

Federal Planning Certification Review

2020

Denver-Aurora Transportation Management Area



Prepared by:

Federal Highway Administration, Colorado Division

Federal Transit Administration, Region VIII

Report Issued November 2020

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Foreword

Pursuant to 23 U.S.C. 134(k)(5) and 49 U.S.C. 5303(k)(5), the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) must jointly certify the metropolitan transportation planning processes carried out in Transportation Management Areas (TMAs) at least every four years. A TMA is an urbanized area, as defined by the U.S. Census, with a population of over 200,000. In general, the reviews consist of three primary activities: review of planning products, a site visit, and preparation of a report that summarizes the review and offers findings. The reviews focus on compliance with Federal regulations, challenges, successes, and experiences of the cooperative relationship between the Metropolitan Planning Organization (MPO), State Department of Transportation (DOT), and transit operator in the conduct of the metropolitan planning process. Joint FTA/FHWA certification review guidelines provide agency field reviewers with latitude and flexibility to tailor the review to reflect local issues and needs.

The certification review process is only one of several methods used to assess the quality of a specific metropolitan planning process, compliance with applicable statutes and regulations, and the level and type of technical assistance needed to enhance the effectiveness of the planning process. Other activities provide opportunities for this type of review and comment, including Unified Planning Work Program approval, the regional transportation plan, Metropolitan and Statewide Transportation Improvement Program Findings, and air quality conformity determinations. A range of other formal and informal contacts provide both FHWA and FTA opportunities to comment on the planning process. The results of these other processes are considered in the certification review process. While the planning certification review report itself may not fully document those many intermediate and ongoing checkpoints, the "finding" of the certification review is, in fact, based upon the cumulative activities of all the metropolitan planning partners throughout the planning process.

The review process is individually tailored to focus on topics of significance in each metropolitan planning area. Federal reviewers prepare certification reports to document the results of the review process. The reports and final actions are the joint responsibility of the appropriate FHWA and FTA field offices and content will vary to reflect the planning process reviewed.

To encourage public understanding and input, FHWA/FTA will continue to improve the clarity and documentation of the certification review reports.

Executive Summary

In 2020, the Federal Highway Administration (FHWA) Colorado Division and the Federal Transit Administration (FTA) Region VIII conducted the certification review of the transportation planning process for the Denver-Aurora urbanized area administered by the Denver Regional Council of Governments (DRCOG) and its planning partners. FHWA and FTA are required to jointly review and evaluate the transportation planning process for each urbanized area over 200,000 in population at least every four years to determine if the process meets the Federal planning requirements. The first certification review for the Denver-Aurora metropolitan area was conducted in 2001 followed up by reviews conducted in 2004, 2008, 2012, and 2016. The recommendations arising from the 2016 review have been addressed as of the start of the 2020 review.

The 2020 Review

The Planning Certification Review conducted in 2020 proved to be cutting edge for several reasons. It was the first review the federal review team conducted for DRCOG that followed the new risk-based approach. While FHWA and FTA still reviewed the standard list of topics as in prior reviews, they focused their time on those topics that warranted more discussion coming out of the desk review. After the desk review was completed in late winter 2020, which included reviewing existing plans and documents, the federal review team composed an annotated list of topic and questions that served as the agenda for the Site Review. The Site Review has typically involved spending a full day or two meeting with DRCOG and partner agency staff to explore topics and questions in person in more detail.

While preparations for the Site Review and the public outreach activities were being finalized in spring 2020, it became apparent that an alternative to hosting in-person meetings would be required due to adhering to safe distancing in response to COVID-19. The review team determined that the Site Review could be condensed into a one-day virtual meeting on June 4, 2020 and would be supplemented by focused subgroup meetings on the topics of travel modeling, civil rights and environmental planning. Public outreach activities were also forced to be conducted virtually. Instead of hosting public open houses to obtain public feedback on the transportation planning process, the team developed an online feedback tool, which is described more later in this report. The virtual environment resulting from reacting to COVID-19 served to provide some innovative practices that will likely be utilized in future reviews as well.

FHWA and FTA are hereby certifying the metropolitan transportation planning process for the Denver-Aurora urbanized area, conducted by DRCOG, in partnership with the Colorado Department of Transportation (CDOT) and the Regional Transportation District (RTD), effective October 15, 2020.

The review of the planning process identifies required areas for improvements. Details of the certification findings are contained in this report.

Transportation Management Area (TMA) Overview

MPO Official Name

The official name of the Denver metropolitan planning organization (MPO) is the Denver Regional Council of Governments (DRCOG).

Year Founded

The DRCOG was founded as an institution in February 1955. It was given the MPO responsibilities and title in 1977.

Annual Budget

The DRCOG receives approximately \$5,800,000, including local and in-kind match, in combined FHWA and FTA planning dollars through a consolidated planning grant from the CDOT. The DRCOG has programmed the Transportation Improvement Program (TIP) in the following amounts: \$826,000,000 in FY20, \$708,000,000 in FY21, and about \$500,000,000 in FY22 and FY23.

Member Jurisdictions

The DRCOG collaborates with 56 member municipalities and counties, along with CDOT and RTD. Member jurisdictions are listed in the following table and shown on the attached figure.

The CDOT Headquarters and Regions and the RTD, while non-voting members, are active participants in the transportation planning process. The FHWA and the FTA are non-voting members and provide program oversight and technical assistance.

Population Served

The entire region contains about 3,500,000 people as of 2020. The population is projected to increase to over 4,300,000 by 2040. Employment is forecasted to increase from 1,800,000 in 2020 to about 2,400,000 by 2040. The region has eight cities that have over 100,000 inhabitants. The rest of the jurisdictions range in population from 100,000 to 10,000 or less.

Major Transit Operators

The Regional Transportation District is the FTA Section 5307 designated recipient that provides a full array of fixed route and paratransit services throughout the Denver metropolitan region. CDOT and other smaller service providers that receive Section 5311 and Section 5310 funds also operate in the region, serving senior, disabled and intercity passengers.

Member Jurisdictions

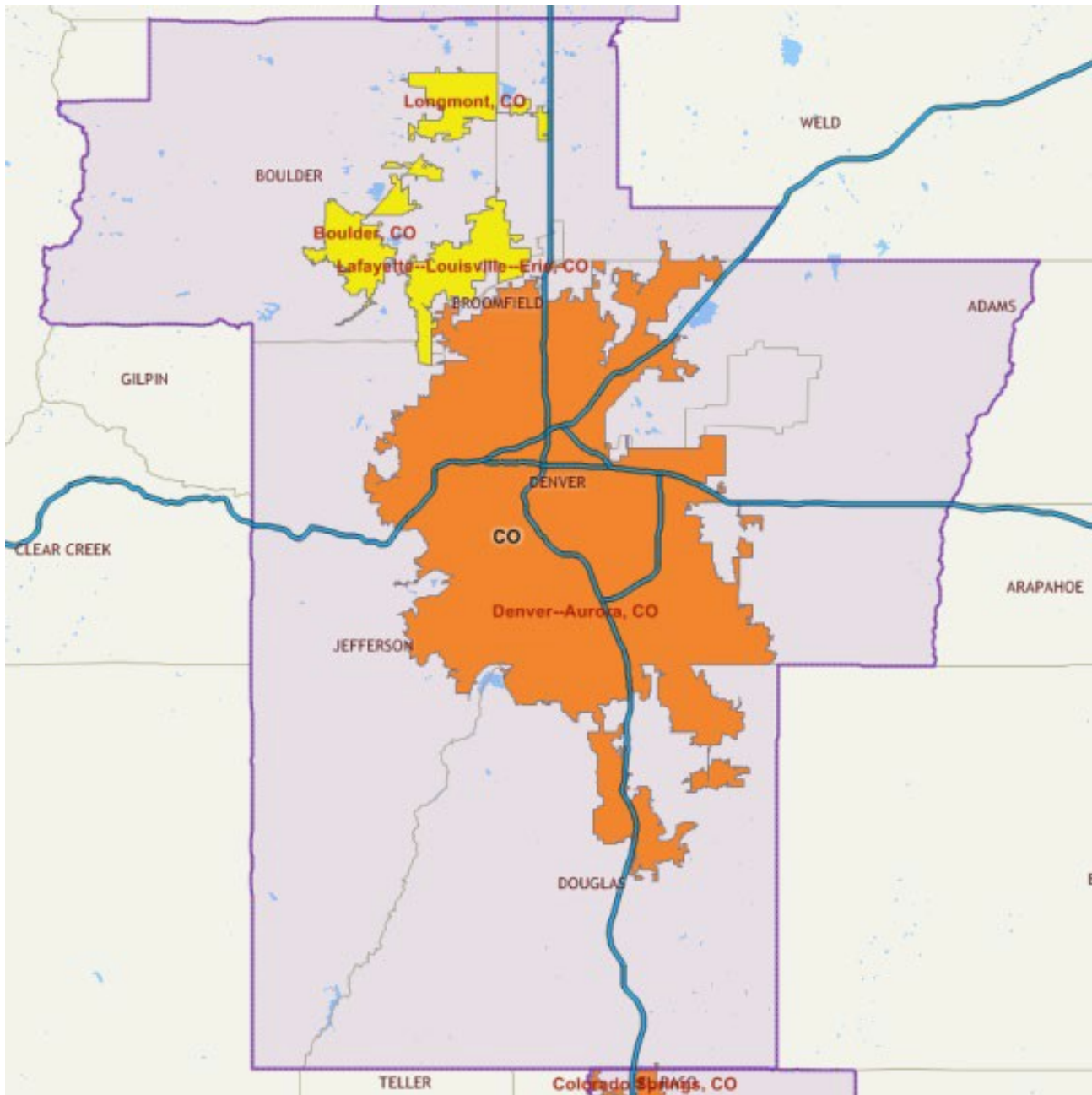
COUNTIES (9)

Adams County	Clear Creek County
Arapahoe County	Douglas County
Boulder County	Jefferson County
City and County of Broomfield	Gilpin County
City and County of Denver	

MUNICIPALITIES (47)

City of Arvada	City of Englewood	City of Louisville
City of Aurora	Town of Erie	Town of Lyons
Town of Bennett	City of Federal Heights	Town of Mead
City of Black Hawk	Town of Firestone	Town of Morrison
City of Boulder	Town of Foxfield	Town of Nederland
Town of Bow Mar	Town of Frederick	City of Northglenn
City of Brighton	Town of Georgetown	Town of Parker
Town of Castle Rock	City of Glendale	City of Sheridan
City of Centennial	City of Golden	Town of Silver Plume
City of Central City	City of Greenwood Village	Town of Superior
City of Cherry Hills Village	City of Idaho Springs	City of Thornton
Town of Columbine Valley	City of Lafayette	City of Westminster
City of Commerce City	City of Lakewood	City of Wheat Ridge
City of Dacono	Town of Larkspur	
Town of Deer Trail	City of Littleton	
City of Edgewater	City of Lone Tree	
Town of Empire	City of Longmont	

MPO Area Boundaries



Purple Box = DRCOG MPO Boundary

Yellow Box = Urbanized Areas outside of the TMA

Orange Box = TMA Urban area

Blue Lines = Interstate Highways

Certification Review Findings

Important in the TMA Certification Review process is the determination of findings, observations, and notable practices. The report highlights the strengths and recommended areas for improvement, along with the regional planning process needs and improvements. These are presented in this report as Commendations, Recommendations, and Opportunities for Enhancement of DRCOG's existing processes.

A classification system has been established that categorizes specific topics by importance and impact on the planning process.

Commendations - This category identifies exemplary examples of activities and products that exceed meeting the regulations and guidance set by the federal agencies.

