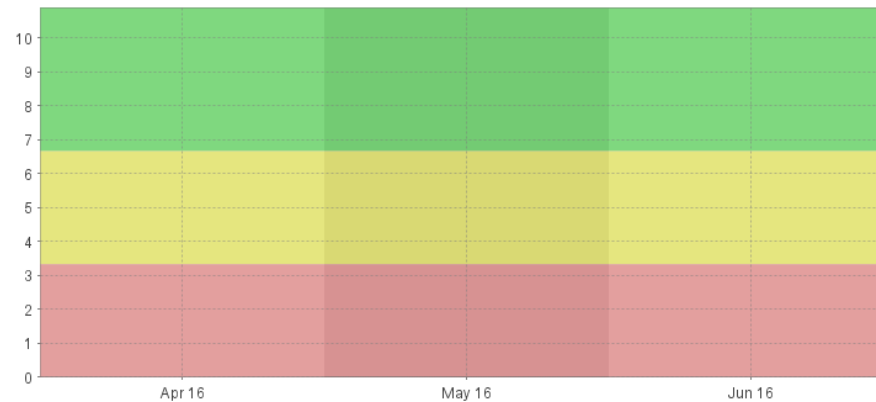
Type: Objective

This Period's Performance



Score:

Historical Performance



Series Color	Scorecard Object	June 2016
	Increase Resources & Funding	

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Total New Revenues	Performance Measure	100%	

Notes

Met to discuss funding opportunity with UC Health

Total New Revenues - June 2016

Performance Measure Info

Description: **This measure reports new revenues for DRCOG.**

Type: **Performance Measure**

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The 'Score', Red Flag and Goal are not reported since no thresholds have been set for this measure to date.

This Period's Performance



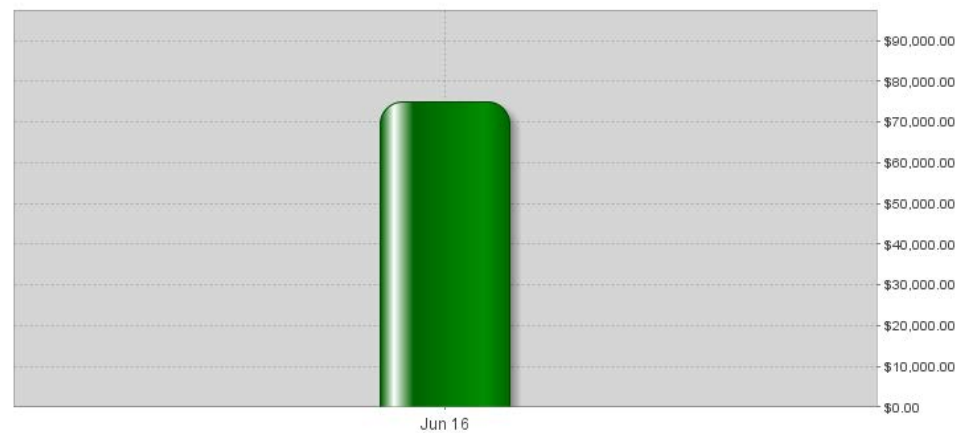
Actual Value: \$75,000.00

Score:

Red Flag:

Goal:

Historical Performance



Series Color	Scorecard Object	Jun 2016
	Total New Revenues	\$75,000.00

Notes

On June 30, DOLA approved \$75,000 for DRCOG's Boomer Bond program.

Improve Processes – June 2016

Description: This objective focuses on improving DRCOG's primary activities and processes.

Type: Objective

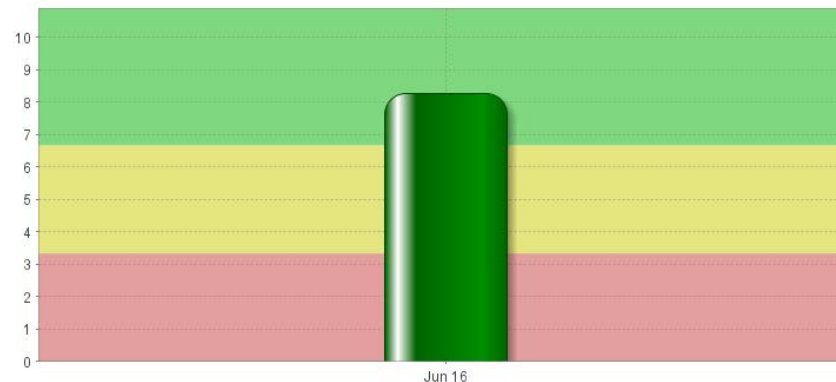
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: **8.25**

Historical Performance



Series Color	Scorecard Object	June 2016
	Improve Processes	8.25

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
DRCOG Coordinator/Organizer Score	Performance Measure	33.33%	9
New Board Director/Alternate On-Boarding Satisfaction Score	Performance Measure	33.33%	
Timeliness of Meeting Materials	Performance Measure	33.33%	7.5

Timeliness of Meeting Materials - June 2016

Performance Measure Info

Description: This measure reports the percentage of Board Member/Committee scheduled communications that are sent 1 week in advance of meetings in order to adhere to Board member needs.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

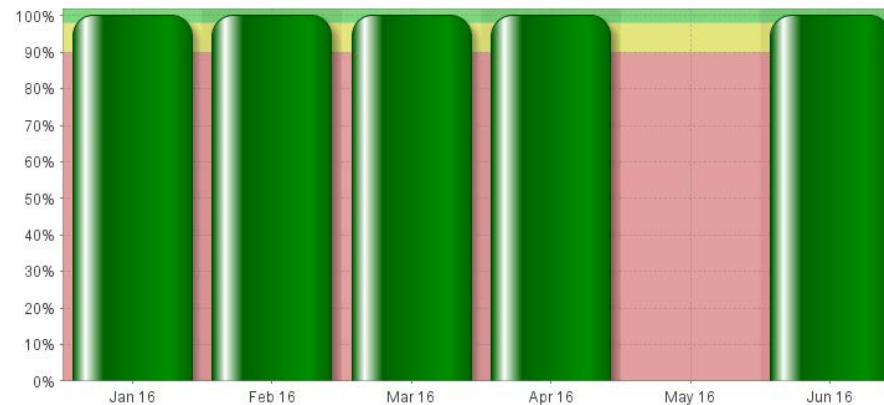


Actual Value: 100%

Red Flag: 90%

Goal: 98%

Historical Performance



Series Color	Scorecard Object	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016
	Timeliness of Meeting Materials	100%	100%	100%	100%	N/A	100%

Notes

All materials for Board-related meetings and activities for June were sent within the 7-day target. No materials were sent for May due to the cancellation of the June Board meeting.

DRCOG Coordinator/Organizer Score - 2016

Performance Measure Info

Description: This measure reports the score (1-4, 1 = low, 4 = high) for an item in the Board Collaboration Assessment, administered yearly, that pertains to DRCOG as the organizer/coordinator for the Board as a decision-making body.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

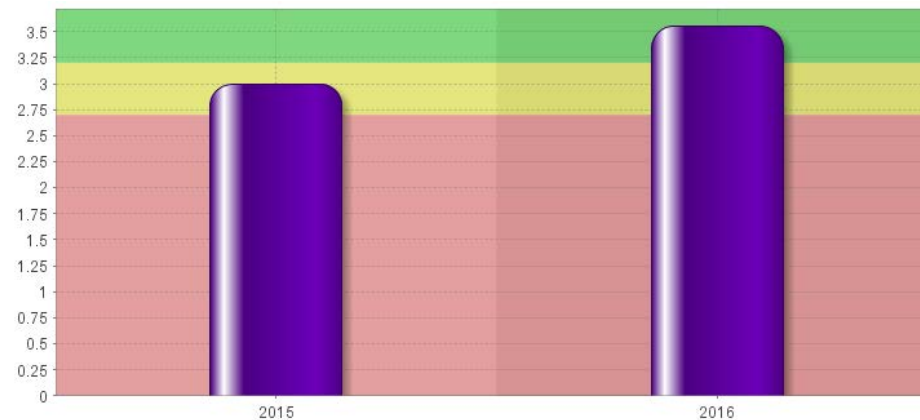


Actual Value: 3.55

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	2015	2016
	DRCOG Coordinator/Organizer Score	3	3.55

Strengthen Partnering - June 2016

Description: This objective is related to creating new and expanding existing partnerships, funding and other support to stretch our resources further and improve service delivery.

Type: Objective

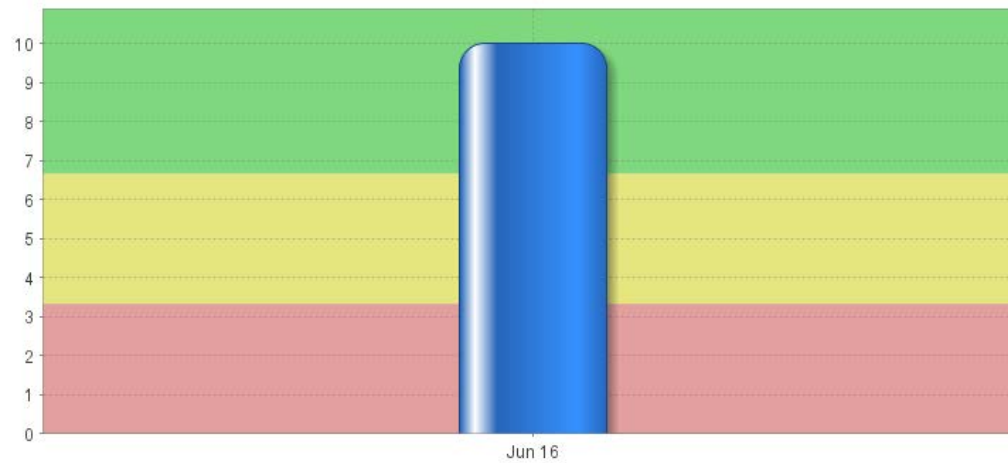
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: 10

Historical Performance



Series Color	Scorecard Object	June 2016
	Strengthen Partnering	10

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Data Sharing	Performance Measure	33.33%	
Executive Director Peer/Associate Evaluation Score	Performance Measure	33.33%	10
New Contracts/MOU's	Performance Measure	33.33%	

Notes

- Participated in one meeting with Western Regional Alliance Board meeting.
- Met w/Don Hunt, Denver Metro Chamber staff to discuss Mobility Choice project.
- 2 RAQC meetings.
- Met with Rick Garcia, Regional Director, HUD.
- Participated in daylong meeting with AARP National, AARP Colorado, and nearly 60 representatives of COGs nationwide to talk about planning for seniors. Over 2 days, DRCOG hosted COGs and AARP state offices from 10 states around the nation to share ideas about planning for a growing senior population. Colorado AARP's new state director, Bob Murphy (former Lakewood mayor), attended both days and offered opening and closing remarks about the importance of this work and building relationships between AARP offices and COGs. Many attendees at the meeting had not met personnel in their state's AARP office prior to this meeting.

Executive Director Peer/Associate Evaluation Score - 2016

Performance Measure Info

Description: This measure reports the overall average score (1-4, 1 = low, 4=high) from the Executive Director's Annual Evaluation completed by Peers/Associates in organizations that partner with DRCOG.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

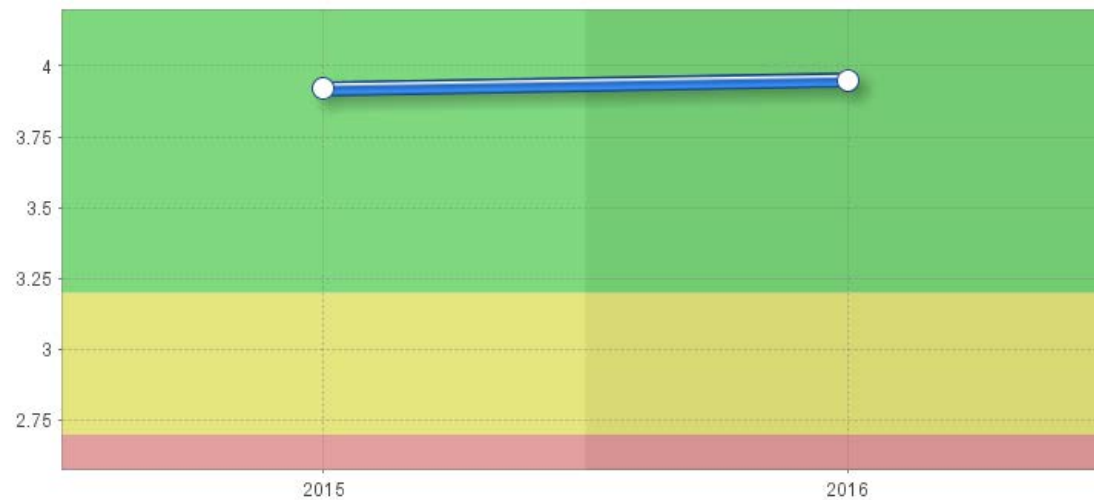


Actual Value: 3.95

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	2015	2016
Blue	Executive Director Peer/Associate Evaluation Score	3.92	3.95

Improve and Expand Service Delivery – June 2016

Description: NEW/EXPANDED PRODUCTS, SERVICES, AND INNOVATION

Create new and expanded partnerships, funding and other support to stretch our resources further and improve service delivery.

Type: Objective

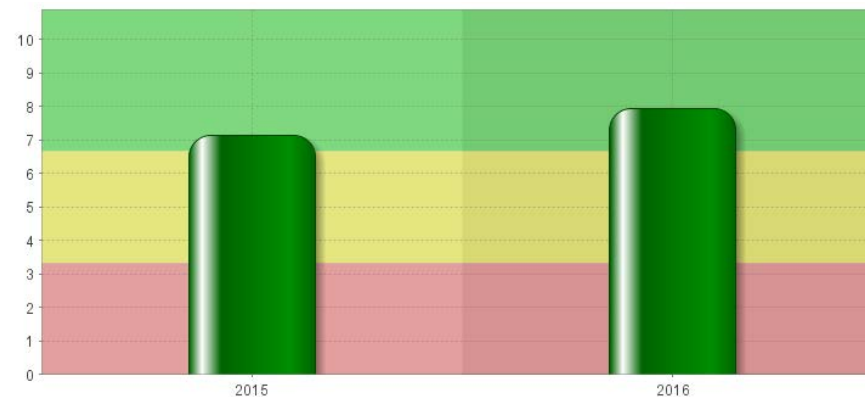
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

**This Period's
Performance**



Score: **7.93**

Historical Performance



Series Color	Scorecard Object	2015	2016
	Improve and Expand Service Delivery	7.13	7.93

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
New Service Offerings	Performance Measure	50%	
Programmatic Leadership Score	Performance Measure	50%	7.93

Notes

No Copay Radio taping topics

- Nursing homes
- Home sharing
- Scams targeting seniors
- Federal funding for the Older Americans Act
- AARP's new director/livable communities
- Boomer Bond

We received confirmation from the VA this they have approved two of our initial claims in the amount of about \$8K in the Veterans Directed program. There are ~30 veterans on the waiting list so the sooner we receive payment and hire management for the program, the sooner we can start taking serving veterans. There is substantial potential for this program to grow.

Programmatic Leadership Score - 2016

Performance Measure Info

Description: This measure reports the section average from the Executive Director annual performance evaluation completed by Board members.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The data table below reports the actual values for 2015 and 2016. This measure did not exist prior to 2015.

This Period's Performance

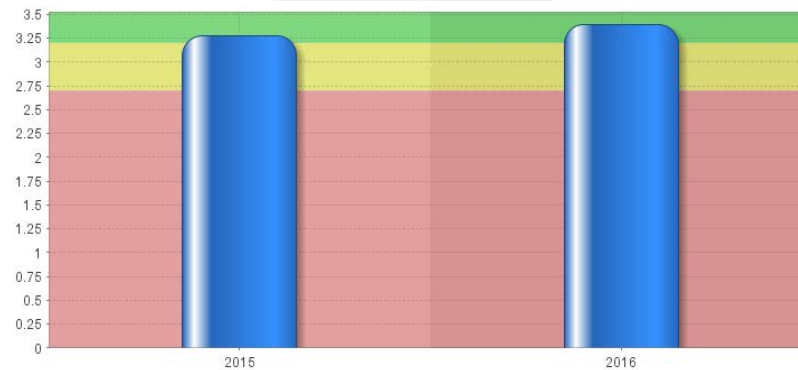


Actual Value: 3.39

Red Flag: **2.7**

Goal: **3.2**

Historical Performance



Series Color	Scorecard Object	2015	2016
	Programmatic Leadership Score	3.27	3.39

Increase Board Director Engagement - June 2016

Description: REPORTING, COMMUNICATION & OUTREACH

This objective focuses on Board member engagement which is key to continuing successful relationships with Board members while providing a forum to discuss challenges and opportunities. Outreach activities are conducted by DRCOG's Executive Director and staff to increase Board members' engagement and provide opportunities for members to learn more about DRCOG.

Type: Objective

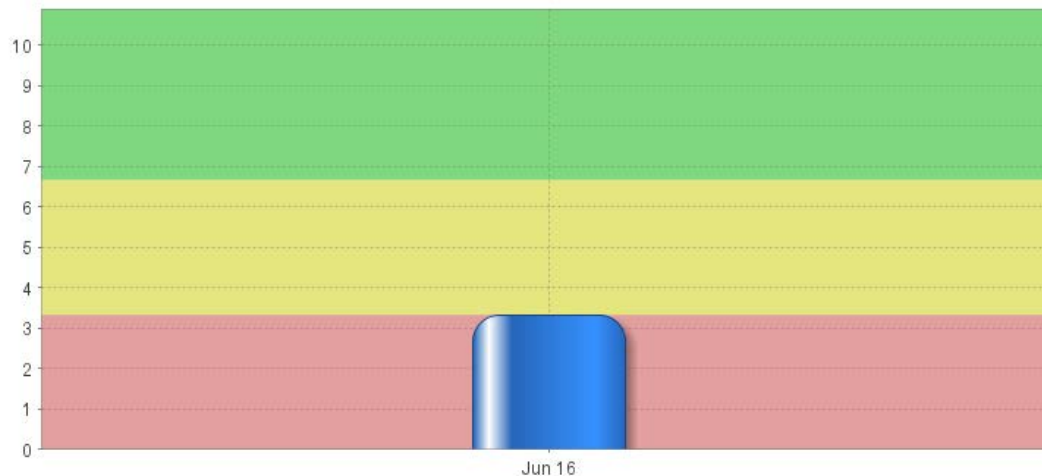
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: **3.33**

Historical Performance



Series Color	Scorecard Object	June 2016
	Increase Board Director Engagement	3.33

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Board Director One-on-Ones	Performance Measure	33.33%	6.67
New Board Director/Alternate On-Boarding	Performance Measure	33.33%	
Work Session Board Director Attendance 54	Performance Measure	33.33%	0

Board Director One-on-Ones - June 2016

Performance Measure Info

Description: This measure reports the number of one on one Board member meeting conducted by the Executive Director and/or key staff.

Type: Performance Measure

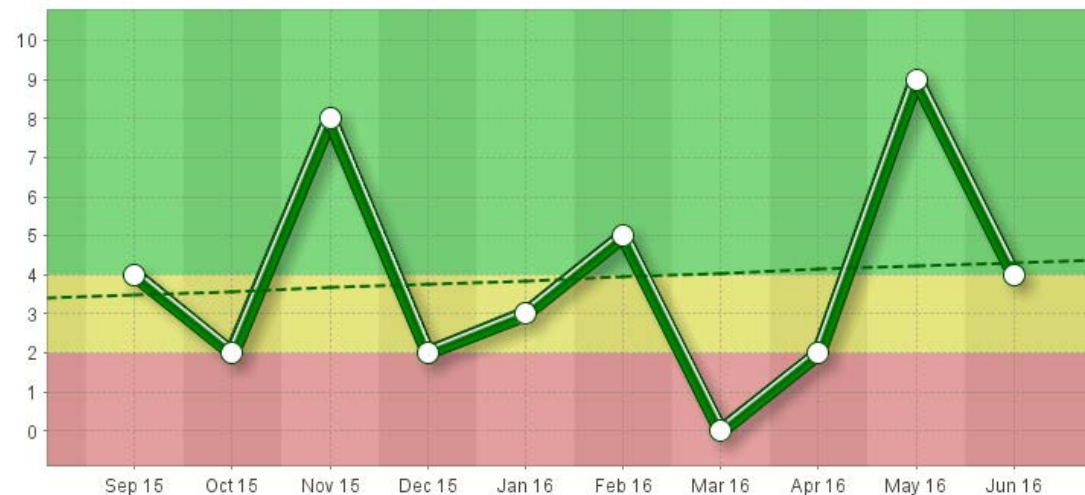
The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The dotted line on the graph below shows the trend moving upward for this measure. Fluctuations in monthly values are most often due to scheduling availability for Board Directors. The data table below the graph reports the Actual Values for each month shown in the table. Variances in monthly results are typically associated with the availability of Board Directors.

This Period's Performance



Actual Value: 4
Red Flag: 2
Goal: 4

Historical Performance



Series Color	Scorecard Object	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016
	Board Director One-on-Ones	4	2	8	2	3	5	0	2	9	4

Notes

Total meetings for 2016 to date = 23

One on One meetings with Members:

- Rick Teter, Commerce City
- Joyce Jay, Wheat Ridge
- Paul Sorensen, Mayor - Firestone (and community development director)
- Aaron Brockett - City of Boulder

Work Session Board Director Attendance - June 2016

Performance Measure Info

Description: This measure reports the percentage of Board Directors (Alternates) attending Work Sessions.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The dotted line on the graph below shows the trend moving upward for this measure.

This Period's Performance

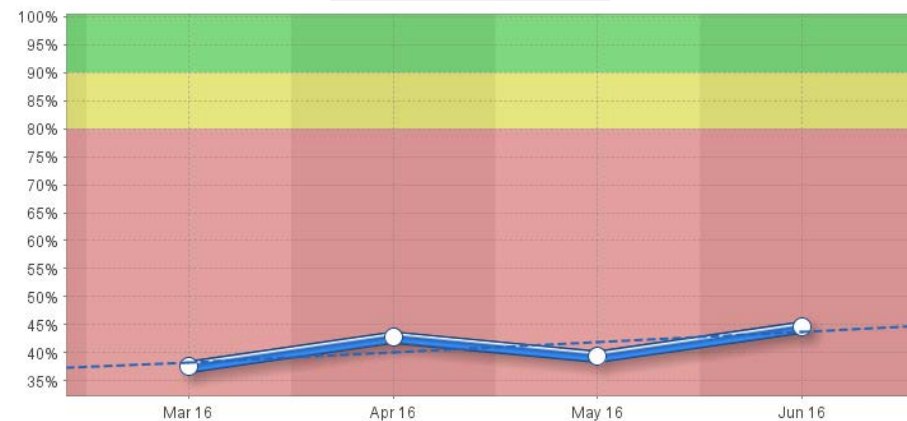


Actual Value: 44.6%

Red Flag: 80%

Goal: 90%

Historical Performance



Series Color	Scorecard Object	March 2016	April 2016	May 2016	June 2016
	Work Session Board Director Attendance	37.5%	42.8%	39.3%	44.6%

Notes

In the January 2016 Board meeting, the DRCOG Board of Directors approved transitioning the Metro Vision Issues Committee (MVIC) to a Work Session format where all Directors are encouraged to attend and learn about issues prior to a vote in Board meetings. The expectation is that discussions at Work Sessions will inform Board Directors on relevant issues coming before the Board minimizing the need for lengthy discussions during Board meetings and allowing for a vote to occur more quickly.

Develop Strategic Competencies - June 2016

Description: This objective is designed to increase or improve staff competencies that are critical to DRCOG currently and into the future. Strategic competencies identified are aligned with our overall mission and strategy.

Type: Objective

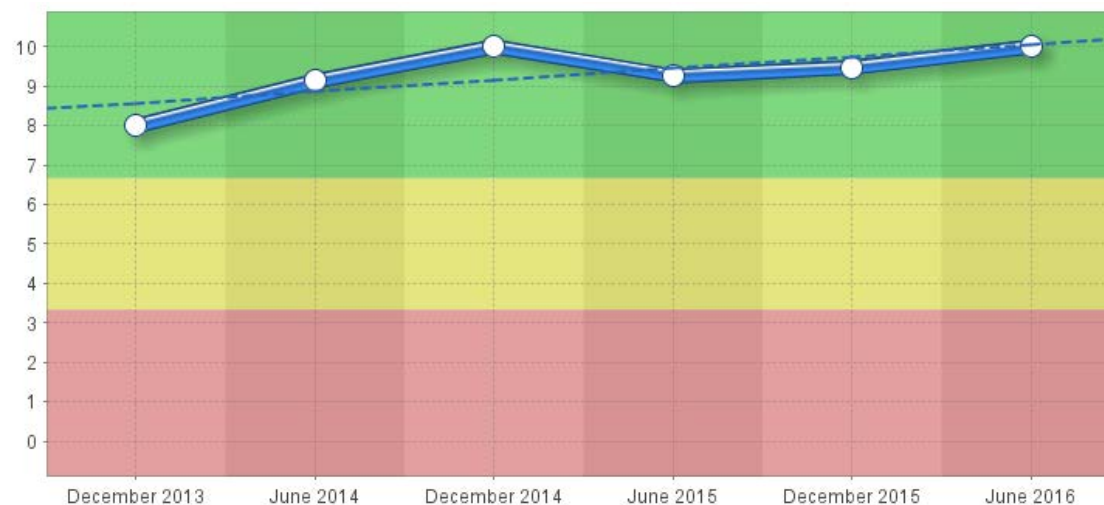
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section. The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: 10

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	Jun 2016
	Develop Strategic Competencies	8	9.13	10	9.27	9.47	10

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Employee Development	Performance Measure	50%	
Leadership Composite Score	Performance Measure	50%	10

Notes

DRCOG IS (Information Systems) Manager, Ashley Summers, attained her PMP (Project Management) certification which will directly relate to process improvements in project selection and project management. Ashley led a key initiative for DRCOG with internal subject matter experts to design a project selection and decision process that aligns potential projects with our mission and strategy, ensures resources are allocated sufficiently and ensures projects are managed to time and budget forecasts.

Leadership Composite Score - June 2016

Performance Measure Info

Description: This measure reports a composite score (1-4, 1= low, 4 = high) of sections contained in the Employee survey pertaining to organizational leadership. The section scores used in this measure are from the Supervisor, Division Director, and Executive Director sections of the survey. The 3 scale/section scores are averaged and each is reported in the note section for this measure.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

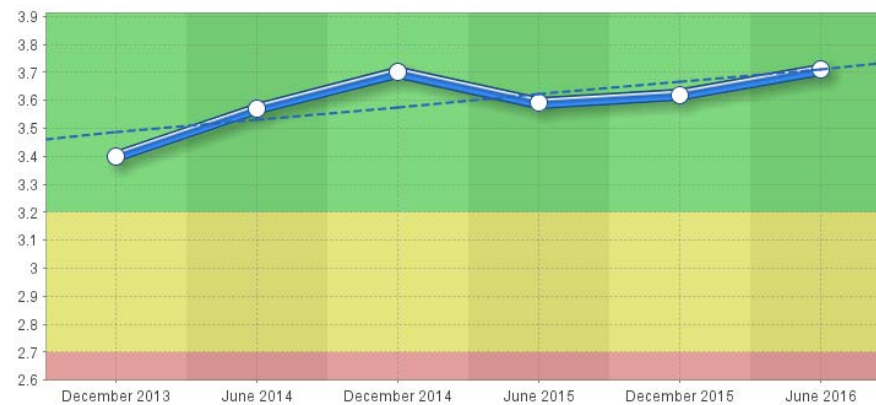


Actual Value: 3.71

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	Jun 2016
	Leadership Composite Score	3.4	3.57	3.7	3.59	3.62	3.71

Notes

From the June 2016 Employee Engagement and Satisfaction Survey, the following scores were used to report on this measure. (4-point scale;1 is low and 4 is high)

- Supervisor scale - 3.81
- Division Director scale - 3.78
- Executive Director scale - 3.53

Improve Strategic Alignment- June 2016

Description: This objective is to ensure staff activities are aligned to the DRCOG vision and strategy, internal and external communications are improved, and performance against strategic goals is tracked and measured. This objective is intended to ensure each employee, manager, director is engaged with strategy development at their respective level in the organization and/or their division.

Type: Objective

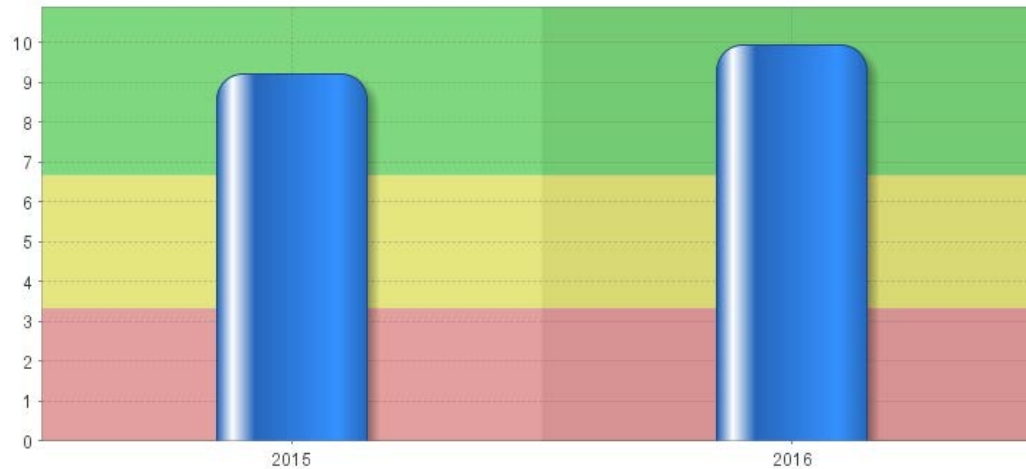
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section.

This Period's Performance



Score: 9.93

Historical Performance



Series Color	Scorecard Object	2015	2016
	Improve Strategic Alignment	9.2	9.93

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Employee Survey Strategy Composite	Performance Measure	50%	9.93
Small Group/Team Strategic Alignment	Performance Measure	50%	

Notes

In order to align our structure to DRCOG's strategy, a reorganization/creation of Regional Planning and Development Division was completed in June for an effective date of July 18.

Employee Survey Strategy Composite - June 2016

Performance Measure Info

Description: This measure reports a composite score of items from the DRCOG employee survey that relate to the internal communication of the strategic direction and priorities of the organization and its divisions to employees throughout DRCOG.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The dotted line on the graph below shows the trend moving upward for this measure.

The items are used to calculate the score for this measure:

- * DRCOG's mission makes me feel that my job is important.
- * I know how my work contributes to the achievement of my division's goals.
- * Effectively communicates the division's mission, vision and strategy. - Supervisor
- * Effectively communicates the division's mission, vision and strategy. - Division Director
- * Provides strategic leadership by helping us stay focused on our mission, vision and direction. - - Division Director
- * Provides strategic leadership by helping us stay focused on our mission, vision and strategy. - Executive Director
- * Effectively communicates the organization's mission, vision and strategy. - Executive Director

This Period's Performance

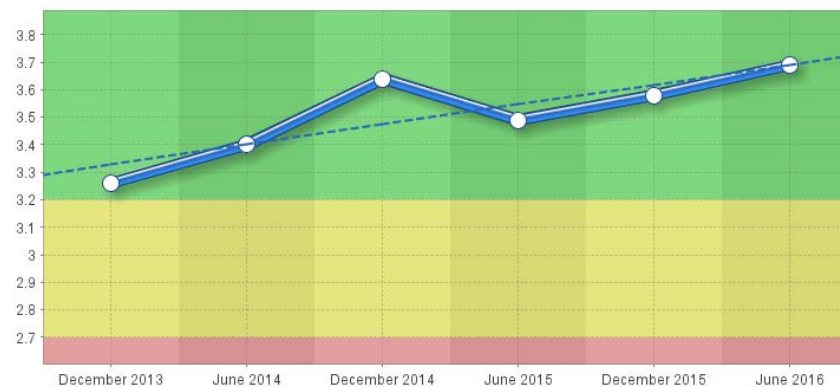


Actual Value: 3.69

Red Flag: **2.7**

Goal: **3.2**

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	Jun 2016
	Employee Survey Strategy Composite	3.26	3.4	3.64	3.49	3.58	3.69

Inspire Openness, Teamwork, & Innovation - June 2016

Description: This objective focuses on the characteristics needed to support a culture of innovation and results orientation. The measures currently used for

Type: Objective

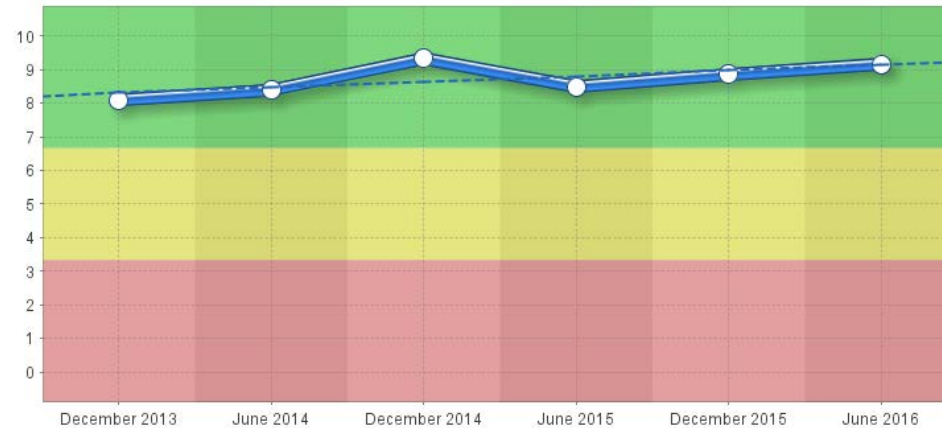
The score under the speedometer to the right is the QuickScore rating (0-10) for this objective. It is based on the performance of associated measures shown in the second data table below. Both data tables under the bar chart report the QuickScore ratings. The scores for the individual measures follow this section. The dotted line on the graph below shows the trend for this objective for the time periods noted in the first data table.

This Period's Performance



Score: **9.17**

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	Jun 2016
	Inspire Openness, Teamwork, & Innovation	8.1	8.4	9.33	8.5	8.87	9.17

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Score
Employee Satisfaction	Performance Measure	33.33%	8.33
Employee Turnover	Performance Measure	33.3%	
Organizational Openness Score	Performance Measure	33.33%	10

Notes

DRCOG Employee of the Year Celebration - DRCOG staff attended the annual Employee of the Year celebration on June 9.

DRCOG Employee Satisfaction Survey completed

Organizational Openness Score - June 2016

Performance Measure Info

Description: This is a composite measure from the following items in the DRCOG Employee Survey:

Fosters open, candid communication. - Supervisor scale

Fosters open, candid communication. - Division Director scale

Fosters open, candid communication. - Executive Director scale

There is open, honest two-way communication between team members.

Is approachable and open to talk about things that bother me at work. – Supervisor scale

Listens to and considers my ideas and suggestions. – Supervisor scale

Seeks and accepts advice and feedback. – Supervisor scale

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure.

This Period's Performance

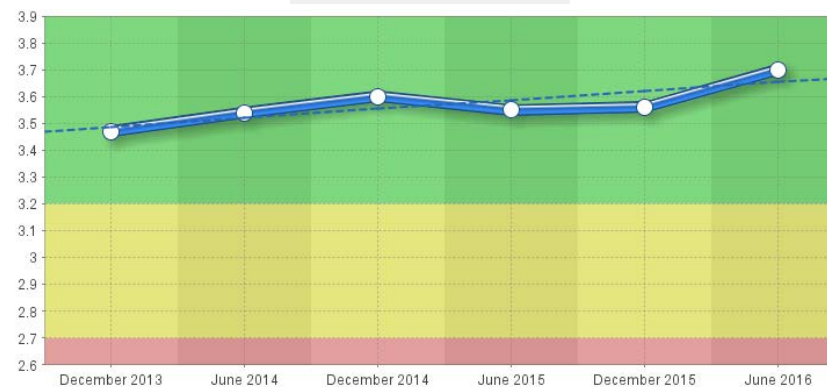


Actual Value: 3.7

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	Jun 2016
	Organizational Openness Score	3.47	3.54	3.6	3.55	3.56	3.7

Employee Satisfaction - June 2016

Performance Measure Info

Description: This measure reports the score on the Satisfaction scale/section of the DRCOG Employee Engagement and Satisfaction survey.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The dotted line on the graph below shows the trend moving upward for this measure.

This Period's Performance

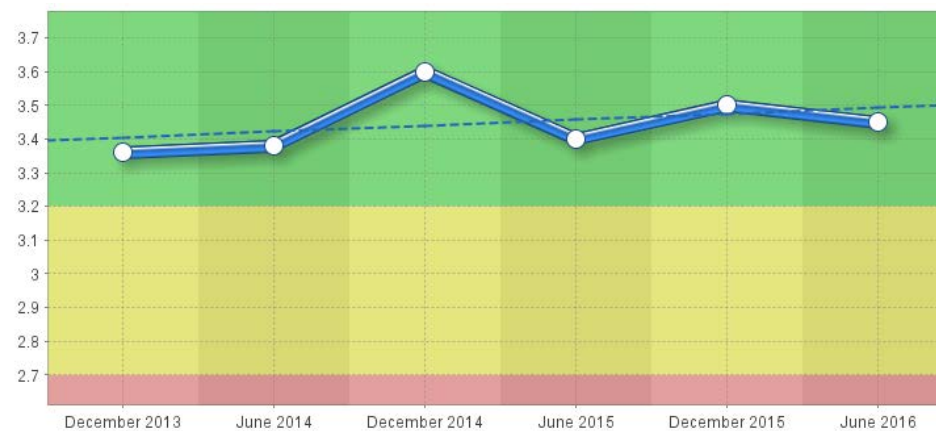


Actual Value: 3.45

Red Flag: 2.7

Goal: 3.2

Historical Performance



Series Color	Scorecard Object	Dec 2013	Jun 2014	Dec 2014	Jun 2015	Dec 2015	June 2016
	Employee Satisfaction	3.36	3.38	3.6	3.4	3.5	3.45

The data table above reports Employee Satisfaction scores for subsequent survey periods.

Employee Turnover - 2015

Performance Measure Info

Description: This measure reports the percent turnover for employees who left DRCOG to take another job.

Type: Performance Measure

The speedometer to the right shows current performance (Actual Value) and threshold values (Red Flag and Goal) for this measure. The 'Score', Red Flag and Goal are not reported since no thresholds have been set for this measure to date.

This Period's Performance



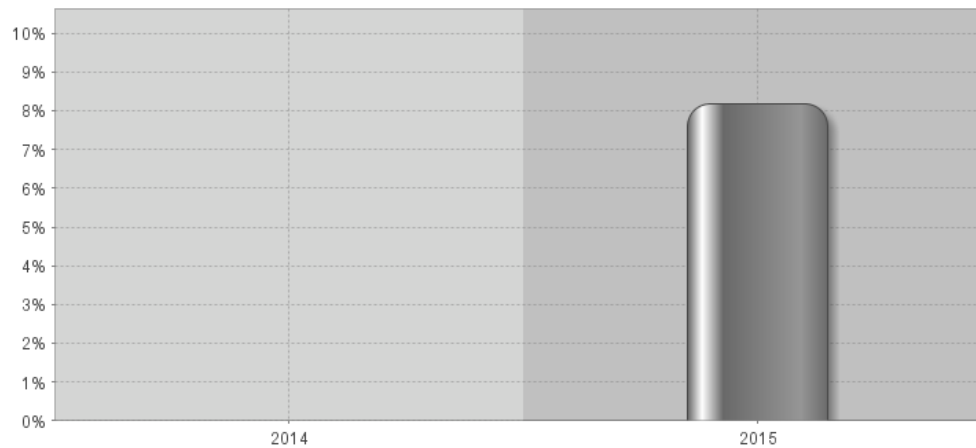
Actual Value: 8.19%

Score:

Red Flag:

Goal:

Historical Performance



Series Color	Scorecard Object	2014	2015
	Employee Turnover		8.19%

Executive Office Scorecard/Executive Director Monthly Report Overview

Introduction Section

The Executive Director's Monthly Report is in the process of being integrated into an Executive Office scorecard and designed using the Balanced Scorecard framework. This step will better align the monthly information into a similar format for reporting to DRCOG's Board of Directors in the future including DRCOG's division scorecard reports.