Recommendations- This category identifies activities that, while meeting the statutory and regulatory requirements, are either dated or need improvement to fully implement the metropolitan transportation planning process. While these activities do not seriously diminish the regional planning process, they are in danger of becoming future corrective actions if not remedied within the next certification cycle. Typically, recommendations highlight misinterpretations of regulations or guidance and identify inadequate procedures or actions taken to accomplish the federal planning requirements.

Opportunities for Enhanced Planning – This category identifies activities that substantially met the requirements of the transportation planning laws and regulations, but have the potential for enhancement. These elements could benefit by adopting proven best practices or other improvements that would noticeably enrich the planning process. In this category, outdated concepts or older procedures that haven't been updated are brought into the spotlight as methods and techniques have improved.

Commendations

Commendations are activities that the regional planning partners engage in that are innovative, highly effective, and well-thought-out procedures for implementing the planning requirements. Credit is given to significant improvements or resolutions from past findings that are above and beyond compliance with Federal requirements. These features contribute to the general advancement of transportation planning as they can be shared with other agencies around the country.

Commendation #1: Scenario Development

In the 2016 Certification Review, the federal team recommended that DRCOG investigate a scenario development approach to assist in their efforts of developing a new long range regional transportation plan. Not only did DRCOG take this recommendation into consideration, DRCOG excelled in developing a scenario planning program and implementing it at a robust level.

DRCOG has developed a scenario planning program, along with a dedicated subcommittee, to explore alternative investment portfolios, policy mechanisms, and transportation and land use patterns. Depending on regional objectives, combinations of modal improvements that address identified performance targets of the region provide decision makers and the public with different possible outcomes. DRCOG excels in their examination of potential future conditions, which will guide planning and investment strategies to meet predicted revenue, population and employment distributions, and performance targets.

Commendation #2: Public Outreach

Following the 2016 Certification Review, DRCOG invested in further developing its public outreach program. The Public Participation Plan was updated, which addressed the recommendations coming out of the 2016 Review. The new Participation Plan is public-friendly and presents information and procedures in a straight forward, graphic rich format. The agency website has been improved.

Creating and filling the new Communications Specialist position in September 2018 has demonstrably helped in devoting staff resources to focus on public outreach activities and soliciting and tracking public feedback since the 2016 Certification Review. Hiring the additional staff person has resulted in noticeable improvements. This position works with the project managers to alleviate their prior workload of managing public outreach activities as well as being the responsible technical experts for the studies and reports.

Public comments are solicited and tracked individually with each major planning effort/deliverable. They are being addressed as part of that individual plan/report and/or outreach effort. When the final report for a study is being finalized, the summary of comments is reviewed by the decision makers as they are adopted and/or approving the final recommendations.

The outreach activities have been robust over the last two years, especially with the efforts associated with the 2050 draft Metro Vision Regional Transportation Plan (MVRTP). The MVRTP Public Engagement Results (Phase I covering activities from Summer to Fall 2019) and Phase II (soon to be released) public summary reports are examples of DRCOG's extensive outreach and summarization efforts. These new public-friendly publications document the activities and themes of comments received through those activities.

In addition, there is a new annual summary report being prepared that intends to summarize activities and feedback received for the prior year, called the Public Engagement Annual Report.

Commendation #3: Expanded Portfolio of Planning Topics

DRCOG has expanded its portfolio by undertaking several focused working groups since the 2016 Certification Review. The products from these working groups will inform the upcoming 2050 MVRTP in the areas of safety, freight and micromobility planning.

The Regional Vision Zero Action Plan effort started from prior multi-agency safety activities and supported DRCOG's commitment to improving the safety of the regional transportation system and hitting future safety targets.

The DRCOG Regional Freight Plan is a particularly effective approach to addressing freight in the metropolitan planning process and aligns with the CDOT State Highway Freight Plan, which is consistent with FAST Act requirements. By coordinating the regional and state freight plans, opportunities for data sharing, consistency of objectives, and project identification efforts were leveraged to create a more dynamic product.

The Mobility Choice Blueprint identified a strategy for the region to guide the preparation for and investment in rapidly changing technology that is transforming transportation mobility. This is a uniquely collaborative planning and funding partnership between DRCOG, CDOT, RTD, and the Denver Metro Chamber of Commerce. In the relatively short time since finalizing the Mobility Choice Blueprint, committees have formed to implement strategies and action items. Two active efforts include the Advanced Mobility Partnership and the Micromobility Workgroup. Both are collaborative multi-agency efforts working to solve regional mobility issues.

Recommendations

This section identifies activities currently being done in compliance with Federal requirements, but for which improvements are needed to ensure effective implementation of the metropolitan transportation planning process currently and in the future. While these activities do not seriously diminish the regional planning process, they are in danger of becoming future corrective actions if not remedied.

Financial Planning and Fiscal Constraint

Basic Requirement: The joint planning regulation calls for the metropolitan transportation plan (MTP) and transportation improvement program (TIP) to contain a “...financial plan that demonstrates how the adopted transportation plan (and approved TIP) can be implemented.” The financial plan must identify all necessary financial resources from public and private sources that are reasonably expected to be made available to carry out the MTP and TIP, as well as system-level estimates of costs and revenue sources that are reasonably expected to be available to adequately operate and maintain the Federal-aid highways and public transportation.

For the MTP, costs and revenues must be presented at some level of disaggregation up to the planning horizon. 23 CFR 450.324(f)(11)(v) notes that the outer years of the planning horizon (i.e. beyond the first 10 years), may be reflected as aggregate cost ranges/cost bands, as long as the future funding source(s) is reasonably expected to be available to support the projected cost ranges/cost bands. Fiscal constraint is demonstrated in the Financial Plan by aligning projected revenues and costs for implementing the MTP.

Finding of Federal Review: The desk review found that the Financial Plan component for the MTP provided cost and revenue projections only as a single total for the 24-year planning horizon (2016-2040), including as the basis of demonstrating fiscal constraint. No cost-revenue breakdowns are shown at any granular time intervals within the long-range plan. Because transportation capital investment costs are unpredictable in the latter parts of the planning horizon, yet more certain in the near term, federal requirements call for a cost-revenue analysis at appropriate levels of disaggregation.

The cost to operate and maintain the existing federally supported transportation facilities and systems is a priority and is an important element from which the plan develops the future. The Financial Plan of the MTP presents this information, but it is

included in categories that also contain preventive maintenance and asset management. While important to the continued effective operation of the systems, these expenditures are significant capital projects – well beyond the basic regional strategies and resources to maintain the system and facilities functioning as expected.

For the 2020 – 2023 TIP, Table 1 provides information about funds programmed in the TIP, but lacks the breakdown of expected revenues and estimated costs. As well, a confirmation of DRCOG’s continued ability to operate and maintain systems over the program years is not provided. To demonstrate fiscal constraint, DRCOG must identify revenues that can cover the programmed funds. It is not enough to simply state that fiscal constraint is demonstrated without sufficient and available evidence. A summary table or chart is an appropriate mechanism to convey this information, provided links or references to where the information was pulled from is attached.

Recommendation: The upcoming 2050 MTP Financial Plan must detail appropriate explanatory information and a summary of the financial information. Going forward, information at this level of detail must be developed and included in all future MTPs.

Recommendation: With the next update of the TIP, DRCOG must update the financial section to demonstrate all the necessary information for a fiscal constraint determination. It is encouraged that if this financial information is stored outside the TIP, a link is provided. This is especially important if both the MTP and TIP draw from the same Financial Plan when demonstrating fiscal constraint.

Congestion Management Process

Basic Requirement: The State(s) and the MPO must develop a systematic approach for managing congestion through a process that “provides for safe and effective integrated management and operation of the multimodal transportation system.” The Congestion Management Process (CMP) applies to transportation management areas (TMAs) based on a cooperatively developed and implemented metropolitan-wide strategy of new and existing transportation facilities eligible for funding under 23 U.S.C. and title 49 U.S.C. Chapter 53. These include public transportation improvements – both capital and operational, as well as “travel demand reduction (including intercity bus operators, employer-based commuting programs such as a carpool program, vanpool program, transit benefit program, parking cash-out program, shuttle program, or telework program), job access projects, and operational management strategies.” [23 CFR 450.322 (a)]. In addition, the CMP must include a periodic assessment of the effectiveness of

implemented strategies, in terms of the area's established performance measures, as guidance for the public and decision-makers to consider effective strategies for future implementation [23 CFR 450.322 (d) (6)].

Finding of Federal Review: CMP requirements for a comprehensive strategy assessment, as well as performance reporting and evaluation of post-implementation impacts of strategies and projects, appears to be limited in the DRCOG process, as evidenced by contents of the *2018 Annual Report on Roadway Traffic Congestion in the Denver Region*. In assessing the potential of strategies for improving the management of congestion, the CMP does not document consideration of public transportation, as well as the other types of operational improvements cited in the joint planning regulation among the potential strategies for managing congestion.

The 2018 Annual Report identified above, as well as the 2008 Congestion Mitigation Toolkit, should incorporate the evaluation of projects' effectiveness through documented performance objectives before and after implementation and its impact on congestion within facilities and corridors in which they are located. The Congestion Mitigation Toolkit identifies the anticipated performance and expected benefits of various congestion management strategies that will contribute to the effective use and improved performance of existing and future transportation systems based on established performance measures. However, the Toolkit is overdue for an update as it was last revised in 2008. Since then, strategies to alleviate congestion have advanced, other CMP elements are updated, and data analytics have evolved to better capture benefits.

Recommendation: The DRCOG needs to improve the consideration of transit, as well as the overall comprehensiveness of the Congestion Management Process, by documenting the impacts of implemented transit projects and demonstrating the relationship between implemented strategies, effectiveness, and performance objectives. DRCOG is updating the prospectus in the coming year which will be a helpful document.

Recommendation: The 2008 Congestion Mitigation Toolkit must be updated to include current data and costs of congestion representative of the multimodal network. In the update, the role of transit in the success of this region needs better documentation, including how transit strategies have addressed congestion in the CMP, including FasTracks corridors and the Way to Go program, as well as where transit improvements hold promise for future congestion management. An update and integration of the identified enhancements to the CMP must be completed before the

next MTP update cycle in order to provide multimodal system performance management and strategies.

Transportation Improvement Program

Basic Requirement: The FAST Act introduced management tools to assist MPOs in ensuring their TIPs align with the federal performance targets. The citation 23 CFR 450.326 (d) directs the MPO to include, to the maximum extent practicable, a description of the anticipated effect of the TIP toward achieving the performance targets identified in the metropolitan transportation plan, linking investment priorities to those performance targets. At the time of the 2019 approval, the TIP was required to address this element for the various national highway performance measures, as well as for transit asset management. Looking ahead, after July 20, 2021, the TIP must also address public transportation agency safety.

Finding of Federal Review: The 2020 – 2023 TIP satisfies a portion of the performance management requirements through inclusion of Table 2: FAST Act Targets and TIP Project Impact. However, missing from that table is any reference to Transit Asset Management (TAM). As with the highway measures, the TIP must also include a discussion of the anticipated effect of TIP implementation on achievement of TAM targets.

Recommendation: A description of the anticipated effect of the TIP toward achieving the TAM performance targets, as identified in the MTP, is required in the TIP and must occur within the next 6 months - with the next amendment or update of the TIP, whichever occurs first, or as an administrative modification if the TIP is not amended or updated.

As a note, DRCOG has prepared an initial Systems Performance Report for inclusion in the MTP, which documents targets for the required performance measures, as well as a summary of baseline conditions for those measures. This document will be posted on DRCOG's website.

Opportunities for Enhanced Planning

The following Opportunities for Enhanced Planning identify activities that comply the requirements of the transportation planning laws and regulations, but have the potential for improved functionality and effectiveness. These planning activities could benefit by adopting proven best practices or other improvements that would noticeably enrich the planning process.

Unified Planning Work Program (UPWP)

As stated in the updated Public Involvement Plan, the public will be provided the opportunity to comment on key documents and plans. The Unified Planning Work Program (UPWP) is one such plan that should be provided to the public for information and review. The UPWP provides useful insight into the work of the MPO, the region's transportation planning focus areas, which contributes greatly to the foundation for programs and projects supporting future MTPs and TIPs. DRCOG might consider expanding involvement opportunities for the public to learn about the UPWP, provide for review and comment on draft versions, and provide greater insight into the work activities of the MPO.

Metropolitan Transportation Plan (MTP)

DRCOG provides a wealth of useful information on its website related to the current and past versions of the MTP. The identification of the current MTP is a priority since it is the only actively recognized version. It contains relevant demographics and data, including both the fiscally constrained and unconstrained project listings. This MTP deserves a prominent position on the webpage or some identification to make the public aware of its current, 'official' status. This concept is more clearly visible on the TIP webpage, where there is a prominent line item that presents the current TIP, while previous years' TIPs are presented at the bottom. The MTP page had a link to the current document in the narrative, but it is hard to see. The bottom index contains six sections labelled 2040, although it is acknowledged that a sentence was included in the recently amended 2040 MTP to highlight this is the current version. Nonetheless, there are opportunities to lessen possible confusion over document versions, thereby improving public transparency.

DRCOG is encouraged to consider alternative web designs and techniques for posting the current and past MTPs in a way that is more intuitive for visitors. The Federal Review Team encourages the MPO to explore ways to increase the visibility and recognition of the federally recognized fiscally constrained plan as the official plan.

Perhaps a stand-alone document, as well as other informational publications, that compares the constrained and unconstrained lists would be helpful. Based on feedback received during the Site Review, DRCOG is working to simplify the Regional Transportation Plan webpage to more clearly indicate the current version of the RTP while maintaining access to previous versions for transparency.

Transportation Improvement Program (TIP)

It's expected that projects proposed for inclusion in the TIP are ready to begin project development and have undergone an adequate level of planning analysis, fiscal review, public engagement, and early "pre-NEPA" consideration of possible environmental issues. This is particularly important now in light of the significant environmental streamlining efforts underway at U.S. DOT. DRCOG may wish to implement a more rigorous "TIP Readiness" screening process for use by project sponsors. Such a screen could enhance overall project delivery and reduce project delays. There are examples of other MPOs around the U.S. initiating such efforts, which call for confirmation of "project deliverability" prior to inclusion in the TIP.

Planning Agreement

The 2018 Memorandum of Understanding (MOU), signed by DRCOG, CDOT and RTD, provides minimal detail for how the parties will cooperate in the performance management aspects of the planning process and does not address the public transportation agency safety plan provisions. It is recommended that when the appropriate document is updated, DRCOG will include appropriate procedural detail on how the parties will coordinate and cooperate in addressing the performance management aspects of the planning process. DRCOG is working to ensure that this update will address the public transportation agency safety plan requirement no later than June 20, 2021.

Documentation of Public Comments and their Disposition

The federal review team finds the general level and extent of the public outreach activities employed by DRCOG to be exceptional. But, while public feedback is solicited and tracked more than it has been in the past, there remains an area for continued improvement – that is to document how feedback is being considered during the transportation planning process when decisions are being made. We recommend that DRCOG continue the progress of reflecting on which activities work better for soliciting public feedback. Several individuals commented during the certification review process

that public meetings are difficult to attend at the times scheduled. Others questioned if feedback is really taken into consideration in making decisions.

As it continues to improve its public participation process, DRCOG should evaluate the effectiveness of its public engagement strategies on a regularly schedule and utilize the findings as the basis for updating the public participation plan. DRCOG should also consider expanding its process for documenting how public outreach and comments received are considered during the decision-making process. While this information may be included in focused or project-specific studies, it would be helpful if it could be summarized in a more comprehensive manner. This could include comments provided off-cycle or in a general manner.

In addition, summarizing the top reoccurring themes of all feedback received, as well as how the documents were revised as a result, is an important component of the new annual public outreach summary report. Visibility of that could be enhanced if a link to that report were to be provided in the MTP and TIP. If the Committees or general public were to review this document on an annual basis, they could be assured their comments provided during various activities throughout the prior year have been tracked and are being considered by those making transportation planning decisions.

Public Outreach for Federal Certification Review

Soliciting public feedback on the regional transportation planning process took a new form during the 2020 Planning Certification Review. Instead of hosting typical public open houses, the federal review team relied on using web-based methods to receive feedback resulting from the COVID-19 environment.

A series of questions, listed below, were made available to the public by email and social media for approximately one month in early summer 2020 from May 28th to June 26th. The emails were sent to over 1,500 people included on DRCOG's email distribution list on May 28th and June 8th to 1,697 recipients each time. Follow up announcements were made using social media, and the survey was posted on DRCOG's website as well.

A total of 107 people responded to the yes/no questions as well as providing comments. This response rate is much greater than that received during solicitation efforts in prior reviews. It demonstrates the popularity of the web-based approach to solicit feedback, serving as a more convenient method for people to provide their opinions versus attending a meeting in person and will likely be utilized again in future Certification Reviews post-COVID-19.

The results indicate that most respondents generally support the outreach work DRCOG is doing, especially as being a convener of multiple stakeholders and facilitating complex discussions. Responders recognized DRCOG's extensive public and committee outreach efforts, among other attributes including the helpfulness of staff in various capacities. Opportunities for improvement exist, though limited. Areas that stand out include: attempting to better demonstrate how feedback is considered when making transportation planning decisions and working on obtaining feedback from non-transportation savvy parties.

The team compiled nine questions that were made available to the public by email, social media and were posted on the DRCOG website. A total of 107 people responded. In general, most support the work DRCOG is doing, especially as being a convener of multiple stakeholders and facilitating complex discussions. Responders recognize DRCOG's extensive outreach efforts, among other attributes. Results are summarized in the table attached, and the complete results are attached in Appendix 2.

The federal review team also created a flyer that was circulated to the same email mailing list inviting the public to submit any individual comments by email to the federal review team. A copy of this flyer is attached in Appendix 2.

The public was invited to comment at the DRCOG Technical Advisory Committee meeting held on May 18, 2020.

Summary of Survey Responses*

Survey Question	Percent Favorable	Comments received (see Appendix for details)
1) Opportunities are provided for input and are accessible?	72% Agreed	21 comments
2) Opportunities for me to provide input are accessible?	60% Agreed	20 comments
3) Technical information is available?	68% Agreed	17 comments
4) Appropriate agencies and stakeholders are well represented and provide input in the process?	57% Agreed	17 comments
5) Public comments are taken into consideration?	57% Agreed	13 comments
6) Are major issues being addressed?	53% Agreed	31 comments
7) Do plans reflect region's priorities and needs?	58% Agreed	25 comments
8) What does DRCOG do well?	Open-ended question	66 comments
9) Suggestions for DRCOG	Open-ended question:	62 comments

*Complete results provided in Appendix B

Appendices

Appendix 1: Federal Certification Action



U.S. Department
of Transportation

Federal Highway Administration
[Colorado Division](#)
12300 W Dakota Ave, Ste 180
Lakewood, CO 80228
720.963.3000 – Phone

Federal Transit Administration
[Region 8](#)
1961 Stout St, Ste 13-301
Denver, CO 80294-3007
303.362.2400 – Phone

Mr. John Diak, Chair
Board of Directors
Denver Regional Council of Governments
1001 17th Street, Suite 700
Denver, CO 80202

Subject: Denver-Aurora Transportation Management Area 2020 Federal Certification Review

Dear Mr. Diak:

Pursuant to 23 CFR 450.336(b), the Federal Highway Administration Colorado Division (FHWA) and the Federal Transit Administration Region 8 (FTA) are required to certify, at least once every four years, that the transportation planning process in urbanized areas over 200,000 in population complies with Federal requirements. This letter notifies you that FHWA and FTA hereby jointly certify the metropolitan transportation planning process for the Denver-Aurora transportation management area (TMA), effective October 16, 2020 and lasting 4 years.

This certification is based upon the results of a review of the cooperative, federally-required metropolitan transportation planning process conducted by the Denver Regional Council of Governments (DRCOG) as the designated metropolitan planning organization (MPO) with its member local governments, the Colorado Department of Transportation (CDOT) and the Regional Transportation District (RTD), for compliance with federal requirements. All participants in the metro transportation planning process were welcome to participate. The Certification Review included a desk review of relevant plans, reports and products, along with a virtual full-day workshop held on June 4th, followed by subgroup meetings on specific topics. Staff from DRCOG, CDOT and RTD participated throughout the process.

The public and elected officials from the DRCOG Board and its supporting Committees were asked to share their views on the transportation planning process being conducted in the metropolitan area. FHWA/FTA developed virtual tools for gathering comments from the public, including solicitation of feedback through email, social media, and an on-line survey due to physical meeting limitations posed this year.

While the Certification Review was conducted with the primary objective of evaluating federal compliance of the metropolitan transportation planning process, we also took the opportunity to recognize effective practices, provide technical assistance, exchange information, and identify opportunities for improvement.

The *2020 Denver Regional Council of Governments (DRCOG) Planning Certification Report*, which provides technical details behind the findings of the Certification Review, is being finalized and will be distributed in the coming days. The report provides an overview of the certification process, summarizes discussions from the recent site visit, provides a series of review findings with recommendations for improvement, and a copy of the FHWA/FTA certification action.

As stated above, the FHWA/FTA review team finds that the Denver-Aurora TMA metropolitan transportation planning process satisfies the provisions of 23 USC 134, 49 USC 5303-5306, 23 Code of Federal Regulations (CFR) 450.300 and other associated federal requirements. Noteworthy practices and strengths are recognized in the report.

The FHWA/FTA review team extends our appreciation to DRCOG staff for their efforts and time to prepare for this review. The cooperative attitude of your staff was greatly appreciated and helpful, especially during this challenging year when in-person meetings were not possible.

If there are any questions about the DRCOG (Denver-Aurora TMA) 2020 Certification Review process, please contact Aaron Bustow (FHWA) at 720-963-3022, Aaron.Bustow@dot.gov, or Kristin Kenyon (FTA) at 303-362-2391, Kristin.Kenyon@dot.gov. Upon request, representatives from FHWA and FTA can be scheduled to formally present the review findings and the FHWA/FTA certification action at an upcoming DRCOG meeting.

Sincerely,

**JOHN M
CATER**

Digitally signed by
JOHN M CATER
Date: 2020.10.15
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John M. Cater, P.E.
Division Administrator
FHWA Colorado Division

**CINDY E
TERWILLIGER**

Digitally signed by
CINDY E TERWILLIGER
Date: 2020.10.15
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Cindy Terwilliger
Regional Administrator
FTA Region 8

Appendix 2: Public Outreach Materials

How are we doing in planning for your transportation future?

***Tell us your views on the transportation planning process in the Denver metropolitan area by
Friday, June 12th, 2020.***

The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) welcome your comments on the transportation planning process in the Denver/Aurora/Boulder metropolitan region during the Federal Planning Certification Review of the region's transportation planning process.

Providing opportunities for the public to comment on the transportation planning process conducted in the metropolitan area is a part of the Federal Planning Certification Review. The review focuses on the federally-required transportation planning process administered by the Denver Regional Council of Governments (DRCOG) as the designated metropolitan planning organization (MPO), in cooperation with local governments, the Colorado Department of Transportation (CDOT), the Regional Transportation District (RTD), and other stakeholders.