The report is still 'under construction' but is at a stage to begin combining the Executive Director's narrative report into a scorecard format which includes developing performance measures for key areas of focus and for the scorecard in general. Color scoring is for illustration only since few measures are currently populated with data. Work is underway to collect or to begin collecting data for measures in the scorecard. Once new measures are designed, there is a lag time between designing them and data collection.

Scoring of Scorecard Components

Scoring for measure values and other scorecard components are reported in various units i.e., percentages, currency or actual values. Performance measures have different *frequencies* at which data are collected such as, monthly, quarterly, yearly, etc.

Actual values are used for performance measures when current data is available. In addition, a 0-10 score is assigned in QuickScore to every scorecard component, with 0 being lowest (red) and 10 being highest (green), using a three-color 'traffic light' method most commonly. Certain measures may use more colors than the three-color scoring type. A yellow color-scoring appears when performance is between the goal and red flag thresholds. When thresholds or targets are set for performance measures, color scoring indicates where performance is tracking as of the most current data period. The QuickScore 0-10 rating provides a consistent scoring method that enables quick visual inspections of performance without having to sort through more detail when performance is tracking as expected.

Terms Used in this Report

Balanced Scorecard - BSC (scorecard) – a strategic framework for translating broad, long-term organizational goals into a set of strategic operational objectives, measures and initiatives that can be managed by organizational leadership and staff.

Composite Measure— a set of measures that roll up into a single score.

Overview – a high- level summary score for strategic objectives or composite measures. The score is based on a 0-10 scale (0 =low, 10 = high) assigned in QuickScore. An Overview can also be used to report on a division scorecard objective that has multiple measures and is reported as a rollup score. An Overview can also represent a group of independent measures that have been combined as a composite or index.

Performance Measure – various types of measures (leading, lagging) developed for objectives. Types of performance measures used in most scorecards include: input, process, output, and outcome. Measures in scorecards can be ‘scored’ or ‘unscored’ which determines whether or not a measure affects the overall scorecard.

Performance Measure Overview – a report on a specific performance measure from the top organizational level scorecard or a department scorecard. Scoring for performance measures is reported in actual values and with a QuickScore rating for ‘scored’ measures.

QuickScore - a Balanced Scorecard software application that contains the structural components and data for a scorecard, used as an organizational information tool to improve reporting and decision-making. (<http://www.spiderstrategies.com/>)

Strategic Initiative Overview – an overview report of a program, project or an activity that is designed to improve, introduce or sustain a specific scorecard component. Initiatives can be budgeted activities or activities completed by staff requiring the use of no budget dollars.

Strategy Map - a visual representation of the cause and effect linkages between strategic objectives contained in your strategy. There should be a balance between the number of objectives in each of the four Balanced Scorecard perspectives of your strategy map.

Strategic Objective – a high level, operational ‘continuous improvement activity’ that is one of the primary components of a balanced scorecard. Strategic objectives are placed on a strategy map for visualization of an organization or division strategy.


Reviewing Performance Data in the report

The data in this report are a point-in-time snapshot of results to date. The thresholds (targets) we have established for certain measures that are scored using a traffic light scheme (red, yellow, green) often indicate a variation from the mean/average and not necessarily good or bad performance, just a signal to investigate. Graphs that are showing a deviation from the mean/average are based on using time series data and taking an average of that data over time periods ranging from 3-7 years for the goal target and establishing some factor, plus or minus from that goal, to represent the red flag target.

This method was used to establish a baseline and context for our measure data as an initial step to visually track performance on a more frequent basis before legitimate thresholds could be developed. Not every measure in the scorecard can be included in this report. The intent is to provide a reasonable and accurate representation of performance while keeping the report educational and informative for our Board of Directors and other stakeholders.

Explanation of Report Format

- **Overview Section**

Description: NEW/EXPANDED PRODUCTS, SERVICES, AND INNOVATION	This Period's Performance
Outcome #1: Create new and expanded partnerships, funding and other support to stretch our resources further and improve service delivery.	
Initiative #1: Build business acumen of AAA	Score:

The **overview section** of each page provides key information about the objective, measure, etc. that's being reported. As noted below, this section also contains the speedometer for scored components.

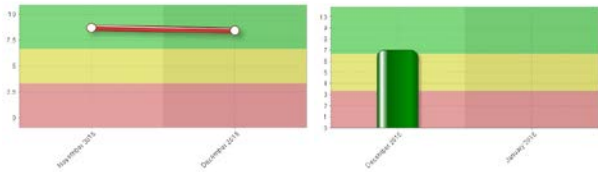
- **Speedometers**



Score:

Speedometers provide a quick, visual look at a component's current performance with a numeric score for measures or objectives below. Measure scores are actual values and objectives are scored by QuickScore (Balanced Scorecard software) from 0-10 based on the performance of all measures associated with that objective. QuickScore provides the 0-10 scoring for all components in the scorecard where scored measures are present.

- **Bar Charts/ Line Graphs**



Bar Chart/Line graph is a graph divided into increments of measure that visually illustrate data using colored bars or a line. Graphs report single data points or time series depending on data availability. The background of performance measure graphs will include color scoring when thresholds have been established. Most graphs show the red, yellow, green scoring for the background with green on top or red on top depending on whether or not higher values are good.

- **Data Tables** (Score below for Dec 2015 is the QuickScore rating of 0-10 referenced above)

Series Color	Scorecard Object	Organization	Series	Dec 2015	Jan 2016
	Improve and Expand Service Delivery	Executive Office Scorecard	Score	7	

Data Tables provide information on objectives and measures. The first data table above shows an objective, the scorecard it's in, and the 'score' assigned from 0-10. This example shows an objective level score.

Data Used in Calculations - DRCOG Scorecard >> Executive Office Scorecard

Name	Type	Weight	Actual Value	Score
Opposed Bills	Performance Measure	50%		
Stakeholder Engagements	Performance Measure	0%		
Supported Bill Success Rate	Performance Measure	50%		

Data Used in Calculations –is an informational table that shows the combination of scored or unscored measures associated with an objective. Weighting, actual values, and the QuickScore rating (0-10) are shown in the table when data is available. The title at the top shows the primary scorecard (DRCOG) and the associated scorecard (Executive Office).

Notes

Notes are at the end of sections in the scorecard report and include background information for specific objectives and measures.

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 20, 2016	Informational Briefing	8

SUBJECT

This is a briefing on the creation of a Mobility Choice Blueprint for the region and a request for DRCOG's participation.

PROPOSED ACTION/RECOMMENDATIONS

No action requested. This item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

At the December 2015 Board meeting, retired CDOT director Don Hunt provided a briefing on a new initiative created by the Denver Metro Chamber of Commerce called Mobility Choice. Its stated purpose is to:

Maximize existing investments in the metro Denver transportation system by leveraging technology to meet future workforce mobility needs, resulting in enhanced economic opportunity and quality of life.

Since this spring, DRCOG staff has been participating in a discussion with the Denver Metro Chamber, CDOT and RTD about forming a partnership to create an environment embracing advanced transportation technologies to improve future mobility.

To advance this goal, it is proposed the partners fund a study, called the Mobility Choice Blueprint to further understand the future of transportation technology and what is needed to prepare the region for its inevitable expansion. Attachment 1 details the purpose and outcomes of the Mobility Choice Blueprint Initiative. Once complete, the Blueprint – which includes a large public involvement process - would be used to recommend investment priorities for the Regional Transportation Plan (RTP) and the future Transportation Improvement Programs (TIPs). Recommended projects or programs would come from either “existing funding” or “new funding models”, which could result in reallocation of funds in the fiscally constrained RTP.

The Blueprint development would be overseen by a Mobility Choice Board of Directors and the Chamber will finance the operations of the Board, hiring an executive director. The Board will be made up of private and public sector leaders and DRCOG will be a member (See attachment 1 for a list of Board member names and organizations).

The estimated cost of the Blueprint is \$1.5 million and will be equally shared among the three public agencies (DRCOG, CDOT and RTD). As noted above, the Denver Metro Chamber is providing the funds to operate the Mobility Choice Board. Consequently,

DRCOG's share would be \$500,000. If the Board decides to participate, staff recommends using available Surface Transportation Program (STP) funds.

The success of this endeavor is contingent on all three public agencies being able to obtain funding. To date, CDOT has secured their share and RTD plans to present to their Board in August.

If the consensus of the DRCOG Board is to pursue the development of the Mobility Choice Blueprint, staff will develop a formal TIP amendment to be taken through the DRCOG committee process in August.

Don Hunt and Kelly Brough, President and CEO of the Denver Metro Chamber of Commerce, will be available at the July meeting to provide additional detail and answer questions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

1. Mobility Choice Blueprint Initiative
2. Presentation slides

ADDITIONAL INFORMATION

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

MOBILITY CHOICE BLUEPRINT INITIATIVE FOR THE METRO DENVER AREA

How we move is changing. In the post-war history of mobility in our region, personal cars have been central to nearly every trip. Getting a driver's license was a major rite of passage for most Americans, and owning a car was part of living the American dream. Accordingly, transportation planning processes were built around that expectation, with a focus on maximizing and increasing the amount of cars our roads can hold.

But technology is changing these values. Today, Americans spend on average 17 percent of their household budgets on transportation, largely toward owning and maintaining a car. Driving is an unproductive commitment of personal time. Meanwhile, connected cars are already being produced, driverless cars are coming faster than anticipated and the sharing economy is growing. With that, transportation planning must change.

We are proposing a mobility planning effort that takes into account the types of changes we are experiencing due to advancing technology and shifting values. By uniting the public and private sectors we can better plan for the mobility needs of our future workforce. If we don't act now, our growth and congestion could work against us when it comes to attracting tomorrow's employers.

The Denver Metro Chamber of Commerce, the Colorado Department of Transportation, the Regional Transportation District and the Denver Regional Council of Governments are ready to embrace a new approach to planning for connected mobility in the metro Denver area.

Our Purpose

Maximize existing investments in the metro Denver transportation system by leveraging technology to meet future workforce mobility needs, resulting in enhanced economic opportunity and quality of life.

The Mobility Choice Organization

Mobility Choice is a partnership among the Denver Metro Chamber of Commerce, Colorado Department of Transportation, Regional Transportation District, and Denver Regional Council of Governments. Mobility Choice is the non-profit overseeing the preparation of the 2030 Blueprint, supporting a process and generating a document that will articulate how metro Denver can join together public and private interests, incorporate technological change and opportunity, and provide alignment for strategic transportation investment.

The Mobility Choice Board of Directors is composed of private and public leaders:

- **Bruce Alexander**, President & CEO, Vectra Bank Colorado
- **Kelly Brough**, President and CEO, Denver Metro Chamber of Commerce
- **Colorado Department of Transportation**
- **Denver Regional Council of Governments**
- **Regional Transportation District**
- **Jack Hilbert**, former Douglas County Commissioner
- **Aiden Mitchell**, Vice President, IoT Global Solutions, Arrow Electronics
- **Becca O'Brien Kuusinen**, Associate Principal, Denver, McKinsey & Company
- **IHS Inc.**
- **Kaiser Permanente**
- **Will Toor**, former Boulder County Commissioner
- **Jarrett Wendt**, VP Strategic Initiatives and Business Development, Panasonic Enterprise Solutions Company

Don Hunt, retired CDOT Executive Director, is the convening Executive Director of Mobility Choice.

Blueprint Products/Outcomes

The Mobility Choice Blueprint, a strategic direction for transportation in the Denver region, will produce specific products and outcomes:

- 1) **Engagement** of the general public and key stakeholders in metro Denver's mobility future in a way that provides education and awareness of technological change in transportation, and meaningful input to the Blueprint process and recommendations
- 2) A 15-year **scenario** for most probable technological impact on mobility and transportation
- 3) Year 2030 recommendations for:
 - a) Changes to regional transportation **policies**
 - b) Elimination of or additions to transportation **projects** (e.g. highway capacity, express toll lanes, rail transit, station connections, bus rapid transit)
 - c) Reductions in or additions to transportation/mobility **programs** (e.g. local bus service, on demand mobility, TDM, bicycle, pedestrian, signal systems, managed highway systems, customer trip decision information, integrated electronic payment, private mobility provider integration, freight movement)
- 4) **Funding** requirements and sources to implement recommended projects and programs by 2030
 - a) Use of existing funding
 - b) New funding models
- 5) **Continuing processes** to:
 - a) Effectively engage the **private sector** and employers in transportation solutions
 - b) Maintain **strategic alignment** of CDOT, RTD and DRCOG transportation project and program investments
 - c) Evaluate the pace of technological change and **make mid-course corrections** to regional plans for effective transportation and mobility investments

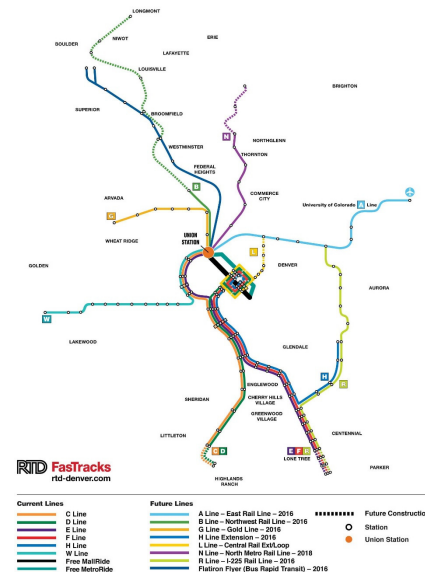
Mobility Choice Blueprint

MAXIMIZE EXISTING INVESTMENTS IN OUR TRANSPORTATION SYSTEM
BY LEVERAGING TECHNOLOGY TO PLAN FOR OUR FUTURE WORKFORCE
AND EMPLOYER MOBILITY NEEDS AND INCREASE ECONOMIC
OPPORTUNITIES AND QUALITY OF LIFE.

Mobility Choice: Why?

- 1 In 2016, the RTD will open
 - US36 Flatiron Flyer
 - University of Colorado A Line
 - Westminster B Line
 - Arvada-Wheat Ridge G Line
 - Aurora R Line.

What is metro Denver's post-2016 mobility strategy?

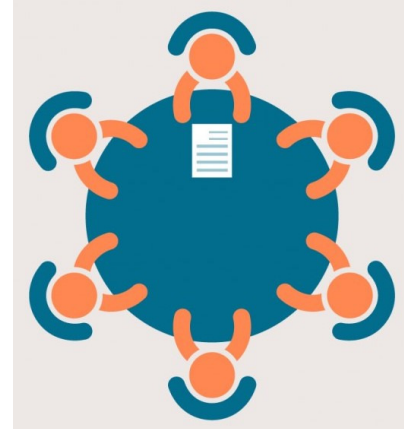


Mobility Choice: Why?

- 2 More than ever before, mobility will be the critical element in keeping metro Denver economically healthy.

How do we bring private employers into the transportation planning process?

How can DRCOG, RTD and CDOT align for maximum effectiveness?



Mobility Choice: Why?

- 3 Technology is rapidly changing urban mobility. Connected, shared, and automated mobility are changing the ways we travel.

How do we invest in mobility choices

- to avoid stranded investments and
- leverage new technology to create continued economic health and quality of life?



Mobility Choice Organization

Don Hunt

Convening Executive Director

Board of Directors (12 members) –

Private Sector

- Bruce Alexander, Vectra Bank
- Kelly Brough, Denver Metro Chamber
- Brian Oehler, IHS
- Aiden Mitchell, Arrow Electronics
- Jarrett Wendt, Panasonic
- Becca O'Brien Kuusinen, McKinsey
- _____, Kaiser Permanente

Public Sector

- Jennifer Schaufele, DRCOG
- Dave Genova, RTD
- Shailen Bhatt/Mike Lewis, CDOT
- Will Toor, Boulder County
- Jack Hilbert, Douglas County



Mobility Choice Blueprint

- Mobility Choice Blueprint funded in partnership with private firms, DRCOG, RTD, and CDOT, each contributing \$500,000
- A strategic direction for metro Denver mobility investment
- Blueprint technical content developed by agency staff and consultant team
- Blueprint preparation October 2016-December 2017
- Extensive public engagement effort
- Mobility Choice Board for governance, leadership, and policy



Success “Home Runs” Technology Enabled Mobility

- Reduce existing roadway congestion and **increase system reliability** through the application of **connected and big data technology** (adaptive signal systems, managed motorways, connected corridors).
- Maximize utility of the RTD rail system investment by deploying **connected, automated, and electric vehicle** technology to provide **first mile/last mile on-demand mobility** to transit stations (Transportation Network Companies, eg Uber, Lyft, Bridj, and Bikeshare).
- **Increase shared vehicle trips/increase vehicle occupancy** through real-time mode information apps and **integrated electronic payment** (Moovel, Go Denver app, TriMet Mobile Ticket).



Success “Home Runs” Transportation Investment Process

- Develop policies and programs to ensure that **new mobility options** are available to and affordable for **disadvantaged, disabled, and senior communities**.
- Identify how CDOT, RTD, DRCOG, and local transportation programs can **strategically align investments** and anticipate/utilize **new mobility technologies** for system efficiency.
- Develop a mechanism for continuing **private sector and employer participation** in the regional transportation planning and investment process.



Success “Home Runs” Transportation Investment Process

- Identify where mobility program and project investments may use **existing funding** or require **new funding models** for success.
- Year 2030 **recommendations** for:
 - Changes in transportation **policies**
 - Elimination of or additions to transportation **projects**
 - Reductions in or additions to transportation **programs**



USDOT Smart City Challenge

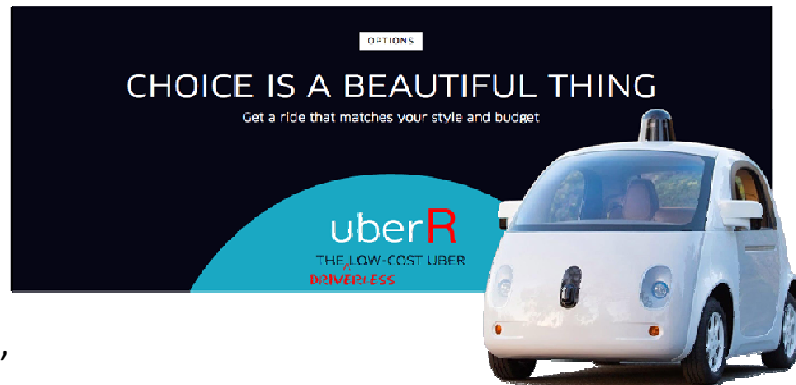
Columbus Smart City Pitch



A Closing Thought.....

**"It is not our task
to predict the
future, but to be
well prepared for
it."**

Pericles, 5th Century B.C.,
Athens



DENVER
METRO
CHAMBER
OF COMMERCE

ATTACH C

MINUTES
BOARD OF DIRECTORS
WEDNESDAY, MAY 18, 2016

Members/Alternates Present

Elise Jones, Chair	Boulder County
Eva Henry	Adams County
Bill Holen	Arapahoe County
David Beacom	City & County of Broomfield
Tim Mauck	Clear Creek County
Robin Kniech	City & County of Denver
Anthony Graves (Alternate)	City & County of Denver
Roger Partridge	Douglas County
Don Rosier	Jefferson County
Bob Fifer	City of Arvada
Bob Roth	City of Aurora
Larry Vittum	Town of Bennett
Aaron Brockett	City of Boulder
Anne Justen	Town of Bow Mar
George Teal	Town of Castle Rock
Doris Truhlar	City of Centennial
Laura Christman	City of Cherry Hills Village
Richard Champion	Town of Columbine Valley
Rick Teter	City of Commerce City
Steve Conklin	City of Edgewater
Joe Jefferson	City of Englewood
Geoff Deakin	Town of Erie
Daniel Dick	City of Federal Heights
Lynnette Kelsey	Town of Georgetown
Casey Brown (Alternate)	City of Golden
Ron Rakowsky	City of Greenwood Village
Shakti	City of Lakewood
Phil Cernanec	City of Littleton
Jackie Millet	City of Lone Tree
Joan Peck	City of Longmont
Ashley Stolzmann	City of Louisville
Connie Sullivan	Town of Lyons
Colleen Whitlow	Town of Mead
John Diak	Town of Parker
Sally Daigle	City of Sheridan
Rita Dozal	Town of Superior
Adam Matkowsky	City of Thornton
Herb Atchison	City of Westminster
Joyce Jay	City of Wheat Ridge
Bill Van Meter	Regional Transportation District

Others Present: Jennifer Schaufele, Executive Director, Connie Garcia, Executive Assistant/Board Coordinator, DRCOG; Jeanne Shreve, Adams County; Julie Kirkpatrick,

Castle Rock; Joe Fowler, Douglas County; Kent Moorman, Thornton; Tim Kirby, Tim Kirby, Danny Herrmann, CDOT; Jennifer Cassell, George Dibble, Ed Bowditch Tomlinson & Associates; Luke Miller, Apartment Association of Metro Denver; Jake Martin, Colorado Priorities; and DRCOG staff.

Chair Elise Jones called the meeting to order at 6:31 p.m. Roll was called and a quorum was present.

New members and alternates were recognized: Wynne Shaw, new alternate from Lone Tree. The chair noted Director Millet is the newly elected Mayor of Lone Tree.

Move to Approve Agenda

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

Strategic Informational Briefing - Denver Smart City Presentation

Evan Dreyer, City of Denver, provided an overview of the City's application for a Smart City grant through the US Department of Transportation. The purpose of the grant is to foster innovation in emerging transportation technologies. Denver is one of 7 finalist cities for the grant.

Report of the Chair

- Chair Jones thanked the Directors who attended the annual awards event.
- The Chair reported a Board Collaborative Assessment survey has been sent to Directors for their input. She encouraged members to respond to the survey.
- Director Jones noted the performance evaluation survey for the Executive Director will be released soon and encouraged members to participate.
- The Chair reported the Live Ride Share conference was a great success.

Report of the Executive Director

- Executive Director Schaufele noted hotel registration for the August 5/6 Board workshop is now open. A flyer with registration information was provided at the Director's seats.
- Ms. Schaufele announced Bike to Work Day is June 22. Directors may sign up to receive T-Shirts (sign-up sheets provided in the lobby).
- Ms. Schaufele provided an update on her monthly report.
- The Quadrennial Federal Certification Review for DRCOG is complete. A presentation will occur at a future Board meeting.
- Executive Director Schaufele noted she and Jayla Sanchez-Warren have been taping segments for a radio show on KEZW. The segments are focused on aging and senior issues. The segments air on

Public comment

Luke Miller, Apartment Association of Metro Denver, spoke about the housing shortage in the Denver area and provided a Colorado Housing Financial Assistance Guide.

Move to approve consent agenda

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

- Minutes of April 20, 2016
- Conclusion of FIRE Program
- Amendments to the DRCOG Articles of Incorporation

Discussion of recommendation for Metro Vision 2040 outcomes and objectives

Brad Calvert provided a brief overview of the process to date. The Chair thanked Directors who have attended the Metro Vision Issues Committee meetings and Board work sessions for their work on this item.

Ashley Stolzmann **moved** to approve the Metro Vision 2040 Plan draft regional objectives, regional objective narratives and supporting objectives. The motion was **seconded**. There was discussion.

Director Partridge pointed out Metro Vision is a non-regulatory document, it is a vision plan. He noted words such as “will” and “shall” lend the document a regulatory tone, and should be removed. Director Millet noted staff will include a preamble to the document clarifying the document is a vision plan and should be viewed as a resource and not a regulatory document. The Chair noted the Plan is aspirational in nature, and DRCOG is not the only player in achieving the vision for the region.

After discussion, the motion **passed** unanimously.

Discussion of ballot initiatives

The 10 ballot initiatives from the Colorado Contractor’s Association will not be moving forward. Directors discussed the remaining ballot initiative, from Building a Better Colorado.

Bob Roth **moved** to support the Building a Better Colorado ballot initiative. The motion was **seconded**. There was discussion.

Several Directors noted they would abstain from voting, as their councils had not taken positions on the initiative. Others requested additional information before action is taken.

Ron Rakowsky offered a superseding motion to postpone action on the ballot initiative to the June 15 meeting. The motion to postpone action was **seconded** and **passed** with 19 in favor and 14 opposed.

The Directors requested staff provide information to the Board related to Amendment 69 at the next meeting.

FasTracks Annual Status Report

Bill Van Meter, Assistant General Manager for Planning at RTD, provided the annual status report on the FasTracks program. To date RTD has completed the West Light Rail line, redevelopment of Denver Union Station, the free Metro Ride, US36 BRT (Flatiron Flyer) and the University of Colorado A Line commuter rail from DUS to DIA. Later this year the following projects will open: the B line commuter rail from DUS to Westminster in July (the first 6 miles of the Northwest rail corridor), the G Line commuter rail from DUS through Arvada to Wheat Ridge in the fall, and in late 2016 the I-225 light rail line. Two other FasTracks projects are under construction: the North Metro commuter rail line from DUS to 124th (scheduled to open in 2018), and the Southeast Corridor extension (scheduled to open in 2019). Four FasTracks projects (or sections of projects) remain to be funded: the Central Corridor extension from 30th and Downing to 38th and Blake; the Southwest Corridor extension from Mineral to Lucent Blvd/C-470, the Northwest rail line from Westminster to Longmont and the North Metro completion from 124th to SH-7. Details on the status of those projects are included in the report. Mr. Van Meter stated the RTD Board and staff are committed to finishing all projects included in the voter-approved FasTracks program. RTD staff is currently working on a study focused on the four unfunded projects to update ridership projections, capital and operating costs, estimates and supporting information to be used to prepare applications for FTA grant funding.

Director Atchison asked if there is a current cost estimate for the Northwest Rail Corridor. Mr. Van Meter noted the current cost for the Northwest Corridor is between \$1.1 and \$1.4 billion (for the full service scenario), and the North Metro rail corridor is \$263 million.

Director Kniech asked for clarification on funds reported as expended on the Central Extension project. Mr. Van Meter noted the funds were substantially spent on rail vehicle purchases for the full build-out of the light rail commitments in FasTracks.

Director Stolzmann asked about a follow-up meeting for the Northwest corridor. Mr. Van Meter noted the meeting has not yet been scheduled, and would be a subset of the larger meeting held in the corridor.

Committee Reports

State Transportation Advisory Committee – Director Jones reported the Transportation Commission is scheduled to adopt an update to the Statewide Transportation Improvement Program later in May. A public hearing held on the update was well attended. The STAC will now report to both the Transportation Commission and CDOT staff. CDOT has submitted a TIGER grant proposal and a FastLane grant for north I-25. The group spent time discussing the process for the 2040 Statewide Transportation Plan.

Metro Mayors Caucus – The Metro Mayors discussed the Colorado Contractor Association ballot measures, which have now been withdrawn.

Metro Area County Commissioners – Director Jones noted the topic of the MACC meeting was the state refugee program.

Advisory Committee on Aging – Phil Cernanec reported the AAA has applied for a Medicare and Medicaid Services grant. Issues around affordable housing and transportation were discussed.

Regional Air Quality Council – Director Shakti reported work is continuing on the State Implementation Plan for Ozone.

E-470 Authority – Ron Rakowsky reported a celebration will be held to commemorate the 25th Anniversary of E470.

Report on FasTracks – No report was provided.

Chair Jones noted administrative amendments to the Transportation Improvement Program will now be reported in the agenda each month as an informational item.

Next meeting – **June 15, 2016**

Other matters by members

No other matters were discussed.

Adjournment

The meeting adjourned at 8:13 p.m.

Elise Jones, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Jennifer Schaufele, Executive Director

ATTACH D

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 20, 2016	Action Item	10

SUBJECT

Discussion to decide if the Board wishes to take positions on two initiatives – Initiative 117 (gathering signatures) and Amendment 69 (certified) – slated for the November 2016 ballot and, if a position is to be taken, directing staff to draft resolutions stating the positions for action at the next regular Board meeting.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Each year the DRCOG Board reviews proposed initiatives and referenda for their impact on DRCOG, its programs, the metro area, or DRCOG's member governments.

Under the state Fair Campaign Practices Act, a public entity is permitted to pass a resolution or take an advocacy position on a ballot issue and may direct staff to report that action to the public in the entity's usual manner. An elected official or other public employee also may express a personal opinion on any ballot issue, including answering questions about the issue.

At its May meeting, the Board discussed possible positions on November ballot issues and directed staff to place consideration of Initiative 117 and Amendment 69 on an upcoming agenda.

PREVIOUS DISCUSSIONS/ACTIONS

May 4, 2016 – Board Work Session
May 18, 2016 – Board of Directors meeting

PROPOSED MOTION

N/A

ATTACHMENTS

Attachment: Language for proposed ballot Initiative 117
Fact Sheet for proposed ballot Initiative 117
Fact Sheet for the yes on Amendment 69 campaign
Fact Sheet for the no on Amendment 69 campaign

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Jennifer Schaufele, Executive Director at 303-480-6701 or jschaufele@drcog.org or Rich Mauro at 303-480-6778 or rmauro@drcog.org.

RECEIVED

MAR 24 2016

S. WARD

12:25 p.m.

2015-16 #117. Final version filed with Secretary of State.

Colorado Secretary of State

Be it enacted by the People of the State of Colorado:

SECTION 1. Article 77 of title 24, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SECTION to read:

§ 24-77-103.1. Retention of 2016 election excess state revenues – 2016 election general fund exempt account - required uses - 2016 election excess state revenues legislative report

(1)(a) Notwithstanding any provision of law to the contrary and without increasing tax rates or imposing new taxes, for each fiscal year commencing on or after July 1, 2016, but before July 1, 2026, the state is authorized to retain and spend all state revenues in excess of the limitation on state fiscal year spending.

(b) Notwithstanding any provision of law to the contrary and without increasing tax rates or imposing new taxes, for each fiscal year commencing on or after July 1, 2026, the state is authorized to retain and spend all state revenues that are in excess of the limitation on state fiscal year spending, but less than the 2016 election excess state revenues cap for the given fiscal year.

(2) There is hereby created in the general fund the 2016 election general fund exempt account, which shall consist of the 2016 election excess state revenues that the state retains for a given fiscal year pursuant to this section. The moneys in the account shall be appropriated or transferred by the general assembly for the following purposes:

(a) not less than 35% of the revenues deposited to the account in each fiscal year shall be used to fund education including public pre-school through twelfth grade education, vocational education, and higher education;

(b) not less than 35% of the revenues deposited to the account in each fiscal year shall be transferred to the highway users tax fund and allocated in accordance with the formula specified in section 43-4-205(6)(b) to fund transportation projects, including highways, bridges, underpasses, mass transit or any other infrastructure, facility, or equipment used primarily or in large part to transport people; and

(c) any amounts not spent on education or transportation may only be used to fund mental health services and senior services.

(3) The statutory limitation on general fund appropriations set forth in section 24-75-201.1(1) (a), and the exceptions or exclusions thereto, shall apply to the appropriation of moneys in the 2016 election general fund exempt account.

(4) As permitted by the Taxpayer's Bill of Rights, the approval of this section by the registered electors of the state voting on the issue at the November 2016 statewide election constitutes a voter-approved revenue change to allow the retention and expenditure of state revenues in excess

of the limitation on state fiscal year spending.

(5)(a) For each fiscal year that the state retains and spends state revenues in excess of the limitation on state fiscal year spending pursuant to this section, the director of research of the legislative council shall prepare a 2016 election excess state revenues legislative report that includes the following information:

(I) The amount of 2016 election excess state revenues that the state retained pursuant to this section; and

(II) A description of how the 2016 election excess state revenues that the state retained pursuant to this section were expended.

(b) The report required by this subsection (5) shall be completed by October 15 following a fiscal year that the state retains and spends revenues pursuant to this section and may be amended thereafter as necessary. The director of research shall publish and link to the official website of the general assembly a copy of the report.

(6) As used in this section:

(a) "2016 election excess state revenues" means state revenues that are in excess of the limitation on state fiscal year spending.

(b)(I) "2016 election excess state revenues cap" for a given fiscal year means an amount that is equal to the highest total state revenues for a fiscal year from the period of the 2016-17 fiscal year through the 2025-26 fiscal year, adjusted each subsequent fiscal year for inflation, the percentage change in state population, the qualification or disqualification of enterprises, and debt service changes.

(II) As used in this paragraph (c), inflation and the percentage change in state population shall be the same rates that are used in calculating the maximum annual percentage change in state fiscal year spending pursuant to section 24-77-103, and the qualification or disqualification of an enterprise or debt service changes shall change the 2016 election excess state revenues cap in the same manner as such change affects the limitation on state fiscal year spending.

(c) "State revenues" means state revenues not excluded from state fiscal year spending, as defined in section 24-77-102(17).



COLORADO PRIORITIES

THE CURRENT CHALLENGE

Colorado is one of the fastest growing states with one of the best economies in the country. Yet, each year, Colorado falls behind in funding for education and transportation, and fails to meet the growing demand for mental health services and senior services.



Colorado's economy and population growth



Colorado's investment in our roads, schools, higher education, and basic services

This is because Colorado is required to return previously collected revenue due to a 24-year-old formula in our state constitution. Just as rebates for "excess revenue" are being returned, the state continues to underfund education, transportation and other important services.

THE PROPOSAL

Over the last year, dozens of meetings were held across the state, with thousands of civic and business leaders and grassroots participants to develop solutions that would allow Colorado to meet the needs and expectations of residents while remaining fiscally responsible.



42% The expected increase of miles driven annually in Colorado by 2040. **Despite a growing population, CDOT is using half its funds to maintain the current system and does not have funds to increase capacity.**



40th Colorado is 40th in the nation in per student spending, and spending has not kept up with inflation since 2009.

This proposal would allow Colorado to:



Keep and invest at least 35% of these funds into education, including pre-school through 12th grade education, vocational education and higher education;



Keep and invest at least 35% of these funds into transportation, including highways, bridges, underpasses, mass transit and other projects;



Invest any remaining funds toward mental health services and senior services.

PROTECTING TAXPAYERS

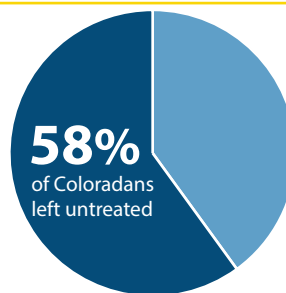
To ensure voters have control of their tax dollars, this proposal has a 10-year sunset. If there continues to be a need for these funds to be invested in education, infrastructure, mental health and senior services, policy makers will have to once again make their case to the voters.

This proposal follows what the Taxpayer Bill of Rights (TABOR) was designed to do: ask taxpayers for permission to use the additional money, already collected, without raising taxes. This proposal does not change TABOR or amend the constitution, and Coloradans will continue to vote on all tax increases.

Finally, this measure stresses accountability and puts important safeguards in place that require the state legislature to report each year on how these funds were invested.

HOW WILL THIS MEASURE WORK?

Follows TABOR?	YES
Raises taxes?	NO
Amends the constitution?	NO
Changes any existing formula?	NO
Defines spending allocations?	YES
Provides critical funding for Colorado's highest priorities?	YES



Nearly 60% of Coloradans who have a mental illness do not receive treatment – ranking the utilization of treatment in Colorado the third lowest nationally.



Colorado's population of seniors is now expected to grow 40% by 2040, putting added pressure on services such as transportation, meal delivery, heating assistance, and other essential senior services.

JOIN US



Summary of ColoradoCare – Amendment 69

ColoradoCare is a resident-owned, non-governmental health care financing system designed to ensure comprehensive, quality, accessible, lifetime health care for every Colorado resident. The benefit package will enhance the comprehensive health care services required by Medicaid and the Affordable Care Act. Premiums will be collected from Coloradans based on income, securing health care regardless of financial circumstance. This efficient, universal system will operate in the interests of Coloradans. By eliminating layers of bureaucracy and reducing administrative and other nonmedical costs, ColoradoCare will cover all residents and still cost less than the current system.

Process: By a Citizens' Initiative process, Coloradans collected enough signatures to successfully qualify ColoradoCare for the November 2016 ballot as Amendment 69.

Establishment: Section 1332 of the Affordable Care Act allows Colorado to obtain waivers to create her own health care system. ColoradoCare will not be an agency of the state nor be controlled by any state executive, department, commission, board, bureau or agency.

Interim Board: A 15-member Interim Board appointed by legislative leaders and the governor will oversee all operations until residents elect the Board of Trustees. The Interim Board will work with state and federal agencies; apply for Section 1332 waivers; coordinate with providers; develop a non-partisan, fair election process for Board elections in seven local Colorado districts; and establish rules to ensure that meetings, records and operations are public and transparent.

Board of Trustees: Within three years, residents from each of the seven Colorado districts will elect three Trustees. These 21 Trustees will be responsible for all operations of ColoradoCare; establish a purchasing authority for pharmaceuticals and medical equipment; establish separate ombudsman offices for beneficiaries and providers; establish and fund an office to prevent and investigate fraud; establish rules and procedures to ensure financial sustainability; ensure beneficiary confidentiality while allowing for research of ColoradoCare's database; oversee financial management, transparency of operations, and maintenance of patient privacy; and ensure beneficiaries' access to quality care.

Health Benefits: Comprehensive benefits must include primary and specialty care; hospitalization; prescription drugs and medical equipment; mental health and substance use services, including behavioral health treatment; emergency and urgent care; preventive and wellness services; chronic disease management; rehabilitative and habilitative services and devices; pediatric care including oral, vision and hearing services; laboratory services; maternity and newborn care; and palliative and end-of-life care. Additional benefits can be provided. ColoradoCare replaces the medical portion of Workers' Compensation. There will be no deductibles. Designated primary and preventive care services have no co-payments. Any other co-payments or cost-sharing must have ColoradoCare's prior approval and can be waived to ensure access to proper care. ColoradoCare will assure statewide access to emergency and trauma services. Beneficiaries will choose their primary care professionals.

Beneficiaries temporarily living or traveling in another state will receive coverage.

Delivery of service: ColoradoCare will assume payment for health services in a manner designed to minimize disruptions to current delivery and payment systems; will phase in payment reforms and a billing system; and use payment models that optimize quality, value, and healthy outcomes. Providers may continue to be for-profit, non-profit, public, private, salaried or independent.

Funding

In order to assume responsibility for the financing of health care in Colorado, the Board will seek all necessary waivers, exemptions, and agreements to receive all available state and federal health care funds.

The Colorado Department of Revenue will collect transitional operating fund taxes (TOFT) from residents beginning July 1, 2017 at the following rates: 0.6 % of payroll from employers, 0.3 % of payroll from employees, and 0.9 % from non-payroll income.

The month prior to ColoradoCare's assumption of responsibility for health care payments, the Department of Revenue will cease collecting TOFT and will collect and transfer premium taxes (PT) to ColoradoCare as follows: 6 2/3% of employer payroll; 3 1/3 % of employee payroll; and 10 % non-payroll income. As taxes, the amounts are deductible when filing income tax forms.

For both TOFT and PT much of Social Security and pension income would be exempt as defined by tax law. Income taxable for premiums will be capped at \$350,000 for individuals and \$450,000 for those filing jointly, with annual adjustments for inflation.

Employers may choose to pay part or all of their employees' share of TOFT or PT.

ColoradoCare will serve as a supplemental plan to Medicare and will apply to become a Medicare Advantage Plan. For any other health insurance plans that are in effect, ColoradoCare will be a secondary payer, up to the payment level of ColoradoCare coverage.

ColoradoCare must undergo annual independent audits. Additionally, the Board will publicly report on the financial state of ColoradoCare and present options for economies, benefits, refunds, reserves and premium adjustments.

Premium Taxes may not be increased more than once per year and only if the majority of voting Colorado members approve the increase.

Exemption: ColoradoCare is exempt from TABOR.

Enabling Legislation: During the 2017 legislative session the General Assembly will pass legislation to ensure a smooth, lawful transition to ColoradoCare. This includes transferring the resources of the Health Benefit Exchange, and the responsibility for Medicaid, Children's Basic Health Plan, the medical portion of Workers' Compensation; and allowing ColoradoCare to receive funding provided by the Affordable Care Act.

For more information contact: info@ColoradoCareYES.co



www.ColoradoCareYES.CO

Amendment 69: Risky. Uncertain. Unaffordable

After years of debate and division, health care remains a critical issue for our nation. Across our country and our state, too many people still cannot afford – or gain access to – the health care they need. This is a real issue that impacts real lives. But regardless of whether you live on the Front Range, the Eastern Plains or the Western Slope; whether you are a Republican or a Democrat or an independent; even regardless of whether you philosophically support a national single-payer health care system or prefer a market-based solution...

Coloradans agree that Amendment 69 is not the right answer for Colorado.

Coloradans for Coloradans is a bipartisan, statewide, diverse organization of Colorado citizens who have come together to oppose Amendment 69. Here are some of the best reasons why.

Huge New Tax Burden. Amendment 69 will raise \$25 billion in new taxes to fund a massive government-run health care system called ColoradoCare. To put that in context, the total state budget is roughly the same size. All Coloradans will pay into this system through payroll and non-payroll income taxes – working families, entrepreneurs and seniors will be hit hard by this new tax burden. This will give Colorado the highest income tax rate in the country, inevitably impacting on our economy and our ability to make investments in other public services like transportation and education. *Colorado can't afford Amendment 69.*

21 Member Board of Inexperienced Politicians Making Health Care Decisions for You. ColoradoCare is a “political subdivision of the state” run by a 21 member Board of Trustees, separate and apart from the checks and balances of other government programs. The Board is empowered to run this \$38 billion entity - \$25 billion of new tax revenue, plus \$13 billion of existing health care funding – and make decisions about health care benefits, payments to doctors and future tax increases. Yet, there are no requirements for experience in health care, no guarantee of political balance and no authority to recall these members. *Decisions about our health care are too important to leave to inexperienced, unaccountable politicians.*

Another Complex Policy Embedded in Colorado's Constitution. This is yet another complex and costly amendment to our state's constitution. And because this policy is embedded in our constitution it would be difficult to amend or change in the future. *It is irresponsible to put another complex amendment into our state's constitution.*

Reasons DRCOG Should Oppose Amendment 69

Government Entities as Employers: Tax Burden. Employers will pay 6.67 percent on all payroll. Employees will pay 3.33 percent on all payroll income. This totals a new 10 percent tax on all wages and earnings. In addition to the payroll taxes, a 10 percent tax will be assessed on all non-payroll income, including: interest collected on savings, dividends, capital gains, some retirement income and business income to entrepreneurs and other businesses that are established as “pass through entities” (e.g. sole proprietors, partnerships, S corporations, LLCs, LLPs, many trusts, and income from farms and rental property).

Government Entities as Employers: Provider of Health Benefits. Amendment 69 outlines 11 broad categories of coverage (e.g. ambulatory patient services, hospitalization, emergency and urgent care, palliative and end-of-life care), but provides no specifics on benefit levels. Decisions on benefits and cost-sharing will be left to the 21 member Board of Trustees. It is impossible for employers to compare the coverage they offer employees today with what they might get under ColoradoCare. In the event that the coverage offered by ColoradoCare is insufficient to meet consumer needs, employers could be pressured to purchase supplemental private coverage for employees. Supplemental coverage to a public plan is common in Medicare and in countries with public health care systems.

Government Entities as Employers: Uncertainty for Worker’s Compensation. There are two parts of worker’s compensation insurance: medical coverage and wage replacement (indemnity). Under Amendment 69, ColoradoCare assumes responsibility for the medical portion of worker’s compensation, leaving the wage replacement piece to be covered by private carriers. An indemnity-only business is untenable because there is no opportunity to manage costs. As such, most carriers would likely stop doing business in Colorado, probably leaving Pinnacol Assurance as the only carrier in the state – a risky position for Pinnacol and the customers it serves.

Government Entities as Human Services Administrators: Uncertain Future of Medicaid. Under Amendment 69 ColoradoCare will assume responsibility for Medicaid, pending federal waiver approval. While the amendment guarantees protections for Medicaid clients to continue receiving the benefits provided by Medicaid today, the details of that federal waiver and the impact to program administration is left to negotiation between ColoradoCare and the federal government. Whether or not there will be a role for counties in Medicaid enrollment and administration, or what that role will entail, is unknown. What we do know is that ColoradoCare would be a political subdivision of the state, separate and apart from the checks and balances of the democratic process that governs Medicaid today.

Government Entities as Election Administrators: Uncertain Election Process for ColoradoCare Elections. ColoradoCare will be established as a new political subdivision of the state, similar to a county. The Interim Board of this new entity will be empowered to promulgate rules to govern elections related to the administration of the entity. It is unclear what, if any, relationship this new election system will have to the Secretary of State’s office and the network of county clerks who administer elections today. It is also unclear if the cost estimates for running ColoradoCare fully account for the cost of establishing and running a new statewide election process.

Keep Colorado’s Economy Competitive. Economic development activities focus both on attracting employers and workforce to the state. Amendment 69 would create a significant new tax burden and an uncertain health care environment, making it difficult for businesses and workers to know whether Colorado is a good place to do business or earn a living. Colorado’s economy is strong today – among the strongest in the country. The uncertainty created by Amendment 69 would hinder our progress and growth.

ATTACHE

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 20, 2016	Action	11

SUBJECT

DRCOG's transportation planning process allows for Board-approved amendments to the current Transportation Improvement Program (TIP), taking place on an as-needed basis. Typically, these amendments involve adding new projects or adjusting existing projects and do not impact funding for other projects in the TIP.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends approval of the proposed amendments because they comply with the Board-adopted [TIP Amendment Policy](#).

ACTION BY OTHERS

[May 23, 2016](#) TAC recommended approval.
July 19, 2016 RTC will act on a recommendation.

SUMMARY

The proposed amendments are organized into two separate sets of amendments.

1. DRCOG "Second Commitment in Principle" to FasTracks Amendments

In July 2008, the DRCOG Board approved a "second commitment in principle" (SCIP) to FasTracks corridors in which specific dollar amounts were identified for eleven corridors (see Attachment 1). TIP funding was made available from FY2012 through FY2019.

To date, seven of the eleven corridors have programmed their full SCIP funding by reaching a corridor consensus on projects and submitting requests to DRCOG to program the funds. Of the remaining four corridors, three corridors have yet to request any allocation, while the Northwest Corridor received a partial SCIP distribution in 2012.

In early May 2016, the Northwest Corridor partners submitted a request for another partial distribution (\$5.058 million) of its remaining \$6.803 million SCIP funding to go to four new projects (Attachment 2) as part of the TIP policy amendments. (Note: Per the adopting resolution, "...*jointly-endorsed consensus requests may be submitted to DRCOG at any time and the Board of Directors, through the MPO process, will act on them as Policy Amendments to the then-adopted Transportation Improvement Program at its next scheduled opportunity.*").

The projects described below and in Attachment 3 are proposed to be amended into the 2016-2021 TIP. Highlighted items in the attachment depict proposed changes. These projects are in conformance with the State Implementation Plan for Air Quality and are described as follows:

- **2012-010: DRCOG Second Commitment to FasTracks Pool**

Funds will be removed from the pool to reflect the Northwest Corridor Partners' partial drawdown of their allocated funds. Fund fiscal years will be changed to reflect actual year of expenditure.

- **New Project: City of Boulder Quiet Zones**

- The project will construct quiet zones along the BNSF corridor in the City of Boulder using funds from TIPID 2012-010 DRCOG Second Commitment to FasTracks Pool as agreed upon by the Northwest Corridor Partners.

- **New Project: Boulder County Quiet Zones**

- The project will construct quiet zones along the BNSF corridor in Boulder County using funds from TIPID 2012-010 DRCOG Second Commitment to FasTracks Pool as agreed upon by the Northwest Corridor Partners.

- **New Project: Longmont Rail Road Bridge Replacement**

- The project will replace a deficient BNSF bridge that is part of the FasTracks system within the City of Longmont using funds from TIPID 2012-010 DRCOG Second Commitment to FasTracks Pool as agreed upon by the Northwest Corridor Partners.

- **New Project: Louisville-Lafayette Quiet Zones**

- The project will construct quiet zones along the BNSF corridor in the Cities of Louisville and Lafayette using funds from TIPID 2012-010 DRCOG Second Commitment to FasTracks Pool as agreed upon by the Northwest Corridor Partners.

2. CDOT Region 4 Amendments

CDOT currently operates its budget, including the Statewide Transportation Improvement Program (STIP), with a cash management method. The cash management method programs funding based on year of expenditure, versus the TIP which depicts funding in the year it is programmed.

CDOT's budget method change is recent and created some confusion when CDOT transferred some Region 4 pool projects from the 2012-2017 TIP to the new 2016-2021 TIP. The result was a duplication of projects in the 2016-2021 TIP pools and the Rollover List. The Rollover List depicts TIP projects previously shown in the TIP that are still open to funding charges.

The amendments listed below clarify this situation by removing the duplicated projects from the pools. It assures pool project funding listed in the TIP is based on the year it

was programmed, not on year of expenditure. Since the pool projects being removed were originally programmed in FY2015 or earlier, they already reside in their respective pool in the 2012-2017 TIP.

Finally, the TIP project Rollover List was updated to include full descriptions of included projects.

The projects described below and in Attachment 3 are proposed to be amended into the 2016-2021 TIP. Highlighted items in the attachment depict proposed changes. These projects also are in conformance with the State Implementation Plan for Air Quality.

- **2007-095: Region 4 Surface Treatment Pool**
Update Previous Funding column and remove four projects from pool. Removed pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP.
- **2008-106: Region 4 FASTER Transit Pool**
Remove all projects from pool. Pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP.
- **2012-109: Region 4 RAMP Project Pool**
Remove all projects from pool. Pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP.
- **Project Rollover List**
Revised Rollover List to include full project descriptions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve a resolution amending the *2016-2021 Transportation Improvement Program* (TIP).

ATTACHMENTS

1. DRCOG Board Resolution (July 2008): Second Commitment in Principle
2. Northwest Corridor Partners' Packet
3. Proposed TIP Amendments
4. Draft Resolution

Link: [Rollover List \(May 2016\)](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or jschaufele@drcog.org; or Todd Cottrell, Senior Transportation Planner, Transportation Planning and Operations at (303) 480-6737 or tcottrell@drcog.org.

ATTACHMENT 1

DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

BOARD OF DIRECTORS

RESOLUTION NO. 20, 2008

A RESOLUTION APPROVING ADDITIONAL COMMITMENT IN PRINCIPLE OF
TRANSPORTATION IMPROVEMENT PROGRAM FUNDING TO FASTRACKS
CORRIDORS

WHEREAS, the Denver Regional Council of Governments, as the Metropolitan Planning Organization, is responsible for the operation and maintenance of the continuing planning process designed to prepare and adopt transportation plans and programs; and

WHEREAS, the transportation planning process within the Denver region is carried out by the Denver Regional Council of Governments (DRCOG) through a cooperative agreement with the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT); and

WHEREAS, Senate Bill 90-208 (32-9-107.7 CRS), enacted by the Colorado General Assembly, requires the Metropolitan Planning Organization (MPO) to approve the specific technology and method of financing of regional fixed guideway mass transit projects proposed by the RTD before any action relating to construction may take place, and;

WHEREAS, the RTD submitted the FasTracks Plan to DRCOG for its review and approval pursuant to section 32-9-107.7 CRS; and

WHEREAS, the Board of Directors, on April 21, 2004, approved each component part and corridor of the FasTracks Plan, as well as the system as a whole, including the financing plan, in resolution number 18, 2004, pursuant to section 32-9-107.7 CRS; and

WHEREAS, the financing plan included \$60 million of potential federal funding made available to DRCOG for allocation to FasTracks, and, while resolution number 18, 2004 did not specifically program such funding to FasTracks, the resolution has been considered to establish a commitment in principle to this level of funding; and

WHEREAS, the Board of Directors, on March 19, 2008, adopted the 2008-2013 Transportation Improvement Program in resolution number 5, 2008 that programmed \$28 million of this \$60 million commitment in principle to FasTracks from fiscal year 2008 through fiscal year 2011, and

WHEREAS, the Board of Directors approval of the RTD FasTracks Plan on April 21, 2004 was subject to a number of understandings, which included the conduct of an annual review through the MPO process to identify any substantial changes in various elements of the FasTracks Plan; and

WHEREAS, the RTD described progress thus far on the FasTracks Plan and proposed certain changes in the document *RTD Annual Report to DRCOG on FasTracks* (December 2007, with Addenda and Errata dated May 1, 2008), which it submitted to DRCOG for review; and

ATTACHMENT 1

A RESOLUTION APPROVING ADDITIONAL COMMITMENT IN PRINCIPLE OF
TRANSPORTATION IMPROVEMENT PROGRAM FUNDING TO FASTTRACKS
CORRIDORS

Resolution No. 20, 2008

Page 2

WHEREAS, the 2007 Annual Report was used as a means to convey a request for additional funding support by DRCOG to a project in the FasTracks Plan; and

WHEREAS, the Transportation Advisory Committee and the Regional Transportation Committee have recommended that the Board of Directors approve additional funding support in principle as described herein.

NOW, THEREFORE, BE IT RESOLVED that, the Board of Directors of the Denver Regional Council of Governments hereby approves an additional \$60 million of potential federal funding available to DRCOG for allocation to be directed to FasTracks corridors.

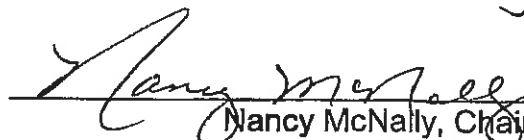
BE IT FURTHER RESOLVED that, DRCOG would endeavor to fulfill this additional commitment in principle over the eight-year period fiscal year 2012 to fiscal year 2019, with RTD upfronting the funding using advance construction processes for subsequent federal reimbursement, with not more than \$8 million per year of the initial commitment in principle plus additional commitment in principle coming from federal Congestion Mitigation/Air Quality funds.

BE IT FURTHER RESOLVED that, the funds are to be allocated to the corridors of the FasTracks Plan in the amount shown in the attached table.

BE IT FURTHER RESOLVED that, funding requests pursuant to this allocation must be submitted jointly by RTD, all local governments through which the corridor runs, and CDOT if the corridor uses CDOT right-of-way, reflecting a corridor consensus; must be eligible for federal funding; and must not exceed the corridor amount allocated.

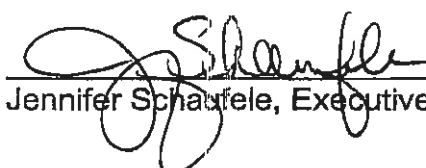
BE IT FURTHER RESOLVED that, jointly-endorsed consensus requests may be submitted to DRCOG at any time and the Board of Directors through the MPO process will act on them as Policy Amendments to the then-adopted Transportation Improvement Program at its next scheduled opportunity.

RESOLVED, PASSED AND ADOPTED this 16th day of July, 2008 at Denver, Colorado.



Nancy McNally, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:



Jennifer Schaefele, Executive Director

ATTACHMENT 1

Corridor Allocation

Corridor	Corridor Name	Capital Cost - RTD 2007 Financial Plan Table 2		Allocation to Each Corridor in Proportion to Corridor Capital Cost—\$60 million
		\$ (million)	% capital cost	\$ (million)
1	36 BRT Phase 1 + 2	\$235.6	4.6	\$2.755
2	Northwest Rail	\$684.4	13.3	\$8.003
3	North Metro	\$637.2	12.4	\$7.451
4	East	\$1,141.6	22.2	\$13.350
5	I-225	\$620.0	12.1	\$7.250
6	Southeast Extension	\$164.9	3.2	\$1.928
7	Southwest Extension	\$178.6	3.5	\$2.089
8	West	\$634.7	12.4	\$7.422
9	Gold Line	\$552.5	10.8	\$6.461
10	Central Corridor Extension	\$65.9	1.3	\$0.771
11	Denver Union Station	\$215.4	4.2	\$2.519
	Total	\$5,130.8	100.0	\$60.000

12	Maintenance Facilities + Corridor Upgrades + Other	\$952.2
		\$6,083.0

"Corridor" 12 not considered in allocation.

ATTACHMENT 2

May 3, 2016

Board of Directors
Denver Regional Council of Governments
1290 Broadway, Suite 700
Denver, CO 80203-5606

Dear Board Members:

The Northwest Corridor Partners are pleased to inform you that we have reached consensus on the use of the \$5.058 of the remaining \$6.803 million in Transportation Improvement Program (TIP) funding allocated to FasTracks and the Northwest Rail project per Denver Regional Council of Governments Resolution Number 20, of 2008. The Northwest Corridor Partners consist of Adams County, Boulder County, Jefferson County, the City and County of Broomfield, the City and County of Denver, the City of Arvada, the City of Boulder, the City of Lafayette, the City of Longmont, the City of Louisville, the Town of Superior, the City of Westminster, the Colorado Department of Transportation, and the Regional Transportation District

The Northwest Corridor Partners have agreed to utilize these dollars to construct the supplemental safety measures necessary to implement quiet zones, and other improvements that are consistent with final implementation of Northwest Rail. The allocation among communities is an equitable allocation based on the average of number of quiet zones per community.

Boulder	\$1,055,951
Boulder County	\$1,389,410
Lafayette	\$611,340
Longmont	\$1,055,951
Louisville	<u>\$944,799</u>
	\$5,057,539

The communities identified above may seek the programming of funds/timing based on their individual needs. Additionally, communities may work together to combine allocations to best address noise impacts and funding requirements.

The cities of Boulder, Lafayette, Longmont, Louisville and Boulder County will be pursuing funding in years 2017, 2018 and 2019. Those amounts equal the following and are described with more detail on the attached project descriptions for each individual project:

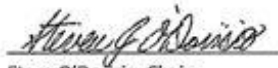
ATTACHMENT 2

2017 Funds:	\$890,000
2018 Funds:	\$3,111,539
2019 Funds:	<u>\$1,056,000</u>
Total Funds Requested 2017-2019	\$5,057,539

The remaining balance of \$1,745,461 (rounded) to be identified by Adams County, Broomfield and Westminster will be allocated by the Northwest Corridor Partners in the future through a similar letter.

Thank you for your consideration of this request and for your support of this FasTracks project.

Sincerely,



Steve O'Donizio, Chair
Adams County Commissioner



Suzanne Jones,
Mayor, City of Boulder



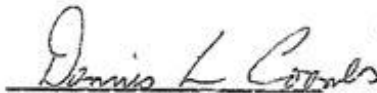
Boulder County Commissioner



Mayor, City and County of Broomfield



Mayor, City of Lafayette



Mayor, City of Longmont



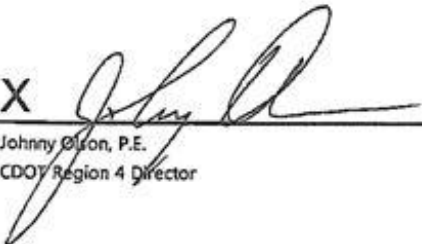
Mayor, City of Louisville



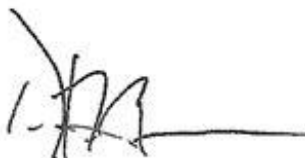
Mayor, City of Westminster



CDOT Region 1 Director



Johnny Olson, P.E.
CDOT Region 4 Director



RTD General Manager and CEO

ATTACHMENT 2

Project Scope: Quiet Zone Implementation, City of Boulder (map attached)

The project implements railroad crossing Quiet Zone improvements along the Burlington Northern Santa Fe (BNSF) railroad corridor to address train horn noise impacting the Boulder community. There are a total of nine crossings, five within the City of Boulder and four adjacent to the city (see attached map). For the crossings adjacent to the city limits, it is anticipated that these Quiet Zones would be implemented in partnership with Boulder County. Work includes updating the city's Quiet Zone plan as needed to reflect any changes in federal Quiet Zone requirements and cost estimates since 2014, public outreach, design, field diagnostic review, Federal Railroad Administration (FRA) and Colorado Public Utilities Commission (PUC) application and approval processes, as well as construction of the necessary improvements to achieve quiet zone status for selected crossings. The crossings will be evaluated and prioritized based on feasibility, estimated benefit, and cost. Selected crossings will be implemented within the identified budget and a phasing plan developed for any remaining crossings.

Affected Area: Residents, employers/employees, and visitors within the City of Boulder as well as unincorporated Boulder County.

Establishment of quiet zones along this stretch may include the following improvements, as needed:

- Raised medians / Channelization devices
- Flashing lights
- Constant Warning Time (CWT) Circuitry and bungalow
- Gates with 4-Quad gate system
- MUTCD compliant warning signs
- Median flashers
- Detached sidewalk
- Railroad crossing surface replacement
- Wayside horns
- Other Supplemental Safety Measures (SSMs) and Alternative Safety Measures (ASMs) as approved by the FRA Quiet Zone regulations.

Candidate Quiet Zones:

1. 63rd Street crossing, north of Arapahoe (SH7)*
2. 55th Street crossing, north of Arapahoe (SH7)*
3. Pearl Parkway crossing*
4. Valmont Road crossing*
5. 47th Street crossing, east of Foothills Parkway (SH*)
6. Independence Road, east of Diagonal Highway (SH119)**
7. Jay Road crossing, east of Diagonal Highway (SH119)**
8. 55th Street crossing, south of Diagonal Highway (SH119)**
9. 63rd Street crossing, south of Diagonal Highway (SH119)*/** (joint city/county roadway jurisdiction)

“*” denotes City of Boulder roadway

“**” denotes Boulder County roadway

ATTACHMENT 2

Schedule:

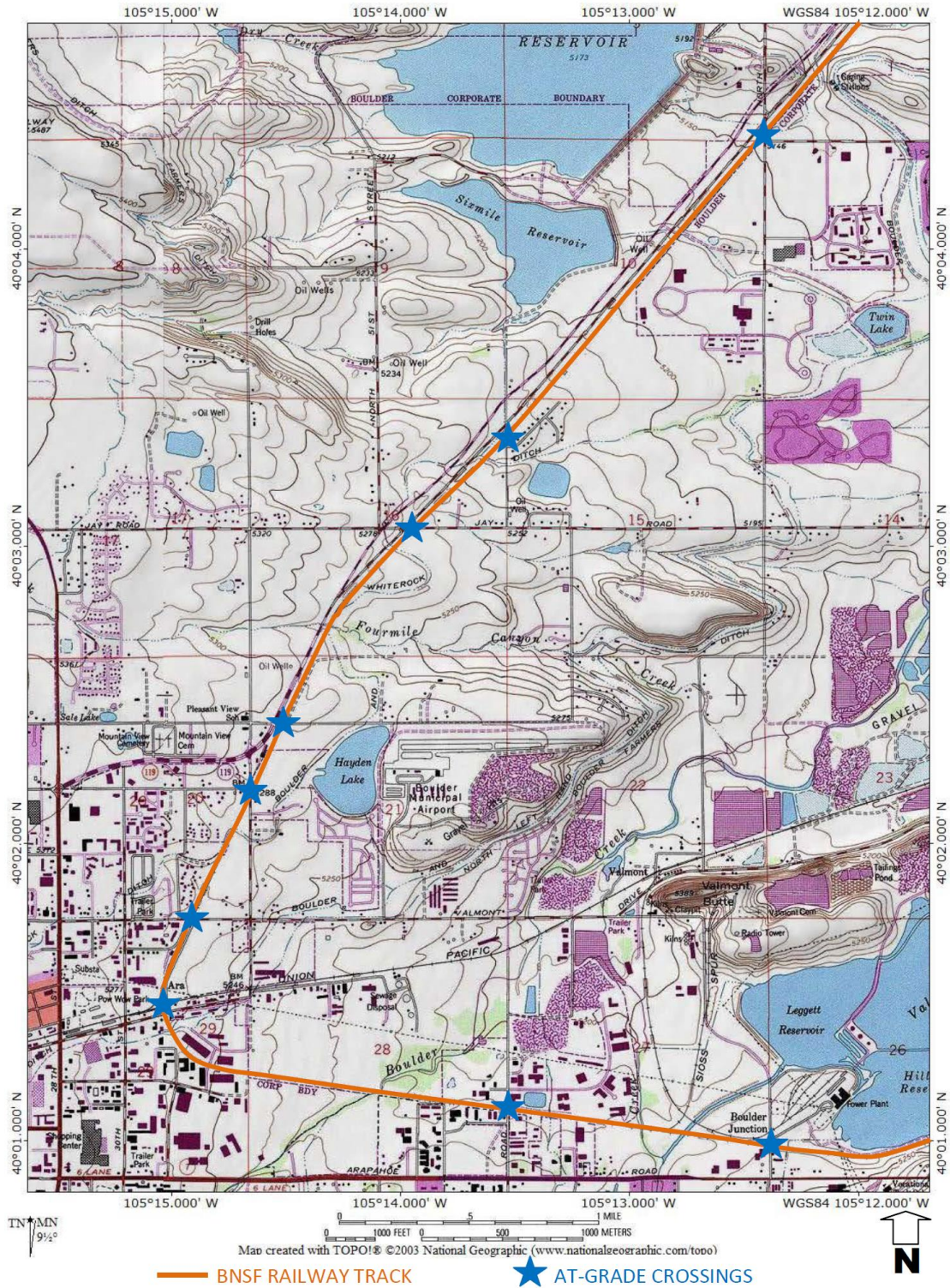
- **2017 (Begins Oct 1, 2016):** Planning, prioritization/selection of crossings, final design, quiet zone applications submitted to FRA/PUC/BNSF
- **2018 (Begins Oct 1, 2017):** Construction of quiet zone crossing improvements (Timing contingent on BNSF/PUC/FRA review, anticipate construction advertised by October 2018, completion by end of 2019)

Funding Request

	FY 2017	FY 2018	TOTAL
FED	\$528,000	\$528,000	\$1,056,000 (80%)
STATE			
LOCAL	\$132,000	\$132,000	\$264,000 (20%)
TOTAL	\$660,000	\$660,000	\$1,320,000 (100%)

ATTACHMENT 2

City of Boulder: Railroad Quiet Zone Locations



ATTACHMENT 2

Project Scope: Quiet Zone Implementation, Unincorporated Boulder County (map attached)

The project implements Quiet Zone improvements identified in the RTD NW Rail EIS on crossings adjacent to SH119 along the BNSF line in unincorporated Boulder County between the city of Boulder and Longmont (see attached map). Boulder County intends to conduct a study using County funds in advance of completing a contract with CDOT for project design and construction. The study will prioritize the projects, identify necessary improvements, develop costs estimates, and conduct field diagnostic reviews. Using RTD FasTracks Quiet Zone funding Boulder County will conduct design and construction. This includes design, PUC approval, construction of quiet zone improvements on selected crossings, as well as submission of a written Notice of Quiet Zone Establishment. The crossings will be selected based on feasibility, estimated benefit, and cost, with high priority crossings implemented within the identified budget.

Affected County: Boulder County. 9,400 households are within 1 mile of the candidate crossings. Depending on the crossings selected, City of Boulder, unincorporated county (including the unincorporated residents in the communities of Niwot and Gunbarrel) may benefit from the quiet zones.

Establishment of quiet zones along this stretch may include the following improvements, as needed:

- Raised medians / Channelization devices
- Flashing lights
- Constant Warning Time (CWT) Circuitry and bungalow
- Gates with 4-Quad gate system
- MUTCD compliant warning signs
- Median flashers
- Detached sidewalk
- Railroad crossing surface replacement

Candidate Crossings.

1. **Niwot Areas Crossings:** North 83rd Street/ 2nd Ave/Niwot Road/Monarch Road
2. **Gunbarrel Area Crossings:** 55th Street/Jay Road (Coord. with City of Boulder re: 63rd)
3. **North Boulder Crossings:** 55th Street/Jay Road/Independence Road (Coord. with City of Boulder re: Valmont/Bike/Ped Crossings)

Schedule:

- **Pre-contract-** Complete a contract with CDOT for the Quiet Zone project. Create RFP for consultant services to study quiet zone projects. Conduct a study of the candidate crossings to prioritize and identify the crossings that will be constructed for this project. The study includes the field diagnostic review to inform the necessary Quiet Zone improvements, project costs for each intersection, and Quiet Zone crossing prioritization. The during the field diagnostic review a team will be assembled with representatives from the Colorado Public Utilities Commission and BNSF to help identify the necessary Quiet Zone enhancements at each intersection.

ATTACHMENT 2

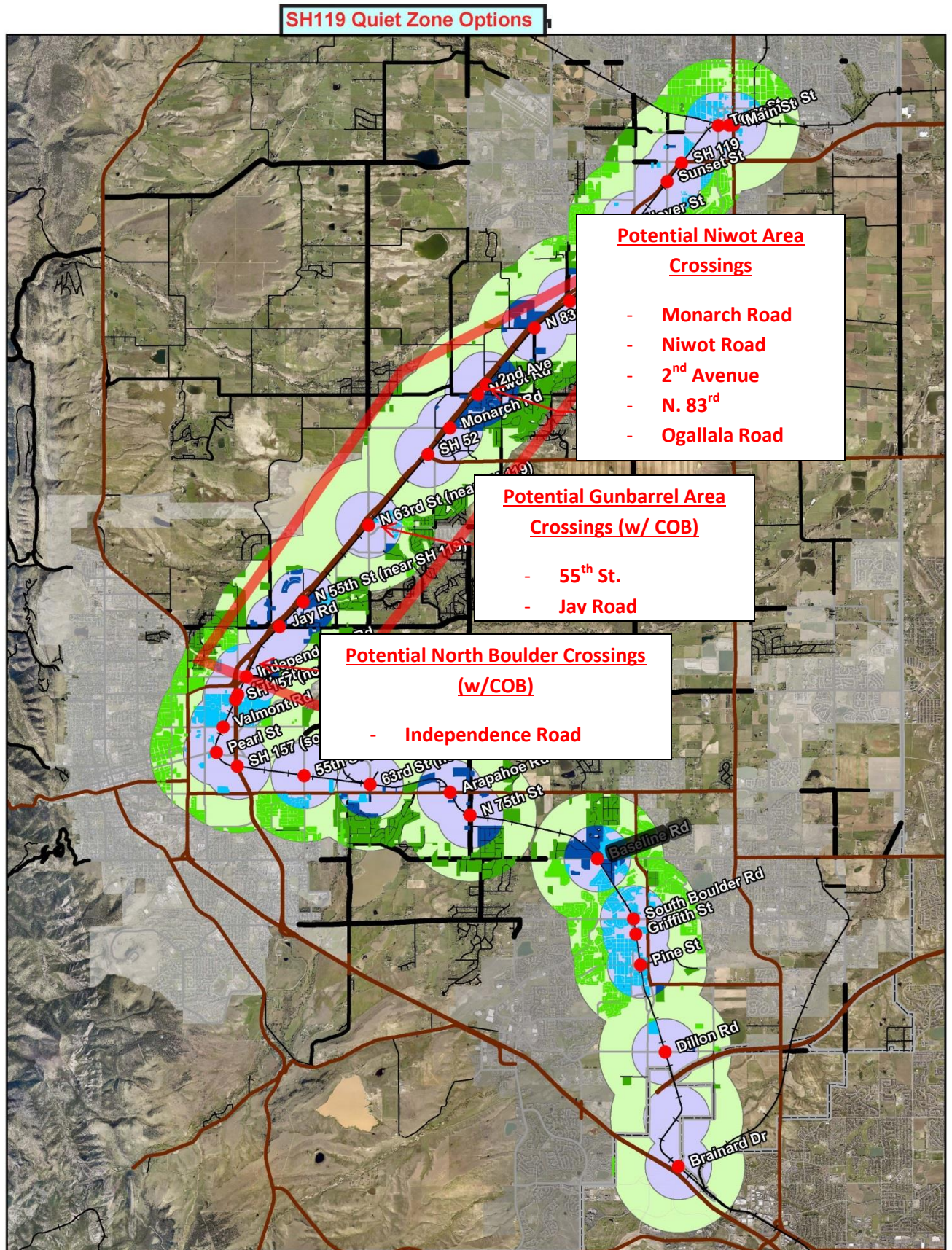
- **Phase I: Design-** This portion of this project will include project design for priority crossings. This will require coordination with the PUC during the design to review designs and approve the Quiet Zone application.
- **Phase II: Construction-** This portion of the project will include construction of the selected crossings. This will require coordination with the railroad for construction, installation, and maintenance of the Quiet Zone improvements. This will lead ultimately to the preparation and submission of a written Notice of Quiet Zone Establishment.

Funding Request

		Year	Federal	State	Local	Subtotal
Boulder County Quiet Zone	Design	FY 2017	\$ 136,000	\$ -	\$ 34,000	\$ 170,000
	Construction	FY 2018	\$ 1,253,401	\$ -	\$ 313,350	\$ 1,566,751
		Total	\$ 1,389,401	\$ -	\$ 347,350	\$ 1,736,751

** Numbers to be finalized with 100% design documents.

ATTACHMENT 2



ATTACHMENT 2

Project Scope: FasTracks railroad bridge replacement for future rail and removal of station area from 100-year floodplain--Longmont, CO (map below).

The project replaces a deficient BNSF railroad bridge that is part of the FasTracks system at the St. Vrain Creek between Ken Pratt Boulevard and Main Street. The 1st and Main station area along the Northwest Commuter Rail line is to be planned and built in the next 3-5 years, so this bridge replacement is critical to its construction and operation.

The construction will include a new, expanded bridge deck to convey the 100-year storm event as well as 2-3 tracks for rail. The existing/adjacent bicycle/pedestrian bridge is to be incorporated into the overall design of the rail bridge as it will not meet the new channel width recommended to carry the 100-year storm event through this section of the City.

The BNSF will conduct design, field diagnostic review, PUC application /approval, as well as construction of the necessary improvements.

Affected communities:

Longmont, CO

Affected County:

Boulder County

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Totals</u>
FED	\$0	\$0	\$1,056,000	\$1,056,000 (35%)
STATE				
LOCAL	\$100,000	\$100,000	\$1,744,000	\$1,944,000 (65%)
TOTAL	\$100,000	\$100,000	\$2,800,000	\$3,000,000 (100%)

* Numbers to be finalized with 100% design documents.

ATTACHMENT 2

Project Scope: Quiet Zone Implementation, Baseline Rd. in Lafayette, CO to Pine Street in Louisville, CO (map below).

The project completes Quiet Zone establishment from Baseline Road in Lafayette, CO to Pine Street along in Louisville, CO on the BNSF line. This includes improvements at 4 highway rail grade crossings including Baseline Rd. in Lafayette, South Boulder Rd., Griffith St. and Pine St. in Louisville. Establishment of quiet zones along this stretch may include the following improvements:

- Raised medians
- Flashing lights
- Constant Warning Time (CWT) Circuitry and bungalow
- 4-Quad gate system
- Gates
- Channelization devices
- MUTCD compliant warning signs
- Median flashers
- Detached sidewalk
- Railroad crossing surface panels

Additionally, work may include design, field diagnostic review, PUC application and approval as well as construction of the necessary improvements to achieve quiet zone status along this stretch of BNSF line.

Affected communities:

Lafayette, CO
Louisville, CO

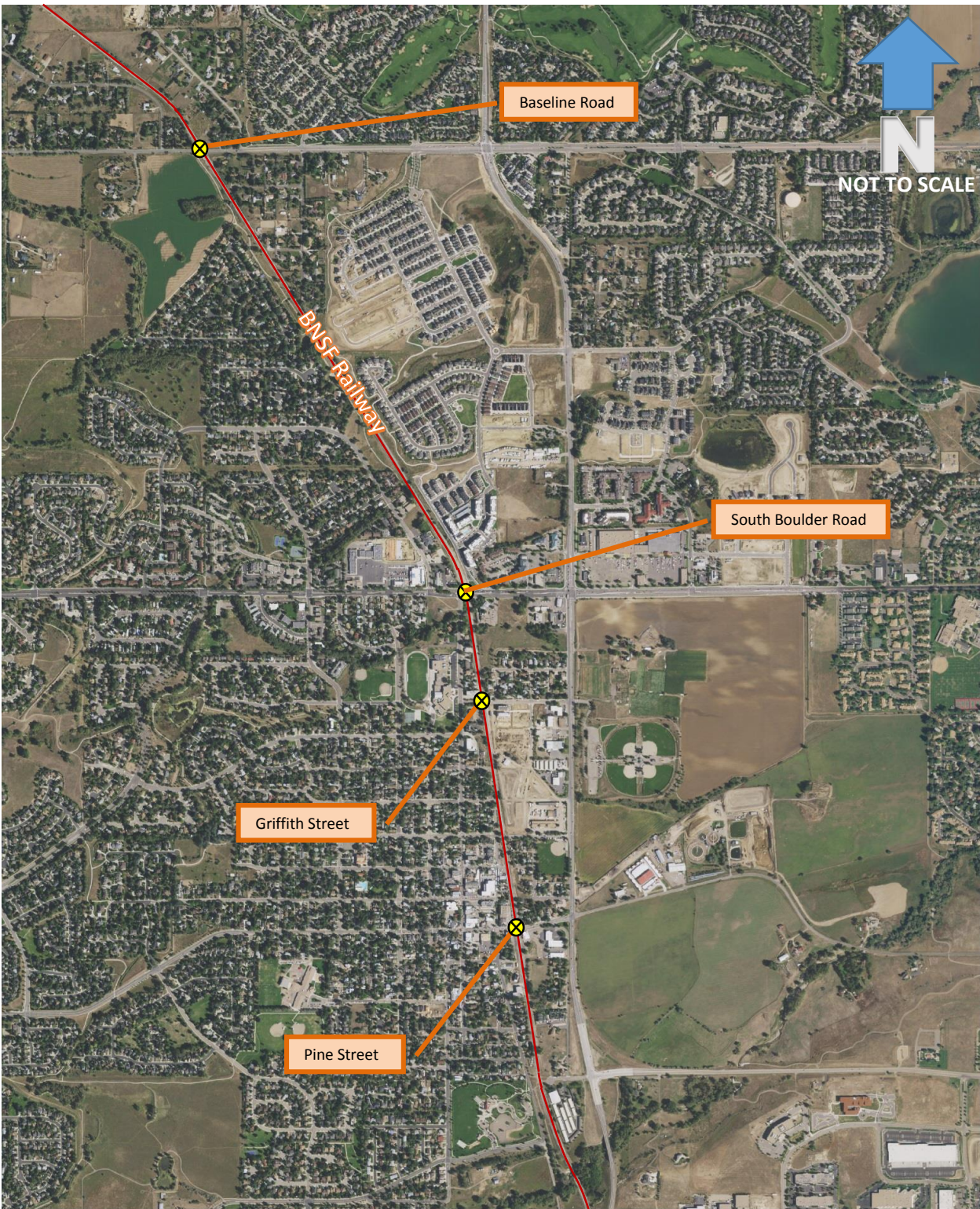
Affected County:

Boulder County


	FY 2017	FY 2018
FED	\$226,000	\$1,330,138
STATE		
LOCAL	\$56,500	\$332,534
TOTAL	\$282,500	\$1,662,672

** Numbers to be finalized with 100% design documents.

Louisville-Lafayette Colorado
BNSF Railway Crossings Map



LEGEND

 PUBLIC ROADWAY CROSSING

2012-010: Move funds between fiscal years, transfer funds to new projects, and update scope to reflect funding drawdown by Northwest Corridor Partners.