Provide your suggestions to the transportation planners at the

U.S. Department of Transportation in writing by

Friday, June 12th 2020:

Aaron Bustow

Federal Highway Administration
12300 West Dakota Ave., Suite 180
Lakewood, CO 80228-2583
aaron.bustow@dot.gov

Kristin Kenyon

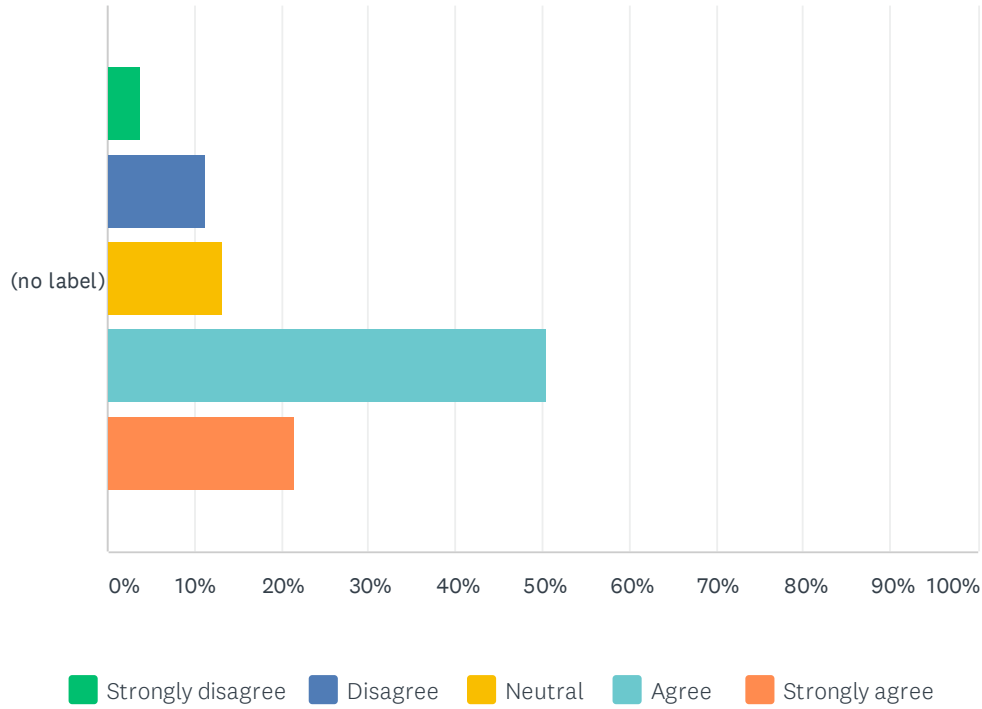
Federal Transit Administration
1961 Stout Street, Suite 13301
Denver, CO 80294-3007
kristin.kenyon@dot.gov

Individuals in need of auxiliary aids or services are asked to contact DRCOG by calling (303) 480-6744 or emailing drcog@drcog.org.

Pursuant to 23 CFR 450.336(b), FHWA and FTA are required to certify, at least once every four years, that the transportation planning process in urbanized areas over 200,000 population complies with Federal requirements. The last Certification Review for the Denver metropolitan area was completed in October 2016. Although Certification Reviews are conducted with the primary objective of evaluating federal compliance of the metropolitan transportation planning process, we intend also to highlight effective practices, provide technical assistance and information exchange, and identify opportunities for improvements.

Q1 There are opportunities for me to provide my input on transportation issues and plans.

Answered: 107 Skipped: 1



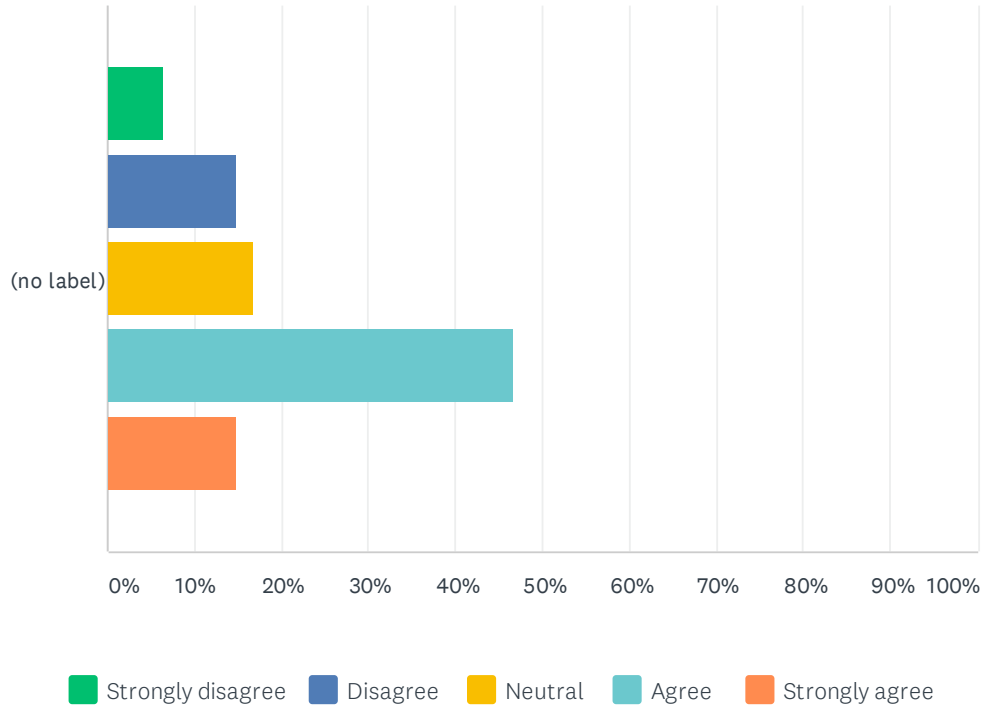
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.74% 4	11.21% 12	13.08% 14	50.47% 54	21.50% 23	107	3.75

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	DRCOG is easily accessible and always proactive about feedback. The same for RTD.	6/21/2020 7:01 PM
2	Yes, particularly when opportunities are announced for providing comments on specific draft plans	6/12/2020 11:26 AM
3	The opportunities for engagement in Denver are controlled by registered neighborhood organizations, who are allowed to choose who the opportunities are promoted to. Typically poor people and those who rent are left out of the process, and the RNO reps will ignore their needs in favor of the wealthy people in a geographic neighborhood.	6/9/2020 11:40 AM
4	DRCOG is very open but RTD and CDOT are not interested in outside opinions.	6/9/2020 10:38 AM
5	There are some comments but it isn't clear what happens to those comments.	6/9/2020 8:33 AM
6	While there are opportunities where the public can voice their feedback, it has had little impact in guiding/shaping transportation plans, particularly with CDOT and RTD.	6/8/2020 8:45 PM
7	Community engagement opportunities could be stronger. It should be collaborative and can be very information sharing based.	6/8/2020 4:18 PM
8	The City of Westminster actively participates in the DRCOG Board and TAC.	6/8/2020 2:40 PM
9	Transportation planning in the Denver Metro region remains too focused upon the federal process and needs to incorporate community engagement and input earlier esp. using non-traditional tools while being more effective at reaching underserved or disadvantaged populations.	6/8/2020 1:04 PM
10	I don't always feel that DRCOG staff listens to the public. They seems to have their own agenda and collect input just to check the box.	6/8/2020 9:56 AM
11	I appreciate the outreach by DRCOG that informs me of survey opportunities.	6/8/2020 9:36 AM
12	The biggest assumptions in transportation planning are made long before any citizen ever gets a chance to weigh in. No one ever asks if we want more highways, they ask "HOW do you want your new highways". Because everyone things that roads=economic progress and congestion=the arrival of satan or whatever. Even though there are other ways to do it, and congestion actually can encourage other people to take other modes. And why are you focusing so much on moving cars quickly (LOS), when you should be focusing on connecting people to destinations? (access)	6/8/2020 9:27 AM
13	Survey results then never shared with public at time of survey end. It is always put into the final annual report which is not as transparent as I would like.	6/8/2020 9:27 AM
14	The meetings like RTD typically begin at 1800 or 1900, before most workers get home and eat dinner.	5/29/2020 6:02 PM
15	In an area which already strives to seek input, DRCOG adds needed regional context.	5/29/2020 3:51 PM
16	DRCOG last summer had a fantastic online setup where one could comment on any project in the Metro Area. It was quite useful and may be the only saving grace that DRCOG has.	5/29/2020 2:59 PM
17	But only if you know where to look and can muddle through the layers to get the info.	5/29/2020 7:56 AM
18	The recent changes implemented by DRCOG with sub-regional forums has added an additional opportunity for collaborative planning on both a micro and macro level.	5/28/2020 3:13 PM
19	Most of the big pictures issues were already decided a long time ago. This process does not allow for any meaningful input--just cosmetic stuff. We need huge changes to the transportation paradigm, but these agencies are not able to think that way. They are still operating under the 85th percentile, mobility over accessibility, and "land uses generate trips" nonsense paradigms. There should be a widespread understanding that every foot of road or parking you add is a values-laden choice to encourage driving. That's it. Anyone who talks about climate but also supports driving/parking? Completely full of shit. That whole "CoNgEsTioN Is BaD FoR tHE ENViRoNMEnt So We SHoULD MitIGate" is also nonsense. Driving is bad for the environment, and public health, and everything else. But no one ever challenges that at the larger level. Our institutions fail us.	5/28/2020 1:54 PM
20	I believe CDOT is not transparent.	5/28/2020 1:25 PM

Q2 Information about opportunities for public input and other regional transportation planning activities are easily accessible to me.

Answered: 107 Skipped: 1



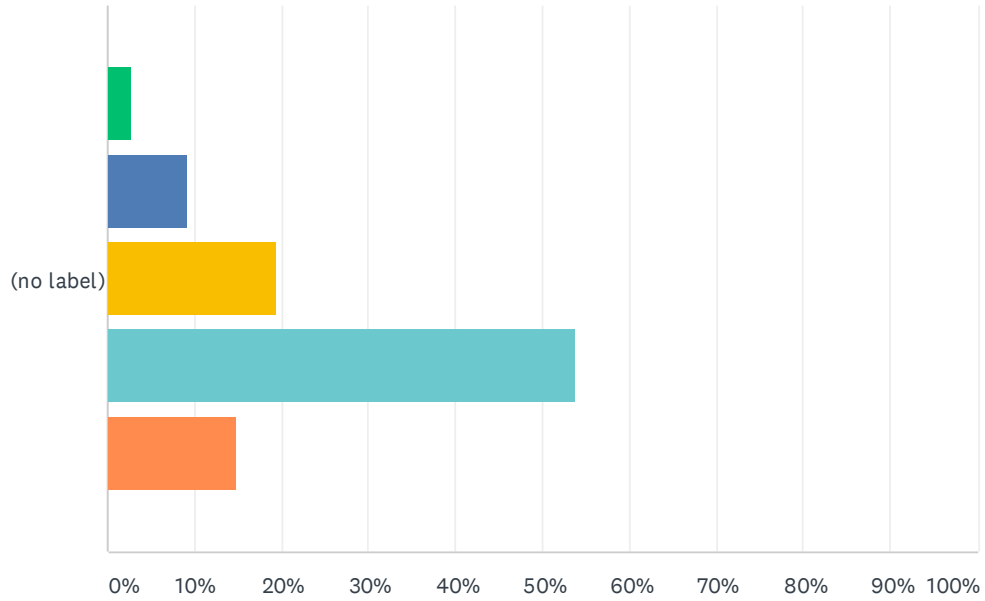
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	6.54% 7	14.95% 16	16.82% 18	46.73% 50	14.95% 16	107	3.49

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	Not always sure how to provide input if I have a general comment not associated with a specific plan and a specific call for comments	6/12/2020 11:26 AM
2	Public input on regional transportation planning can be hard to achieve. DRCOG does a good job in trying to engage the public, but could improve with under-represented groups that don't usually participate in planning processes.	6/11/2020 11:15 AM
3	Thanks to my local Chamber of Commerce	6/10/2020 9:37 PM
4	DRCOG and RTD planning projects are great. Specific CDOT planning projects provide great focused opportunities, but finding information on the CDOT statewide plan is really hard and confusing and I think their outreach on that planning effort is lacking.	6/10/2020 9:11 AM
5	There have been times when the most affected people on a project had no idea that a public meeting was taking place. This is because the RNO decided who to promote the public meeting to.	6/9/2020 11:40 AM
6	Opportunities are poor for working families, single parents, dual-job parents etc to provide input, the people who rely on public transportation and who can't afford toll lanes. More emphasis on mail-in, virtual participation, and workplace participation are needed.	6/8/2020 8:45 PM
7	Activities are a long ways away. I prefer meeting by Zoom. It's helped a lot and should continue.	6/8/2020 4:18 PM
8	I don't think I've ever gotten an email directly from a representative of FTA or FHWA, so I'm reliant on DRCOG.	6/8/2020 2:40 PM
9	See above transportation agencies such as FTA, FHWA, FAA, CDOT and RTD need to better coordinate their efforts, use multiple approaches/channels and coordinate instead of being siloed.	6/8/2020 1:04 PM
10	Much of their public outreach is too focused on the city of Denver and not enough effort to reach out to all of the surrounding communities.	6/8/2020 9:56 AM
11	As above, it's just lipservice.	6/8/2020 9:27 AM
12	Similar to above.	6/8/2020 9:27 AM
13	It can be confusing. We may hear about a meeting shortly before and sometime after it.	5/30/2020 8:54 AM
14	Likely more easily accessible to me than to many others, given that I have a cell phone, an internet connection, a laptop, and no processing/communication issues.	5/29/2020 9:43 PM
15	I normally get home by 1800 and do not have time to eat dinner before the meetings start.	5/29/2020 6:02 PM
16	I am providing my insight as a transportation professional. As a transportation professional, there are ample ways for me to provide my input. However, this could be a somewhat complicated process to navigate for the general public.	5/29/2020 10:06 AM
17	The general public has limited opportunities since the efforts are made for the professionals to engage.	5/29/2020 7:56 AM
18	Again, the sub-regional forum enhance public input and other programs and events support engagement.	5/28/2020 3:13 PM
19	They might be made available after decisions are made	5/28/2020 2:34 PM
20	It seems like these meeting are held in secrecy!	5/28/2020 1:25 PM

Q3 I have reasonable access to technical data and information.

Answered: 108 Skipped: 0



■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree

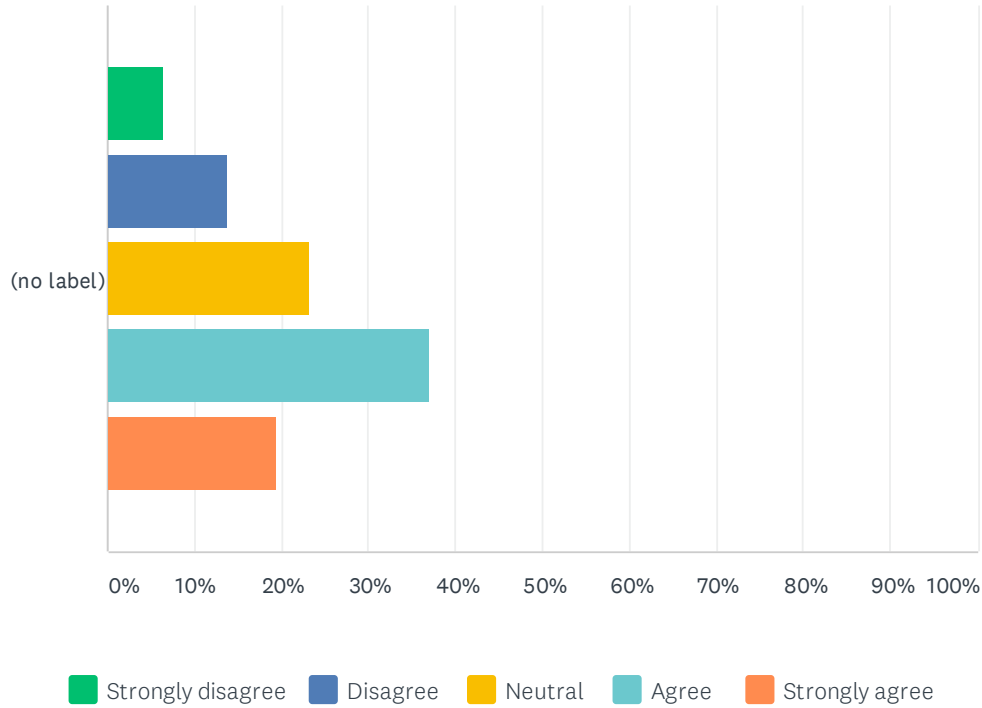
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.78% 3	9.26% 10	19.44% 21	53.70% 58	14.81% 16	108	3.69

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	These agencies always put their materials online in an easy and timely manner.	6/21/2020 7:01 PM
2	The need to make more information of the https://www.codot.gov/about/southwest-chief-commission-front-range-passenger-rail open to the public. Need recordings of the meetings.	6/17/2020 5:40 PM
3	You have to dig for it though and it's not always easy to understand	6/17/2020 12:21 PM
4	Usually through the Chamber	6/10/2020 9:37 PM
5	DRCOG is great at providing this information. CDOT doesn't keep websites up to date and the technical information on their statewide plan is nowhere to be found.	6/10/2020 9:11 AM
6	The GIS portal is very good.	6/9/2020 8:33 AM
7	Only because I know where to look, and even so, often a challenge.	6/8/2020 8:45 PM
8	Not sure of exactly what you are defining as technical data and information - I think of things like the data bases I search on the CDOT web site for safety incidents, highway classifications, etc. I think the only federal sites I've ever visited were FHWA re: Quiet Zones and the site to remind myself of who the regional administer is for CO and staff contacts.	6/8/2020 2:40 PM
9	While I do because I work in a nonprofit that does transit advocacy I do not think most typical citizens have this information.	6/8/2020 10:00 AM
10	I am a professional planner and so I know what to look for and what to look for it.	6/8/2020 9:27 AM
11	I find DRCOG to be known as a source for data and information on area metrics including transportation, growth, development	5/29/2020 3:51 PM
12	The agencies make it so difficult to find information. I recommend better websites to find information.	5/29/2020 2:59 PM
13	Reasonable but not stellar	5/29/2020 7:56 AM
14	DRCOG makes their technical staff and resources available to other public agencies and citizens. For example, the citizen's academy provides access to technical information and expertise. I know many residents who have participated in this academy and as city manager of a member municipality I have been asked to support his activity.	5/28/2020 3:13 PM
15	Dont know how to access this information	5/28/2020 2:34 PM
16	I work in the field professionally so I know where to find the juicy stuff.	5/28/2020 1:54 PM
17	Not sure what this question is asking.	5/28/2020 1:25 PM

Q4 Appropriate transportation agencies and stakeholders are well represented and have access and opportunity for input in the regional transportation planning process.

Answered: 108 Skipped: 0



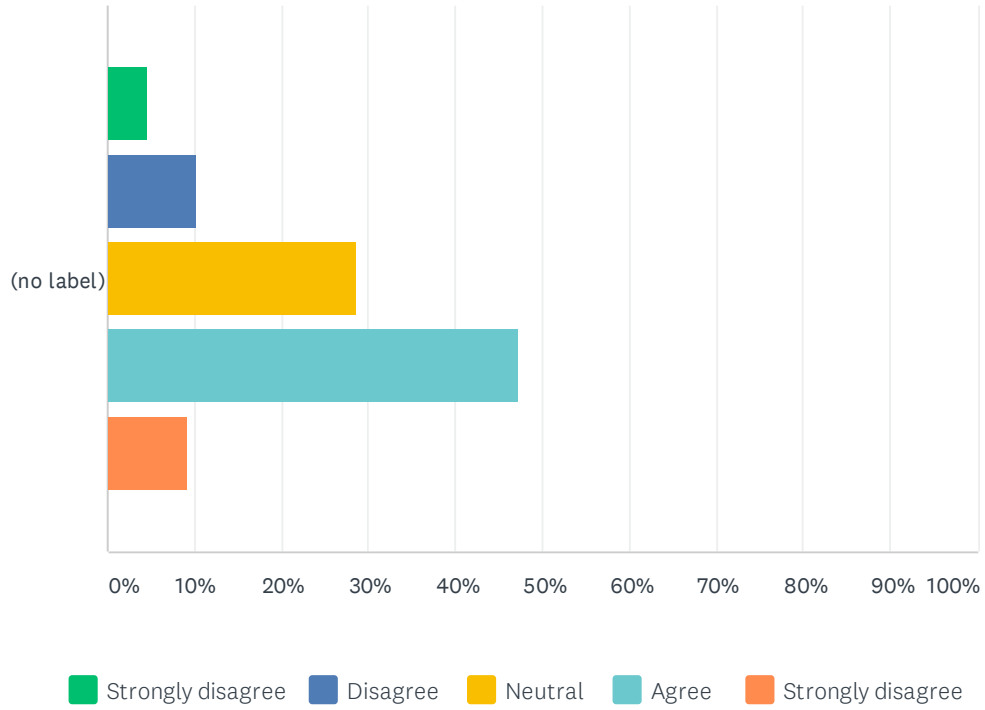
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	6.48%	13.89%	23.15%	37.04%	19.44%	108	3.49
	7	15	25	40	21		

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	DRCOG works to engage all relevant stakeholders	6/11/2020 11:15 AM
2	The elevation of the importance of voices from RNO Boards is in the way of a democratic process. Inequities are perpetuated as a result. For example, poor people or those who rent are stuck with the majority of the negative impacts of car traffic (pollution, crashes). For example, the Lincoln/Broadway interstate exit will most negatively affect people living on Lincoln St. since the exit dumps directly onto that street. Neither the RNO or the City of Denver reached out to these folks, and many have no idea this is happening. Furthermore, feedback from the RNO focused only on impacts to the area where one of the Board members lives.	6/9/2020 11:40 AM
3	There is no focus on real improvements. More talk and endless planning, but no real action.	6/9/2020 10:38 AM
4	There is a weak link between transportation and land use planning in the State and Denver Metro Region that needs to be addressed.	6/8/2020 1:04 PM
5	Some Stakeholders are not well represented.	6/8/2020 10:00 AM
6	As above. At the end of the day, traffic engineers are driving these processes to consider vehicles first. That never changes.	6/8/2020 9:27 AM
7	One of DRCOG strengths.	6/8/2020 9:27 AM
8	I am not sure if the transportation is geared towards business or commuters.	5/29/2020 6:02 PM
9	DRCOG serves as a solid clearinghouse and coordinator for regional discussions. The only drawback is that our region continues to expand and there are transportation systems and connections occurring outside the district. But DRCOG has been open to working with people outside the designated region as needed.	5/29/2020 3:51 PM
10	There is no doubt that transportation agencies and stakeholders are well represented, but there are so many regional planning activities that some opinion gets lost in the wash, there are often competing processes, and some are just redundant.	5/29/2020 10:06 AM
11	Sort of but TNCs and taxi and charter and NEMT (HCPF) don't play a part yet are a big part of the solutions to transit. Eg. TNCs have created added traffic and congestion but do not have to meet the same guidelines as taxi.	5/29/2020 7:56 AM
12	As an example, manager forums have been added to the DRCOG services provided to local governments.	5/28/2020 3:13 PM
13	I don't believe the working poor are sufficiently served by RTD because the fares are too high.	5/28/2020 2:39 PM
14	How?	5/28/2020 2:34 PM
15	The real decisions get made before there's ever even a question. No one debates the bigger-picture values questions.	5/28/2020 1:54 PM
16	I would I know? They don't tell anyone.	5/28/2020 1:25 PM
17	The structure of DRCOG inherently disadvantages the larger communities in the region, which also often tend to be the more diverse communities. It is absolutely ludicrous and could be considered structurally racist for Mead, Bennet, and Lochbuie to have equal representation to Aurora and Lakewood. As a result it seems that often DRCOG investments cater to outlying areas of the metro area EVEN when investments are made in the urban core (expanding highways in Denver disproportionately benefits commuters and travelers from communities in the outskirts).	5/28/2020 1:22 PM

Q5 DRCOG considers and adequately responds to public comments.