Existing

Title: **DRCOG Second Commitment to FasTracks Pool**

Project Type: **Transit Operational Improvements**

TIP-ID: **2012-010**

STIP-ID:

Open to Public:

Sponsor: **DRCOG**

Project Scope

Set aside to fund second commitment in principle to FasTracks corridors not yet allocated. Individual projects will be TIP'd upon approval of Policy Amendments per the process and requirements of DRCOG Resolution 20-2008 (July, 2008).

Corridor projects previously approved using second commitment funds include:

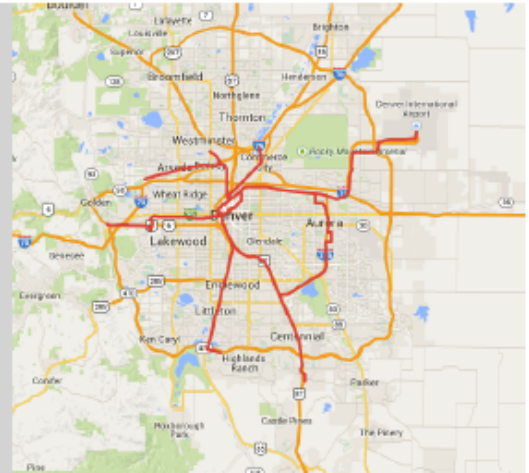
- West Corridor (TIP ID 2007-042)- July 2010, \$7,422,000
- US-36 Corridor (TIP ID 2008-114)- Feb 2011, \$2,755,000
- Denver Union Station (TIP ID 2007-057)- July 2010, \$2,519,000
- East Corridor (TIP ID 2008-111)- Nov 2011, \$13,350,000.
- Gold Corridor (TIP ID 2008-111)- May 2012, \$6,461,000.
- Northwest Corridor (TIP ID 2007-050)- May 2012, \$1,200,000.
- North Metro Corridor (TIP ID 2007-055)- May 2012, \$7,451,000.
- I-225 Corridor (TIP ID 2007-056)- July 2012, \$7,250,000.

Remaining allocations include:

- Northwest Corridor \$6,803,000
- Southeast Extension \$1,928,000
- Southwest Extension \$2,089,000
- Central Corridor \$771,000

Affected County(ies)

Regional



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$4,073	\$0	\$0	\$0	\$0		
Federal (STP-M)		\$6,518	\$1,000	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$2,648	\$250	\$0	\$0	\$0		
Total	\$0	\$13,239	\$1,250	\$0	\$0	\$0	\$0	\$14,489

RevisedTitle: **DRCOG Second Commitment to FasTracks Pool**Project Type: **Transit Operational Improvements**TIP-ID: **2012-010**

STIP-ID:

Open to Public:

Sponsor: **DRCOG****Project Scope**

Set aside to fund second commitment in principle to FasTracks corridors not yet allocated. Individual projects will be TIP'd upon approval of Policy Amendments per the process and requirements of DRCOG Resolution 20-2008 (July, 2008).

Corridor projects previously approved using second commitment funds include:

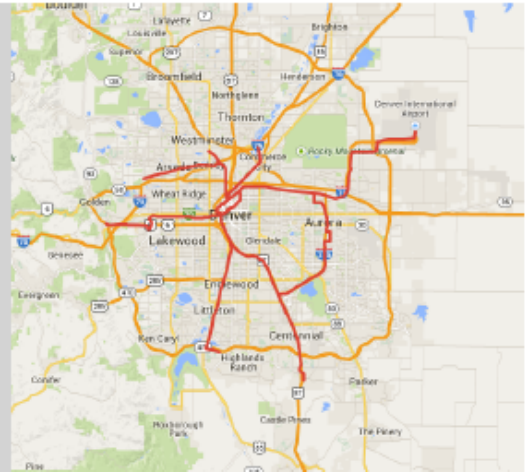
- West Corridor (TIP ID 2007-042)- July 2010, \$7,422,000
- US-36 Corridor (TIP ID 2008-114)- Feb 2011, \$2,755,000
- Denver Union Station (TIP ID 2007-057)- July 2010, \$2,519,000
- East Corridor (TIP ID 2008-111)- Nov 2011, \$13,350,000.
- Gold Corridor (TIP ID 2008-111)- May 2012, \$6,461,000.
- Northwest Corridor (TIP ID 2007-050)- May 2012, \$1,200,000, **June 2016, \$5,058,000.**
- North Metro Corridor (TIP ID 2007-055)- May 2012, \$7,451,000.
- I-225 Corridor (TIP ID 2007-056)- July 2012, \$7,250,000.

Remaining allocations include:

- Northwest Corridor **\$1,746,000**
- Southeast Extension \$1,928,000
- Southwest Extension \$2,089,000
- Central Corridor \$771,000

Affected County(ies)

Regional



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$0	\$72	\$0	\$0		
Federal (STP-M)		\$0	\$0	\$6,462	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$1,634	\$0	\$0		
Total	\$0	\$0	\$0	\$8,168	\$0	\$0	\$0	\$8,168

Request: Create new project using Second Commitment to FasTracks funding as requested by Northwest Corridor Partners

New Project

Title: **City of Boulder Quiet Zones**

Project Type: **Safety**

TIP-ID: **Request**

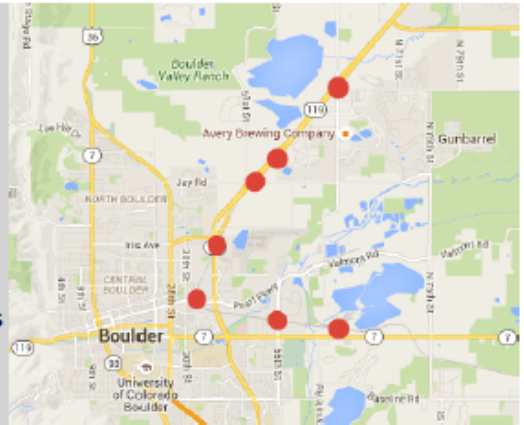
STIP-ID:

Open to Public: **2019**

Sponsor: **Boulder**

Project Scope

The project implements railroad crossing Quiet Zone improvements along the Burlington Northern Santa Fe (BNSF) railroad corridor to address train horn noise. There are a total of nine crossings, five within the City of Boulder and four adjacent to the city. Work includes updating the city's Quiet Zone plan as needed to reflect any changes in federal Quiet Zone requirements and cost estimates since 2014, public outreach, design, field diagnostic review, Federal Railroad Administration (FRA) and Colorado Public Utilities Commission (PUC) application and approval processes, as well as construction of the necessary improvements to achieve quiet zone status for selected crossings. The crossings will be evaluated and prioritized based on feasibility, estimated benefit, and cost. Selected crossings will be implemented within the identified budget and a phasing plan developed for any remaining crossings.



Affected County(ies)

Boulder

Project Phases

Year

Phase

2017

Initiate Design

2018

Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$528	\$528	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$132	\$132	\$0	\$0		
Total	\$0	\$0	\$660	\$660	\$0	\$0	\$0	\$1,320

Request: Create new project using Second Commitment to FasTracks funding as requested by Northwest Corridor Partners

New Project

Title: **Boulder County Quiet Zones**

Project Type: **Safety**

TIP-ID: **Request**

STIP-ID:

Open to Public: **2019**

Sponsor: **Boulder County**

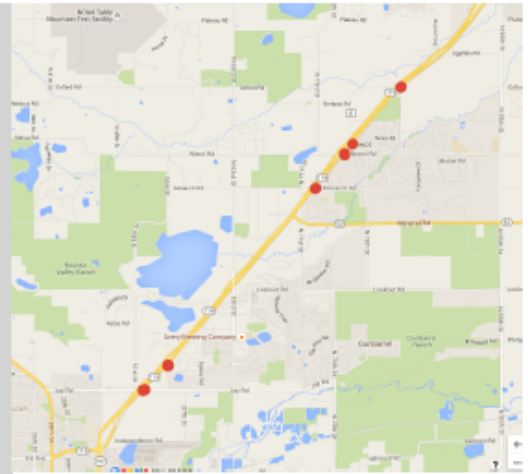
Project Scope

The project constructs Quiet Zone improvements identified in the RTD NW Rail EIS on crossings adjacent to SH119 along the BNSF line in unincorporated Boulder County between the city of Boulder and Longmont. Project elements include design, PUC approval, construction of quiet zone improvements on selected crossings, as well as submission of a written Notice of Quiet Zone Establishment. The crossings will be selected based on feasibility, estimated benefit, and cost, with high priority crossings implemented within the identified budget.

Local funds will study the locations to prioritize locations, identify necessary improvements, develop cost estimates, and conduct field diagnostic reviews in advance of this project.

Establishments of quiet zones along this stretch may include the following improvements:

- Raised medians / Channelization devices
- Flashing lights
- Constant Warning Time (CWT) Circuitry and bungalow
- Gates with 4-Quad gate system
- MUTCD compliant warning signs
- Median flashers
- Detached sidewalk
- Railroad crossing surface replacement



Affected County(ies)

Boulder

Project Phases

Year Phase

2017 Initiate Design

2018 Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$136	\$1,253	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$34	\$313	\$0	\$0		
Total	\$0	\$0	\$170	\$1,566	\$0	\$0	\$0	\$1,736

Request: Create new project using Second Commitment to FasTracks funding as requested by Northwest Corridor Partners

New Project

Title: **Longmont Rail Road Bridge Replacement**

Project Type: **Safety**

TIP-ID: **Request**

STIP-ID:

Open to Public: **2020**

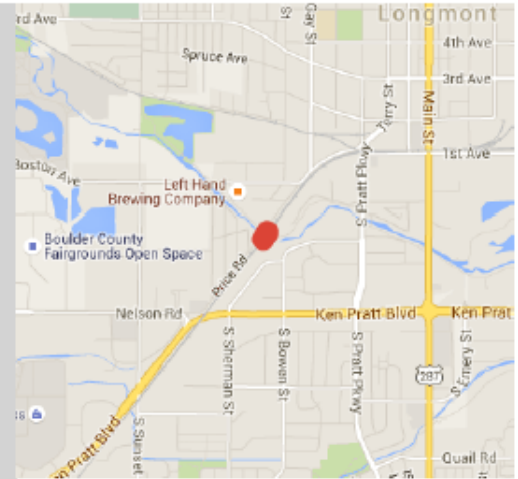
Sponsor: **Longmont**

Project Scope

The project replaces a deficient BNSF railroad bridge that is part of the FasTracks system at the St. Vrain Creek between Ken Pratt Blvd. and Main St. The 1st and Main station area along the Northwest Commuter Rail line is to be planned and built in the next 3-5 years, so this bridge replacement is critical to its construction and operation.

The construction will include a new, expanded bridge deck to convey the 100-year storm event as well as 2-3 tracks for rail. The existing/adjacent bicycle/pedestrian bridge is to be incorporated into the overall design of the rail bridge as it will not meet the new channel width recommended to carry the 100-year storm event through this section of the City.

The BNSF will conduct design, field diagnostic review, PUC application /approval, as well as construction of the necessary improvements.



Affected County(ies)

Boulder

Project Phases

Year

Phase

2019

Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$0	\$0	\$1,056	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$100	\$100	\$1,744	\$0		
Total	\$0	\$0	\$100	\$100	\$2,800	\$0	\$0	\$3,000

Request: Create new project using Second Commitment to FasTracks funding as requested by Northwest Corridor Partners

New Project

Title: **Louisville-Lafayette Quiet Zones**

Project Type: **Safety**

TIP-ID: **Request**

STIP-ID:

Open to Public: **2019**

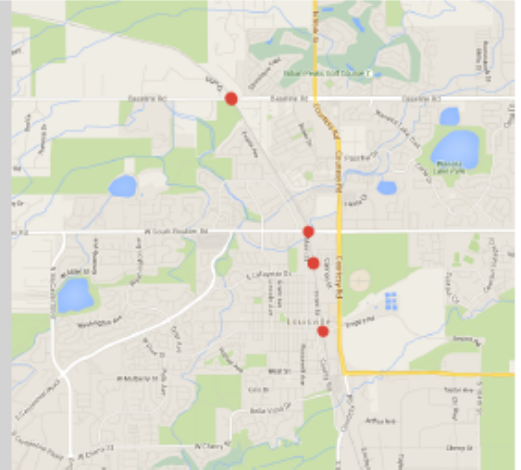
Sponsor: **Louisville**

Project Scope

The project completes Quiet Zone establishment from Baseline Rd. in Lafayette to Pine St. in Louisville on the BNSF line, and includes improvements at 4 highway rail grade crossings including Baseline Rd., South Boulder Rd., Griffith St. and Pine St. Establishment of quiet zones along this stretch may include the following improvements:

Raised medians
Flashing lights
Constant Warning Time (CWT) Circuitry and bungalow
4-Quad gate system
Gates
Channelization devices
MUTCD compliant warning signs
Median flashers
Detached sidewalk
Railroad crossing surface panels

Additionally, work will include design, field diagnostic review, PUC application and approval as well as construction of the necessary improvements to achieve quiet zone status along this



Affected County(ies)

Boulder

Project Phases

Year Phase

2017 Initiate Design

2018 Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$226	\$1,330	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$57	\$333	\$0	\$0		
Total	\$0	\$0	\$283	\$1,663	\$0	\$0	\$0	\$1,946

2007-095: Update Prior Funding column and remove four projects from pool. Removed pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP

Existing

Title: **Region 4 Surface Treatment Pool**

Project Type: **Roadway Reconstruction**

TIP-ID: **2007-095**

STIP-ID: **SR45218**

Open to Public:

Sponsor: **CDOT Region 4**

Project Scope

Projects in CDOT Region 4 (Boulder and SW Weld Counties) to be approved for pool funding by Region 4 Director.

Affected County(ies)

Boulder

Weld



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-119	Monarch Rd to Fordham St	\$8,817	SH-7	28th St to US-287	\$3,286	SH-66	MP 39-42	\$5,200
SH-119	MM 22.8 to 37.4	\$11,000	SH-7: Phase II Non-Flood	Estes Park to SH-72	\$3,832	Baseline Rd Bike/Ped Underpass	TIPID 2012-046	\$300
SH-119	47th St to Monarch Rd	\$11,100	SH-119	MP 59-64	\$12,000	SH-119 Reconstruction 28th/US-36 to East 30th St	TIPID 2012-039	\$400
US 287	Jasper Rd North	\$1,850	US-85	Brighton to Ft Lupton	\$8,160			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Surface)		\$14,580	\$14,580	\$14,580	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$26,060	\$14,580	\$14,580	\$14,580	\$0	\$0	\$0	\$69,800

Highlighted projects to be removed.

Revised Scope and Funding Table

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-119	MM 22.8 to 37.4	\$11,000	SH-7	28th St to US-287	\$3,286	SH-119 Reconstruction 28th/US-36 to East 30th St	TIPID 2012-039	\$400
SH-119	47th St to Monarch Rd	\$11,100	SH-7: Phase II Non-Flood	Estes Park to SH-72	\$3,832			
US 287	Jasper Rd North	\$1,850	Baseline Rd Bike/Ped Underpass	TIPID 2012-046	\$300			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Surface)		\$14,580	\$14,580	\$14,580	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$32,177	\$14,580	\$14,580	\$14,580	\$0	\$0	\$0	\$75,917

2008-106: Remove all projects from pool. Pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP.

Existing

Title: **Region 4 FASTER Transit Pool**

Project Type: **Transit Operational Improvements**

TIP-ID: **2008-106**

STIP-ID: **SR47005**

Open to Public:

Sponsor: **CDOT Region 4**

Project Scope

Pool contains transit-related projects based on the FASTER Transit program (Colorado Senate Bill 108) in CDOT Region 4 (DRCOG-TIP area only).

Affected County(ies)

Boulder

Weld



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Boulder	14th/Walnut Tran. Center Improv. (Prior Funding)	\$370	RTD	Tantra Dr pNR upgrades (Prior Funding)	\$284	City of Boulder	Broadway Euclid Transit Stop Improvements (Prior Funding)	\$350
Boulder	Transit Stop Enhancements (Prior Funding)	\$230	Boulder County	Special Transit Mountain Service (Prior Funding)	\$54	CDOT DTR	Service Development Plan for Front Range Commuter Rail (Prior Funding)	\$352
Boulder County	Bus Stop Improvements (Prior Funding)	\$84	eGO Car Share	"SHIFT" (Shared Hubs Integrated for Transp CMAQ Match (Prior Funding)	\$18	CDOT Region 4	DDI Transit Improvements (Prior Funding)	\$884
RTD	US-287 and Niwot pNR Expansion (Prior Funding)	\$280	36 Commuting Solutions	Prepaid Pass Kiosks for US-36 BRT (Prior Funding)	\$781			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Faster-T)		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$5,374	\$0	\$0	\$0	\$0	\$0	\$0	\$5,374

Revised

Title: **Region 4 FASTER Transit Pool**

Project Type: **Transit Operational Improvements**

TIP-ID: **2008-106**

STIP-ID: **SR47005**

Open to Public:

Sponsor: **CDOT Region 4**

Project Scope

Pool contains transit-related projects based on the FASTER Transit program (Colorado Senate Bill 108) in CDOT Region 4 (DRCOG-TIP area only).

Affected County(ies)

Boulder

Weld



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Faster-T)		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$5,374	\$0	\$0	\$0	\$0	\$0	\$0	\$5,374

ATTACHMENT 3

Policy Amendments – June 2016

2016-2021 Transportation Improvement Program

2012-109: Update Prior Funding column, remove funds, and both projects from pool. Pool projects will be individually depicted in the Rollover List and do not need to be duplicated in the current TIP

Existing

Title: **Region 4 RAMP Project Pool**

Project Type: **Other**

TIP-ID: **2012-109**

STIP-ID:

Open to Public:

Sponsor: **CDOT Region 4**

Project Scope

Pool contains projects selected under the RAMP program in CDOT Region 4 (DRCOG-TIP area only).

Projects selected under RAMP that are Regionally Significant will be depicted individually.

Affected Municipality(ies)	Affected County(ies)
Boulder	Boulder
Longmont	Weld



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-119: Boulder Canyon	Trail Extension (MP 39.1-37.8)	\$3,498	US-287 (Main St. Longmont) Adaptive Signals	MP 313.8-318.7	\$1,100			

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (RMP)		\$3,723	\$875	\$0	\$0	\$0		
Local		\$1,316	\$219	\$0	\$0	\$0		
Total	\$8,513	\$5,039	\$1,094	\$0	\$0	\$0	\$0	\$14,646

Revised

Title: **Region 4 RAMP Project Pool**

Project Type: **Other**

TIP-ID: **2012-109**

STIP-ID:

Open to Public:

Sponsor: **CDOT Region 4**

Project Scope

Pool contains projects selected under the RAMP program in CDOT Region 4 (DRCOG-TIP area only).

Projects selected under RAMP that are Regionally Significant will be depicted individually.

Affected Municipality(ies)	Affected County(ies)
Boulder	Boulder
Longmont	Weld



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (RMP)		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$13,986	\$0	\$0	\$0	\$0	\$0	\$0	\$13,986

DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

BOARD OF DIRECTORS

RESOLUTION NO. _____, 2016

A RESOLUTION AMENDING THE 2016-2021 TRANSPORTATION IMPROVEMENT PROGRAM

WHEREAS, the Denver Regional Council of Governments, as the Metropolitan Planning Organization, is responsible for carrying out and maintaining the continuing comprehensive transportation planning process designed to prepare and adopt regional transportation plans and programs; and

WHEREAS, the urban transportation planning process in the Denver region is carried out through cooperative agreement between the Denver Regional Council of Governments, the Regional Transportation District, and the Colorado Department of Transportation; and

WHEREAS, a Transportation Improvement Program containing highway and transit improvements expected to be carried out in the period 2016-2021 was adopted by the Board of Directors on April 15, 2015; and

WHEREAS, it is necessary to amend the 2016-2021 Transportation Improvement Program; and

WHEREAS, the Regional Transportation Committee has recommended approval of the amendment.

NOW, THEREFORE, BE IT RESOLVED that the Denver Regional Council of Governments hereby amends the 2016-2021 Transportation Improvement Program.

BE IT FURTHER RESOLVED that the Denver Regional Council of Governments hereby determines that this amendment to the 2016-2021 Transportation Improvement Program conforms to the State Implementation Plan for Air Quality.

RESOLVED, PASSED AND ADOPTED this ____ day of _____, 2016 at Denver, Colorado.

Elise Jones, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Jennifer Schaufele, Executive Director

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 20, 2016	Action	12

SUBJECT

This action concerns amending the *FY 2016-2017 Unified Planning Work Program (UPWP)*.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends approval of the 2016-2017 UPWP amendments.

ACTION BY OTHERS

[May 23, 2016](#) – TAC recommended approval.

July 19, 2016 – RTC will act on a recommendation.

SUMMARY

The *FY 2016-2017 Unified Planning Work Program (UPWP)* describes the proposed multimodal transportation planning activities to be conducted in the Denver region. The document is prepared biennially and serves as the management tool for scheduling, budgeting, and monitoring the planning activities of participating entities. The FY 2016-2017 UPWP was adopted in July 2015.

Periodically, amendments to the UPWP are made to accurately reflect work to be performed or to comply with changes in federal law. Proposed amendments are shown in the attached track-changes version of the FY 2016-2017 UPWP (Attachment 1) and fall into three general categories:

- Procedural: updating MAP-21 references to FAST Act, minor clarifications to work tasks and activities
- Financial: updates and clarifications to the finance tables in Appendix A
- Schedule: minor updates to some deliverable completion dates in activity descriptions and in Appendix B

Staff will further describe the proposed amendments at the Board meeting.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve amendments to the *FY2016-2017 Unified Planning Work Program*.

ATTACHMENT

Link: [Amended FY2016-2017 Unified Planning Work Program](#), with track-changes

ADDITIONAL INFORMATION

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

ATTACH G

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
July 20 , 2016	Action	13

SUBJECT

This item recommends an approach for DRCOG to address High Occupancy Vehicles (HOV), managed lanes, and toll highway policies in the DRCOG regional transportation planning process.

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends approval of the draft CTE/HPTE and non-HPTE additional information requirements for *Fiscally Constrained Regional Transportation Plan* project submittals with a tolling component.

ACTION BY OTHERS

[May 23, 2016](#) – TAC
July 19, 2016 – RTC will act on recommendation

SUMMARY

DRCOG's former Metro Vision Issues Committee (MVIC) had thoughtful discussion in the past on how HOV issues are or should be addressed in the regional transportation planning process. Two recent events/actions provide a platform for further discussion:

1. CDOT's new HOV policy

In October 2015, the State Transportation Commission approved a resolution regarding the assessment of HOVs on the state highway system's tolled managed lanes. The impetus for the new resolution was a February 2013 policy resolution passed by the Transportation Commission requiring, as of January 1, 2017, all tolled HOV lanes on the state highway system to be limited to free access only by HOVs with three or more total occupants (HOV 3+). However, the resolution did not provide guidance as to whether a facility "should" include HOV 3+ lanes. The October 14, 2015 CDOT agenda memo to the Transportation Commission addressing this issue and adopted resolutions are provided in Attachment 1.

CDOT's new HOV policy begins with the assumption that HOV 3+ will be free for all proposed CDOT toll facilities. However, the policy notes three conditions under which this assumption may not be feasible. Specifically, if HOV 3+: 1) causes safety concerns; 2) leads to corridor performance measures not being met; or 3) renders the transportation improvements financially infeasible. CDOT will use the new policy to assess HOV on all new managed corridors/lanes projects.

2. Updates to DRCOG information requirements for tolled projects proposed for inclusion in the *Fiscally Constrained Regional Transportation Plan*.

Per state statutes (linked in attachments), in 2009, DRCOG adopted requirements for additional information to be submitted whenever a project with a tolling component is proposed for inclusion into the FC-RTP (or changes to a project already in the FC-RTP). Consistent with state statutes, there is one version for CDOT/High Performance Tolling Enterprise (HPTE) projects, and a separate but similar version for private toll company projects. These additional information requirements have not been updated since 2009. Attachments 2 (CDOT/HPTE) and 3 (private toll companies) are updated versions of the 2009 requirements which incorporate TAC's recommendations (discussed below). Attachments 2a and 3a show track changes versions.

Summary of TAC Discussion & Recommendations

TAC discussed the HOV topic over four meetings between January-May 2016 leading to its recommendations incorporated in Attachments 2 and 3. In particular, TAC discussed at length whether DRCOG should establish a specific HOV policy and, if so, how, when, and to whom such a policy would apply.

After much discussion, TAC reached consensus that the best way to address HOV issues is through the RTP additional information requirements. Specifically, TAC recommended:

- the CDOT/HPTE version (Attachment 2) directly incorporate CDOT's new HOV policy language;
- the private toll company version (Attachment 3) incorporate the content addressed by CDOT's HOV policy in the form of asking whether such projects will include an HOV 3+ component, and if not, why; and
- both versions of the RTP additional information requirements specifically ask whether the proposed toll project will also include provisions for transit service, and if not, why.

The TAC recommendations strike a balance between addressing HOV issues in a specific and meaningful way for the Board's consideration through the RTP additional information requirements while not prescribing a one-size-fits-all regional policy. The recommended approach is also consistent with CDOT's HOV policy.

PREVIOUS DISCUSSIONS/ACTIONS

[July 6, 2016](#) – Board Work Session

PROPOSED MOTION

Move to approve the updated additional information requirements for Fiscally Constrained Regional Transportation Plan project submittals with a tolling component.

ATTACHMENTS

1. CDOT memo and resolution to Transportation Commission regarding High Occupancy Vehicle (HOV) Policy Guidance (October 14, 2015)
2. Draft revised CTE/HPTE additional information requirements for FC-RTP project submittals with a tolling component
 - a. [Link](#) to track changes version

3. Draft revised Non-HPTE additional information requirements for FC-RTP project submittals with a tolling component
 - a. [Link](#) to track changes version of Attachment 2
4. July 6, 2016 Board Work Session staff presentation slides

Other links:

- [C.R.S 43-4-805.5 \(HB05-1148\): CDOT/HPTE toll highway construction MPO review requirements](#)
- [C.R.S. 7-45-105/106 \(HB06-1003\): Private Toll Company toll highway construction MPO review requirements](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or jschaufele@drcog.org ; or Jacob Riger, Transportation Planning Manager, at 303-480-6751 or jriger@drcog.org .
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ATTACHMENT 1



DATE: October 14, 2015
TO: Transportation Commission
FROM: Debra Perkins-Smith, Director, Division of Transportation Development (DTD)
SUBJECT: High Occupancy Vehicle (HOV) Policy Guidance

Purpose

To provide guidance on proposed policy for High Occupancy Vehicle (HOV) lanes.

Action

Transportation Commission (TC) approval of revised HOV Policy resolution.

Background

Managed lanes are being considered with increasing frequency as a potential solution on many corridors (see Attachment A). HOV lanes, bus only, bus on shoulder, Bus Rapid Transit (BRT), Tolloed Express Lanes (TEL), and congestion pricing are all examples of managed lanes. Guidance is currently being developed on how to apply the Managed Lanes Policy Directive 1603.0 (Resolution #TC-3039, December 2012), which states:

“Managed Lanes provide the ability for the Department to respond to changing traffic conditions and provide operational flexibility and efficient operation of the multi-modal transportation system infrastructure by maximizing the number of vehicle or the number of people traveling in a given corridor. As congestion increases in a corridor, managed lanes can provide greater reliability of travel and also promote alternative travel choices. The challenge for transportation planners and highway engineers is to maximize the operation of transportation infrastructure by considering flexible, cost-effective strategies for sustaining or enhancing the movement of people and goods.”

There are a number of managed lanes currently in the planning stages, including potential HOV and TEL projects and combinations thereof; therefore guidance is being developed on how to consider these strategies within a corridor. With a number of planned or future projects considering HOV lanes as part of a managed lanes strategy, the timing is appropriate for the TC to consider providing additional guidance on how HOV lanes should be considered on CDOT projects.

Details

As a state DOT, we recognize the benefits of HOV:

- To increase the person throughput of the transportation system (by providing incentives to use buses, vanpools, and carpools)
- To provide mode choice
- To reduce congestion
- To reduce the number of vehicles, and therefore reduce vehicle emissions

HOV lanes in Colorado have most often been implemented as part of a TEL. The goal of a TEL strategy is to optimize throughput of the transportation system, provide travel time reliability, reduce congestion, provide choice, and generate revenue to offset operations, maintenance, or project costs of a transportation investment. When developing a TEL strategy, the consideration of HOV lanes must also be balanced with the goals of the TEL.

PD 1603.0 requires that the use of managed lanes be strongly considered during the planning and development of capacity improvements on state highway facilities in Colorado, but does not provide guidance specific to HOV lanes. Resolution #TC-3052 (February 2013) required that as of January 1, 2017 all tolled HOV lanes on the state highway system be limited to vehicles with three or more total occupants (HOV-3+). It did not, however, provide guidance as to how it should be determined whether a facility should include HOV-3+ lanes. Staff is currently developing guidance on the implementation of

PD 1603.0 and requests TC input on how to address the consideration of HOV-3+ lanes. Staff has developed the following general concepts to guide the consideration of managed lane strategies, including HOV:

Establish Performance Measures - For managed corridors/lanes, set performance measures for corridor goals. For example, if the goal of the managed corridor/lane is to provide travel time reliability, a performance measure related to level of service (LOS) or speed should be established. (These performance measures are sometimes expressed as triggers at which an action is taken.)

Consider HOV-3+ Free - For managed corridors/lanes, in recognition of the benefits of HOV, begin with the assumption that HOV-3+ is free; however, there are conditions under which this strategy may not be feasible. For example, if HOV-3+ results in any of the following issues:

- Safety concerns
- Corridor performance measures will not be met
- Renders the transportation improvements financially infeasible

Each managed corridor/lane can be assessed based on its specific characteristics and may be reassessed as conditions change over time. See attached example of an HOV assessment. Attachment B provides example assessments for US 36, I-70 PPSL, and C-470.

At the TC Workshop, staff will review the proposed policy approach, as well as the specifics of its application on the I-70 PPSL and C-470 projects (see Attachments B and C). Given the need for a decision in the near future for C-470, staff requests TC input and consideration of an approval action on an updated resolution to replace Resolution #TC-3052 (see Attachment D). Staff will incorporate the direction provided by the TC in the PD 1603.0 guidance currently being developed.

Next Steps

- Transportation Commission adoption of revised HOV Policy resolution

Attachments

- Attachment A - Colorado Toll/HOV/BRT Facilities
- Attachment B - Example HOV Assessment
- Attachment C - C-470 Express Toll Lanes Exemption Analysis
- Attachment D - Updated Resolution #TC-3052 (HOV 3+ Policy)

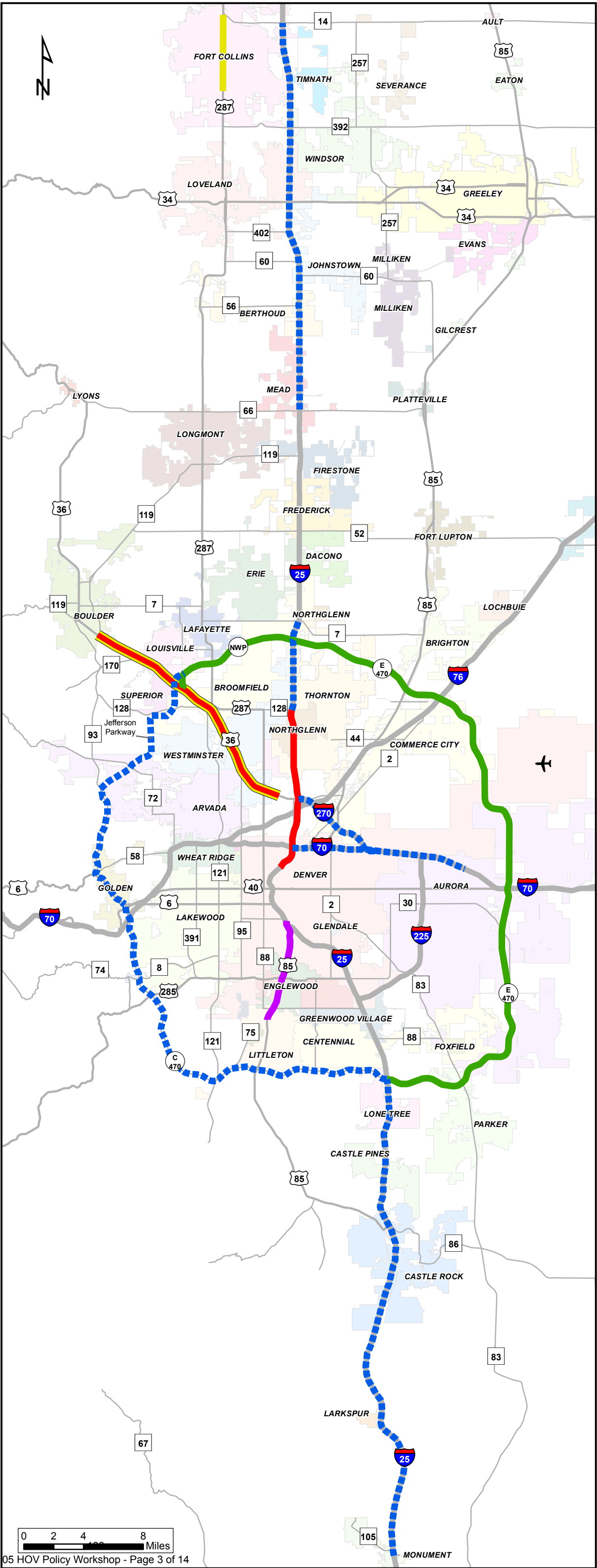
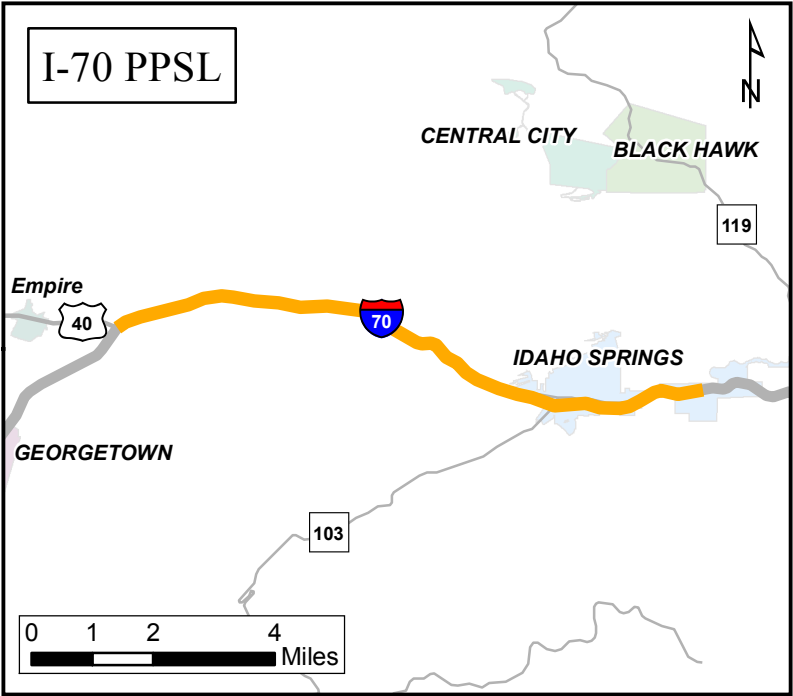
Colorado Managed Lane Facilities October 2015

Managed Lanes - Operational or Under Construction

- BRT Only
- HOV Only
- HOV + BRT
- Toll Only - Transportation Authority
- Toll Only
- Toll + HOV
- Toll + HOV + BRT

Managed Lanes - Future

- TBD





High Occupancy Vehicle (HOV)

Assessment

Corridor/Project: US 36 Express Lanes

Project Description: Express lane in each direction of US 36 between Pecos and Table Mesa for BRT, HOV, and tolled vehicles.

Purpose: Provide travel time reliability and mode choice

Performance Measures:

1. Ensure motor vehicle speeds of:
 - a) An average of 55 miles per hour for the portion of the US 36 Managed Lanes from Table Mesa to the Broomfield Park-n-Ride
 - b) An average of 50 miles per hour for the portion of the US 36 Managed Lanes from the Broomfield Park-n-Ride to Pecos Street
2. Maintain a travel time of no more than 8.75 minutes for the portion of the Managed Lanes from Pecos Street to Denver Union Station

HOV Criteria:

Safety: No current concerns related to HOV-3+.

Performance Measures: No current concerns related to HOV-3+. Facility is currently HOV-2+. Pursuant to Resolution #TC-3052, facility will change to HOV-3+ on January 1, 2017. Concessionaire agreement also includes triggers including transit delays, average vehicle speed, and hourly volumes that could result in conversion to HOV-3+ at an earlier date.

Financial Feasibility: No current concerns related to HOV 3+.



Corridor/Project: I-70 Peak Period Shoulder Lanes (PPSL)

Project Description: Upgraded shoulder that will function as an optional, tolled express lane during peak driving periods on eastbound I-70 between Exit 232 at US 40/Empire Junction 13 miles east to MP 243.5, just east of the Veteran's Memorial Tunnels. As a temporary strategy the initial implementation will be limited to 72 days per year. During non-peak times, the lane will function as an extra-wide shoulder.

Purpose: Provide travel time reliability

Performance Measures:

1. Shoulder tolled express lane operates at a speed of 45 mph or higher (congestion pricing strategy will be used to maintain travel reliability)

HOV Criteria:

Safety: No current concerns related to HOV 3+.

Performance Measures: HOV-3+ would result in performance measure not being met because of the high level of auto occupancy on the corridor during peak periods. The "I-70 Mountain Corridor PEIS Travel Demand Technical Report" (reissued March 2011) determined that the average auto occupancy on the corridor during peak periods is 2.6. If HOV-3+ were implemented, the majority of vehicles on the corridor during peak periods would be eligible to use the tolled express lanes without incurring a toll, precluding the possibility of achieving the established performance measure of 45 mph or higher speeds.

Financial Feasibility: HOV 3+ would eliminate or reduce the travel time advantage, thereby eliminating or significantly reducing the ability to toll the facility, and finance the project.



High Occupancy Vehicle (HOV)

Assessment

Corridor/Project: C-470 Express Lanes

Project Description: Addition of two tolled express lanes westbound from I-25 to approximately Colorado Blvd., one tolled express lane westbound from Colorado Blvd. to Wadsworth Blvd., and one tolled express lane eastbound from Platte Canyon Road to I-25, with future plans to extend the tolled express lanes in each direction to Kipling.

Purpose: Provide travel time reliability

Performance Measures:

1. Tolled express lane operates at 45 mph or better (congestion pricing strategy will be used to maintain travel time reliability)

HOV Criteria:

Safety: No current concerns related to HOV-3+.