Answered: 108 Skipped: 0



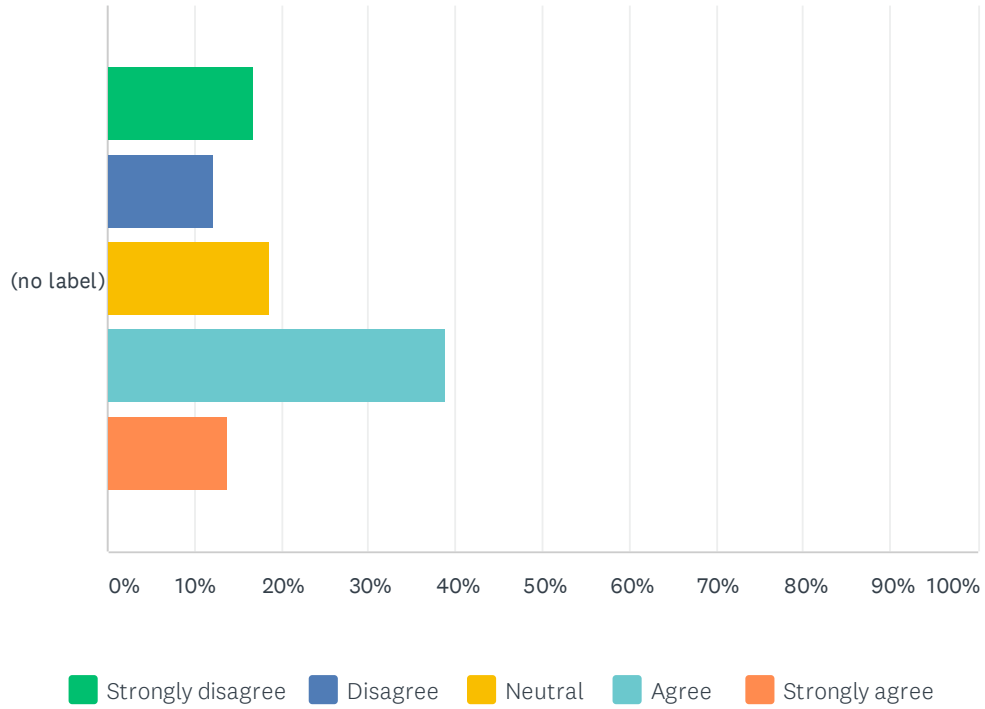
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.63%	10.19%	28.70%	47.22%	9.26%	108	3.46
	5	11	31	51	10		

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	The people working at DRCOG are always proactive and can be seen at multiple community events in the Denver region.	6/21/2020 7:01 PM
2	The average person does not even know what DRCOG is or what they do	6/17/2020 12:21 PM
3	Again, its not clear how the comments do or do not get incorporated.	6/9/2020 8:33 AM
4	I think DRCOG does a good job of soliciting input from their local govt members. Reaching the "general public" different conversation. I think the closer things are to home "I want a stop sign at my corner" create more general public input vs planning for a diverging diamond on I-25.	6/8/2020 2:40 PM
5	DRCOG is only as strong and effective as its members and transportation partners. CDOT remains too highway focused and needs to transition to a multi-modal approach with a stronger emphasis upon land-use and planning to guide future transportation activities and investments. RTD should be part of the regional multi-modal transportation solution but is in crisis and likely needs additional community, political and financial support to return to effectiveness. The failure to address the current funding crisis in transportation on a regional and State level is an indictment of the lack of agency and political leadership that must be addressed.	6/8/2020 1:04 PM
6	I can't answer this question because I have not seen written responses to previous questions or comments.	6/8/2020 9:56 AM
7	Nah. Because you won't consider a paradigm change.	6/8/2020 9:27 AM
8	Need more timely demographic data broken out.	6/8/2020 9:27 AM
9	Not sure the general population cares or looks to see what is being put in place for their futures.	5/29/2020 7:56 AM
10	DRCOG went from a system that favored wealthy growing communities to one that divides the beans evenly by area and then awards to the loudest voices.	5/28/2020 3:24 PM
11	How and when?	5/28/2020 2:34 PM
12	I have not had a personal experience therefore would remain neutral.	5/28/2020 1:40 PM
13	Yes, there is a lot of considering, but it seems less is actually done.	5/28/2020 1:25 PM

Q6 The regional transportation planning process addresses major issues facing the region.

Answered: 108 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	16.67% 18	12.04% 13	18.52% 20	38.89% 42	13.89% 15	108	3.21

Feedback to FHWA & FTA for DRCOG Certification Review

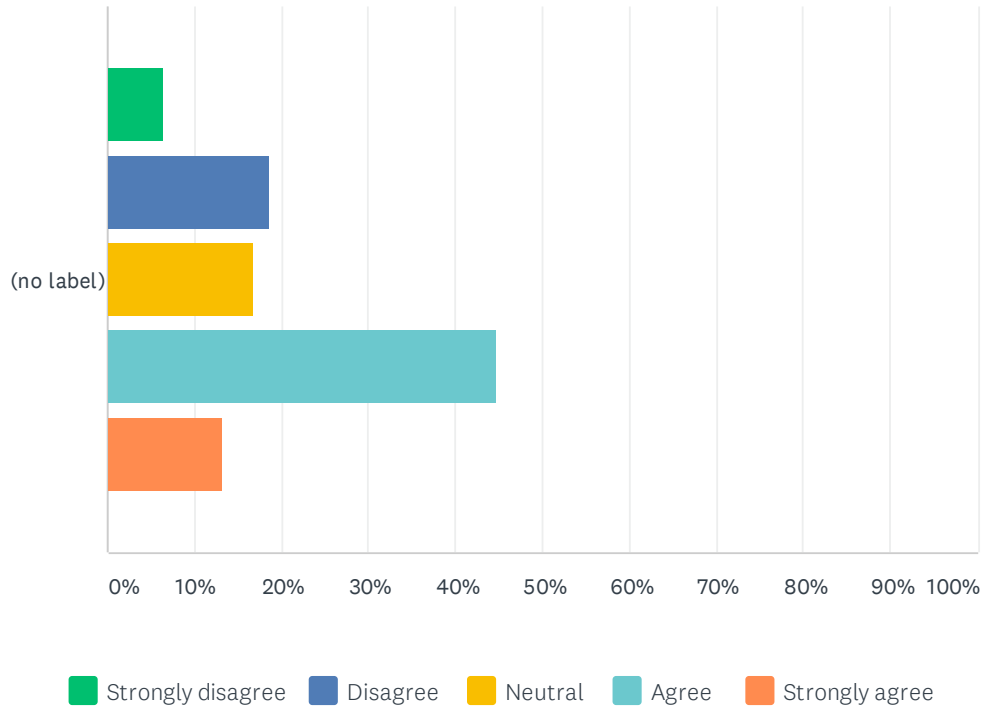
#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	They don't care about Pueblo or C.Spring. Only Centennial and Denver and the hurt feelings from Fast Track legislators from Boulder.	6/17/2020 5:40 PM
2	CDOT, DRCOG and RTD are being proactive in starting discussions on how to plan for the impacts associated with decreased revenues resulting from the pandemic	6/12/2020 11:26 AM
3	A great emphasis is on multimodal transportation in policy, but funding of roadways is still too much. We've under-funded walking and biking for 100 years and we need significant change in funding allocation to right that wrong.	6/11/2020 11:15 AM
4	Transit ridership continues to decline but we aren't addressing what we do about that, better understanding the reasons, or developing new strategies to meet the needs.	6/10/2020 9:21 AM
5	Major issues are not addressed directly. Lots of meetings, discussions, but no real action. RTD has lost significant readership since 2014, but refuses to address root cause issues. CDOT has regressed under current leadership, focused only on tactical issues....not systemic issues.	6/9/2020 10:38 AM
6	The CIP list is comprised almost entirely road widening which has shown in countless cities to not be a long term solution to regional mobility.	6/9/2020 8:33 AM
7	Regional transportation planning has been tone deaf, uncreative and years behind research	6/8/2020 8:45 PM
8	we still think widening roads fixes congestion. It doesn't, but we spend hundreds of millions of dollars trying.	6/8/2020 4:45 PM
9	It seems to make transportation worse. Everything is very funneled from local to collector to highway. There is little local to local connectivity and people seem to think every arterial or highway is controlled access. Too much access control and three-way intersections. I think there needs to be some massive highway removal. The I-70 project is straight from the worst parts of the 1960s with black and immigrant communities losing 80+ homes. The major transportation issue facing this region is lack of street network connectivity (street grid) and land use. It's all sprawl! These regional projects give people the impression it's great to drive 2+ hours per day and yell at people. There have been lots of mistakes made and little being done to address the mal mindset of the transportation past. Need trainings from international folks and Portland. Also, Colorado does this thing where they widen the roads when they come into cities. How are people supposed to walk?!?!? Too much emphasis on traffic engineering and not enough on holistic planning. We'd be better if nothing had been done by the Federal Government who gives the money (via the Central Bank) to fund these awful sprawl dump projects. They address the issues, but only within the context of their own ideas. Need to think more about people and less about cars. Two stars.	6/8/2020 4:18 PM
10	I think it does for roadway infrastructure. I'm not so sure for operational or transit.	6/8/2020 2:40 PM
11	Not enough focus on bike and pedestrian infrastructures. Not enough crosswalk marking in neighborhoods. Not enough bike lanes for commuting to work destinations. Too auto centric.	6/8/2020 1:29 PM
12	CDOT needs to improve their planning process, extent of community engagement and make the transition from being a highway agency to a mobility agency.	6/8/2020 1:04 PM
13	I am not sure how this process works	6/8/2020 10:00 AM
14	This goes back to the previous comment about DRCOG addressing their agenda and not the actual transportation problems. People are having to live further and further from their jobs to find affordable housing and thus have to commute farther. There are few transportation options in these outer communities so they have to drive to work or for other needs, however, DRCOG is too focused on bike/ped projects that don't address these longer commutes. New roads and wider regional roads are needed to reduce congestion and commute times. Bike/ped projects are fine but those are local issues and should be funded locally.	6/8/2020 9:56 AM
15	I know the process is focused on addressing the major issues but I have not developed a sense yet of how problems are being solved. It seems that population growth is always far faster than real solutions to the over-stressed infrastructure that is attempting to serve the region.	6/8/2020 9:36 AM
16	If it did, you would have resolved congestion on I70 by implementing congestion pricing 30 years ago. But tHat'S toO unComForTable	6/8/2020 9:27 AM
17	Once again, another strength.	6/8/2020 9:27 AM