Performance Measures: No current concerns related to HOV-3+.

Financial Feasibility: Accommodating HOV-3+ is not currently financially feasible as accommodation is projected to result in an initial funding gap of approximately \$40M in the preferred financing scenario. HOV-3+ accommodation is also projected to reduce excess toll revenues by approximately \$100M over 40 years. The Transportation Commission could choose to allocate additional funds, such as RAMP, to this project, but currently there are no other funding sources identified to close the funding gap that would result from the accommodation of HOV-3+. Additionally, the projected \$100M reduction could delay additional corridor improvements outside the current construction project. Two additional improvement opportunities potentially impacted would be the ultimate buildout between I-25 & Kipling and the C-470 West Connect extending west from Kipling. More details can be found in the C-470 HOV 3+ Exemption Analysis.



1. Summary

To support the ongoing development of the C-470 Express Lanes Project (the Project) and related toll policy discussions, the Colorado Department of Transportation (CDOT)—in partnership with the High Performance Transportation Enterprise (HPTE)—undertook an analysis to determine the potential impacts associated with a carpool exemption policy for high occupancy vehicles with three or more passengers (HOV3+).

Current and prior planning has assumed that all vehicles, regardless of occupancy, would be subject to tolls in the Express Lanes; however, a final policy recommendation regarding HOV exemptions has not yet been formulated. To support that decision, this analysis evaluates the potential traffic, revenue and financing implication associated with an HOV3+ exemption policy.

It is currently estimated that the implementation of an HOV3+ exemption policy in the Express Lanes would generate limited long-term growth in the share of HOV3+ carpools relative to other classes, and negatively impact CDOT/HPTE's project financials. Fully funding the project would necessitate a more leveraged and risky financial structure that would require, for example, additional draws on and/or a longer repayment period for the CDOT O&M loan. Depending on the type of debt and market terms and conditions at the time of financing, a financing sufficient to fund the project as designed may not be executable.

Lower net cash flows—particularly in the early years of operation when revenues are disproportionately impacted by HOV3+ exemptions—would reduce net construction proceeds by as much as \$40 million. Furthermore, excess toll revenues accruing to HPTE would be reduced by approximately \$100 million¹ in net present value, impacting the ability to fund future phases of the C-470 Express Lanes Project.

2. Project Background

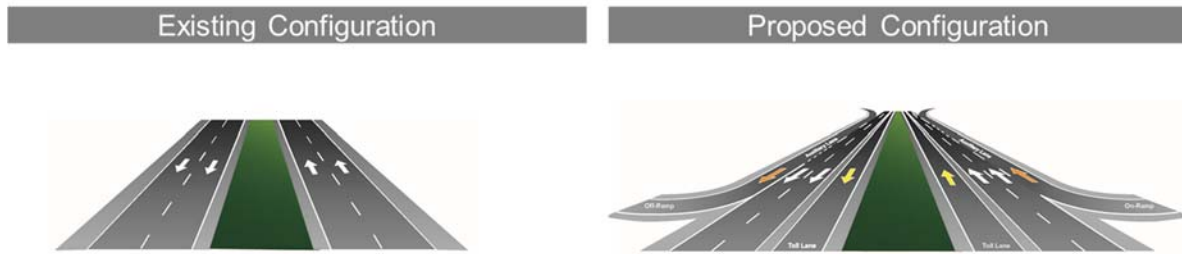
C-470 has a history of severe congestion, and for well over a decade has operated at failing levels of service. As a solution to this issue, CDOT and its partners began evaluating alternatives to improve mobility and reduce congestion along the corridor, culminating in the proposed C-470 Express Lanes Project. As analyzed in the Revised Environmental Assessment (EA), the Project will be delivered in two phases. The first phase (Interim Project) will provide managed express lanes as follows:

- Westbound: two express lanes from I-25 to approximately Colorado Boulevard, and one lane from Colorado Boulevard to Wadsworth Boulevard
- Eastbound: one express lane from Platte Canyon Road to I-25

Currently, available funding has limited construction scope the Interim project; however, future construction of the Ultimate configuration would extend and add lanes to achieve two express lanes in each direction between I-25 and Kipling Parkway. Exhibit 1 illustrates the existing and proposed corridor configurations associated with the Interim Project.

¹Net revenues available after debt service, operations and maintenance costs and repayment of any O&M loan balances (as needed) discounted at 5%.

Exhibit 1: C-470 Lane Configurations



3. Cost and Revenue Impact

One of the key considerations in evaluating a toll exemption policy is the potential impact on the Project's cash flows, both in terms of reduced revenue collection resulting from both the exemption itself and toll evasion / occupancy violations, as well as increased operations and maintenance costs (O&M). The following sections describe each of these items and their estimated impact on project cash flows, and ultimately its financial feasibility.

a. Traffic and Revenue

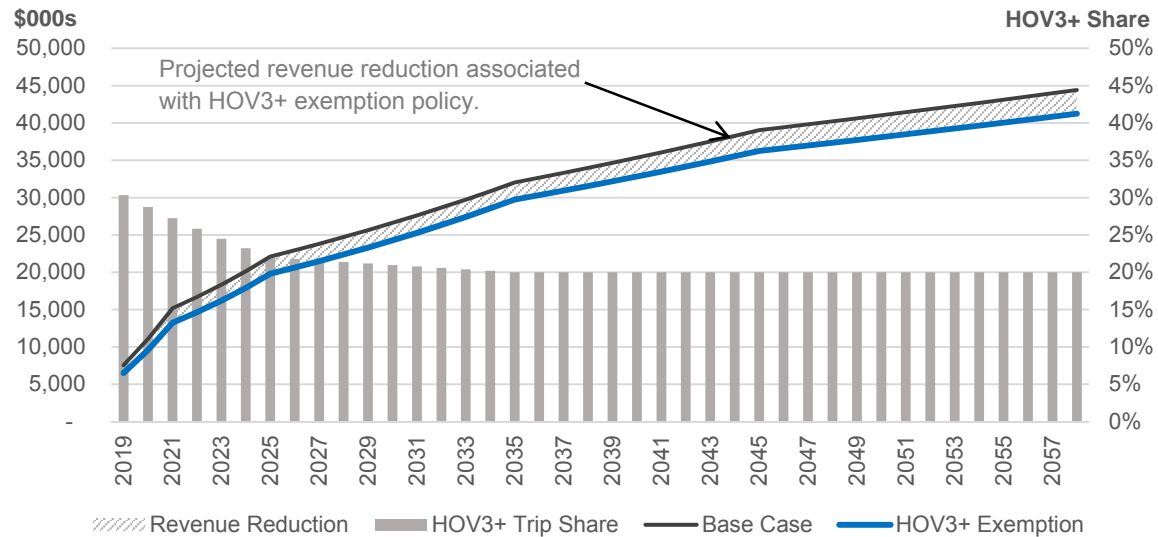
As an initial step toward understanding the impact of an HOV3+ exemption policy, the Project's investment grade T&R consultant, Louis Berger Group (LBG), prepared an estimate of the potential share of HOV3+ vehicles that would use the Express Lanes and the extent to which that usage would impact gross toll revenue. This preliminary effort, which was conducted using a traffic simulation model, indicated that HOV3+ users would account for approximately **32%** of Express Lane trips in 2018 and approximately **20%** by 2035. Gross revenue is anticipated to be 15% and 7% lower in 2018 and 2035, respectively, when compared to revenues forecasted without an HOV3+ exemption policy ("Base Case"). A table detailing the approximate HOV3+ trip shares and revenue impacts by model year is provided below.

Exhibit 2: Estimated HOV3+ Trip Shares and Gross Revenue (2015 \$000s)

Model Year	HOV3+ Trip Share (%)	Gross Revenue (HOV3+ Exempt)	Gross Revenue (Base Case)	Gross Revenue Delta (%)
2018	32%	\$9,789	\$11,460	-15%
2025	22%	\$19,806	\$22,114	-10%
2035	20%	\$29,736	\$32,021	-7%

Note: Values shown in the above exhibit are expressed in 2015 dollars; gross revenues do not include ramp-up, toll collection costs, leakage, or other adjustments associated with an investment grade financing analysis.

Exhibit 3: Comparison of Gross Base Case and HOV3+ Exemption Revenue (2015 \$)



While the overall share of Express Lane toll-exempt trips is anticipated to decline over the forecast horizon, LBG also indicated that HOV3+ trips (by volume) are projected to grow by approximately 1% per year between 2018 and 2035 – well below the rate of growth in toll trips, which is anticipated to be 5% per year over the same period.

2035 Nominal Cash Flow Impact:	-\$3.2mm	-7%
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b. Revenue Leakage

Based on a survey of all-electronic toll facilities across the U.S., a baseline revenue leakage assumption of 10% per year was established for the Base Case (i.e., where HOVs do not receive a toll exemption in the Express Lanes) cash flows. This amount reflects a variety of factors that may result in revenue leakage, including toll equipment errors, non-payment by customers, weather-related events, etc.

As noted in the prior section, the introduction of HOV3+ exemptions would create additional opportunity for leakage resulting from occupancy violations. Data for existing CDOT HOV facilities suggests that occupancy violation rates can reach as high as 25% without routine enforcement (this is reduced to 15% with enforcement).

For the purpose of this analysis, it is assumed that an HOV3+ exemption policy would increase the 10% Base Case leakage rate to 15% per year.

2035 Nominal Cash Flow Impact:	-\$2.2mm	-5%
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c. Toll Collection O&M

Transaction Processing

The process of collecting tolls requires a complex system of in-lane toll equipment and back office software to record and collect the applicable toll from customers using the corridor. As an all-electronic system, customers will be encouraged to establish a prepaid transponder account, whereby readers placed throughout the corridor will automatically detect the customer's transponder and deduct the appropriate toll from that account. In cases where a transponder is not present, cameras at each toll location will automatically record the customer's license plate number and either match that license plate to a pre-registered account, or generate an invoice for non-account customers.

To handle these transactions, a third-party vendor will be procured to operate and maintain the toll collection system, interface with customers, and provide back office support. For the purpose of this analysis, it is assumed that the cost of such services will be transaction-based, whereby the selected vendor will charge CDOT each time a transaction in the C-470 Express Lanes is processed (similar to existing contracts for the US-36 and I-25 Express Lanes with the E-470 Public Highway Authority). Depending on the type of transaction that is incurred (i.e., transponder or license plate), a different price will be charged to CDOT.

Toll rates on C-470 will be designed, at a minimum, to offset transaction processing costs to remain "net revenue neutral," even during periods of low usage. This pricing methodology is only possible when all vehicles in the Express Lanes are required to pay a toll. In an HOV3+ exemption scenario, transaction processing would still be required, but a toll would not be collected to offset the cost. In effect, these transactions are net revenue negative, since they only generate a cost but not an offsetting revenue.

Exhibit 4: Hypothetical Revenue of Base Case and HOV3+ Exemption Policy

Scenario	Transponder Toll (Hypothetical)	Transponder Processing Cost ²	Net Revenue
Base Case (HOV3+ Tolloed)	\$1.00	(\$0.18)	\$0.82
HOV3+ (Toll Free)	\$0.00	(\$0.001)	(\$0.001)

As illustrated in the above table, each HOV3+ toll transaction generates a net loss of \$0.001 on a simple comparison of average revenue to average cost, before any losses (leakage) associated with intentional or unintentional occupancy violations.

2035 Nominal Cash Flow Impact:	+\$0.1mm	<1%
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Enforcement

Similar to the US-36 and I-25 Express Lanes, customers who are eligible to receive an HOV3+ toll exemption would be required to install a multi-switch transponder in order to declare their HOV3+ status each time they use the corridor. By default, non-switchable transponders and license plate transactions would be treated as full toll customers, since the system would have no way to determine the occupancy of those vehicles.

However, by allowing customers to self-declare their HOV3+ status (and thus toll exemption), this introduces the risk that customers will intentionally or unintentionally select the incorrect transponder occupancy setting.

² 2010 dollars (Parsons Brinckerhoff, 2015)

In the case of unintentional user error, a vehicle may travel as an HOV3+ in one direction, then re-enter the corridor as a single occupant vehicle (SOV) without changing the transponder setting. As a result, the toll is waved and revenue is not collected for that transaction.

To counteract these situations, visual enforcement at select locations throughout the corridor would be provided by Colorado State Patrol (CSP), the cost which would be paid out of toll revenues. While the annual cost of CSP enforcement will vary according to violation trends, it is assumed that C-470 would allocate approximately \$250,000 (2015 dollars) for targeted and routine enforcement activities within the corridor.

Although violators will be ticketed and fined for occupancy violations, it is not assumed that any violation revenue will flow back to the Project. Enforcement would be provided with the sole purpose of reducing losses (revenue leakage) attributed to occupancy violations.

2035 Nominal Cash Flow Impact:	-\$0.2mm	<1%
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d. Capital Costs

Beyond increased operating costs and financing adjustments, HOV3+ exemptions would also necessitate additional upfront capital to cover:

- Additional engineering/design/construction to accommodate “toll enforcement zones”
- Additional in-lane toll equipment to support visual enforcement efforts

The total combined cost of these items is estimated to be approximately \$1 million (about 0.4% of the Project’s base capital costs), requiring additional upfront financing and associated debt service.

2035 Nominal Cash Flow Impact:	-\$0.1mm	<1%
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4. Financing & Credit Impact

a. Credit Rating Implications

Toll exemption policies are generally viewed as a credit negative due to the direct impact those vehicles have on lane performance, travel reliability, and available capacity for toll paying vehicles. In a November 2013 report titled *U.S. Managed Lanes: Empirical Data Steers Credit Analysis*, Fitch Ratings notes that the “nature of the HOV and transit policies can significantly impact revenues” and that “a key rating driver going forward will be the HOV policy and other policies governing access to [managed lanes].” The report further explains that exemption policies for HOV2+ vehicles are inherently more risky than facilities with HOV3+ policies; however, despite lower upfront revenue risk, it should be noted that as demand for the corridor increases with population and employment, an increasing number of toll-free HOV3+ vehicles will absorb Express Lane capacity, thus decreasing capacity available for toll-paying vehicles.

A similar outlook report by Moody’s Investor Service in May 2013 suggests that “a small diversion of traffic onto tolled lanes frees up capacity on non-tolled alternative, hence decreasing the incentive for additional users to move to the tolled lane.” In the context of C-470, providing toll exemptions may cause a portion of those vehicles to shift to the Express Lanes, which would reduce capacity for toll paying vehicles and open capacity in the general purpose (GP) lanes. The increased capacity in the GP lanes could induce vehicles that would have otherwise paid to enter the Express Lanes.

To compensate for the increased revenue variability associated with the implementation of a toll exemption policy (e.g. the risk of additional HOV 3+ traffic above projected levels using the lanes, potential unforeseen impacts on overall corridor congestion and mobility), rating agencies and investors would be expected to take a slightly more conservative view on the credit (manifested through increased coverage ratios, additional liquidity measures, and/or an additional haircut to revenues). The total impact of these considerations has been assumed to be equivalent to a 5% additional reduction in toll revenues. This would result in a cash flow reduction of \$2.2 million in 2035 for debt sizing purposes.

2035 Nominal Cash Flow Impact:	-\$2.2mm	-5%
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5. Summary of Impacts

a. Project Cash Flows

The table below summarizes all impacts to project cash flows in 2035.

Exhibit 4: Revenue Impact Summary

2035 Nominal Impacts	Amount (\$mm)
Gross Revenue	-\$3.2
Rev. Adjustments: Leakage	-\$2.2
O&M: Transaction Processing	+\$0.1
O&M: Enforcement	-\$0.2
Additional Debt Service: Increase Capital Cost	-\$0.1
Credit: T&R Risk Adjustment	-\$2.2
Total of Individual Impacts	-\$7.8
Total Combined Impacts*	-\$7.3

*Nominal impacts noted above are not additive, given the interrelated nature of gross revenues, leakage, and the T&R risk adjustment factor. As such, the "total combined impacts" row provides a bottom line summary of all impacts in the HOV3+ exemption scenario.

b. Funding Impact

Design and construction funding for the C-470 Express Lanes Project will be provided in the form of public monies (RAMP, FASTER, HSIP, and other public contributions) as well debt backed by toll revenues. The extent to which debt can be raised for the project is primarily a function of the near- and mid-term cash flow available for interest and principal payments on project debt. Based on the anticipated Project cash flow under an HOV3+ exemption policy, it is estimated that debt capacity could be reduced by as much as **\$40 million**, requiring a substantial amount of additional funding to be identified to fully fund the Project (which is also based on an estimated capital cost of \$269 million).

In addition, the HOV3+ financial structures would place added risks on CDOT in case of revenue shortfalls or cost overruns as the CDOT O&M loan amount increases and/or is repaid over a longer period of time.

Finally, In addition to the reduction of net proceeds available to fund project construction, the present value of excess toll revenues accruing to HPTE would diminish significantly – by as much as \$100 million (assuming a 5% discount rate) – under an HOV3+ toll exemption policy. Excess cash flow, or surplus revenue after debt service and operating costs, is a key indicator of potential funding that could be contributed to future projects, including the second phase of the C-470 Express Lanes or other corridor improvements.

Resolution #TC-15-10-5

Adopting a requirement that as of January 1, 2017, toll-free travel offered to High Occupancy Vehicles on all tolled managed lanes that are part of the state highway system shall be limited to vehicles with three or more occupants; and

Adopting an approach for the consideration of toll-free travel for High Occupancy Vehicles with three or more occupants on all tolled managed lanes that are part of the state highway system.

Approved by the Transportation Commission on: October 15, 2015

WHEREAS, the Transportation Commission is responsible, pursuant to C.R.S. 43-1-106(8), for formulating the general policy of the Colorado Department of Transportation (CDOT); and

WHEREAS, the Transportation Commission recognizes the importance of consistency among tolled managed lane corridors with regard to High Occupancy Vehicle exceptions; and

WHEREAS, the Transportation Commission recognizes the benefits of toll-free travel for vehicles carrying three or more occupants (HOV-3+) to increasing person throughput and encouraging carpooling and transit use, with resulting reductions in vehicle emissions, to reduce congestion, and improve the safety, capacity, and accessibility of the surface transportation system; and

WHEREAS, the General Assembly created the Colorado High Performance Transportation Enterprise (HPTE) as a government-owned business within CDOT, pursuant to Section 43-4-806 C.R.S., to aggressively pursue innovative means of more efficiently financing important surface transportation projects that will improve the safety, capacity, and accessibility of the surface transportation system; and

WHEREAS, to facilitate the financing of important transportation projects, the HPTE Board of Directors has recommended that the Transportation Commission require toll-free travel offered to High Occupancy Vehicles on tolled managed lanes that are part of the state highway system to be limited to HOV-3+; and

WHEREAS, the Transportation Commission recognizes the benefits of toll-free HOV-3+ and the importance of considering toll-free HOV-3+ on all planned or future tolled managed lanes that are part of the state highway system; and

WHEREAS, the Transportation Commission recognizes that the feasibility of toll-free HOV-3+ must be considered with respect to its impacts on safety, the ability to achieve established performance measures on tolled managed lanes, financial feasibility, and other factors that may be applicable.

NOW THEREFORE BE IT RESOVLED, the Transportation Commission hereby requires that as of January 1, 2017 toll-free travel offered to High Occupancy Vehicles on tolled managed lanes that are part of the state highway system shall be limited to HOV 3+; and

BE IT FURTHER RESOLVED, the Transportation Commission hereby directs that, for all planned or future tolled managed lanes that are part of the state highway system, consideration be given as to the feasibility of offering toll-free HOV-3+, including an evaluation of factors including, but not necessarily limited to, its impact on safety, the ability to achieve established performance measures on the tolled managed lanes, and financial feasibility of the tolled managed lane proposal.

Herman J. Stockinger III
Herman Stockinger, Secretary
Transportation Commission of Colorado

10-20-15
Date

Resolution #TC-15-10-6

Determining Not to Include Toll-Free HOV3+ Travel for the C-470 Tolled Express Lanes Project

Approved by the Transportation Commission on October 15, 2015

WHEREAS, pursuant to § 43-1-106(8), C.R.S., the Transportation Commission is responsible for formulating the general policy of the Colorado Department of Transportation (CDOT) with respect to the management of public highways in the state; and

WHEREAS, the Transportation Commission is authorized, pursuant to § 42-4-1012(1)(a), C.R.S., to designate exclusive or preferential lanes that carry a specified number of persons; and

WHEREAS, the Transportation Commission recognizes the benefits of HOV accessibility in encouraging carpooling and transit use, with resulting reductions in vehicle emissions, congestions mitigation, and improvements in the safety, capacity, and accessibility of the surface transportation system; and

WHEREAS, by Resolution #TC-3052, approved February 21, 2013, the Transportation Commission recognized the importance of consistency among tolled managed lane corridors with regard to encouraging high occupancy vehicle (HOV) use; and

WHEREAS, by Resolution #TC-XXXX, approved October 15, 2015, the Transportation Commission updated Resolution #TC-3052 to provide that the feasibility of toll-free travel for vehicles carrying three or more occupants (HOV-3+) be considered with respect to its impact on safety, the ability to achieve established performance measures on tolled managed lanes, financial feasibility, and other factors which may be applicable, for all planned or future tolled managed lanes that are part of the state highway system; and

WHEREAS, pursuant to § 43-4-806, *et seq.*, C.R.S., the General Assembly created the High Performance Transportation Enterprise (HPTE) as a government-owned business within CDOT to pursue innovative means of more efficiently financing important surface transportation projects that will improve the safety, capacity, and accessibility of the surface transportation system; and

WHEREAS, HPTE and CDOT are currently undertaking the procurement of the C-470 Express Lanes Segment 1 Project, which is planned to add two tolled express lanes westbound from I-25 to Colorado Blvd., one tolled express lane westbound from Colorado Blvd. to Wadsworth Blvd.; and one tolled express lane eastbound from Platte Canyon Road to I-25, with a desire to extend the tolled express lanes in each direction to Kipling Blvd. as funding allows; and

WHEREAS, in accordance with the general policy in favor of HOV-3+, HPTE and CDOT staff undertook a HOV-3+ Analysis with respect to the C-470 Tolloed Express Lanes Project; and

WHEREAS, the HOV-3+ Analysis determined that accommodating HOV-3+ is not currently financially feasible for the C-470 Express Lanes Segment 1 Project, as it would result in a funding gap of approximately \$40 million in the preferred financing scenario for the project and there are currently no other funding sources available to close the gap; and

WHEREAS, the analysis further determined that accommodation of HOV-3+ is projected to reduce excess toll revenues by approximately \$100 million over 40 years, potentially delaying future additional corridor improvements; and

WHEREAS, in order to facilitate the financing of the C-470 Express Lanes Segment 1 Project, the Board of Directors of the HPTE has recommended that the Transportation Commission not include toll-free HOV-3+ travel for the C-470 Tolloed Express Lanes; and

WHEREAS, the Transportation Commission's determination in the resolution with respect to toll-free HOV-3+ travel is not intended to affect or prejudice in any way the ongoing NEPA process, and the determination not to include toll-free HOV-3+ travel for the C-470 Tolloed Express Lanes is contingent upon a final determination from FHWA on a Proposed Action based on the C-470 Corridor Revised Environmental Assessment.

NOW THEREFORE BE IT RESOLVED, the Transportation Commission hereby determines that offering toll-free HOV-3 travel in the C-470 Tolloed Express Lanes is not feasible at this time, and declares that the C-470 Tolloed Express Lanes will be exempted from the general policy that tolled managed lane corridors permit HOV-3 vehicles toll-free.

BE IT FURTHER RESOLVED, if financing conditions permit reconsideration of this determination at a future date, HPTE and CDOT staff should evaluate a re-designation of the C-470 Tolloed Express Lanes as an HOV-3+ corridor in accordance with Transportation Commission HOV policy guidance and, if conditions warrant such re-designation, present such findings to the Transportation Commission for its consideration.


Herman Stockinger, Secretary
Bridge Enterprise Board of Directors

10-20-15
Date

ATTACHMENT 2

DRAFT Additional Information Requirements for Roadway Tolling Projects Proposed by CDOT or the Colorado High Performance Transportation Enterprise (HPTE) for Inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan

Amended by DRCOG Board TBD, 2016

Projects proposed by CDOT or HPTE with a tolling component for inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan (FC-RTP) will include base information required of sponsors to support all types of project requests.

The DRCOG Board also requires the information described below be submitted for any project with a tolling component (tolling, High Occupancy Vehicle (HOV), and/or related aspects). In particular, C.R.S. 43-4-805.5 (pursuant to HB05-1148) requires that five categories be addressed in HPTE tolling submittals to DRCOG for inclusion in the FC-RTP: operations, technology, project feasibility, project financing, and other federally required information. CDOT/HPTE will submit the following information to DRCOG:

1. Operations – Description of the tolling component of the project, including the following:
 - Pricing Structure: Variable, dynamic, or fixed toll rates
 - Toll Lane Separation: Barrier protected or buffered lanes
 - Access/Egress: Locations of slip ramps to general purpose lanes and “direct connect” ramps to interchanges and/or other toll facilities
 - Relationship to overall regional toll highway system
 - Other unique operational features
2. Technology: Confirmation that the toll facility will not require stopping to pay cash and will use transponders and/or tag readers that are interoperable with the region’s other toll facilities. If this is not the case, please explain.
3. Project Feasibility:
 - Summarize the tolling component’s technical feasibility, including implementation opportunities and constraints at a planning level of detail
 - Provide estimated daily, directional traffic volumes for (as applicable):
 - Base Year General Purpose Lanes
 - Forecast Year General Purpose Lanes
 - Forecast Year Toll Facility
 - Forecast Year Total

ATTACHMENT 2

DRAFT Additional Information Requirements for Roadway Tolling Projects Proposed by CDOT or the Colorado High Performance Transportation Enterprise (HPTE) for Inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan

Amended by DRCOG Board TBD, 2016

4. Project Financing:

- Capital costs for the project with major components and key assumptions, including inflation and contingencies
- Operation and maintenance add-ons for the toll facility – costs that are in addition to normal non-toll CDOT roadway O&M – and inflation assumptions
- Financial assumptions, including non-traditional financing sources and innovative financing
- Identification of public sector financial responsibility if revenue is not sufficient to meet annual costs after toll facility is built and operating
- Description of how and where excess revenues will be allocated, should toll revenues exceed those needed to build, maintain, and operate the facility

5. Any other federally required information, if applicable

6. Other Information and assistance:

- CDOT HOV Policy (October 2015) – How does the proposed tolling component address CDOT’s HOV Policy and Transportation Commission Resolution (TC-15-10-5) regarding the feasibility of toll-free HOV3+?
 - If the proposed project does not include toll-free HOV, explain why it does not?
- Does the proposed tolling component include provisions for transit service? If not, why?
- A summary of the environmental examinations and other studies completed to date and those anticipated in the future with key milestones and timeline.
- A commitment to follow CDOT environmental stewardship guide during project development, including the identification of impacts and mitigation measures.
- A summary of consultation with local governments and other MPOs/TPRs completed to date, with issues and resolution; a plan for future additional consultation with local governments and other MPOs/TPRs during project development; and the relationship of the project to local transportation plans.
- Assistance to DRCOG staff with response to public comment as needed.

ATTACHMENT 3

DRAFT Additional Information Requirements for Non-CDOT/HPTE Roadway Tolling Projects Proposed for Inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan

Amended by DRCOG Board TBD, 2016

Projects proposed by non-CDOT/HPTE entities, such as private toll companies or toll highway authorities, for inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan (FC-RTP) will include base information required of sponsors to support all types of project requests.

In addition, C.R.S. 7-45-105 and 106 (pursuant to HB06-1003) require that five categories be addressed in private toll company submittals to DRCOG for inclusion in the FC-RTP: operating plan, technology, project feasibility, long-term project viability (project financing), and environmental documentation. The project sponsor will submit the following information to DRCOG:

1. Operating plan – Description of the tolling component, including the following:
 - Pricing Structure: Variable, dynamic, or fixed toll rates
 - Toll Lane Separation: Barrier protected or buffered lanes
 - Access/Egress: Locations of slip ramps to general purpose lanes and “direct connect” ramps to interchanges and/or other toll facilities
 - Relationship to overall regional toll highway system
 - Other unique operational features
2. Technology: Confirmation that the toll facility will not require stopping to pay cash and will use transponders and/or tag readers that are interoperable with the region’s other toll facilities. If this is not the case, please explain.
3. Project feasibility:
 - Summarize the tolling component’s technical feasibility, including implementation opportunities and constraints at a planning level of detail
 - Provide estimated daily, directional traffic volumes for (as applicable):
 - Base Year General Purpose Lanes
 - Forecast Year General Purpose Lanes
 - Forecast Year Toll Facility
 - Forecast Year Total
 - Identify any proposed non-compete clauses (probable restrictions on improvements to other roadways or transit facilities)

ATTACHMENT 3

DRAFT Additional Information Requirements for Non-CDOT/HPTE Roadway Tolling Projects Proposed for Inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan

Amended by DRCOG Board TBD, 2016

4. Long-term project viability (project financing):

- Capital costs for the project with major components and key assumptions, including inflation and contingencies
- Operation and maintenance costs and inflation assumptions for the toll facility
- Financial assumptions, including non-traditional financing sources and innovative financing.
 - Identify public funding sources or public financing instruments, if applicable
- Identification of public sector financial responsibility if revenue is not sufficient to meet annual costs after toll facility is built and operating

5. Environmental documentation, including:

- Description of environmental, social, and economic effects of the proposed toll facility
- Identification of feasible measures, and cost, to avoid or otherwise mitigate adverse impacts
- Defined commitment of acceptable environmental mitigation activities and cost

6. Other information and assistance:

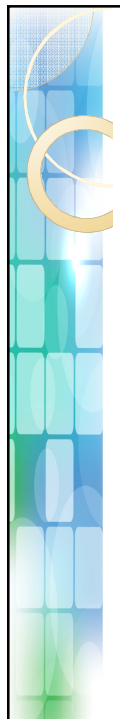
- Does the proposed tolling component include toll-free HOV3+? If not, explain why?
- Does the proposed tolling component include provisions for transit service? If not, why?
- A summary of studies completed to date and those anticipated in the future with key milestones and timeline
- A summary of consultation with local governments and other MPOs/TPRs completed to date, with issues and resolution; a plan for future additional consultation with local governments and other MPOs/TPRs during project development; and the relationship of the project to local transportation plans
 - Identify land use assumptions within 5 miles of the toll highway corridor
 - Discuss consideration given to available mitigation of demonstrable negative impacts on the local governments or its citizens

ATTACHMENT 3

DRAFT Additional Information Requirements for Non-CDOT/HPTE Roadway Tolling Projects Proposed for Inclusion in the DRCOG Fiscally Constrained Regional Transportation Plan

Amended by DRCOG Board TBD, 2016

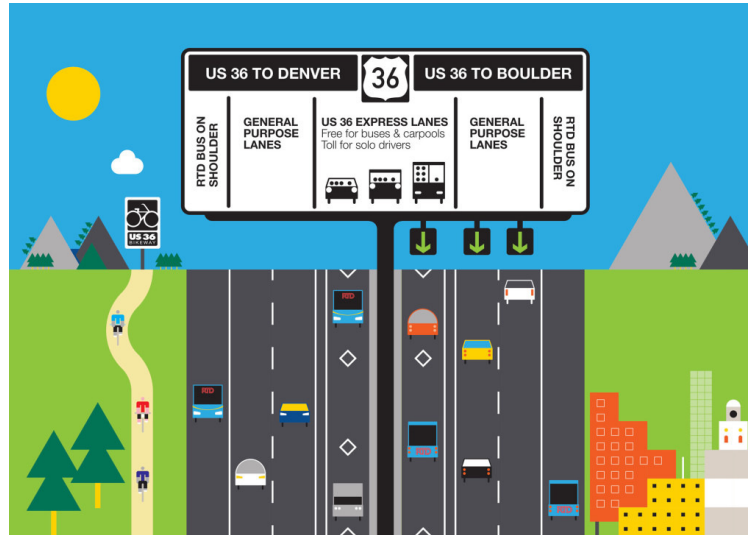
- Identify commitments to offset incremental costs of public services that will be necessary as a result of development of the project
- Assist DRCOG staff with response to public comment as needed



Overview

1. Brief toll review history
2. CDOT's new HOV policy
3. DRCOG Regional Transportation Plan (RTP)
"additional information requirements" for toll projects
4. TAC discussion & recommendations

What are HOV Lanes?



Credit: 36 Commuting Solutions

I. Brief Toll Review History

- 2002: HB-1310 created Colorado Tolling Enterprise (CTE)
- 2005: HB-1148 – MPO review of CTE projects
 - "...no action...until after...reviewed by MPO"
- 2006: DRCOG adopted "procedures" for responding to HB-1148
- 2006: HB-1003 applied HB-1148 language to "private toll companies"
- 2009: DRCOG adopted procedures for RTP toll amendments – one for CTE, one for private toll companies
 - replaced 2006 HB-1148 procedures
 - Attachments 2&3 in packet
- 2009: FASTER bill passed – abolished CTE, established HPTE

2. CDOT HOV Policy (Oct. 2015)

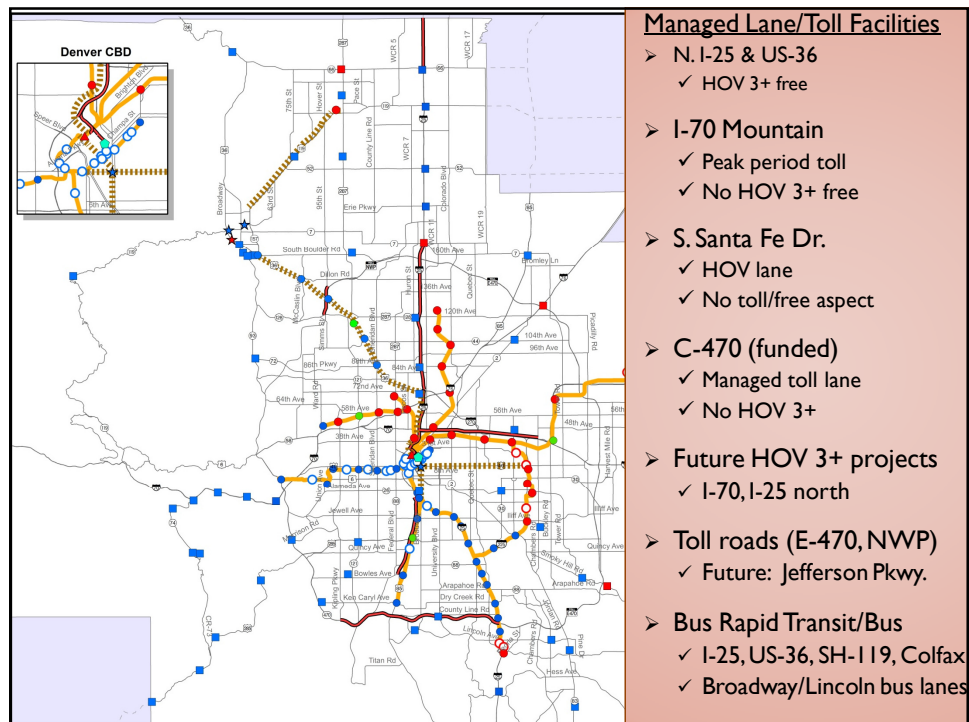
For managed corridors/lanes, in recognition of the benefits of HOV, begin with the assumption that HOV-3+ is free; however, there are conditions under which this strategy may not be feasible. For example, if HOV-3+ results in any of the following issues:

- Safety concerns
- Corridor performance measures will not be met
- Renders the transportation improvements financially infeasible

Each managed corridor/lane can be assessed based on its specific characteristics and may be reassessed as conditions change over time.

3. RTP Information Requirements

- New RTP projects with tolling component, and/or:
 - Scope change (e.g., widen 4-6 lanes to widen 4-8 lanes)
 - Operational change (e.g., HOV 2+ to HOV 3+)
 - Does not include air quality staging period change
- Separate versions for CDOT/HPTE projects and non-CDOT/HPTE projects (based on state statute)
- Both address operations, technology, feasibility, financing, environmental, & coordination



4a. TAC Discussion

- Discussion spanned 4 meetings (January-May)
- Updates to RTP requirements
- Regional policy or narrower approach?
- How does CDOT policy address exceptions and transit service?

Outcome: HOV topic is important – best addressed through existing RTP requirements for toll project reviews



4b.TAC Recommendations

- Directly incorporate CDOT HOV policy in CDOT/HPTE RTP requirements (Attachment 2)
- Ask about HOV 3+ provision in private toll company RTP requirements (Attachment 3)
- Ask about transit service provision in both versions of RTP requirements

HOV Policy & Regional Transportation Planning Process

Board Work Session – July 6, 2016

ATTACH H

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 20, 2016	Action	14

SUBJECT

Metro Vision performance measures, strategic initiatives, and “preamble,” as reviewed during Board Work Sessions (May – July).

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends approving the Metro Vision 2040 Plan Draft performance measures, strategic initiatives (menu of voluntary options available to organizations), and “preamble” as outlined in Attachment 1.

ACTION BY OTHERS

N/A

SUMMARY

Background

The DRCOG Board last adopted a major update to Metro Vision in February 2011. Over the past several years DRCOG staff has continuously engaged the public, stakeholders, and local government staff to prepare a draft plan update for the Board’s consideration.

In January, the Board of Directors approved the [5 overarching themes and 14 outcomes](#), including outcome narratives, recommended by the Metro Vision Issues Committee (MVIC). In May, the Board of Directors approved [17 regional objectives](#), including descriptive narratives, and 46 supporting objectives.

Today’s Discussion

Attachment 1 includes the previously approved themes, outcomes, outcome narratives regional objectives, regional objective narratives and supporting objectives – as noted on the left hand side of the table. Staff is requesting action on the performance measures and strategic initiatives provided in Attachment 1 – also noted on the left hand side of the table (“Material Needing Action”). Attachment 1 also includes the “preamble” to the Draft Metro Vision plan. All items in need of Board approval were previously reviewed at Board Work Sessions in May, June and/or July.

- Overall plan **performance measures** help to verify whether the collective actions of planning partners are moving the region toward regional outcomes approved by the Board for inclusion in the draft plan.

As requested by Work Session participants, a data dictionary describing measure data sources and calculations is available [here](#).

- **Strategic initiatives** serve as a menu of voluntary options available to organizations throughout the region to help move the region toward regional outcomes approved by the Board for inclusion in the draft plan.

Unlike the other items, including those the Board has already approved, strategic initiatives are not viewed as a shared statement of the region's aspirational vision for the future. Rather they identify opportunities that can be pursued if consistent with the priorities of DRCOG's many regional planning partners (e.g. local governments, special districts, CDOT, RTD, business community, philanthropic organizations, etc.).

- The proposed ***“preamble”*** would serve as the primary introductory language in the draft Metro Vision plan. The text included in the attachment reflects changes suggested during the May and July Board Work Sessions.

Staff recommends approval of the Metro Vision 2040 Plan Draft performance measures, strategic initiatives (menu of voluntary options available to organizations), and “preamble” as outlined in Attachment 1. All come with an initial endorsement from the Directors during a Board Work Session (June and July 2016).

PREVIOUS DISCUSSIONS/ACTIONS

Board Action

[January 20, 2016](#) – Board approval of Metro Vision outcomes and outcome narratives

[May 18, 2016](#) – Board approval of Metro Vision regional objectives, regional objective narratives, and supporting objectives

Work Session Discussion

[May 4, 2016](#) – Metro Vision “preamble”

[June 1, 2016](#) – Metro Vision performance measures

[July 6, 2016](#) – Metro Vision performance measures, strategic initiatives, and “preamble”

PROPOSED MOTION

Move to approve the Metro Vision 2040 Plan Draft performance measures, strategic initiatives (menu of voluntary options available to organizations), and “preamble” as outlined in Attachment 1.

ATTACHMENTS

Attachment 1 – Metro Vision Performance Measures and Strategic Initiatives (with previously approved themes, outcomes, and objectives) and Metro Vision “Preamble”

Link: [2040 Metro Vision Plan Draft](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org; or Brad Calvert, Metro Vision Manager at 303-480-6839 or bcalvert@drcog.org.

Metro Vision Performance Measures and Strategic Initiatives **(with previously approved themes, outcomes, and objectives)**

Previously Approved – Provided for context	Overarching Theme: An Efficient and Predictable Development Pattern		
	Outcome 1: The region is comprised of diverse, livable communities.		
	<p>The Denver metro region will continue to embrace its diverse urban, suburban and rural communities. Varied housing and transportation options, access to employment and a range of services and recreational opportunities will promote livable communities that meet the needs of people of all ages, incomes, and abilities.</p>	<p>Regional Objective: Improve the diversity and livability of communities.</p> <p>Urban, suburban, and rural communities support a stronger, more livable region by building on their individual strengths and assets. This diverse range of communities will contribute to the achievement of regional outcomes in a variety of ways based on local needs and preferences. Communities throughout the region will pursue greater livability through built environments and development patterns that accommodate the widest spectrum of people – regardless of age, income or ability.</p> <p>Supporting Objectives:</p> <ul style="list-style-type: none"> • Encourage development patterns and community design features that meet the needs of people of all ages, incomes, and abilities. • Preserve and leverage the unique characteristics of the region's communities. • Promote investment/reinvestment in existing communities. 	
Material Needing Action	Measures Related to Overarching Theme		
	Performance Measure	2040 Target	Baseline
	Share of the region's housing and employment located in urban centers	Housing: 25 percent	Housing: 10.0 percent (2014)
		Employment: 50 percent	Employment: 36.3 percent (2014)
	Housing density within the urban growth boundary/area (UGB/A)	25 percent increase from 2014	1,200 units per square mile (2014)
	Strategic Initiatives – Ideas for Implementation		
	Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations	
	<p>Collaboration</p> <ul style="list-style-type: none"> • Provide opportunities for local governments to learn from and adapt diverse local approaches to livability issues as appropriate to their unique characteristics. • Foster the region's commitment to the Western values of cooperation and individualism. • Coordinate with local governments, developers, and other potential partners to establish an online clearinghouse of potential development sites and funding opportunities, searchable by specific 	<p>Collaboration</p> <ul style="list-style-type: none"> • Participate in forums that allow other communities to learn from local successes that advance livability. <p>Policies and Regulations</p> <ul style="list-style-type: none"> • Adopt land use policies and development regulations to support compact, mixed-use development patterns and expanded housing options where appropriate. • Adopt policies, regulations, and incentives to support the implementation of universal design strategies. 	

parameters.

Education and Assistance

- Convene forums for small and/or rural communities that cover topics of interest to maintain and improve vitality and livability.
- Encourage local government use of DRCOG's Boomer Bond assessment tool to help address the needs of the region's rapidly increasing aging population.
- Provide education and technical assistance in support of local efforts to integrate land use and transportation, promote increased diversity in housing options, and meet the needs of people of all ages, incomes and abilities.
- Provide data and tools that help identify opportunities for strategic regional and local investments.
- Provide information and resources to help communities identify opportunities to retrofit suburban communities with design features that meet the needs of people of all ages, incomes, and abilities.

Investments

- Continue to make investments that help people live independently as long as possible in their own homes and communities.

- Establish guidelines, and/or standards that improve the public realm for users of all ages, incomes, and abilities as appropriate to the local context (i.e. street design guidelines).
- Adopt policies, regulations, and incentives to support the preservation and rehabilitation of significant historic structures and cultural resources that contribute to authenticity of place and ability to attract tourism.
- Promote infill and redevelopment through zoning changes.
- Encourage growth and redevelopment in and adjacent to established, rural communities; limit rural growth outside areas where basic infrastructure can be provided cost-effectively.
- Foster economic development that supports the ability for rural communities to meet the current and future needs of residents in their surrounding rural trade area.

Investments

- Consider investments in public infrastructure, public/private partnerships, and catalytic projects that encourage infill, redevelopment, and reinvestment in existing communities.
- Target local funds to create community design features that meet the needs of people of all ages, incomes, and abilities (i.e. create pedestrian-friendly environments, expand bicycle facilities).

Overarching Theme: An Efficient and Predictable Development Pattern

Outcome 2: New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).

A defined UGB/A leads to an orderly and more compact pattern of future development. While locally adopted policies and market demand determine the location of urban development, commitment to the UGB/A leads to better use of regional resources for infrastructure, reduced regional vehicle travel and conservation of open land outside the boundary/area.

Regional Objective:

Contain urban development within the Urban Growth Boundary/Area (UGB/A).

Metro Vision will help focus and facilitate future urban growth in locations where urban-level infrastructure already exists or areas where plans for infrastructure and service expansion are in place. DRCOG will work with member communities to maintain the UGB/A and update the growth allocations for each community in the region annually or as needed.

Supporting Objectives:

- Identify and monitor the Urban Growth Boundary/Area (UGB/A).
- Increase and prioritize funding to serve areas within the Urban Growth Boundary/Area (UGB/A).

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Share of the region's housing and employment located in urban centers	Housing: 25 percent	Housing: 10.0 percent (2014)
	Employment: 50 percent	Employment: 36.3 percent (2014)
Housing density within the urban growth boundary/area (UGB/A)	25 percent increase from 2014	1,200 units per square mile (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
<p>Collaboration</p> <ul style="list-style-type: none"> • Work with local governments to monitor the extent of current and future urban development patterns as determined by the <i>Metro Vision Growth and Development Supplement</i>. • Coordinate with local communities and infrastructure service providers to identify urban reserve areas that should be conserved for future growth. • Facilitate coordinated local and regional investment in datasets to improve forecasting and other analysis related to the extent of urban development patterns. <p>Education and Assistance</p> <ul style="list-style-type: none"> • Provide access to data and information that local governments can use to continue planning for future urban growth (i.e. amount of land consumed by different development types outside the UGB/A; location of natural resources of local and regional significance; and areas with commercially viable deposits of sand, gravel, quarry aggregate, or other extractive resources). • Offer data, analyses, or other technical assistance that helps identify opportunities for urban development 	<p>Collaboration</p> <ul style="list-style-type: none"> • Coordinate with DRCOG on local urban growth area allocation and adjustments to the location of UGB/A as needed. • Coordinate and establish intergovernmental agreements to address planning and service delivery issues in areas of mutual interest, such as in unincorporated portions of a community's planning area and/or areas planned for future annexation. • Use intergovernmental agreements to identify, jointly, urban reserve areas where contiguous urban development will occur beyond 2040. <p>Policies and Regulations</p> <ul style="list-style-type: none"> • Reflect local growth aspirations through the location of UGB/A, including aligning land use, transportation and infrastructure planning to focus urban development within the UGB/A. • Align the UGB/A with local policies: <ul style="list-style-type: none"> ○ To direct growth to areas with adequate facilities and services. ○ That limit development in of natural resources of local and regional significance;

within the UGB/A (i.e. infill and redevelopment on overlooked vacant or underutilized parcels).

- Provide education, technical assistance, and other tools to help local governments track, monitor, and update their UGB/A.

Investments

- Invest in infrastructure and transportation systems within the UGB/A.

- That limit development in or near areas with commercially viable deposits of sand, gravel, quarry aggregate, or other extractive resources; and
- That seek to prevent land use incompatibility near significant regional facilities (i.e. airports, solid waste disposal) over the long-term.

- Adopt policies and regulations that limit development occurring outside the UGB/A - location and service provision requirements for development that occurs outside the UGB/A should be shaped by local plans and policies.
- Adopt policies and regulations that conserve opportunities for urban development beyond 2040 (i.e. urban reserve areas).

Investments

- Ensure development outside the urban growth boundary/area pays its own way, to the extent practical.

Overarching Theme: An Efficient and Predictable Development Pattern

Outcome 3: Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment..

The location and context of each center define its unique character. They are transit-, pedestrian-, bicycle-friendly places that contain a more dense and diverse mix of land uses than the surrounding areas; are designed to allow people of all ages, incomes and abilities to access a range of housing, employment, and services without sole reliance on having to drive. Urban centers provide public spaces where people can gather; aid in reducing per capita VMT, air pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods.

Regional Objective:

Increase housing and employment in urban centers.

Collectively, urban centers will increase their share of the region's total housing and employment. The ability for individual urban centers to absorb future growth will vary based on the characteristics of each center. Specific projects and initiatives will establish a network of clear and direct multimodal connections within and between urban centers, as well as key destinations. Public and private partners will direct investment toward programs and infrastructure improvements that help local governments and the private sector develop successful urban centers and multimodal connections.

Supporting Objectives:

- Increase public/private investment and partnerships in urban centers
- Increase transit service and ridership within and to urban centers.
- Invest in multimodal enhancements along corridors.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Share of the region's housing and employment located in urban centers	Housing: 25 percent	Housing: 10.0 percent (2014)
	Employment: 50 percent	Employment: 36.3 percent (2014)
Housing density within the urban growth boundary/area (UGB/A)	25 percent increase from 2014	1,200 units per square mile (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Engage in continuous dialogue with local governments and the private development community to address issues and opportunities with development in urban centers. • Coordinate with local governments, developers, and other potential partners to establish an online clearinghouse of potential development sites in urban centers. • Help coordinate a network of clear and direct multimodal connections between urban centers and major destinations within the region, especially across local jurisdictional boundaries. Education and Assistance <ul style="list-style-type: none"> • Continue to support ongoing local planning for existing and future urban centers throughout the region. • Encourage the local government designation of 	Collaboration <ul style="list-style-type: none"> • Seek opportunities for public/private partnerships as a means to leverage available resources and implement infrastructure improvements or other catalytic projects within urban centers. Policies and Regulations <ul style="list-style-type: none"> • Adopt policies and development regulations that support the implementation of higher-density, mixed-use development, pedestrian activity, and accessible public spaces within urban centers. • Consider a range of parking management strategies in and near urban centers, including but not limited to shared, unbundled, managed, and priced parking. • Consider the use of regulatory tools and/or incentives to support the implementation of housing in urban centers that can meet the needs of people of all ages, incomes, and abilities.

corridors as urban centers by adjusting the urban center evaluation criteria.

Investments

- Continue to allocate resources to support corridor planning efforts, infrastructure improvements, and other efforts to spur further public/private investment.
- Continue to allocate resources in local planning for existing and future urban centers throughout the region.

- Adopt policies and development regulations that support the implementation of multimodal enhancements and compact development and/or redevelopment along corridors, particularly those that connect and support urban centers.
- Direct new housing and employment growth to urban centers.
- Manage parking near rail and along corridors with frequent bus service to promote increased ridership.

Investments

- Prioritize investments in first-and final-mile connections to transit.
- Provide direct, multimodal connections between urban centers and surrounding neighborhoods.

Overarching Theme: A Connected Multimodal Region

Outcome 4: The regional transportation system is well-connected and serves all modes of travel.

Previously Approved – Provided for context

The transportation system integrates regional and local roadways and streets, transit (bus and rail), bicycle and pedestrian facilities, and air and freight rail linkages. The transportation system connects the region to the rest of the state and beyond, and will evolve to include future technology and mobility innovations as appropriate.

Regional Objective:

Improve and expand the region's multimodal transportation system, services and connections.

The region will continue to invest in a well-connected, multimodal transportation system to improve mobility and accommodate the anticipated increase of 1.2 million people and half a million jobs by 2040. Transportation system investment initiatives may include expanding transit service and coverage, improving on-street and off-street bicycle and pedestrian facilities, widening and adding new roadways and promoting travel options. The resulting transportation system will increase mobility choices within and beyond the region for people, goods, and services.

Supporting Objectives:

- Improve the capacity of the multimodal regional roadway system.
- Improve the region's comprehensive transit system.
- Improve bicycle and pedestrian accessibility.
- Improve interconnections of the multimodal transportation system within and beyond the region.
- Expand Travel Demand Management (TDM) services and strategies.

Material Needing Action

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Non-SOV (single occupancy vehicle) mode share to work	35 percent	25.1 percent (2014)
Daily vehicle miles traveled (VMT) per capita	10 percent decrease from 2010	25.5 daily VMT per capita (2010)
Average travel time variation (TTV) (peak vs. off-peak)	Less than 1.30	1.22 (2014)
Daily person delay per capita	Less than 10 minutes	6 minutes (2014)
Number of traffic fatalities	Less than 100 annually	185 (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Maintain a fiscally-constrained regional transportation plan that defines long-range multimodal projects, services, and programs to address mobility needs. • Adopt Transportation Improvement Program (TIP) project selection policies that consider all transportation users. • Coordinate with RTD and other transit providers to implement major projects and services. • Coordinate with Denver Regional Mobility and Access Council (DRMAC) and transit operators to increase 	Collaboration <ul style="list-style-type: none"> • Coordinate with RTD and other transit providers on transit facilities and infrastructure components of development projects. • Coordinate with neighboring jurisdictions to ensure a well-connected system across boundaries. • Coordinate local comprehensive plan and transportation plan updates with neighboring and affected jurisdictions. • Coordinate transportation system improvements and operations to consider issues of land use compatibility.

transportation for vulnerable populations, such as older adults, persons with disabilities, and low income populations.

- Facilitate coordination between jurisdictions in expanding and connecting the region's bicycle and pedestrian network.
- Encourage integrated land use and transportation planning among state and regional agencies, local governments, and the development community.
- Coordinate information and services among all transportation providers.
- Work with partners to expand the regional TDM program consisting of outreach, promotion, trip-planning, and marketing activities to shift commute choices to non-single occupant vehicle modes, including carpools, vanpools, transit, bicycling, and walking, as well as telework and alternative work schedules. Continue and expand marketing consisting of advertising campaigns such as "Stop Being an SOV" and events such as Bike to Work Day.
- Conduct a region-wide evaluation of potential BRT corridors via a joint effort of RTD, DRCOG, CDOT, and other stakeholders.
- Coordinate with local governments to balance primary park- and ride-functions with opportunities for transit oriented development.
- Collaborate with local and regional stakeholders to address the needs of mobility-limited populations in transportation planning activities.
- Facilitate coordinated local and regional investment in datasets to improve transportation planning and investment.

Education and Assistance

- Encourage and support fare structures and subsidy programs that keep transit service affordable to all users.
- Provide tools, informational forums, and resources to jurisdictions regarding bicycle and pedestrian design, guidance, and implementation.
- Conduct activities to inform and promote the use of TDM strategies and services by Transportation Management Associations/Organizations (TMA/O) and local TDM providers, such as ride sharing, vanpools, carpools, and schoolpools..

Investments

- Consider the use of managed lanes in new capacity projects where feasible.
- Support bicycle sharing programs throughout the region.
- Include major roadway and transit capacity projects in DRCOG's fiscally constrained Regional Transportation Plan once construction funding is identified for such projects.
- Invest in and manage in the region's multimodal transportation system to improve freight and goods movement within and beyond the region.

Policies and Regulations

- Implement parking supply and pricing mechanisms, such as shared, unbundled, managed, and priced parking in major activity centers to manage parking availability and incentivize walking, bicycling, carpooling, and transit use.
- Adopt and implement street and development standards to improve multimodal connectivity in a variety of contexts—urban, suburban, and rural—while considering unique land use settings, such as schools, parks, and offices.
- Adopt transit-supportive policies and development regulations.
- Address the needs of mobility-limited populations in local transportation plans and policies.
- Adopt and implement local street standards and other development codes/standards that address multimodal connectivity objectives in a variety of land use contexts, such as pedestrian and bicycle cul-de-sac cut-throughs.
- Ensure Americans with Disabilities Act (ADA) standards are met or exceeded in constructing or retrofitting facilities, such as curb cuts, ramps, etc.
- Adopt local multimodal transportation plans that address connections within and between jurisdictions and communities.
- Adopt land use standards around airports to guide compatible long range development.
- Develop supporting infrastructure and local regulations, policies, and ordinances regarding alternative fuels, fleet conversions, environmental preservation, and related topics.
- Reserve adequate rights-of-way in newly developing and redeveloping areas, as feasible, for pedestrian, bicycle, transit, and roadway facilities.

Investments

- Fund roadway preservation, operational, and expansion projects through local capital improvement programs.
- Improve multimodal connectivity.
- Fund projects that address multimodal connectivity through non-MPO programs.
- Provide on-street and off-street bicycle and pedestrian infrastructure that is comfortable, safe, and convenient to help users reach key destinations.
- Provide wayfinding signage for bicyclists, pedestrians and transit users to reach key destinations.
- Provide first and final mile bicycle and pedestrian facilities and connections to transit, such as sidewalks and bicycle facilities, bikesharing, wayfinding, bicycle parking and shelters, and carsharing at transit stations
- Implement off-street sidewalks and multi-use paths that are comfortable to a wide array of users by providing separation from traffic, such as landscaping.
- Conduct local activities to inform and promote the use of TDM strategies and services by Transportation

- Upgrade existing facilities (sidewalks, crosswalks, bus stops/shelters) to improve transit access for older adults and mobility-limited populations.
- Fund first and final mile bicycle and pedestrian facilities and connections to transit, such as sidewalks and bicycle facilities; and bikesharing, wayfinding, bicycle parking and shelters, and carsharing at transit stations.
- Continue to allocate resources to support corridor planning efforts, infrastructure improvements, and other efforts to spur further public/private investment.
- Provide funding, tools, informational forums, and resources to jurisdictions, TMA/Os, non-profits, and other TDM stakeholders to increase TDM awareness and use.
- Maintain and enhance airport capacity throughout the region.
- Improve transportation linkages to major destinations and attractions beyond the region.
- Connect populations in need of transportation service.
- Develop transportation service options to address mobility needs of older adults and mobility-limited residents.

Management Associations/Organizations (TMA/O) and local TDM providers.

- Conduct education and promotional events to encourage bicycling and walking.
- Reserve adequate rights-of-way in newly developing and redeveloping areas, as feasible, for pedestrian, bicycle, transit, and roadway facilities.
- Expand mobility options within urban centers and other major activity centers.
- Implement transportation improvements that enhance transit oriented development opportunities.

Overarching Theme: A Connected Multimodal Region

Outcome 5: The transportation system is safe, reliable and well-maintained.

Educational, enforcement, and engineering approaches enhance safety to reduce crashes, serious injuries, and fatalities. Coordinated operations and management of the system maximizes capacity and reliability for all users. Transportation system physical components are well-maintained to extend their useful life and provide a quality travel experience.

Regional Objective:

Operate, manage and maintain a safe and reliable transportation system.

The region will optimize the multimodal transportation system to improve the safe and reliable flow of people and goods. System optimization will include projects and initiatives that make the multimodal transportation system's capacity as productive as possible. The multimodal system will require maintenance to continue safe and sound conditions. Safety projects and other related initiatives will reduce fatalities and serious injuries for all travel modes. The region will also increase the deployment of technology and mobility innovations as they occur to improve reliability and optimize capacity.

Supporting Objectives:

- Maintain existing and future transportation facilities in good condition.
- Improve transportation system performance and reliability.
- Improve transportation safety and security.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Non-SOV (single occupancy vehicle) mode share to work	35 percent	25.1 percent (2014)
Daily vehicle miles traveled (VMT) per capita	10 percent decrease from 2010	25.5 daily VMT per capita (2010)
Average travel time variation (TTV) (peak vs. off-peak)	Less than 1.30	1.22 (2014)
Daily person delay per capita	Less than 10 minutes	6 minutes (2014)
Number of traffic fatalities	Less than 100 annually	185 (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations

Collaboration

- Collaborate with CDOT, RTD, local governments, and other regional stakeholders to implement and monitor asset management techniques.
- Work with CDOT, RTD, and other regional stakeholders to expand effective Transportation Systems Management and Operations (TSM&O) projects, incident management procedures and processes, transportation demand management initiatives, and other innovative tools and techniques to safely optimize performance.
- Coordinate efforts of the Colorado Department of Transportation (CDOT), the Regional Transportation District (RTD), local governments, and other regional stakeholders to get the most efficient use of the

Voluntary Options Available to Local Organizations

Collaboration

- Monitor and manage transportation systems (including traffic signal systems) in collaboration with neighboring jurisdictions.
- Participate in federal, state, and regional initiatives related to safety and homeland security initiatives.
- Partner with local law enforcement agencies and advocacy groups on education and enforcement activities related to all road users.
- Accurately monitor and maintain crash and traffic safety data for all transportation modes.
- Support the use of congestion pricing and other tolling techniques.

existing multimodal system while planning for future use.

- DRCOG Way to Go and TDM stakeholders continue to work with local jurisdictions and employers to distribute information about and encourage the use of technology, including multimodal real-time trip planning.
- Collaborate with public safety stakeholders to assess threats to and vulnerabilities of the transportation system, including consideration of national and regional homeland security initiatives, and establish and implement resolution processes in response.
- Coordinate with federal, state, regional, and local agencies to implement applicable homeland security plans and initiatives.
- Facilitate interagency coordination on safety and homeland security initiatives.

Education and Assistance

- Consider supporting alternative pricing and revenue producing strategies that directly reflect the cost of vehicle travel to the user.

Investments

- Support cost-effective improvements to driver, passenger, pedestrian, and bicyclist safety.
- Maintain transportation system assets (vehicles and facilities) in a state of good repair per federal requirements.

Policies and Regulations

- Develop specific plans and strategies to operate roadways more efficiently (e.g., traffic signal coordination and better manage traffic incidents).
- Develop and implement access management principles along major streets.
- Enforce traffic and ordinances as they apply to all users of the transportation system.
- Implement Transportation Systems Management and Operations (TSM&O) projects.
- Implement other active demand management strategies.
- Develop and implement strategies that enhance security.

Investments

- Maintain transportation facilities in good condition and implement asset management principles and techniques.
- Implement access management projects to optimize the efficiency of roadways, reduce conflict points, and improve safety.
- Implement projects that reduce the likelihood and severity of crashes involving motor vehicles, freight and passenger trains, buses, bicycles, and pedestrians.

Overarching Theme: A Safe and Resilient Natural and Built Environment

Outcome 6: The region has clean water and air, and lower greenhouse gas emissions.

Regional Objective:

Improve air quality and reduce greenhouse gas emissions.

Local and regional initiatives will reduce ground level ozone, greenhouse gas emissions (GHG), and other air pollutants. Collaboration with regional partners, such as the Regional Air Quality Council (RAQC), CDOT, and RTD will be integral to improving air quality through reductions in ground level ozone concentrations, carbon monoxide (CO), and particulate matter (PM10). Additional initiatives will raise public awareness of the direct role individual actions play in pollutant and greenhouse gas emissions.

Supporting Objectives:

- Increase collaboration with local and regional partners on air quality initiatives.
- Increase public awareness of air quality issues.
- Improve the fuel economy of the region's vehicle fleet.

The region meets or exceeds applicable federal, state, and local requirements and regional targets for air and water quality.

Regional Objective:

Improve the efficient use and quality of the region's waters.

In a semi-arid climate, water resources remain critically important to the region's quality of life and continued prosperity. The region will ensure clean water for consumption, recreation, and a balanced, healthy ecological community, through initiatives to restore and maintain the chemical and physical integrity of the region's waters. DRCOG will focus on collaborative initiatives among local governments, water providers, agricultural producers, the design and development community, and other regional stakeholders to promote water conservation and responsible water management and land use practices.

Supporting Objectives:

- Increase collaboration with local and regional partners on water quality initiatives.
- Increase public awareness of water quality issues.
- Maximize the efficient use of municipal and industrial water.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Surface transportation related greenhouse gas emissions per capita	60 percent decrease from 2010	26.8 pounds per capita (2010)
Protected open space	2,100 square miles	1,841 square miles (2014)
Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
	Less than 2.5 percent	Employment: 2.9 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Facilitate communication and project implementation between state, regional, and local agencies to maximize the efficiency of the transportation network. • Cooperatively develop mitigation strategies for transportation projects to address environmental 	Collaboration <ul style="list-style-type: none"> • Collaborate with adjoining communities, water districts, and other providers on efforts to promote the efficient delivery and use of water and infrastructure for commercial, residential, and agricultural purposes.

impacts.

- Coordinate with the Colorado Water Quality Control Commission and other stakeholders monitor land use changes in basins with adopted water quality plans and programs.
- Facilitate coordinated local and regional investment in datasets to improve forecasting and other analysis capabilities related to air quality, greenhouse gas emissions, water demand, and surface water runoff.
- Collaborate with local and regional partners to increase the awareness and implementation of best management practices (BMPs) and incentives available to support regional water conservation efforts among all users.

Education and Assistance

- Encourage the use of alternative fuel vehicles and infrastructure.
- Support actions that reduce engine idling.
- Help support the development of infrastructure and local regulations, policies, and ordinances regarding alternative fuels, fleet conversions, environmental preservation, and related topics.
- Continue to support programs and public awareness campaigns, such as Way to Go and others that promote behavior shifts on an individual level that improve air quality and reduce greenhouse gas emissions.
- Help maintain access to data and mapping of aquifers, recharge areas, wellheads, landfills, and other information, as available to help inform local land use decisions that may affect the region's groundwater resources.
- Support public awareness campaigns that promote individual, institutional, and business behaviors that reduce pollutant runoff and opportunities for groundwater contamination.

Investments

- Fund transportation system improvements that minimize transportation-related fuel consumption, as well as air pollutant and greenhouse gas emissions.
- Support large-scale fleet conversions by local governments and shared fleets around the region.
- Incentivize the use of cleaner technologies, such as alternative fuel vehicles.
- Develop and invest in regional alternative fueling station infrastructure plans and projects focused on fuels that lead to the greatest reductions in air pollution and greenhouse gas emissions.

Policies and Regulations

- Review and modify local comprehensive plans and development regulations to improve travel choice accessibility to help reduce greenhouse gas emissions.
- Adopt parking management strategies that help reduce idling.
- Adopt policies and procedures to reduce the potential environmental impacts of roadway construction and maintenance.
- Adopt and implement grading, erosion, and sediment control ordinances to minimize sediment and other pollutant runoff.
- Adopt policies and regulations for industrial uses to limit opportunities for potential groundwater contamination.
- Develop regulations and infrastructure needed to support the use of alternative fuel vehicles and the use of alternative modes, such as charging stations, bicycle parking, and shower facilities for employees.
- Promote water conservation through ordinance revisions and public information activities that encourage the use of low-flow plumbing devices, drought-tolerant and native vegetation for landscaping, conservation-oriented irrigation techniques, and other low-impact site development techniques in new development and rehabilitation projects.
- Require adequate wastewater treatment systems to serve new development.
- Require adequate long-term water services to serve new development.

Investments

- Include alternative fuel infrastructure within transportation projects as appropriate
- Update business and government fleets to alternative fuel vehicles.
- Make investments that help reduce overall water consumption and increase reuse.

Overarching Theme: A Safe and Resilient Natural and Built Environment

Outcome 7: The region values, protects, and connects people to its diverse natural resource areas, open space, parks and trails.

Previously Approved – Provided for context

The region's protection and restoration of its diverse natural resource areas—its mountain backdrop, unique prairie landscapes, extensive riparian corridors, and other open space areas, parks and trails and is essential as the region continues to grow. Access to these areas provides the opportunity to participate in a variety of recreational pursuits that support community health and wellness.

Regional Objective:

Protect a variety of open spaces.

Open space and the natural environment are important assets in the region. A variety of open spaces – different sizes, settings, and purposes – will help define the urban area and distinguish individual communities. Additionally these open spaces can provide important wildlife habitat, support various outdoor recreational pursuits and protect the health of water and ecological systems. The region will conserve and protect natural resources including prominent geologic features, surface waters, riparian areas, wetlands, forests and woodlands, prairie grasslands, and other environmentally sensitive lands for future generations.

Supporting Objective:

- Protect and restore natural resources of local and regional significance.

Regional Objective:

Connect people to natural resource and recreational areas.

In addition to local and regional initiatives to preserve, protect and expand open space assets, the region will ensure that residents and visitors may access these amenities. Active and passive open spaces will serve as a key component of the region's overall growth framework, connecting people to open space amenities. Local and regional initiatives will prioritize the completion of "missing links" in the regional trail and greenways network and improve other multimodal connections to increase park accessibility.

Supporting Objectives:

- Improve opportunities for recreation and access to nature.
- Improve multimodal linkages to and between the region's parks, open spaces, and developed areas.

Material Needing Action

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Surface transportation related greenhouse gas emissions per capita	60 percent decrease from 2010	26.8 pounds per capita (2010)
Protected open space	2,100 square miles	1,841 square miles (2014)
Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
	Less than 2.5 percent	Employment: 2.9 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Coordinate with local and regional partners to identify and map natural resources of local and regional significance. • Collaborate with local governments and other regional partners on the identification and implementation of important multimodal linkages to and between the region's parks, open spaces, and developed areas. 	Collaboration <ul style="list-style-type: none"> • Coordinate with adjoining communities and municipalities and other organizations, such as Great Outdoors Colorado, to help leverage available funding. Policies and Regulations <ul style="list-style-type: none"> • Adopt policies that protect natural resources of local and regional significance.

Education and Assistance

- Provide data and information that helps local and regional partners operate and plan for open space, trails, and other natural resource and recreational areas.
- Provide data and tools that help local and regional partners connect people to open space, trails, and other natural resource and recreational areas.
- Help identify potential local, regional, and state funding available to protect and connect a variety of open spaces.
- Increase awareness of the need to plan for and accommodate smaller parks, greenspaces, and recreational amenities in and adjacent to urban centers.
- Support the integration of parks, open space, and trails as part of the restoration of brownfields and other similar sites.

Investments

- Encourage the role of land trusts to facilitate open space conservation (i.e. donation or purchase of conservation easements).
- Increase low-impact transportation access to natural resource and recreational areas (i.e. transit).

- Adopt policies and establish guidelines or standards that promote the incorporation of natural features into new development and redevelopment.
- Adopt open space set-aside or fee-in-lieu requirements for future development or redevelopment.
- Adopt policies and regulations to enhance connections to parks and support the implementation of open space and recreational areas in urban centers.
- Preserve features of scenic, historic, and educational value.
- Develop plans to address potential conflicts between conservation of natural resources and their public use and enjoyment.
- Use open space as a tool to shape growth and development patterns.

Investments

- Support the development of parks of various sizes, hosting a variety of recreational amenities.
- Complete local multimodal linkages to the region's parks and open spaces through strategic acquisition or other means.
- Enhance multimodal connections to existing parks and locate new parks in neighborhoods and other areas that are accessible to residents on foot, by bicycle, or using transit, such as within or adjacent to urban centers.
- Prioritize the protection or restoration of natural resources of local and regional significance, as well as other locations that help fill "missing links" in the regional open space and greenway system in local plans and funding programs.

Overarching Theme: A Safe and Resilient Natural and Built Environment

Outcome 8: The region's working agricultural lands and activities contribute to a strong regional food system.

Working agricultural lands are essential to the region's heritage, health, and economic and cultural diversity. Livestock feeding and production, growing feed and forage crops for livestock, food production, or greenhouse and nursery crops, agricultural lands and operations of all sizes create jobs in the region, support economic vitality, and promote healthier communities by bringing people closer to their food source.

Regional Objective:

Support continued agricultural capacity in the region.

Agricultural land and the ability to bring additional land or operations into production, where viable, benefits local producers, saves energy resources, and offers a level of food security for the region. Local and regional initiatives will expand opportunities for local food cultivation, processing, and sales – improving the distribution of and access to food throughout the region.

Supporting Objectives:

- Conserve significant agricultural lands.
- Increase access to healthy and local foods.
- Increase the efficiency of food distribution.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Surface transportation related greenhouse gas emissions per capita	60 percent decrease from 2010	26.8 pounds per capita (2010)
Protected open space	2,100 square miles	1,841 square miles (2014)
Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
	Less than 2.5 percent	Employment: 2.9 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations

Collaboration

- Coordinate with local communities and local, regional, and state conservation programs to identify and protect—through conservation easements, purchase, or other means— significant agricultural resources at risk of being lost.
- Examine the production, processing, distribution, and consumption of food in the Denver region and consider creation of a regional food system council.
- Encourage the creation of a network of regional food hubs to facilitate the processing and distribution of local food, particularly in support of farmers' markets.
- Promote regional coordination of institutional purchasing efforts to increase access to market for small producers.

Education and Assistance

- Monitor the quantity and distribution of the region's agricultural lands over time using resources, such as those provided by the American Farmland Trust. Consider both lands that are being actively used for agricultural purposes, as well as those that are zoned for agriculture, but not currently in use.
- Provide information and assistance to local and

Voluntary Options Available to Local Organizations

Collaboration

- Direct landowners or individuals interested in preserving working lands or starting a new farming operation to programs and incentives available through the American Farmland Trust, Colorado Open Lands, and other organizations.

Policies and Regulations

- Establish clear policy support for agricultural lands and operations in local comprehensive plans.
- Establish definitions for agricultural lands and operations at all scales in development regulations to ensure agricultural uses are allowed in appropriate areas.
- Identify and remove potential regulatory barriers to agritourism and other non-traditional agricultural uses.

Investments

- Purchase significant agricultural resources or their development rights through conservation easements as a part of a local open space strategy; consider the role of such lands in shaping future growth and development.

regional stakeholders seeking to improve the operations of the regional food system and increase access to healthy and local foods.

- Provide data and assistance toward statewide and basin studies of the relationship between water supply and regional agricultural capacity.

Investments

- Encourage the role of land trusts to facilitate agricultural land conservation (i.e. donation or purchase of conservation easements).

Overarching Theme: A Safe and Resilient Natural and Built Environment

Outcome 9: The risk and effects of natural and human-created hazards is reduced.

Regional Objective:

Reduce the risk of hazards and their impact.

The region will consider land use, open space protection and critical infrastructure in areas susceptible to natural and potential human-created hazards. Local and regional initiatives will limit new development, or the expansion of existing new development, in areas recognized as having a high probability of being impacted by natural and human-created hazards. More communities will have a hazard mitigation plan in place. Collectively, these initiatives will minimize the impact of community disruptions, as well as economic, environmental, and other losses.

Supporting Objectives:

- Increase open space in high risk areas.
- Limit new development in areas susceptible to hazards.
- Increase the use of best practices in land use planning and management to decrease risk.
- Promote integrated planning and decision making in hazard mitigation.

Hazard mitigation planning reduces injuries and loss of life; trauma; and damage to property, equipment, and infrastructure. Communities are more resilient when planning also accounts for disaster response and recovery.

Regional Objective:

Improve disaster response and recovery.

Preparing for, responding to, and recovering from disasters and traumatic events is essential to the physical, economic and emotional health of the region's communities and residents. The region will continue to be proactive in preparing for disasters, including understanding and assessing risks and vulnerabilities that may create challenges to recovery. When disasters occur, impacted communities will overcome the physical, environmental, and emotional impacts in the shortest time possible relative to the severity of the disaster. Impacted communities will reestablish key elements of the community's economic, social and cultural fabric; reestablish those key elements to pre-disaster conditions; and, when needed, make improvements to become more resilient.

Supporting Objectives:

- Enhance community resiliency.
- Increase interagency coordination.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Surface transportation related greenhouse gas emissions per capita	60 percent decrease from 2010	26.8 pounds per capita (2010)
Protected open space	2,100 square miles	1,841 square miles (2014)
Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
	Less than 2.5 percent	Employment: 2.9 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations

Collaboration

- Coordinate with the Colorado Department of Local Affairs, the Federal Emergency Management Agency, emergency responders, and others local, state, and federal stakeholders to help advance planning efforts, assemble BMPs, and increase local and regional preparedness.
- Seek support necessary to update the Denver Regional Hazard Mitigation Plan every five-years and make available to local communities all mapping and accompanying databases of county-level hazard profiles to support local planning efforts.
- Encourage local and regional coordination of and investments in datasets to improve disaster response and recovery (i.e. damage assessment, evacuation).

Education and Assistance

- Assist local governments impacted by disasters with recovery planning efforts.
- Provide data and other information to help support improved hazard mitigation planning, as well as disaster response and recovery.

Investments

- Support projects that reduce the vulnerability of infrastructure to hazards.

Voluntary Options Available to Local Organizations

Collaboration

- Collaborate with emergency responders in the identification of critical facilities, and the review of local plans, regulations, and development projects of significance.
- Collaborate with neighboring jurisdictions to identify projects that can reduce shared risk of certain hazards and their impact.

Policies and Regulations

- Integrate hazard mitigation considerations into local comprehensive plans and development regulations, either through an integrated plan update process, or by reviewing and updating existing policies and regulations on a more targeted basis.
- Adopt a hazard mitigation plan or consider working with regional partners to develop a regional plan if creating a locally tailored plan is not feasible.
- Incorporate Colorado State Forest Service guidelines into the land development and building permit approval process.
- Limit new development or the expansion of existing development in areas recognized as having a high probability of being impacted by hazards (i.e. floodplain, high wildfire threat).
- Establish guidelines for existing or future development in hazardous locations to minimize loss of life and property should a disaster occur.

Investments

- Invest in local capital improvements that reduce the risk of hazards.
- Mitigate or eliminate hazards associated with brownfields, positioning them for redevelopment or restoration as natural resource areas.

Overarching Theme: Healthy, Inclusive, and Livable Communities

Outcome 10: The built and natural environment supports healthy and active choices.

A deliberate focus on the built environment's influence on physical activity, mobility choices, access to healthy food, and the natural environment supports the opportunity to lead healthy and active lifestyles throughout the region.

Regional Objective:

Increase access to amenities that support healthy, active choices.

The region will expand opportunities for residents to lead healthy and active lifestyles. The region's streets and roads will be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of their mode of transportation. A mix of well-connected land uses and recreational amenities in communities throughout the region will create places that make active transportation and recreational physical activity safe, and part of an everyday routine. Additionally, local and regional initiatives will increase access to healthy food options in low-income neighborhoods and areas with high levels of food insecurity.

Supporting Objectives:

- Increase safe and convenient active transportation options for all ages and abilities.
- Expand the regional trail network.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	50 percent	41 percent (2013)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Facilitate public/private partnerships to identify and address first- and final-mile connectivity issues associated with regional transit. • Collaborate with local governments and other stakeholders to address the transportation needs of mobility-limited populations in transportation and land use planning and decision-making at the regional and local levels. • Organize attention around the need for green space and recreational amenities in areas where a concentration of residents and/or employees exists or is planned (i.e. urban centers, employment centers). • Collaborate with local governments on the identification and implementation of projects in areas that have the greatest need for access to recreation and nature, as identified in the Regional Equity Atlas. • Collaborate with local governments and other regional partners on the identification and implementation of priority portions of the regional trail network. Education and Assistance	Collaboration <ul style="list-style-type: none"> • Pursue agreements to share public properties or facilities that can increase access to recreation and/or community gathering places. Policies and Regulations <ul style="list-style-type: none"> • Adopt policies and implement regulations that promote a mix of uses and active public spaces. • Adopt and implement street standards that are locally tailored to meet Complete Streets objectives in a variety of contexts—urban, suburban, and rural. • Adopt and implement policies and regulations that increase opportunities for local food production and processing by allowing community gardens, keeping of fowl and small livestock, and small-scale agricultural operations. • Consider ordinances that allow residential sales of produce grown on premises. • Adopt policies and regulations to support small-scale parks, plazas, and other indoor and outdoor recreational facilities. Consider providing incentives for projects that provide a range of recreational options.