Feedback to FHWA & FTA for DRCOG Certification Review

18	The fact that RTD is run by an elected board leaves our region poorly situated to address major transportation issues in the region.	6/8/2020 9:21 AM
19	DRCOG is a perpetual growth sponsor. Denver's vitality and livability is degraded by population growth.	6/8/2020 9:15 AM
20	Transportation planning should take into account the effects of both public and private transportation on climate change and work to mitigate such effects.	5/29/2020 9:43 PM
21	As mentioned above, we do need to look to areas like the northern I-25 corridor that extend beyond the DRCOG region. Ft Collins, Erie, Johnstown and Loveland are all homes to employers in Boulder and Denver. They need to be a strong part of the process, especially as rail is developed northwards.	5/29/2020 3:51 PM
22	Ha! That's a farce. For example, ever since I was a kid I never understood why Santa Fe Drive still had stoplights on it. It is high-time to upgrade Santa Fe to an interstate highway such as I-425,625, or 825 which would start at Broadway/I-25 and go south over Santa Fe into Douglas County and connect back up with I-25. The Front Range needs another outlet. Also, a commuter train needs to be built down Santa Fe. There is room, FYI.	5/29/2020 2:59 PM
23	Seems to be the focus of time and dollars and it is essential but a lot of minor problems contribute to the major ones being addressed.	5/29/2020 7:56 AM
24	Funding for transportation facilities is woefully inadequate and the plan is largely revenue constrained which prevents it from being adequate or visionary.	5/28/2020 3:24 PM
25	Except for the working poor.	5/28/2020 2:39 PM
26	You have declining transportation ridership because you keep thinking that adding more transit is key. Forget adding transit, just make driving less convenient. Don't focus on TDM, focus on travel SUPPLY. All the roads and parking you build encourage driving. The US didn't cut smoking rates by making alternatives more attractive--it did it by making smoking more expensive and less attractive. That's the answer.	5/28/2020 1:54 PM
27	I am in the beginning my stages of interest research and responses wit's DRCOG therefore my response is neutral.	5/28/2020 1:40 PM
28	I think stupid decisions are made. Just look a the bonus lane on I-70 comng down to Idaho Springs. That's just dangerous!	5/28/2020 1:25 PM
29	We need better pedestrian and bike infrastructure and effective transit. We should not continue to invest in highway expansion. Induced demand is real and subsidizes sprawl. Our metro area is not sustainable given our current trajectory.	5/28/2020 1:22 PM
30	Historically, regional transportation planning has been too disconnected from air quality, climate and environmental goals, and from active engagement on the key housing and land use issues that drive both traffic and pollution.	5/28/2020 1:20 PM
31	We need to do more to reduce traffic pollution in our region, regional agencies should be taking a more prominent role in developing policies and other actions to reduce car use and make vehicles less polluting. Speeding is another issue regional agencies could support local municipalities with.	5/28/2020 1:06 PM

Q7 The region’s long-range and short-term transportation plans reflect transportation needs, priorities, and desires of the region. An example of a long-range plan is the Metro Vision Regional Transportation Plan, and an example of a short-term plan is the Transportation Improvement Program.

Answered: 107 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	6.54% 7	18.69% 20	16.82% 18	44.86% 48	13.08% 14	107	3.39

Feedback to FHWA & FTA for DRCOG Certification Review

#	ADDITIONAL COMMENTS (OPTIONAL):	DATE
1	We can't just continue to widen roads. New roads need to be built.	6/11/2020 1:48 PM
2	The MVRTP and TIP do reflect the overall priorities and desires of the entire region due to many stakeholders still prioritizing automobiles over other modes.	6/11/2020 11:15 AM
3	Too many sweeping statements, with no basis in reality. Politically feasible yes, but useful no. The process has so many stakeholders, where all parties input are equal regardless of size or expertise, that the output is academically interesting but effectively useless.	6/9/2020 10:38 AM
4	While the MetroVision sets good goals in VMT reduction and decreases in SOV mode split, the projects on the CIP move the region in the opposite direction.	6/9/2020 8:33 AM
5	See above. We need street grid, walkable districts and TOD. This area could be a case study on the worst idea for traffic - globally.	6/8/2020 4:18 PM
6	Not possible with financial constraints.	6/8/2020 2:40 PM
7	Not enough focus on bike and pedestrian infrastructures. Not enough crosswalk marking in neighborhoods. Not enough bike lanes for commuting to work destinations. Too auto centric.	6/8/2020 1:29 PM
8	There is still too much emphasis upon highway building and increasing capacity for SOVs and too little focus upon multi-modal transportation, mass transit and first/last mile access/connectivity.	6/8/2020 1:04 PM
9	DRCOG appropriately had an area view and, so far, has not surrendered to Denver (City and County) and their significant needs. Please keep this area view vice a Denver-centric view.	6/8/2020 12:17 PM
10	I am not sure what the plan says	6/8/2020 10:00 AM
11	Some of the project's are good regional projects, but as previously stated many projects are too focused on local shorter trips that are issues for a single community. People are commuting longer distances now and funds should be focused on improving these commuting routes.	6/8/2020 9:56 AM
12	I expect that they do but I need to spend more time reading the plans in order to better answer this question.	6/8/2020 9:36 AM
13	People in Denver love to say they care about the environment, etc--especially when they can enjoy it by driving somewhere. If anyone was serious you would have narrowed roads, reduced parking, and implemented congestion pricing years ago. No one REALLY gives a shit.	6/8/2020 9:27 AM
14	It seems implementation and design need improvement among stakeholders.	6/8/2020 9:27 AM
15	Long range plans should plan to be carbon neutral, given the impact of transportation (especially shipping) on global warming.	5/29/2020 9:43 PM
16	I have at times seen drawbacks in the TIP process where areas find funding available and put it to projects that may not be the actual highest priority. But the renewed emphasis on active transportation and making biking and walking safer and easier is fabulous. there are challenges that some communities may put active transportation and transportation options higher in priority than others but there is plenty of room for each area to set those priorities	5/29/2020 3:51 PM
17	CDOT and RTD act like a bump on a log. This is why I decided to run for RTD Board of Directors District A. For example, last fall at DRCOG's Citizens Academy I asked the spokesmen of RTD and CDOT what their infrastructure plans were to cope with a new 60,000 resident community being built just south of the airport and east of 470. Both RTD and CDOT said nothing as they had no plans. I also checked the developers website and there is no mention whatsoever of a train coming out or a widen interstate.	5/29/2020 2:59 PM
18	With home rule and RTD not well governed since it 1) falls under the state legislature, 2) has an elected board and 3) seems to have focused solely on rail, nothing is better for the local service needed.	5/29/2020 7:56 AM
19	The plan may reflect needs and priorities; but implementing the plan is another issue all together. All the planning doesn't necessarily lead to a better transportation system with options for all users.	5/28/2020 4:23 PM
20	The plan is a series of band aids on a pulsing neck wound. Asking the public if they want another band aid for their neck injury leads to predictable responses not corrective measures.	5/28/2020 3:24 PM

Feedback to FHWA & FTA for DRCOG Certification Review

Yes. They want more bandaids please. More lane miles. The surgery they need is multi-modal, efficient and affordable alternatives to the single-occupant car.

21	Let me qualify this by saying the plans do not reflect the stated desires (sustainability, better mode share, blah blah blah), but they probably do reflect the actual desires--driving convenience, or minimal change to comfort.	5/28/2020 1:54 PM
22	Anyone who thinks they can predict future needs will be wrong. Let's start with safe surfaces first. The condition of our roads is abysmal!	5/28/2020 1:25 PM
23	The plans focus far too much on adding expensive pavement, and not enough on achieving equity, livability and climate goals.	5/28/2020 1:20 PM
24	When you have a diverse and large population you will not be able to meet all needs and priorities but DRCOG does a good job of trying to balance it all.	5/28/2020 1:12 PM
25	Needs more with regards to reducing car ownership, driving and reducing pollution.	5/28/2020 1:06 PM

Q8 What do you think DRCOG is doing well?

Answered: 66 Skipped: 42

Feedback to FHWA & FTA for DRCOG Certification Review

#	RESPONSES	DATE
1	Easily accessible, proactive, and constantly looking for ways to continue engagement with metro Denver residents	6/21/2020 7:01 PM
2	DRCOG lacks agency.	6/17/2020 5:40 PM
3	Love the organization of Bike to Work Day and now extending it into the winter.	6/15/2020 10:05 AM
4	spending taxpayer moneys	6/12/2020 4:27 PM
5	Public outreach via social media; work on various focus efforts, such as scenario planning work	6/12/2020 11:26 AM
6	Not much.	6/12/2020 10:21 AM
7	DRCOG as a regional planning organization faces challenges to balance stakeholders with diverse interests and constituencies. Considering this challenge, it's doing well overall. A more progressive stance on greater funding for walking and biking would make it even better.	6/11/2020 11:15 AM
8	Outreach and ride sharing.	6/11/2020 10:53 AM
9	Yes	6/10/2020 9:37 PM
10	DRCOG provides good technical information as a resource.	6/10/2020 9:11 AM
11	A "good" job. Nothing special from them.	6/10/2020 8:18 AM
12	Now working with local agencies on the developing edges of the metro area to more accurately acknowledge development plans and roadways.	6/9/2020 4:09 PM
13	Bring together a broad set of stakeholders.	6/9/2020 10:38 AM
14	Managing the opinions and needs of a diverse population and viewpoints.	6/9/2020 9:35 AM
15	No. The move to funding subregions at 80% of the total funding goes against regional planning. This is the wrong direction for DRCOG. I recognize that this was the direction of the Board and elected officials, and not necessarily the opinion of staff.	6/9/2020 8:33 AM
16	Education, funding, and bringing together stakeholders	6/8/2020 8:45 PM
17	convening govt entities	6/8/2020 4:45 PM
18	Grant administration	6/8/2020 4:18 PM
19	great that DRCOG adopted vision zero safety plan also, good that DRCOG is looking a various future scenarios.	6/8/2020 3:58 PM
20	need some news about how it is going.	6/8/2020 3:26 PM
21	The agency has stellar staff leadership and is connected to the larger network in which they orbit (e.g. state legislature, Metro Mayors Coalition). They have been nimble players even before COVID and even more so now. Communication outreach has really increased since they hired additional staff in that area. The modeling has also shifted to be more state of the art.	6/8/2020 2:40 PM
22	Regional coordination, long-range planning and information sharing. However, the region and State suffer from a fractured/siloed transportation-land use planning process that impedes the ability to address current transportation problems and prepare for future mobility to support smart growth, economic development, environmental sustainability and multi-modal travel.	6/8/2020 1:04 PM
23	Distributing Federal Funds to the Denver Metropolitan Area.	6/8/2020 12:17 PM
24	good convener of leaders and influencers who make things happen	6/8/2020 11:17 AM
25	Yes	6/8/2020 10:07 AM
26	Outreach Connecting seniors to services Provision of direct services through vouchers Bringing different government groups together	6/8/2020 10:00 AM
27	I appreciate the requests for input as well as the Citizen's Academy. That was a very worthwhile experience.	6/8/2020 9:36 AM
28	It has some nice public outreach organizations. Citizens Academy changed my life.	6/8/2020 9:27 AM