- Monitor the accessibility of healthy food options from transit through periodic updates to the Regional Equity Atlas.
- Monitor the quantity and distribution of community gardens, small-urban farms, and land that is zoned and used for agriculture over time, using regional mapping and working with local communities and others.
- Promote awareness of the range of programs, services, and other assistance available to help residents lead healthier and more active lifestyles and opportunities for them to become involved in related efforts at the local and neighborhood level.
- Routinely evaluate and address mobility obstacles and impairments within the built environment.
- Support the integration of farmers' markets and other green markets within urban centers and rural communities.

Investments

- Support projects that consider all users of roadways (i.e. Complete Streets objectives).
- Focus resources on helping build safe pedestrian and bicycle connections from transit stops to neighborhoods and activity centers within communities.

- Promote the development of the natural and built environment shade canopy and/or appropriate vegetative cover to create/maintain a safe, comfortable pedestrian environment.

Investments

- Prioritize funding for projects that meet Complete Streets objectives through non-MPO sources, including local capital improvement programs.
- Prioritize incentives for grocers who locate in urban centers and underserved areas of the community.
- Complete local links in the regional trail network through strategic acquisition or other means, prioritizing linkages that will enhance connectivity to or within the regional network, or to nearby communities or urban centers.

Overarching Theme: Healthy, Inclusive, and Livable Communities

Outcome 11: The region's residents have expanded connections to health services.

Expanded connections to health services improve the health and wellness of residents in the Denver region. Connections to health services are expanded through improved multimodal transportation access, the location of new health services, and other innovative approaches resulting in more convenient access to health services.

Regional Objective:

Improve transportation connections to health care facilities and service providers.

The region will support the integration of health care facilities and service providers of all sizes into centers throughout the region – both urban and rural – where residents can access care by walking, biking, driving or using transit. Local and regional initiatives related to transit service, including on-demand and other specialized services, will increase transit access to health care facilities, social service providers, and other retail outlets that offer health services.

Supporting Objectives:

- Increase awareness and knowledge of community health and wellness issues and support networks.
- Increase collaboration among stakeholders at the local, regional, and state level.
- Locate health services in accessible areas.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	50 percent	41 percent (2013)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
<p>Collaboration</p> <ul style="list-style-type: none"> • Convene regular meetings of regional stakeholders—health care providers, local governments, public health organizations, major hospitals, business leaders, the development community, foundations, and others as appropriate—to facilitate and support health and wellness projects and initiatives of regional significance. • Collaborate with health service providers to develop new datasets and analyses of access to preventative care and other health-related services, helping local and regional partners strategically target resources. • Strengthen partnerships between health and transportation providers to increase access to care, improve health outcomes, and reduce healthcare costs. <p>Education and Assistance</p> <ul style="list-style-type: none"> • Conduct periodic updates to the Regional Equity Atlas and collaborate with local and state public health departments to conduct additional research at a neighborhood level to help inform discussions surrounding areas of the greatest need. 	<p>Collaboration</p> <ul style="list-style-type: none"> • Work with local elected and appointed officials to integrate health and wellness priorities and goals into comprehensive plans. Incorporate supporting information into plan and policy development and decision-making. • Leverage existing health and wellness programs and services. <p>Policies and Regulations</p> <ul style="list-style-type: none"> • Adopt and implement policies and regulations that support the integration of health services as part of urban centers, employment campuses, retail centers, rural town centers, and other activity hubs. • Consider policies and plans that encourage the location health services in areas that are readily accessible. <p>Investments</p> <ul style="list-style-type: none"> • Collaborate with public health professionals, area hospitals, health and social service providers, and other regional stakeholders to implement transportation system improvements in areas with the greatest need for accessibility improvements.

- Establish a central clearinghouse of information to support health and wellness initiatives throughout the region (e.g., regional health indicators, access to services, programs, best practices).

Investments

- Coordinate investments in local and regional transportation services that improve access to health services for those with mobility obstacles or impairments.

Overarching Theme: Healthy, Inclusive, and Livable Communities

Outcome 12: Diverse housing options meet the needs of residents of all ages, incomes, and abilities.

Housing choices allow individuals and families to find desirable housing affordable and accessible to them in communities throughout the region and stay in their community of choice as their economic or life circumstances change. A range of housing options across the region benefits both individuals and families, and can improve the economic vitality and diversity of local communities

Regional Objective:

Diversify the region's housing stock

The region will have housing that meets the needs of current and future residents as they progress through the various stages of their lives, including changes in familial status, income, employment and ability level. Local communities and regional partners will pursue initiatives that reduce barriers and expedite the development of housing in desired locations. The supply and range of housing options, including attainable and accessible units, in or near major employment centers will increase.

Supporting Objectives:

- Increase the regional supply of housing attainable for a variety of households.
- Increase opportunities for diverse housing accessible to multimodal transportation.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	50 percent	41 percent (2013)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
<p>Collaboration</p> <ul style="list-style-type: none"> • Convene local government officials and housing experts to identify ways to expand affordable, accessible workforce and senior housing development opportunities in local communities. • Continue to support local planning that furthers the implementation of the region's transit system and urban centers. • Participate in efforts to remove barriers and reduce cost of developing housing. • Encourage transit investments where housing densities currently – or are planned to – support transit. • Collaborate among local partners, including housing authorities, to understand current and future affordable housing needs. <p>Education and Assistance</p> <ul style="list-style-type: none"> • Share best practices in land use regulations, zoning and housing policies with local governments and other stakeholders. • Develop and share guidance based on existing best practices, to aid local communities in the identification of high opportunity sites, districts, or areas. 	<p>Collaboration</p> <ul style="list-style-type: none"> • Develop and maintain cooperative efforts with entities focused on developing accessible, affordable, workforce and senior housing. <p>Policies and Regulations</p> <ul style="list-style-type: none"> • Consider policies that promote a variety of housing options to meet the needs of older adults, including independent and supportive options. • Consider allowing accessory dwelling units in appropriate zoning districts. • Review local plans and regulations to ensure they encourage a mix of housing types and densities. • Plan for increased residential density in high-frequency transit and other multimodal transportation corridors. • Develop a focused strategy for preservation and rehabilitation of existing housing located near current and future transit areas. • Consider plans and policies to improve jobs-housing balance in employment-rich areas. • Assess current and future housing needs and programs in transit-oriented communities.

- Monitor changing demands for new and different types of housing.
- Monitor issues around the cost of housing, providing information for local and regional partners through the Regional Equity Atlas and the Denver Region Visual Resources (DRVR) website.
- Elevate awareness of the catalytic role housing can play in transit oriented community strategies.

Investments

- Encourage the development and expansion of regional funds that help support housing options (i.e. Denver Regional Transit-Oriented Development Fund)

Investments

- Consider incentives to support affordable, accessible, workforce and senior housing, particularly within centers and other areas that are or may be served by transit.
- Consider projects that address transit and mobility gaps near places that include one or more of the following characteristics: higher density, affordable, accessible-, workforce- and senior housing.

Overarching Theme: A Vibrant Regional Economy

Outcome 13: All residents have access to a range of transportation, employment, commerce, housing, educational, cultural, and recreational opportunities.

The region's economy prospers when all residents have access to a range of transportation, employment, housing, education, cultural, and recreational opportunities. The region's transportation network plays a critical role in enabling commerce and providing access to basic needs and quality of life amenities that allow the region's residents to succeed.

Regional Objective:

Improve access to opportunity.

The region will reduce critical health, education, income and opportunity disparities in neighborhoods and communities. The region will capitalize on community, local, regional and state amenities by promoting reliable transportation connections to key destinations. Local and regional initiatives will continue to leverage investments in transit by concentrating new housing and employment in centers accessible via transit.

Supporting Objectives:

- Improve the flow of people, goods, services, and information in and through the region.
- Improve access for traditionally underserved populations.
- Improve access to and from the region's developed and emerging housing and employment centers.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Regional employment	2.6 million (1-1.5% annual growth)	1.8 million (2014)
Share of the region's housing and employment near high frequency transit	35 percent	Housing: 29.7 percent (2014)
	60 percent	Employment: 48.4 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
<p>Collaboration</p> <ul style="list-style-type: none"> • Convene a technical committee to identify best practices in addressing first and final mile barriers. • Track, assess, and work with a wide range of partners to respond to the mobility needs of major employment centers. • Facilitate data and information sharing in order to provide free and open regional data that can help power local and regional analysis. <p>Education and Assistance</p> <ul style="list-style-type: none"> • Identify and monitor mobility trends including: commuting patterns in employment and urban centers; freight and commercial vehicle travel; technological advances; and recreation and tourism. • Identify best practices to support the expansion and retention of manufacturing and production businesses in areas served by transit. • Conduct and share analysis that helps local and regional partners understand issues and opportunities in and near the region's employment centers. 	<p>Collaboration</p> <ul style="list-style-type: none"> • Partner with transportation management organizations, service providers, and/or improvement districts to determine travel needs of employees. • Work with property owners, developers, service providers, and RTD to implement first- and final-mile strategies in employment centers. • Connect residents (and visitors) to cultural, educational, and natural amenities locally, as well as in the Denver region and across the state. • Facilitate public/private partnerships to improve first- and final-mile connections to the region's high-capacity transit services, with an emphasis on enhancing connections to major employment centers and underserved populations. <p>Policies and Regulations</p> <ul style="list-style-type: none"> • Develop strategies that focus on a range of employment, housing, and other opportunities directly adjacent to transit stops and stations. • Preserve, protect and enable diverse employment and

- Acquire data and provide analysis that illustrates the gap between the types of jobs present in the regional economy and the requisite skills the workforce needs; use this information to improve forecasting, planning, and other strategic initiatives.

Investments

- Fund transportation system improvements that improve the flow of people, goods, and services.
- Provide local and regional transportation services that improve personal mobility, housing and employment access, as well as independence and well-being, especially for those with mobility obstacles or impairments.
- Ensure traditionally underserved populations receive at least a proportionate share of transportation benefits and are not disproportionately impacted by transportation investments relative to the entire regional population.

housing opportunities that are accessible to transit.

Investments

- Prioritize investments that will contribute to mobility enhancements in and to employment centers and housing options.

Overarching Theme: A Vibrant Regional Economy

Outcome 14: Investments in infrastructure and amenities allow people and businesses to thrive and prosper.

The region's continuous investments in infrastructure support a globally connected economy and offer opportunities for all residents to share and contribute to sustained regional prosperity. Vibrant and thriving communities, accessible and protected natural resources, and diverse cultural amenities are considered economic assets and make our region a highly desirable place to live, work and raise a family.

Regional Objective:

Improve the region's competitive position.

The region's economic vitality depends on providing a high quality of life in diverse communities. Investments in the region's infrastructure will help ensure the region remains globally competitive by establishing and maintaining the connected multimodal transportation system that businesses depend on to access local, national and global customers, and an available, desirable workforce. Economic and community development initiatives and activities will assure that the region's infrastructure will support and grow the region's economic health and vitality.

Supporting Objectives:

- Invest in the region's infrastructure to ensure the region remains globally competitive.
- Increase awareness of key regional growth, transportation and economic trends based on the region's shared vision for the future.

Measures Related to Overarching Theme

Performance Measure	2040 Target	Baseline
Regional employment	2.6 million (1-1.5% annual growth)	1.8 million (2014)
Share of the region's housing and employment near high frequency transit	35 percent	Housing: 29.7 percent (2014)
	60 percent	Employment: 48.4 percent (2014)

Strategic Initiatives – Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration <ul style="list-style-type: none"> • Coordinate economic and community development activities aimed at assuring the region's infrastructure will maintain and grow the economic health and vitality of the region. • Facilitate coordinated local and regional investment in datasets to improve economic forecasting and analysis. • Collaborate with the region's water providers to better understand and forecast the impact of water availability on growth and development. • Collaborate among economic development partners to understand and forecast the role that increased diversification of economic activities can play in reducing the region's risk to global shocks. Education and Assistance <ul style="list-style-type: none"> • Provide and analyze data on the region's demographic and economic conditions. • Create annual progress report on regional land use and transportation measures and targets that influence the 	Collaboration <ul style="list-style-type: none"> • Collect and share local development data and trends that can inform regional analysis and modeling of economic trends. • Engage economic development and planning professionals in efforts to align community-wide goals with regional opportunities. • Participate in regional economic development activities. • Encourage coordination between regional governments, stakeholders, and transit providers to ensure future transit investments and regional employment growth are aligned. Policies and Regulations <ul style="list-style-type: none"> • Develop measures and indicators to assess progress toward the goals of local policies. Investments <ul style="list-style-type: none"> • Consider incentives and other investments to attract and enable future employment growth near high frequency transit.

region's economic vitality.

- Provide information on key economic trends influencing the region, such as the role of private equity investment in local commercial real estate; integrate this information into planning and forecasting processes.
- Provide analysis that links fundamental drivers of the region's economy (i.e. productivity, investment, trade) to infrastructure investments and higher connectivity.
- Consolidate regional data, analysis, and information to a "one-stop shop" accessible to a wide variety of audiences.
- Develop informational products that highlight key trends that may impact the region's ability to achieve desired outcomes.
- Provide data-driven stories and infographics that illustrate the state of the region in terms of economics, as well as transportation and demographics.
- Provide data and assistance to communities seeking to develop long run forecasts for population and employment under alternative scenarios.

Investments

- Identify and fund transportation system improvements that increase access to jobs and efficient freight and goods movement to support the region's global competitiveness.

Metro Vision “Preamble”

Note: All suggestions from July Board Work Session included. New sentence requested, but not drafted by Work Session participants, shown in red – under heading of “Applying the Metro Vision Principles in Practice”.

Metro Vision: 20 Years of Progress

For 60 years, the counties and municipalities of the Denver region have worked together to advance a shared aspirational vision of the future of the metro area and to make life better for our communities and residents. That vision has taken various forms over the years, most recently as a regional plan known as Metro Vision. The DRCOG Board adopted the first Metro Vision plan in 1997 – Metro Vision 2020—and has continued the dialogue about how best to achieve the plan’s vision ever since.

Metro Vision fulfills the Denver Regional Council of Government’s (DRCOG) duty to make and adopt a regional plan for the physical development of the region’s territory.

The plan remains advisory for local jurisdictions unless their planning commission chooses to adopt it as their official advisory plan (C.R.S. 30-28-106(2)). As adopted by

Resolution XXXX, this Metro Vision Plan supersedes any regional master plan previously adopted by DRCOG.

The region has a strong shared sense of its future, and the DRCOG Board of Directors (DRCOG Board) recognizes that the success of the visionary plan requires the collective efforts of local, state and federal governments; the business community; and other planning partners, including philanthropic and not-for-profit organizations.

The Metro Vision plan does not replace the vision of any individual community; rather, it is a tool to promote regional cooperation on issues that extend beyond jurisdictional boundaries. The plan anticipates that individual communities will contribute to Metro Vision outcomes and objectives through different pathways and at different speeds for collective impact.

Six core principles have shaped the role of Metro Vision since the earliest conceptions of the first Metro Vision plan (Metro Vision 2020) and remain valid today:

Metro Vision Principles

METRO VISION PROTECTS AND ENHANCES THE REGION'S QUALITY OF LIFE.

Metro Vision’s most basic purpose is to safeguard for future generations the region’s many desirable qualities, including beautiful landscapes, diverse and livable communities, cultural and entertainment facilities, and employment and educational opportunities.

METRO VISION IS ASPIRATIONAL, LONG-RANGE AND REGIONAL IN FOCUS.

Metro Vision’s planning horizon extends twenty years and beyond to help the region address future concerns, while considering current priorities too. The plan expresses a high-level, regional perspective on how the region as a whole can fulfill the vision of Metro Vision.

METRO VISION OFFERS IDEAS FOR LOCAL IMPLEMENTATION.

Local governments can use Metro Vision as they make decisions about land use and transportation planning and a range of related issues. Metro Vision also helps local governments coordinate their efforts with one another and with other organizations.

METRO VISION RESPECTS LOCAL PLANS.

The region's local governments developed Metro Vision, working collaboratively at DRCOG. The plan doesn't replace the vision of any individual community; it is a framework for addressing common issues. Metro Vision is sensitive to the decisions local governments make in determining when, where, and how growth will occur. Metro Vision also recognizes that each community has its own view of the future related to its unique characteristics.

METRO VISION ENCOURAGES COMMUNITIES TO WORK TOGETHER.

Many of the impacts associated with growth—traffic, air quality, and housing costs among others— don't recognize jurisdictional boundaries and jurisdictions must work collaboratively to address them. Metro Vision provides the framework for doing that; DRCOG provides the forum.

METRO VISION IS DYNAMIC AND FLEXIBLE.

Metro Vision reflects contemporary perspectives on the future of the region and is updated as conditions and priorities change. The DRCOG Board makes minor revisions to the plan annually and major updates as needed.

Applying the Metro Vision Principles in Practice

Metro Vision guides DRCOG's work and establishes shared expectations with our many planning partners. The plan outlines broad outcomes, objectives, and initiatives established by the DRCOG Board to make life better for the region's residents. It also establishes the regional performance measures and targets used to track progress toward the region's desired outcomes over time. **DRCOG may update and refine these measures as needed should improved methods and datasets become available.**

The degree to which the outcomes, objectives, and initiatives identified in Metro Vision apply in individual communities will vary. Measures described herein help to verify whether the collective actions of planning partners, including local governments, are moving the region toward desired regional outcomes, not to judge the performance of individual jurisdictions or projects. Local governments will determine how and when to apply the tenets of Metro Vision based on local conditions and aspirations.

ATTACH I

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 20, 2016	Informational Briefing	15

SUBJECT

This item provides information on the upcoming Small Communities Hot Topics Forum and results of the Hot Topics poll sent to DRCOG small communities in May.

PROPOSED ACTION/RECOMMENDATIONS

No action requested, this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

At the April 2016 Board of Directors meeting, Executive Director Schaufele identified a new initiative at DRCOG that is focused on working with the smaller members of DRCOG to ensure that their needs and issues are recognized, understood and addressed. Staff developed an on-line poll to help determine which issues were of greatest interest to those communities. Executive Director Schaufele then directed staff to organize a day-long forum around the top five issues identified in the poll. This briefing will provide an update on the results of the poll and the proposed framework for the Small Communities Hot Topics Forum scheduled for September.

PREVIOUS DISCUSSIONS/ACTIONS

Executive Director Schaufele mentioned the initial plans for the poll and forum in her April, 2016 report to the Board.

PROPOSED MOTION

N/A

ATTACHMENT

N/A

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org or Dr. Flo Raitano, Director of Partnership Development and Innovation, at 303-480-6789 or fraitano@drcog.org

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 20, 2016	Informational Briefing	16

SUBJECT

DRCOG's Way to Go Program organizes and manages the region's Bike to Work Day event, which occurred on Wednesday June 22. It is the second largest event of its kind in the country.

PROPOSED ACTION/RECOMMENDATIONS

No action requested, this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

Steve Erickson, Communications and Marketing Division Director, will discuss the Bike to Work Day results for 2016.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION



N/A

ATTACHMENT

Bike to Work Day presentation

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303-480-6701 or jschaufele@drcog.org or Steve Erickson, Director, Communications and Marketing at 303-480-6716 or serickson@drcog.org.




Bike to Work Day 2016

Feet to the Pedals
One Day to Change the Region


Presented by:
Steve Erickson
Director
Communications
and Marketing

July 20, 2016



Agenda

- Who, what, when, where, why
- 2016 Bike to Work Day
- Long-term benefits to region
- Where do we go from here?





Who, what, when, where and why



- Way to Go partnership: Nearly **30 year** history
- **CMAQ** funding and sponsorships
- Supportive, fun and safe environment encouraging people to try **bike commuting**
- We're **No. 2!**
- **Fourth Wednesday of June** (Colorado statute)
- Catalyst for **changing behavior**
- New bike commuters realize it's **easy** and the **benefits** are significant

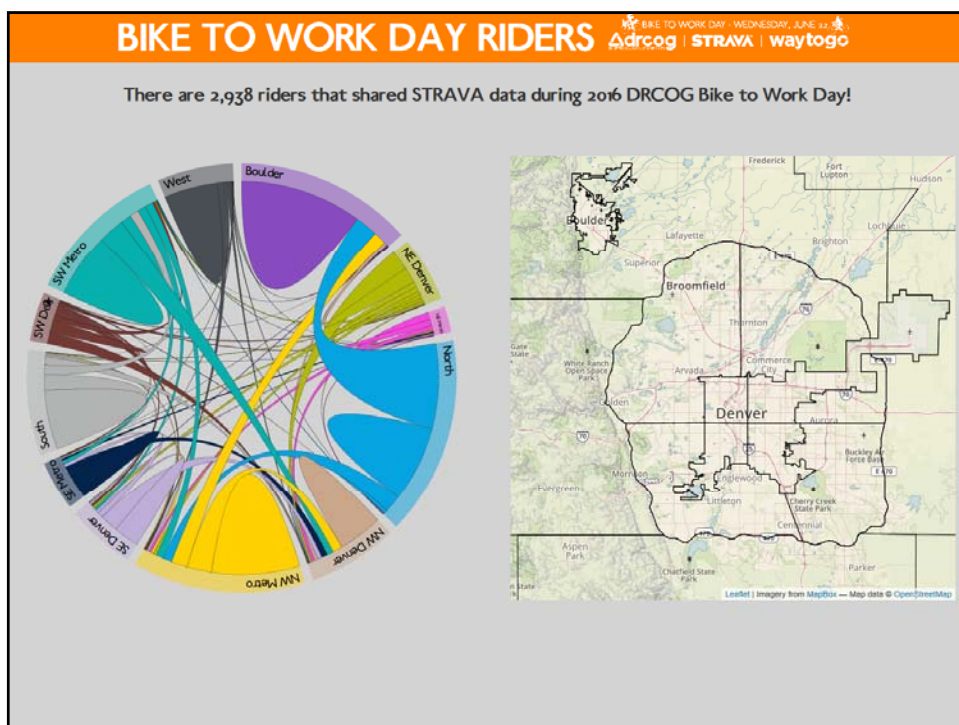
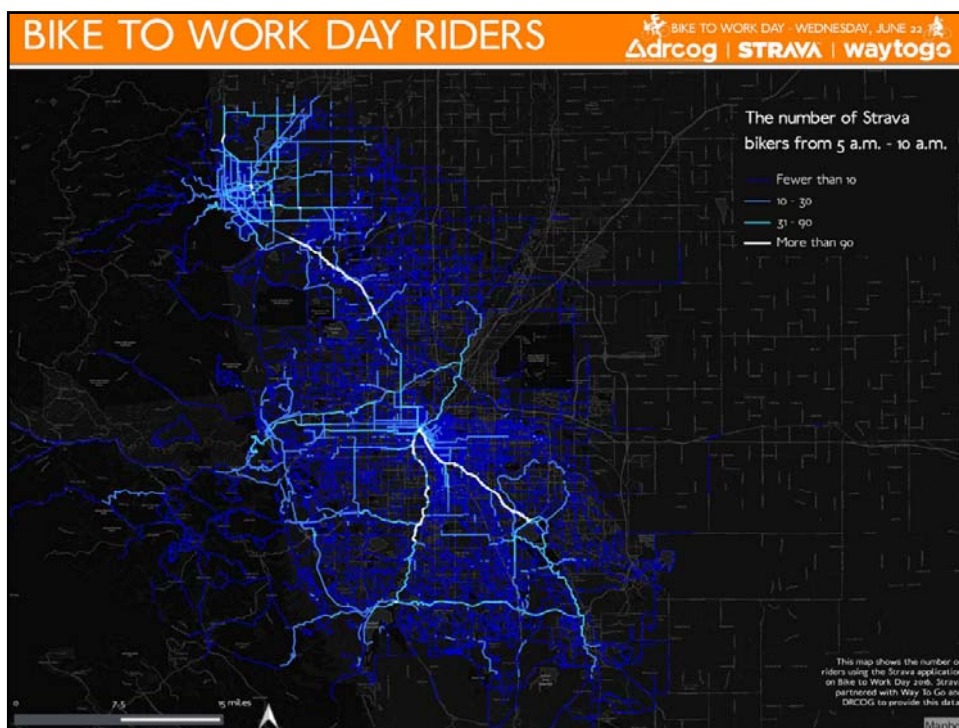


2016 Bike to Work Day by the numbers



- **32,000** riders
- **37 percent** were first-timers – nearly 12,000!
- **9.2 miles** average one-way commute
- **589,000 miles** traveled
- **260** breakfast and bike home stations
- **779 businesses** and organizations participated in our business challenge







2016 highlights



Beyond Bike to Work Day

- Long-term change
- Metro Vision goals
- DRCOG leads the way
- Signature event: Part of healthy ecosystem in our region
- One of many **commuting choices**
- Riding in tandem





How are we doing?



- Between 2000 and 2014, bike commuters **doubled** (fastest-growing mode) U.S. CENSUS
- Typical day: **20,000 people bike to work** in the region (1.3 percent) — more than double the national average of 0.6 percent U.S. CENSUS
- Colorado is the **No. 3** state in bike commuting in the nation!
AMERICAN COMMUNITY SURVEY 2011-2013
- By 2040, all trips are projected to increase by **35 percent**. Biking expected to increase by **56 percent**. DRCOG MODEL

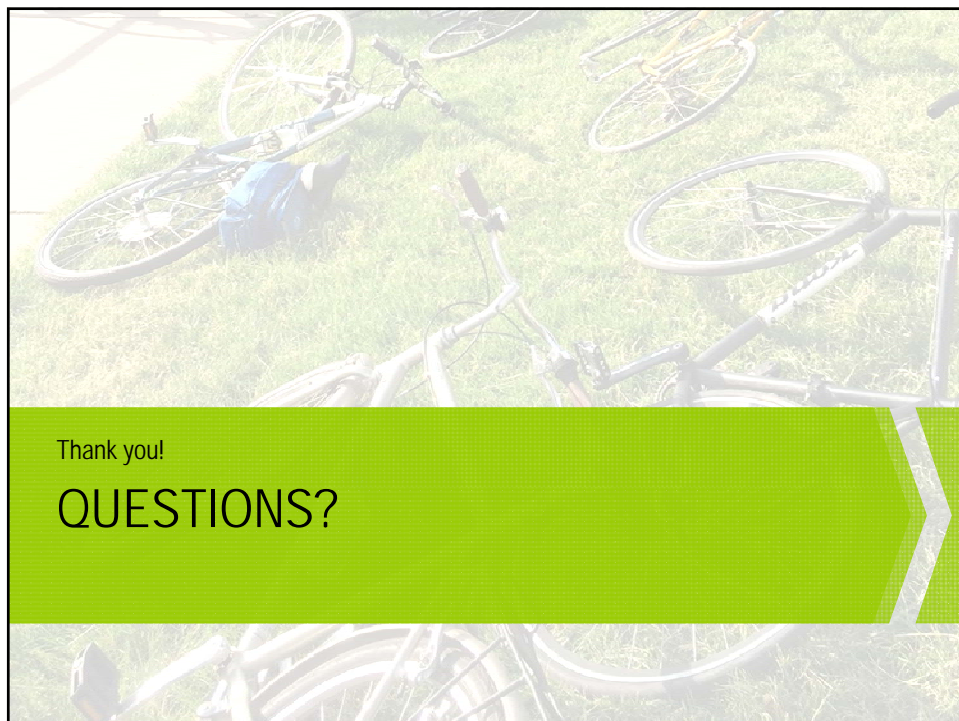


Working together



- **2,300 miles** of bicycle facilities in the region
- TIP cycle – **21.4 percent** bike and pedestrian projects
- Your communities
- Regional momentum





MINUTES
FINANCE AND BUDGET COMMITTEE
Wednesday, May 18, 2016

Present:

Bob Fifer, Chair
Elise Jones
Bill Holen
Roger Partridge
Don Rosier
Doris Truhlar
Jackie Millet
Joan Peck
Ashley Stolzmann
Connie Sullivan
John Diak
Rita Dozal

Arvada
Boulder County
Arapahoe County
Douglas County
Jefferson County
Centennial
Lone Tree
Longmont
Louisville
Lyons
Parker
Superior

Others Present: George Teal, Castle Rock; Jennifer Schaufele, Executive Director; Connie Garcia, Executive Assistant/Board Coordinator, and DRCOG staff.

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

Move to Adopt the Consent Agenda

Bill Holen **moved** to adopt the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Resolution No. 1, 2016 authorizing the Executive Director to accept funding from the State Homestead Tax program
- Resolution No. 2, 2016 regarding the deposit and investment of funds of the Denver Regional Council of Governments.

Discussion of election of Vice Chair

Director Millet nominated Director Diak for Vice Chair. The Chair and Director Diak both noted they would not be in attendance at a June meeting, due to other commitments. Director Truhlar volunteered to run the June meeting in their absence.

Jackie Millet **moved** to nominate John Diak for Vice Chair. The nomination was **seconded** and **passed** unanimously.

Elise Jones **moved** Doris Truhlar will chair the June 2016 meeting. The motion was **seconded** and **passed** unanimously.

Review of Finance and Budget Committee Guidelines

Members reviewed and discussed the committee guidelines. In the first paragraph under "Membership," a suggestion was made to add the word "the" in front of Board, and change the word "nomination" to "recommend." A recommendation was made to clarify the statement regarding committee member's alternates allowed to attend meetings and vote in the absence of the member.

Members discussed the Nominating Committee's role in recommending members for appointment to the committee. There was a comment the Nominating Committee is a "closed" committee; with no attendance allowed by non-members. It was noted that all meetings of the Nominating Committee are open and posted like all other DRCOG committees. A comment was made that perhaps the Nominating Committee should only make recommendations for appointments when more than one-fourth of the Board (the maximum number of members allowed) expresses interest in participating on the committee.

Staff will work with counsel to incorporate recommended text changes and clarification of the statement regarding attendance by alternates.

Discussion of remote participation policy

Members discussed the remote participation policy. One change to the policy was suggested. In the first sentence of the second paragraph under "Purpose" include the term "selected by DRCOG" after "...other electronic means."

Roger Partridge **moved** to adopt the policy for remote participation in Finance and Budget Committee meetings as amended. The motion was **seconded** and **passed** unanimously.

Executed Contracts Report – No contracts reported for April 2016.

Report of the Chair

No report was provided.

Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for June 15, 2016

The meeting adjourned at 6:10 p.m.

ATTACH L

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 20, 2016	Informational	19

SUBJECT

June and July Administrative modifications to the *2016-2021 Transportation Improvement Program*.

PROPOSED ACTION/RECOMMENDATIONS

No action requested. This item is for information.

ACTION BY OTHERS

N/A

SUMMARY

Per the DRCOG Board adopted [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications to the 2016-2021 TIP are reviewed and processed by staff. Administrative modifications represent revisions to TIP projects that do not require formal action by the DRCOG Board.

Once processed, the projects are posted on the [DRCOG 2016-2021 TIP web page](#) and emailed to the TIP Notification List, which includes members of the Regional Transportation Committee, the Transportation Advisory Committee, TIP project sponsors, staff of various federal and state agencies, and other interested parties.

The June and July 2016 Administrative Modifications are listed and described in the attachments. Highlighted items in the attachment depict project revisions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

June 2016: 2016-2021 TIP Administrative Modifications
July 2016: 2016-2021 TIP Administrative Modifications

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, Director, Transportation Planning & Operations at 303 480-6747 or drex@drcog.org.

To: TIP Notification List

From: Douglas W. Rex, Transportation Planning & Operations Director

Subject: Administrative Modifications to the 2016-2021 Transportation Improvement Program

Date: June 21, 2016

SUMMARY

- Per the [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications are reviewed and processed by staff. They are emailed to the TIP Notification List, and posted on the [DRCOG 2016-2021 TIP web page](#).
- The TIP Notification List includes the members of the Denver Regional Council of Governments (DRCOG) Regional Transportation Committee and Transportation Advisory Committee, TIP project sponsors, staffs of various federal and state agencies and other interested parties. The notification via e-mail is sent when administrative modifications have been made to the 2016-2021 TIP. If you wish to be removed from the TIP Notification List, please contact Will Soper at (303) 480-6760 or via e-mail at wsoper@drcog.org.
- Administrative modifications represent minor changes to TIP projects not defined as “regionally significant changes” for air quality conformity findings or per CDOT definition. For more information on the TIP modification policy, visit the [DRCOG 2016-2021 TIP web page](#).
- Projects included through this set of administrative modifications are listed below. The attached describes each modification.

PROJECTS

- **2007-144: Safe Routes to School Pool**
This amendment moves the pool into the current TIP, and adds funding and projects
- **Update Rollover List**
 - Add 2007-065 : RTD New Freedom Pool;
 - Add 2012-107 : Enhanced Mobility for Elderly and Disabled (FTA 5310)

2007-144: Add pool from the 2012-2017 TIP to the 2016-2021 TIP, add funds and projects to pool

New

Title: **Safe Routes to School Pool**

Project Type: **Safety**

TIP-ID: **2007-144**

STIP-ID: **SDR7024**

Open to Public:

Sponsor: **CDOT**

Project Scope

Improvements to encourage children to walk and bicycle to school by improving safety and reducing traffic fuel consumption, and air pollution in the vicinities of schools.

Affected County(ies)

Adams
Arapahoe
Boulder
Denver
Douglas
Jefferson



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
City of Boulder	19th St Sidewalk Improvement (FY16)	\$350	City and County of Denver, Dept of Environmental Health	Denver SRTS (FY16)	\$88	School District 27J (Brighton)	SRTS for Brighton Elementary Students (FY16)	\$23
City of Englewood Community Development	Broadway/Mansfield Enhanced Safety Crossing (FY16)	\$139	City of Golden	City of Golden SRTS Program (FY16)	\$29			
City of Arvada	Lawrence ES SRTS Project (FY16)	\$4	Englewood Schools Arapahoe I	Englewood Middle School Biking and Walking Project (FY16)	\$20			

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Safety)		\$652	\$0	\$0	\$0	\$0		
Local		\$286	\$0	\$0	\$0	\$0		
Total	\$0	\$938	\$0	\$0	\$0	\$0	\$0	\$938

To: TIP Notification List

From: Douglas W. Rex, Transportation Planning & Operations Director

Subject: July Administrative Modifications to the 2016-2021 Transportation Improvement Program

Date: July 20, 2016

SUMMARY

- Per the [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications are reviewed and processed by staff. They are emailed to the TIP Notification List, and posted on the [DRCOG 2016-2021 TIP web page](#).
- The TIP Notification List includes the members of the Denver Regional Council of Governments (DRCOG) Regional Transportation Committee and Transportation Advisory Committee, TIP project sponsors, staffs of various federal and state agencies and other interested parties. The notification via e-mail is sent when administrative modifications have been made to the 2016-2021 TIP. If you wish to be removed from the TIP Notification List, please contact Will Soper at (303) 480-6760 or via e-mail at wsoper@drcog.org.
- Administrative modifications represent minor changes to TIP projects not defined as “regionally significant changes” for air quality conformity findings or per CDOT definition. For more information on the TIP modification policy, visit the [DRCOG 2016-2021 TIP web page](#).
- Projects included through this set of administrative modifications are listed below. The attached describes each modification.

PROJECTS

- **2007-078: Region 1 Bridge On-System Pool**
Revise scope and update and remove pool projects per sponsor’s request to simplify pool activities. In addition, add new pool projects.
- **2007-082: 56th Avenue: Quebec St to Pena Blvd**
Move funds from Prior Funding to FY2017 and update scope.
- **2016-029: East Lafayette Multimodal Path Connection: Commerce Ct to Lafayette Park-n-Ride**
Change funding type from TAP to STP-Metro due to FAST Act control total reductions.
- **New Project: Greyhound Bus Facility Study**
Add new project to study the existing Greyhound Denver Bus Center as it pertains to future regional and intercity bus needs.

2007-078: Update project scope, add funds, update pool projects and add projects to pool. This amendment consolidates some pool projects, adds new projects and removes other projects that had been included as illustrative to better reconcile the TIP with the STIP.

Existing

Title: **Region 1 Bridge On-System Pool**

Project Type: **Bridge**

TIP-ID: **2007-078**

STIP-ID: **SR16712**

Open to Public:

Sponsor: **CDOT Region 1**

Project Scope

The Bridge On-System Pool funds various bridge projects throughout CDOT Region 1.

Affected County(ies)

Adams
Arapahoe
Broomfield
Denver
Douglas
Jefferson



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
I-70 Bridge Replacement	@Havana St (FY17)	\$800	I-70 WB to I-225 SB Flyover		\$3,695	I-70 and I-25		\$5,894
BNSF Replacement Study	SH-265	\$250	I-70 WB Deck Rehab	US-40 to DITCH	\$330	State Highway Repairs		\$750
SH-105 Bridge Removal Study	DRAW	\$250	US-40 Deck Rehab/Replacement	Beaver Brook	\$100	US Highway Repairs		\$750
Ramp to I-25 NB Pedestrian Overpass Removal Study		\$250	I-70 and I-270 Repairs		\$1,500	I-76 Repairs		\$1,500
SH-95 Fiber Wrap		\$2,000	I-25 Repairs		\$1,500	I-25	County Line Rd to Bellevue	\$727
US-40	US-6 to Beaver Brook	\$241	I-70 Bridge Replacement	@Havana St (FY16)	\$1,400	I-225	I-25 to Parker Rd	\$63
US-6	I-70 to SH-119	\$498	Santa Fe	Florida to I-25	\$56	I-25 T-Rex Narrows		\$5,398
I-76	96th to US-85	\$280	6th Ave	Potomac to Airport	\$263	I-70 and I-25		\$5,381
Colfax	I-70 to Kipling	\$31	C-470	Morrison to Bowles	\$3,508	I-70/I-25 Ramps		\$10,336
Sheridan	Hampden to Arizona	\$178	I-25	Hampden to Evans	\$25	Essential Culvert Repairs (FY16)		\$2,085
Federal	92nd to 120th	\$327	US-85	Hampden to Florida	\$3,328	Essential Culvert Repairs (FY17)		\$2,669
University	Arapahoe to Hampden	\$845	US-85	I-76 to 136th	\$92	Essential Culvert Repairs (FY18)		\$2,669
Douglas County Scour Repairs		\$2,207	I-25/I-70/I-76		\$4,110			

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (BR)		\$0	\$0	\$0	\$0	\$0		
State		\$14,692	\$15,920	\$9,472	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$14,692	\$15,920	\$9,472	\$0	\$0	\$0	\$40,084

RevisedTitle: **Region 1 Bridge On-System Pool**Project Type: **Bridge**TIP-ID: **2007-078**STIP-ID: **SR16712**

Open to Public:

Sponsor: **CDOT Region 1****Project Scope**

The Bridge On-System Pool funds various bridge, culvert and wall projects throughout CDOT Region 1.

Affected County(ies)

Adams
Arapahoe
Broomfield
Denver
Douglas
Jefferson



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At		Cost (1,000s)	Facility Name (Cont)	Start-At and End-At		Cost (1,000s)	Facility Name (Cont)	Start-At and End-At		Cost (1,000s)
Essential Culvert Repairs			\$7,700	Emergency Culvert Repairs	@Highline Canal Trail		\$300	Bridge Repair	Speer Blvd/23rd Ave over I-25		\$2,300
I-70 WB to I-225 SB Flyover			\$2,800	Girder Cleanout and Form Removal			\$4,000	Preventative Bridge Maintenance			\$4,000
SH-95 Fiber Wrap			\$1,150	Essential Wall Repairs			\$4,000	Deck Rehab and Replacement	Includes overlays		\$10,000
I-70 Bridge Replacement	@Havana St		\$2,200	Expansion Joint Replacement/Repair			\$1,500	SH-30 Bridge Replacement	F-17-GP		\$3,400
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding			
Federal (BR)		\$0	\$0	\$0	\$0	\$0					
State		\$14,692	\$15,920	\$9,472	\$3,266	\$0					
Local		\$0	\$0	\$0	\$0	\$0					
Total	\$0	\$14,692	\$15,920	\$9,472	\$3,266	\$0	\$0	\$43,350			

2007-082: Move previously earmarked but unspent funds from Prior Funding into FY2017 and update project scope.

Existing

Title: **56th Avenue: Quebec St to Pena Blvd**

Project Type: **Roadway Capacity**

TIP-ID: **2007-082**

STIP-ID: **DR6757**

Open to Public:

Sponsor: **Denver**

Project Scope

Funds in the 2016-2021 TIP will be expended to:

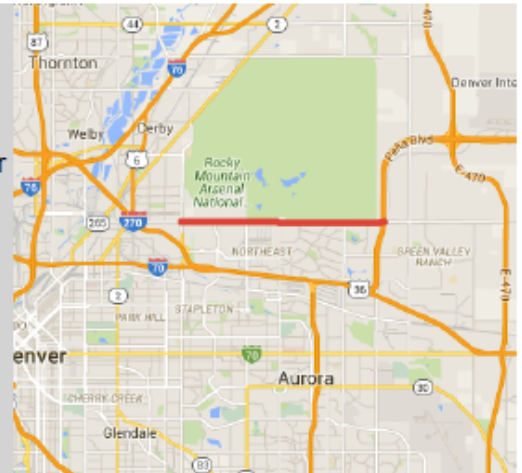
- (A) Conduct a NEPA environmental process and conceptual/preliminary engineering for the widening of the eastern segment of the 56th Avenue Corridor from Chambers to just east of the eastern Pena Boulevard Corridor boundary, and
- (B) Conduct a separate NEPA environmental clearance, as well as final engineering, for operational improvements to 56th Avenue across the Pena Boulevard Corridor.

Previous TIP funding was expended to:

- A) Conduct an environmental study for the widening of 56th Avenue from Quebec Street to Pena Blvd.
- B) Widen 56th Avenue from 2 to 6 lanes between Quebec Street and Havana Street.

Demo ID 114, 046, 088, and 098, which represent SAFETEA-LU earmarks, as assigned by FHWA.

Affected Municipality(ies)	Affected County(ies)
Commerce City	Adams
Denver	Denver



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (C-1702)		\$0	\$0	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$900	\$0	\$0	\$0	\$0		
Total	\$18,821	\$900	\$0	\$0	\$0	\$0	\$0	\$19,721

RevisedTitle: **56th Avenue: Quebec St to Pena Blvd**Project Type: **Roadway Capacity**TIP-ID: **2007-082**STIP-ID: **DR6757**

Open to Public:

Sponsor: **Denver****Project Scope**

Funds in the 2016-2021 TIP will be expended to:

- (A) Conduct a NEPA environmental process and conceptual/preliminary engineering for the widening of the eastern segment of the 56th Avenue Corridor from Chambers to just east of the eastern Pena Boulevard Corridor boundary, and
- (B) Conduct a separate NEPA environmental clearance, as well as final engineering, for operational improvements to 56th Avenue across the Pena Boulevard Corridor.
- (C) Construct operational improvements on 56th Avenue across the Pena Boulevard Corridor, including, but not limited to, lane-balancing, additional turn-lane capacity, and necessary transitions to existing lane configurations on 56th Avenue and Pena Boulevard.



Previous TIP funding was expended to:

- A) Conduct an environmental study for the widening of 56th Avenue from Quebec Street to Pena Blvd.
- B) Widen 56th Avenue from 2 to 6 lanes between Quebec Street and Havana Street.

Demo ID 114, 046, 088, and 098, which represent SAFETEA-LU earmarks, as assigned by FHWA.

Affected Municipality(ies)	Affected County(ies)
Commerce City	Adams
Denver	Denver

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (C-1702)		\$0	\$3,832	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$900	\$958	\$0	\$0	\$0		
Total	\$14,031	\$900	\$4,790	\$0	\$0	\$0	\$0	\$19,721

2016-029: Change project funding type. Due to the FAST Act, less TAP funds are available than was previously projected, so the funding type has to be changed to stay within control totals.

Existing

Title: **East Lafayette Multimodal Path Connection: Commerce Ct to Lafayette Park-n-Ride**

Project Type: **Bicycle and Pedestrian Projects (New)**

TIP-ID: **2016-029**

STIP-ID:

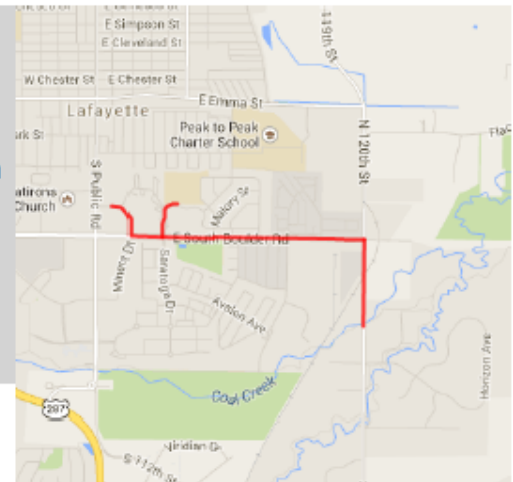
Open to Public: **2020**


Sponsor: **Lafayette**

Project Scope

This project widens existing sidewalks and constructs new 10 ft wide concrete multi-use paths along South Boulder Rd from City Center Dr east to 120th St, and then continuing south along 120th St, connecting to existing sidewalks at Commerce Ct. Two additional connections will be made to the north from South Boulder Rd; one on Merlin Dr to Sanchez Elementary School, and another on City Center Dr to west of Strathmore Ln.

A physically-protected crossing at Avalon St, 20 bicycle parking spaces, AASHTO compliant lighting, and way-finding signage with destination and distance information will also be included.



Affected Municipality(ies)		Affected County(ies)		Project Phases				
Lafayette		Boulder		Year	Phase			
				2019	Initiate Construction			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (TAP)		\$0	\$0	\$0	\$999	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$250	\$0		
Total	\$0	\$0	\$0	\$0	\$1,249	\$0	\$0	\$1,249

Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$0	\$0	\$999	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$250	\$0		
Total	\$0	\$0	\$0	\$0	\$1,249	\$0	\$0	\$1,249

Request: Create new project.

New Project

Title: **Greyhound Bus Facility Study**Project Type: **Roadway/Transit Studies**TIP-ID: **Request**

STIP-ID:

Open to Public:

Sponsor: **CDOT****Project Scope**

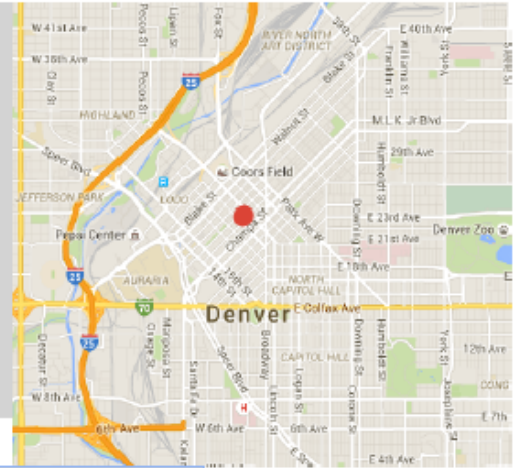
Identify and define the feasibility and need for a bus facility in downtown Denver to meet the needs of regional and intercity bus services and determine the appropriateness of Greyhound's Denver Bus Center to serve in that capacity.

Affected Municipality(ies)

Affected County(ies)

Denver

Denver



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (Faster-T)		\$72	\$0	\$0	\$0	\$0		
Local		\$18	\$0	\$0	\$0	\$0		
Total	\$0	\$90	\$0	\$0	\$0	\$0	\$0	\$90

ATTACH M

Small Colorado Communities Find Marijuana's Benefits, Costs

May 14, 2016 2:22 PM

DENVER (AP) – The mayor of a tiny Denver-area town looks forward to filling pot holes with pot revenue. The prospect of marijuana tax proceeds also has raised spirits in a Colorado mountain county facing the closure of a major mine.

But across the state that has been a legal marijuana pioneer, small communities are finding costs as well. Staff can barely keep up with licensing applications and keep tabs on the new businesses.

Jason Warf, head of the Southern Colorado Cannabis Council, an industry group, said marijuana can be revitalizing for small towns that most need an economic boost. "It creates jobs that just aren't there or replaces jobs that are about to be lost," Warf said.

At a conference this week organized by the Denver Regional Council of Governments, Englewood Deputy City Clerk Stephanie Carlile was among officials from around the state who shared marijuana experiences, some of them cautionary tales.

Marijuana has "definitely been a tap on our resources," Carlile said in an interview on the sidelines of the conference. "We're a smaller municipality. We have been stumbling through." Englewood, a 7-square-mile Denver bedroom community of 32,000, allows medical but bans recreational marijuana sales. Officials were surprised to read last year in a magazine that the city was hosting a private club where dues-paying members could consume recreational marijuana, Carlile said. Neighboring Denver had banned such clubs, but Englewood, which is almost entirely residential, hadn't yet turned its attention to that aspect of marijuana.

Carlile said the sight of people on the streets with "huge" bongs got officials' attention, as did questions ranging from whether the pot club had adequate parking to the advisability of its staff consuming marijuana on the job. The pot club is still in business, but Englewood's city council is considering a ban on such enterprises.

Meetings like the one Carlile attended in Denver to brainstorm about pot management also have been held in Washington, the state where recreational marijuana shops debuted a few months following Colorado. Candice Bock of the Association of Washington Cities said many of her states 281 cities and towns fall into the "small" category, adding some officials assume no marijuana entrepreneur would see opportunity in their towns, so they haven't taken up zoning and other questions. Others are more proactive.

Prosser City Planner Stephen Zetz said his community of about 6,000 in southeastern Washington's wine country left the licensing to the state and didn't revamp its zoning regulations for the one pot shop that came to town. But it has drawn up regulations for

marijuana growers, though none are present yet. Zetz said he hopes pot tourists stop at wineries and other businesses in town.

In Colorado's mountains, the one Clear Creek staffer charged with processing marijuana licenses – a paralegal in the county attorney's office – sometimes feels overwhelmed. The marijuana industry is licensed and regulated by the state, but local governments can require separate licenses and collect their own fees.

Recreational and medical marijuana shops are scattered along the stretch of Interstate 70 running through Clear Creek County, home to 10,000 people, and connecting weekenders to ski resorts and hiking trails. A number of growers are in the county, even though its altitude and lack of water hadn't made it attractive to other kinds of agriculture. Some growers are trucking in water, said Fred Rollenhagen, the county official in charge of development.

Tim Mauck, one of three Clear Creek County commissioners, said the industry is small enough now that officials know all the players and feel they can manage oversight. Marijuana is growing just as Clear Creek has learned that Henderson Mine – for decades its main source of property tax revenue – will be closing in a few years. Back down I-70, Edgewater has six recreational shops that stay open until midnight, five hours later than Denver permits. Edgewater Mayor Kristian Teegardin predicts the boom for his town of 5,000 people will slow as other municipalities embrace marijuana. But he doesn't expect that to happen before he repaves all Edgewater's streets with pot tax proceeds.

– *By DONNA BRYSON, AP Writer*



DRCOG plays important role in regional strategy

BY JAN WONDRA

STAFF WRITER

Few might think that a 61-year-old planning group could hold such sway in our economic well-being.

But then again, few civilians know all the roles that the Denver Regional Council of Governments plays in services that affect the daily lives of hundreds of thousands of metro residents.

By state statute, DRCOG is the region's planning commission. Just last year, it allocated \$267 million for regional transportation projects. Many are highly visible, such as the new I-25 and Arapahoe Road interchange redesign that is slated to be finished 2018. The purchase of the aging Union Station in downtown Denver, a DRCOG investment made years ago, has become the visible hub of the metro area's mass-transit system.

Planning and vision are the hallmarks of an organization that promises "We make life better!" on its business cards.

"It shows the value of collaboration and cooperation to ensure that the transportation decisions made benefit the whole region, not just some areas," said Jennifer Schaufele, executive director of DRCOG.

The role of the organization does not stop at leading the region's economy strategy. Last year, it completed a \$10 million grant to leverage FasTracks investments.

DRCOG is also designated by the governor as the state's Metropolitan Planning Organization, bringing together more than 60 metro governments to update what will become the 2040 plan.

Its hallmarks are good planning and collaborative projects.

"This is real dollars doing real work," said Schaufele, who outlined three projects underway for Greenwood Village, including the Arapahoe Road interchange, Goldsmith Gulch and Greenwood

Plaza Boulevard. “The Federal Highway Administration comes in every few years to make sure we’re moving the money into infrastructure. If a project is going to be delayed for two years, funds go back into the budget to go to the next project on the priority list.”

DRCOG is intimately involved in services for the elderly. For the past 40 years, it has served as the “area agency on aging,” funding everything from senior housing and transportation to hearing aids, eye glasses and dentures. The newly passed Older Americans Act has added federal funding to state funds.

“Last year, we received \$5.5 million in new funds for senior services and advocated for a statewide strategic planning group on aging,” Schaufele said. “We need it. For every two requests we get for senior support services we have funding for one. People don’t realize that the growth of our over-65 population will out-pace all others for the next 20 years. We’re the fourth fastest growing in the nation.”



Innovation does well at high altitude

on: May 25, 2016In: [Special Sections](#), [theCorridor.biz](#)
[Print Email](#)

By Doug Tisdale

Executive Vice President, South Metro Denver Chamber

Boston. San Francisco. Denver. One, Two, Three.

That's how the U.S. Chamber of Commerce sees it. In its report this month, "Innovation That Matters – 2016," the Chamber found the Denver region highly suited to address the extraordinary technological revolution of migrating to a digital economy and mastering the Internet of Things. Only the coastal cities of Boston and San Francisco ranked higher than the Denver region.

One key finding was that Denver, though having fewer startups than places like New York and Los Angeles, built stronger ties between startups and institutions in the community. Denver has successfully focused beyond the startups themselves, integrating them with corporations, universities, nonprofits and local governments. It's the same story that we in local government have been telling all along: the Denver region knows how to collaborate, how to cooperate, and how to communicate. For example, the Denver Regional Council of Governments (DRCOG) is known throughout the country as the most collaborative, and therefore most productive, COG in the nation. That collaborative spirit fuels the connection between innovative startups and the important partners with whom they must work to succeed. The University of Colorado understands this, having instituted the world's only Bachelor of Innovation degree at its Colorado Springs campus.

Our quality of life was another critical factor elevating us to No. 3 overall. In that category, the Denver region was scored as a very strong No. 1. Take a look out your window and confirm this for yourself. And creating an attractive and workable physical place that was designed and envisioned as a technological center, a process initiated with amazing foresight by George Wallace 60 years ago, is a major contributor to that quality of life. That's why the DTC Corridor is the beating heart and soul of our innovative prowess. We have created a climate and a culture for innovation. It's in the air.

It's not just the U.S. Chamber acknowledging the innovation going on in the Denver region. The U.S. Department of Transportation selected Denver as a finalist for a \$50 Million Smart City grant for transportation innovation. Denver's application focuses on creating a "smart"

transportation system that uses technology and data to connect people with affordable, accessible and reliable options to get around. The plan has three principal innovation focuses: mobility on demand, electric vehicles and intelligent vehicles. Imagining and engineering things like smart kiosks and new apps to integrate information and create interactive platforms to ease congestion is one brilliant part of the Denver plan.

And now Lockheed Martin, one of the largest and oldest innovators in South Metro Denver, is preparing to build a manned space station that will take the United States back to the moon and then on to Mars, with a targeted landing just 12 years away.

One area we need to improve upon is globalization. Denver attracts talent from all over the country, almost the top of the list, but we haven't attracted international inflow to the same extent. With one of the world's busiest and best airports, and great international routes, we can change that.

And once we do, there'll be no stopping us.

House District 63 candidates focus on local issues amidst national Republican jostling

»

ABOUT THE CANDIDATES

» Rep. Lori Saine: Works as the Regional Sales Director for Text Mobile Alerts. She has served as the councilwoman for the city Dacono and lives in Firestone.

Saine and her husband, Troy, have one daughter and enjoy hiking, biking, camping and touring museums and national parks. She also enjoys white water rafting and kayaking.

In the community, Saine teaches children's chess and Sunday school for first graders. She also volunteers for Habitat for Humanity and the Denver Rescue Mission.

She helped charter the Women of Weld group, served on the Dacono Planning Commission and served as chair of the Dacono Economic Development Committee.

She was chosen as the Republican nominee for House District 63 in 2012 and in 2014.

» Colleen Whitlow: Was born and raised in the Denver area. After attending pre-vet school at Colorado State University, Whitlow decided to join the Air Force, in which she served for more than 10 years.

She was elected to the town of Mead Board of Trustees in 2014. She has worked as chief operations officer at Janus Consulting, Inc. and project manager at IBM.

Whitlow has served as director of the Denver Regional Council of Governments, president of the Mead Area Chamber of Commerce, acting president and treasurer of the Colorado Women in Government, board member of the Mead Rotary Foundation and president of the Singletree Ranch Home Owners Association. She has two children with her husband, fellow veteran and IBM employee Jim, and three granddaughters.

Despite the headlines made by the Republican presidential primary contest, the Colorado House District 63 Republican primary candidates appear decidedly fixed on local issues facing residents ahead of the June 28 Primary Election.

"I think that Colorado is kind of focused on just being Colorado right now," Rep. Lori Saine, R-Dacono, said.

Colleen Whitlow is challenging Saine for the Republican nomination in House District 63.

Saine lists her principles as local economy growth, promotion of oil, gas and coal, ensuring water for farmers, pro-life, standing by the second amendment and limiting the size of government.

During the last legislative session, Saine pushed to protect the second amendment, increase access to affordable housing, push through a bill that allows rainwater collection and increase DUI enforcement.

She said she believes that her consistent voting on the issues and principles she stands on should encourage voters to reelect her.

Her challenger, Mead resident Colleen Whitlow, hopes to focus on the rights and best interests of farmers, as well as ensuring securing water for their needs.

“I think we need more help with our water rights and our farmers,” Whitlow said. “I don’t think they get represented enough, and I think they need a better advocate for them.”

Whitlow said she is dedicated to promoting responsible government spending, government transparency, protection of citizen rights, preserving the Constitution and Bill of Rights and defending the rights of veterans.

Both candidates emphasized their faith and Christian principles on their campaign sites.

“The reason I wanted to run for office is that I didn’t see a lot of representation from our district,” Whitlow said. “I decided to do something for the people.”

During an election year that has become known nationally to be as much of a source of party tension as entertainment, Whitlow said she is trying to focus just on the needs of her own district.

“I’m trying to figure out what I can do better for the district,” she said. “I’m their voice and I want to make sure that they’re heard.”

She hopes to do that by partnering with local county officials such as the county commissioners and industries such as oil and gas, both of which she said she has a good working relationship with.

“I think I listen to everybody’s sides. I’m a go getter,” Whitlow said. “I’m not a really glitzy kind of person. I really do want to do things for our people.”

Editor’s note: This story has been changed from its original version to reflect a correction. House District 63 is the only contested primary in Weld County. An earlier version of the story stated another district in Weld also was home to a contested primary.

Bike to Work Day gets people 'rolling towards better choices'

Goal to have first-time riders turn into regulars

Posted Monday, June 6, 2016 10:26 pm

Alex DeWind

For her daily commute, Katy Burley either walks or takes RTD's Call-n-Ride to the nearest Light Rail Station at Belleview and I-25. Then she takes the train to downtown Denver.

"If you try it," she said, "you might like it and make it a new habit."

The sooner Denver starts acting like a big city — which means using more multi-modal transportation — the better off it will be, said Burley, a Greenwood Village resident and public relations coordinator for Denver Regional Council of Governments.

And that's the hope behind Bike to Work Day — to encourage commuters to explore other ways of getting around.

Way to Go, a transportation program of Denver Regional Council of Governments (DRCOG), coordinates the annual event to promote healthy lifestyle choices. National Bike Month is May but because of Colorado's iffy spring weather, the occasion falls on the third Wednesday of June — that's June 22 this year.

DRCOG is a group of elected officials from 56 agencies that address regional issues and plan for the future. The council oversees several counties along the Front Range, including Arapahoe and Douglas.

DRCOG's three areas of focus are aging, regional planning and transportation.

Last year, Bike to Work Day had 32,800 riders with an average bike ride of about nine miles, according to a DRCOG report. The event reduced daily carbon dioxide emissions by a quarter of 1 million pounds.

Bike to Work Day isn't a bike race — it's a bike ride and a communal celebration.

Stations will be set up across Denver for riders to rejuvenate, socialize and share their success. Last year, there were 243 stations, including breakfast stations in the morning, snack and water stations in the afternoon, and craft-beer stations at the end the day.

“It's a way of saying, ‘You biked so many miles so cheers to you,’ ” Burley said.

Participants can register for free online at www.biketoworkday.us until June 22. The user-friendly website will map out a bike route from starting to ending point. It will also identify nearby stations.

Registered participants are automatically entered to win prizes, including bike gear, sports packages and Red Rocks tickets. Participants can enter an additional sweepstakes for a cycling vacation for two along Italy's Amalfi Coast.

Bike to Work Day puts a fun spin on behavior modification, Burley said.

“If commuters just try it,” she said, “they are more likely to stick with it.”

Bike to Work Day cycling back around

Posted Monday, June 6, 2016 4:30 pm

Clarke Reader

Bike to Work Day has grown by leaps and bounds over the past several years, and organizers are expecting an even bigger turnout this year.

The free annual event falls on Wednesday, June 22, and will feature stations all over the metro area, contests and environmentally friendly fun.

“I love that for at least one day, the streets are more for people than for cars,” wrote Rachel Hultin, an officer with the Wheat Ridge Active Transportation Advisory Team, in an email interview. “The dynamic is different on Bike to Work Day. You can see the camaraderie as people on bikes congregate at stoplights and pass one another on the street.”

According to information provided by Katy Burley, communications coordinator with the Denver Regional Council of Governments, Denver’s Bike to Work Day is the second-largest in the country, right behind San Francisco. Last year, 248 stations and events celebrated riders who collectively biked 603,613 miles. There were more than 32,000 participants last year, 37 percent of whom were first-timers.

“I did my first Bike to Work Day in 2009,” said Blake Feik, executive vice president of North Valley Bank in Thornton. “I was training for Ride the Rockies at the time, and thought it was a cool idea to bike to work and save gas. I started doing it regularly and setting goals for myself.”

Throughout the day, businesses, organizations and local governments will be hosting stations to provide breakfast, rehydration and even parties.

“We, of course, are encouraging all residents and businesses to participate as well as our employees,” wrote Stacie Oulton, Lakewood public information officer, in an email interview. “At the end of the day, Lakewood employees are also invited to join the public event of a group ride to the Westfax Brewery in Lamar Station Plaza for after-work food and a drink. “

Westminster's Butterfly Pavilion has hosted breakfast stations since 2012. Amy Yarger, horticulture director has witnessed firsthand the benefits of cycling.

"The riders are so upbeat and appreciative," Yarger wrote in an email interview.

"Everyone who participates in Bike to Work Day makes the planet healthier for humans and, also, for important wildlife like pollinators."

There are always challenges when cycling, including motorists and lack of paths. But Way to Go, a regional partnership between the Denver Regional Council of Governments and a dedicated group of transportation management associations, has resources to help riders plan their routes.

"My biggest challenge as a rider is the 40 blocks I have to ride along Pecos Street," said John Orr, an employee with the City of Thornton. "I like participating in Bike to Work Day and joining the party."

The community, physical and emotional benefits of cycling are all among the reasons riders return year after year.

"When communities prioritize and support safe, connected options to walk and ride a bike, they are investing in the whole health of the community," Hultin wrote. "Physical, mental, economic, environmental health are all tied to active transportation, and people feel more connected to the people and the places where they live, work and play. What's not to love?"

Crews start work on two pedestrian underpasses in Longmont

By Karen Antonacci
Staff Writer

POSTED: 06/07/2016 08:28:31 PM MDT | UPDATED: 23 DAYS AGO

Construction is underway on two pedestrian underpasses near Hover Road and Ken Pratt Boulevard.

[A pedestrian underpass will go underneath Ken Pratt Boulevard southwest of the intersection with Hover Road.](#)

Another underpass will go underneath Hover Road south of the intersection with Bent Way.

The northern underpass will cost an estimated \$2 million through a combination of a Denver Regional Council of Governments grant and city funds from the $\frac{3}{4}$ -cent street sales tax. The southern underpass will cost roughly \$1.8 million and is funded through a combination of DRCOG, county and city monies.

The construction on both is expected to last until March or April, said Project Manager Micah Zogorski.

Lane shifts and reduced speed limits are already in effect on the Diagonal Highway west of the intersection of Hover and the same measures will soon be taken on Hover Road south of Bent Way, Zogorski said.

"Alternate routes are definitely encouraged," Zogorski said, suggesting commuting on Airport Road between Boulder and Longmont. "Initially drivers can expect daytime lane closures and restricted hours for different directions of travel and then once we get through the first portion of our project, there will be a shift of traffic to detour around the project."

Zogorski said he thinks both underpass projects will improve safety for pedestrians and cyclists in the area.

"Hover is one of the busiest arterial roads in town and the grade-separated crossings give pedestrians and bicycle users safer options to get across the road," he said. Highway "119 and Hover is a challenging intersection because of the skew of the intersection. The at-grade crosswalks there are much longer than at our other intersections."

Zogorski said the southern underpass will also include a crosswalk on the southern portion of Hover Road so pedestrians can continue to the businesses east of Hover Road.

That gives pedestrians and cyclists the choice of crossing a crosswalk or at a signalized intersection at Hover and Pike roads.

Additionally, Zogorski said the underpasses will be well lit at night with wide openings to allow natural light in during the daytime.

The southern one "will be 16 feet wide, which is a little wider than the other underpasses in town to allow more natural lighting and improve visibility for people riding bikes through. That can help avoid potential conflicts between pedestrians and cyclists," Zogorski said. The northern underpass "is going to be 12 feet wide. So both of those are going to be pretty wide underpasses with natural light and internal lighting."

Zogorski said staff hopes the underpasses will be well used, which discourages loitering or other criminal activity. Once they are built, staffs hope to monitor them and contact Longmont police about patrolling them if that proves to be necessary.

Karen Antonacci: 303-684-5226, antonaccik@times-call.com or twitter.com/ktonacci

Tisdale announces for RTD Board

on: June 08, 2016In: [Front Page](#), [Local Government](#)

Former Cherry Hills mayor runs in District H

BY JAN WONDRA

Staff Writer

Former Cherry Hills Village Mayor Doug Tisdale has formally announced his campaign to run for the Regional Transportation Board representing south metro's District H.

Tisdale, executive vice president of the South Metro Denver Chamber, is considered a seasoned expert on transportation issues, having served on the Board of the Denver Regional Council of Governments for 11 years.

"I'm running, first, because [incumbent] Kent Bagley is term-limited," Tisdale said. "Kent asked me to run for his seat because he wants to make sure District H keeps an experienced and intelligent director to complete the build-out of FasTracks authorized by the voters, and run a good system. I am personally very interested in strengthening our state's transportation system."

Tisdale was appointed in 2000 as the DRCOG rep for Cherry Hills Village, serving on City Council until 2008, including a term as mayor pro-tem. As mayor 2012-15, he continued to represent the city on DRCOG and was one of four executive officers when he left the board last year. He lost his last bid for re-election in 2014.

The intergovernmental DRCOG's responsibilities include regional transportation planning and administering federal highway funds in the Denver region.

The RTD District H covers a large swath of the south metro area, including Cherry Hills, Columbine Valley, west Greenwood Village, west Centennial, and most of Littleton and Highlands Ranch. The district constitutes some 200,000 residents.

Tisdale stressed that his several years of bipartisan efforts on behalf of citizens across a spectrum of public issues—from transportation to senior services—has shown that he can create consensus to make things happen. He says he has received endorsements from numerous mayors, councilmembers and commissioners.

"I'm honored to have the support of both community leaders like Mike Fitzgerald, the CEO of the Denver South Economic Development Partnership, and elected officials like Greenwood Village

Mayor Ron Rakowsky,” the candidate said. “People like Tom Clark, CEO of the Metro Denver Economic Corporation, and former Lone Tree Mayor Jim Gunning have encouraged me to run.”

In his past nonpartisan roles, Tisdale has been policy-committee chair at the Colorado Municipal League, executive committee member of the Metro Mayors Caucus and served on numerous committees of CML, the National League of Cities and Sister Cities International, attending dozens of conferences around the country at his own expense.

A graduate of the University of Michigan Law School, Tisdale has been an attorney in private practice since 1975, having worked at the firms of Brownstein Hyatt, Popham Haik, and Baker & Hostetler for many of those years. He specializes in commercial litigation and governmental affairs.

RTD, like municipal government, is nonpartisan—something in which Tisdale says he strongly believes.

“I enjoy the benefit of actually being able to get things done for our region without being beholden to any political party and I have earned the endorsement of Republican, Democratic and unaffiliated voters and leaders around Colorado,” he said.

At press time, no other District H candidates had filed an official ballot petition with Colorado Secretary of State’s Office.

Election Day is Nov. 8.

James Clark Huff: Democratic candidate for state Senate District 4

Posted Wednesday, June 15, 2016 12:34 pm

James Clark Huff, 72, is a part-time doctor and professor at University Hospital and the University of Colorado School of Medicine.

Huff was born in Laurel, Mississippi, and grew up in and around Lubbock, Texas. After graduating from high school, he received his B.A. from Texas Tech and his M.D. from the University of Texas Southwestern Medical School.

Huff served several terms on the Sierra Vista Douglas Homeowners' Board, two years as Douglas County District 1 commissioner and on the Sierra Vista Douglas Mutual Water Company Board of Directors. He also served on the Douglas County Planning Commission, the Denver Regional Council of Governments and the E-470 Authority Board of Directors.

Huff has been married to his wife, Lois, for 43 years and has lived in the same home in Parker for 39 years. He has three children, all graduates of Ponderosa High School and the University of Colorado, and five grandchildren. His hobbies include gardening, music and reading.

Why are you seeking this position?

To work for the interests of all citizens, not just the wealthy and powerful, and to allow others, including my grandchildren, to have the same opportunities and blessings that were afforded me.

What makes you the best person for the job?

Diverse experience, including serving in public office, a “common-sense” approach to solving problems, leadership experience, background in medical issues and public health, independence from special interests.

What will your top two priorities be, if elected?

Increasing funding for public education, including early childhood education, K-12, and higher education, and keeping this major community asset public.
Trying to make sure that all citizens have affordable quality health care.

How to Get the Most Out of Colorado's Bike to Work Day Wednesday

by [David Sachs](#)

Wednesday is Bike to Work Day in Colorado, which means a lot more people than usual will be commuting by bike. The Denver Regional Council of Governments (DRCOG) expects about 34,000 bike commuters in the greater metro area, compared to about 18,000 on a typical day.

Thanks to the [safety-in-numbers effect](#), that probably makes it one of safest days of the year to bike to work. There's also a bunch of stuff happening Wednesday, including 92 rest stations for bike commuters in Denver alone. Whether you're a seasoned bike commuter or trying it out for the first time, there will be something extra going on for you on Bike to Work Day.

Here's how you can participate.

Crowdsource Your Experience

DRCOG, the regional planning agency that puts on Bike to Work Day each year, uses the event to better understand travel behavior, and it collects data on who participates and where they bike. You can aid those efforts by [registering](#) and taking surveys about your bike commuting experience. Registering puts you in the running to [win bike gear and tickets to concerts and sporting events](#).

Map Your Route, Then Hydrate, Eat, and Party

Enter your origin and destination into DRCOG's [map](#) to see your best bike route options. The map will pull up various bike stations that local businesses, advocates, and public agencies have set up along the way. Some will serve you a quick breakfast. Others are watering holes to keep you hydrated. Some businesses are throwing parties in the afternoon, where you can spend happy hour hydrating in another way. (You can also view the stations in [list](#) form, broken down by city.)

Ride With Others

Not quite sure you want to venture forth alone? Join a group ride. [Check the rendezvous points](#) for each city.

Denver residents ditch their car keys for Bike to Work Day

The event is to promote the benefits of using two wheels to commute to work

By **NATALIE MUNIO** | nmunio@denverpost.com

PUBLISHED: June 22, 2016 at 1:58 pm | UPDATED: June 23, 2016 at 5:57 pm

Whether it was commuting 5 miles to a local coffee shop or 10 miles to the state Capitol building, hundreds of Coloradans wearing variations of suits, skirts or the occasional spandex riding shorts flooded Civic Center park on Wednesday to celebrate Bike to Work Day in the Denver area.

The nationwide event, part of “Bike Month” celebrated throughout Colorado during June, is meant to encourage work commuters to seek out healthier, more environmentally friendly travel options by leaving the cars keys at home and reaching for a bicycle helmet instead.

“We get healthier doing it, and instead of sitting in a car driving, and maybe getting agitated from getting stuck in traffic, cyclists are flying by while cars are just sitting there,” Lt. Gov. Donna Lynne said. “Look ... here’s evidence. My helmet is still sweaty from the ride in.”

Lynne spoke at Wednesday’s event in Civic Center park, where two-wheeled commuters could also enjoy free food from local vendors and meet with organizations specializing in bicycling and sustainable living.

Kayla Warrens, who commuted 2.5 miles to work, said unless the weather doesn’t permit, biking is her primary mode of transportation. She hopes the Bike to Work Day event will push people outside and on the pavement more than just one day a year.

“I wish more people did this throughout the year because traffic and commuting here in Denver can be mayhem,” Warrens said. “We live in this clean and beautiful city. Why not take advantage of it? There’s a lot of great paths and trails to use.”

Warrens' sentiments reflect recent city-wide efforts to increase and improve biking infrastructure in metro areas, as well as efforts to identify city buildings that lack proper bike racks and changing areas for employees who wish to commute by bike, something Lynne said will be a primary focus in the future.

Steve Erickson, with the Denver Regional Council of Governments, which oversees the Way to Go program that's responsible for organizing the event, said improving accessibility for cyclists will help spark interest for folks to bike to work on a day-to-day basis, which will take cars off the road and help with traffic congestion in the area.

Christine Hollander, who often shied away from biking to work because of the potential inconvenience, said she was pleasantly surprised by her first 5-mile Bike to Work Day commute.

"I made way too big of a deal out of it. I took my work clothes with me to work yesterday so that I had them for today, but now I'm seeing people riding in their suits and work clothes, which I easily could have done," Hollander said. "It's been great. It's really a lot of fun."

According to the Way to Go program, a preliminary participation count, based on those who registered for the event and for those who were counted at local bike stations, fell somewhere between 33,000 and 34,000 people within participating counties, already surpassing last year's total of 32,805 tallied participants.

During last year's Denver Bike to Work Day, participants collectively traveled 603,613 miles, and an estimated 17,219 vehicles were swapped out for bicycles, according Way to Go.

Bike to work day Wednesday - how to find a breakfast station

Deb Stanley

5:56 AM, Jun 22, 2016

5:57 AM, Jun 22, 2016

[bike to work day](#)

Wednesday is Bike to Work Day in the Denver metro area.

About 17,000 people are expected to ride their bike to work on Wednesday.

The goal of bike to work day is "making novice cyclists and cycle commuters feel more confident and comfortable choosing a bicycle for transportation as well as recreation," according to the Denver Regional Council of Governments.

There are breakfast stations and water stations throughout the metro area to encourage people to ride.

Bike to Work Day rolls around again

Commuters urged to try alternative transportation

Posted Tuesday, June 28, 2016 11:20 am

[Rick Gustafson](#)

For the 27th consecutive year, commuters in Colorado were encouraged to leave cars, minivans and SUVs parked in the garage and dust off two-wheeled transportation for the Colorado Bike to Work day on June 22.

The Denver Regional Council of Governments organizes the annual event to encourage commuters to try riding to work in the hope that cycling will become a regular part of their daily routine and thereby reduce congestion and improve air quality.

Cyclists like Scot Szatkowski, who bicycled along the C-470 path from Ken Caryl to United Launch Alliance in Centennial, were invited to take a short break from their morning commute at Bike to Work breakfast stations, such as the one sponsored by the City of Lone Tree at the intersection of the C-470 Bike Trail and the Willow Creek Trail.

At the station, volunteers set up tables with muffins and breakfast burritos, sliced fresh fruit, and stocked coolers with bottles of juice and Gatorade. Riders could also pick up buy-one-get-one-free Chipotle coupons and a certificate good for a cold pint at the Lone Tree Brewing Co. after work. In all, more than 148 riders stopped at the station between 6:30 and 9 Wednesday morning.

Szatkowski said it was the first time he had made the 17-mile commute on his bicycle and hoped to ride to work again when it is practical.

The C-470 station was organized by the city along with Lone Tree businesses the Lone Tree Brewing Company, Starbucks, Safeway, Costco, Target, RidgeGate and the South Suburban Parks and Recreation District. Nationwide Insurance sponsored a second breakfast station at the Lincoln light rail station in Lone Tree.

“Lone Tree is committed to the effective use of multimodal transportation,” said volunteer David Lawful, a member of the Lone Tree Citizens Recreation Advisory Committee. “The city is helping with things like expanding light rail and adding new bike lanes.”

The two Bike to Work breakfast stations and three bike party stations in Lone Tree were among 318 stations statewide.

For the rest of the country, Bike to Work Day is part of the observance of National Bike Month held on May 20, but unpredictable spring weather throughout Colorado prompted the state Legislature to create Colorado Bike Month in June and Bike to Work Day on the fourth Wednesday of the month.

According to Way to Go, a Denver Regional Council of Governments program, 19,112 people throughout the state registered for the event.

Kathryn Chapman: Warren Buffett to the rescue on train horns?

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Anyone living within a mile or two of Boulder's railroad crossings can attest to the disturbingly loud horns of the Burlington North Santa Fe Railroad (BNSF). Boulder and neighboring towns are looking for ways to fund upgrades at crossings to qualify them as "quiet zones." Boulder's nine crossings alone will cost about \$5 million, according to [a recent Daily Camera article](#).

The article also explains that Boulder is looking for financial help from the Denver Regional Council of Governments, federal and state grants, and public/private partnerships. Are we overlooking a logical and ample source of funding? BNSF is a wholly-owned subsidiary of Warren Buffett's conglomerate, Berkshire Hathaway, and is part of the "Powerhouse Five" portfolio of Berkshire's most profitable non-insurance companies. Buffett is the world's third-wealthiest individual with a net worth of \$67 billion, [according to Forbes](#). Buffett's immense wealth was given a down-home perspective in a 2014 Wealth-X & UBS report referenced by the WSJ: During 2013, his personal wealth, most of it in Berkshire stock, increased an average of \$37 million per day.

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Assuming an 8-hour workday, that's \$4.6 million per hour — just about enough to upgrade all of Boulder's crossings!

Boulder has adopted several sister cities. Perhaps now it's time we adopt one brother billionaire. Mr. Buffett is a generous man, having pledged to leave 99 percent of his wealth to charity. BNSF's foundation financially supports communities along its routes. "The BNSF Railway Foundation has supported and helped improve quality of life for thousands of communities across the 28 states through which BNSF operates," according to the BNSF website. Sleep deprivation certainly undermines quality of life. Those who are sleepless in Boulder might benefit greatly from a \$4.6 million pittance donated by Mr. Buffett. We'll love you forever W.B.!

Kathryn Chapman

Boulder