Feedback to FHWA & FTA for DRCOG Certification Review

29	See above	6/8/2020 9:27 AM
30	Being proactive in regards to important issues facing communities across the state.	6/8/2020 9:15 AM
31	Planning for an aging population.	6/8/2020 9:15 AM
32	Good website. Involves local governments in plan/program development process.	6/8/2020 9:13 AM
33	staff are through and responsive.	6/8/2020 9:03 AM
34	Getting projects done.	6/2/2020 9:35 PM
35	DRCOG brings stakeholders together well, has a well trained professional staff, and provides excellent technical, social and administrative analyses.	6/2/2020 10:00 AM
36	Good collaboration and information sharing	6/1/2020 3:02 PM
37	Collaborating on solutions for how 2050 plan amendments and thresholds should be modified to fit our upcoming transportation and funding needs.	6/1/2020 8:58 AM
38	I admire the technical and non-technical planning efforts by the organization. Staff at DRCOG are transparent, forward thinking, and use communication skills to develop respectable reports and roadmaps.	5/31/2020 7:01 PM
39	Planning for future growth in public transit. You coul make the highways 10 lanes and still have bottle necks.	5/29/2020 6:02 PM
40	Linking together the regional communities. Providing funding, research and support for a variety of projects.	5/29/2020 3:51 PM
41	Not enough information to assess that.	5/29/2020 3:21 PM
42	Nothing. DRCOG's desire is to act like the United Nations which is to be run by unelected bureaucrats whose salaries are paid with tax dollars and have no care for the legislature and local elected officials. Also, I would be remiss to add that from DRCOG Citizens Academy that the organization openly advocates that all white men are racist and sexist. The Academy brought in a speaker who point blank told everyone attending that sexism only happens from male to female and not the other way around. This same speaker, brought in by DRCOG, also says only whites are racist whereas an Asian against a Latino is not racist. DRCOG believes in double standards.	5/29/2020 2:59 PM
43	DRCOG is very proactive, inclusive and responsive.	5/29/2020 10:06 AM
44	Nothing	5/29/2020 8:14 AM
45	Having meeting and more meeting and discussions and steps to built pseudo consensus.	5/29/2020 7:56 AM
46	great job allocating funding to advance Metro Vision goals and objectives via the TIP and other project selection opportunities	5/28/2020 9:12 PM
47	They work hard to coordinate services, response is slow at times to expressed concerns.	5/28/2020 5:05 PM
48	Public input	5/28/2020 4:16 PM
49	Responding kindly and thoughtfully to the most ridiculous, ignorant, and embarrassing elected officials imaginable.	5/28/2020 3:24 PM
50	Communicating, planning and advocacy.	5/28/2020 3:13 PM
51	I believe its connection to the public is solid, if the public wants a connection. "You can lead a horse to water..."	5/28/2020 2:39 PM
52	Doing a better job of getting your information out there.	5/28/2020 1:58 PM
53	TBD through my personal education of program.	5/28/2020 1:40 PM
54	Guiding collaboration between staff and elected official for multiple communities throughout the region.	5/28/2020 1:38 PM
55	Yes.	5/28/2020 1:28 PM
56	Public surveys are constantly running, but results get buried.	5/28/2020 1:25 PM

Feedback to FHWA & FTA for DRCOG Certification Review

57	Bike to work day. The multi modal staff is great, but needs more support.	5/28/2020 1:22 PM
58	Collaboration	5/28/2020 1:21 PM
59	Educating member governments on the implications of their local land use and transportation decisionmaking.	5/28/2020 1:20 PM
60	DRCOG staff emphasizes one-on-one communication with city staff to make sure we're engaged in important projects	5/28/2020 1:19 PM
61	Creating systems that engage transportation professionals in the process of prioritize projects and spending	5/28/2020 1:16 PM
62	Collaborating with local jurisdictions.	5/28/2020 1:14 PM
63	Marketing	5/28/2020 1:06 PM
64	Neutral site where all regional viewpoints can be heard	5/28/2020 1:05 PM
65	Reaching out to commuters to collect data and ask for their opinions.	5/28/2020 1:05 PM
66	Coordinating regional planning across the front range	5/28/2020 1:02 PM

Q9 Do you have any suggestions for how DRCOG can improve?

Answered: 62 Skipped: 46

Feedback to FHWA & FTA for DRCOG Certification Review

#	RESPONSES	DATE
1	They are alienating and dividing the region. They need to help better support a regional train line from north to south in colorado.	6/17/2020 5:40 PM
2	replace them with people that actually want to provide transportation for the masses not just people that can afford it	6/12/2020 4:27 PM
3	It would be helpful if phone numbers of staff and/or departments could be added to the website	6/12/2020 11:26 AM
4	Scrap it and start over.	6/12/2020 10:21 AM
5	A more progressive stance on greater funding for walking and biking would make it even better.	6/11/2020 11:15 AM
6	Not now, I am pleased with their efforts and accomplishments.	6/11/2020 10:53 AM
7	Get out to more community groups to explain what it is you do--especially since you do it pretty darn well!	6/10/2020 9:37 PM
8	I think most people have no idea how to engage with DRCOG or influence the policies and priorities of DRCOG.	6/10/2020 9:21 AM
9	DRCOG could be more proactive about providing data relevant to specific projects, so the regional planning and specific project planning efforts are aligned and consistent.	6/10/2020 9:11 AM
10	They need more access to funds to create more projects. You are a part of the problem.	6/10/2020 8:18 AM
11	Consider how to adjust travel forecasts for new travel behaviors post-COVID-19.	6/9/2020 4:09 PM
12	Focus on tangible metrics and drive some form of accountability.	6/9/2020 10:38 AM
13	Need to better align the MetroVision plan with the CIP.	6/9/2020 8:33 AM
14	A citizen's academy 2.0 and task forces created out of it, that can better represent the community's diverse and underrepresented interests (with greater emphasis in bringing in minorities/disparate populations into the program)	6/8/2020 8:45 PM
15	I think most of DRCOG's processes and opportunities to comment are invisible to the public.	6/8/2020 4:45 PM
16	Comprehensive planning, strong urban growth boundary, holistic goals like Oregon.	6/8/2020 4:18 PM
17	Need for more inter-regional planning between DRCOG and NFRMPO given increasing inter-regional travel. Need more focus on how to achieve air quality and climate goals.	6/8/2020 3:58 PM
18	Send an annual mission statement out to get it in front of new people, to remind existing people, and to remind DRCOG personnel.	6/8/2020 3:26 PM
19	Nothing specific.	6/8/2020 2:40 PM
20	More outreach.	6/8/2020 1:29 PM
21	Yes: (1) identify/advocate for 5 Big Mobility Ideas; (2) lead and succeed in the effort to increase multi-modal transportation funding at the regional and State level; (3) support and enhance the planning focus of CDOT which remains too highway and engineering oriented and prioritize land use-transportation coordination on a regional level.	6/8/2020 1:04 PM
22	DRCOG needs to increase citizen input to their processes. It's clear the municipalities input is solicited and heard, but not individual citizens.	6/8/2020 12:17 PM
23	not at this time.	6/8/2020 11:17 AM
24	DRCOG should remove or limit investment in Lakewood until their housing / growth limit is removed. Additionally, bike and pedestrian networks must be supported and enhanced for an equitable and sustainable future in the region.	6/8/2020 10:10 AM
25	No	6/8/2020 10:07 AM
26	Maybe have more "client" involvement in planning and governance. This need to be done with intentionality	6/8/2020 10:00 AM
27	Focus more on bigger regional improvements	6/8/2020 9:56 AM
28	No	6/8/2020 9:36 AM

Feedback to FHWA & FTA for DRCOG Certification Review

29	Advocate for real change, ie congestion pricing and no minimum parking requirements.	6/8/2020 9:27 AM
30	Invoke more 21st century standards for stakeholders to implement.	6/8/2020 9:27 AM
31	Communicate DRCOG's authority in transportation planning	6/8/2020 9:21 AM
32	Don't sugarcoat the reality of our traffic and air quality problems.	6/8/2020 9:15 AM
33	No	6/2/2020 9:35 PM
34	Funding opportunities should be broadcast to member communities, it currently feels like an exclusive club and difficult to obtain information.	6/2/2020 10:51 AM
35	Planning for climate improvement and GHG mitigation must become a top priority. Knowing that the automobile has and will continue to dominate the urban landscape, vehicle electrification, trip efficiency, and improved urban design is mandatory.	6/2/2020 10:00 AM
36	Be sure to study/evaluate COVID19 impacts and forecast post-COVID19 transportation changes that could affect the types, levels and need for various transportation modes. Then, translate those findings into policies that can help local jurisdictions and CDOT, RTD and DEN develop more progressive approaches that are truly responsive to resident's and businesses' needs and desires.	6/1/2020 3:02 PM
37	Better communication and transparency before proposing major changes in the planning process that effect stakeholders also involved in the transportation planning process.	6/1/2020 8:58 AM
38	While the planning side of DRCOG is admirable and strong, the technical projects related to signal timing and ITS could be better coordinated.	5/31/2020 7:01 PM
39	Maintain emphasis on mobility on demand.	5/31/2020 11:51 AM
40	Continue on the outreach. Make sure there are on the ground opportunities that access members of the community who may not normally show up to meetings and events. Stressing the health importance of trip reduction as our region falls into non-attainment	5/29/2020 3:51 PM
41	Be broken up. We already have elected officials who are to come together and do the exact business that DRCOG is doing.	5/29/2020 2:59 PM
42	It is hard to navigate all of the various planning processes, grant opportunities and opportunities for public input. This can often lead to "paralysis by analysis" even for professionals. It would help to have a cheat sheet or splash page to succinctly summarize all of DRCOG's activities. Additionally, the general public is directly affected by DRCOG's activities but very few members of the general public have any understanding of DRCOG. This is typical with MPOs, but it could be helpful to explore how to cast a wider net.	5/29/2020 10:06 AM
43	Provide for more citizen input and decision making.	5/29/2020 8:14 AM
44	Focus on the immediate - no more than five years for solid planning and only have long-term plans that can be fluid to the rapidly changing area - pop growth, funds, tech, new ways to move about etc.	5/29/2020 7:56 AM
45	allocate a higher percent (10 to 15 percent increase above current allocations to DRCOG) of federal funding to the MPOs like DRCOG	5/28/2020 9:12 PM
46	Re-evaluate the cost of transportation.	5/28/2020 5:05 PM
47	They're too political. Board members need to make decisions based on the good of the entire metro district rather than forcing issues that only benefit their piece of the pie.	5/28/2020 4:23 PM
48	Dream big! The needs are big, solutions will have to be charismatic and novel. Create a vision that works and makes people want to pay for it. Then sell the crap out of it to the voters in a way they understand, then implement it in a way that is equitable. Use fewer acronyms. Transportation planners love to hide behind the most circuitous funding mechanisms and plans and they all have stupid acronyms that drive normal people crazy. Move. Having an office in a highrise downtown on the 16th Street mall with tons of access to multi-modalism is terrible form and it creates a culture of entitled snobbery preaching to the unwashed suburbanites.	5/28/2020 3:24 PM
49	I'm happy with my interaction with DRCOG. It does help to know people, though, to get answers.	5/28/2020 2:39 PM
50	Explain beforehand, have community meetings beforehand, don't come if afterwards and then	5/28/2020 2:34 PM

Feedback to FHWA & FTA for DRCOG Certification Review

	tell us we won't be affected when we will be	
51	Fire your transportation people and throw out anything published by ITE.	5/28/2020 1:54 PM
52	TBD	5/28/2020 1:40 PM
53	This statement will hurt feelings, but tough love is needed. The workforce at DRCOG is predominately made up of "recently graduated 'moving through' on the way to a bigger better job" resulting in biased results and beliefs. DRCOG SHOULD FOCUS ON best practices, enhancing homeownership, creating safe communities, the sharing of intellectual capital and creating inclusivity.	5/28/2020 1:25 PM
54	Focus on equity and battling climate change.	5/28/2020 1:22 PM
55	DRCOG tends to focus disproportionately on transit whereas transit usage is actually decreasing. Is DRCOG in touch with how the majority wants to travel - single occupant vehicle?	5/28/2020 1:21 PM
56	Impose discipline on the planning process by adopting binding GHG emissions targets.	5/28/2020 1:20 PM
57	Please offer DRCOG the opportunity to hire whatever expertise they need to implement important projects, programs and initiatives.	5/28/2020 1:19 PM
58	find better ways to get grass roots input from regional citizens on transportation priorities	5/28/2020 1:16 PM
59	Produce more plans and become more of a leader in transportation, rather than following municipalities leads. This has started to happen a little, but more can be done.	5/28/2020 1:06 PM
60	Need to be nimble with all the changes happening. Transit especially is going to be different and we will need to change how we invest. Maybe some RTD funds should go to bikes and walking	5/28/2020 1:05 PM
61	Keep up the good work!	5/28/2020 1:05 PM
62	Better communication with communities	5/28/2020 1:02 PM

Appendix 3: Certification Review Team

Federal Certification Review Team

<i>Name</i>	<i>Agency</i>	<i>Title</i>
Aaron Bustow	FHWA	Transportation Planner
Kristin Kenyon	FTA	Community Planner
William Haas	FHWA	Program Development Team Leader
Charlie Goodman	FTA	Community Planner



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