



MEMBER NEEDS ASSESSMENT

NORTH FRONT RANGE MPO

FINAL REPORT

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EXECUTIVE SUMMARY

Corona was retained by the North Front Range Metropolitan Planning Organization (NFRMPO or MPO) in May 2008 to conduct a functional options study. Further discussion of the proposed study revealed that the MPO was very interested in understanding the needs of its members. The scope of work was revised to encompass a member needs assessment and included: initial data gathering from nine interviewees, a review of background information about the MPO, a survey of MPO members with 50 responses, and three discussion groups.

The North Front Range Metropolitan Planning Organization is a federally-designated transportation planning organization and state-designated air quality planning agency that serves a region in Colorado with 15 member jurisdictions. Once an area defined by college towns, small towns, and rural areas, it is now a burgeoning network of bedroom communities and employment centers challenged by increasing east-west traffic flows, north-south commutes, and growing needs within individual communities. The MPO region has a strong sense of place and culture; some aspects of the culture are shared and others are unique. A history of contention over resources and taxes continues to impact cross-jurisdictional relationships and trust. In addition, struggles between larger jurisdictions and smaller ones are not uncommon.

The region has found itself with dwindling state and federal funds to support transportation improvements. Those funds have not been sufficient to cover the numerous regional needs, thus causing local governments to be more protective of their local funds and to focus on immediate issues.

KEY FINDINGS AND SUGGESTED NEXT STEPS

THE NFRMPO'S ROLE

Approximately one-third to one-half of survey respondents recognize the value of the MPO's regional role as exemplified by its technical work, as well as its role as a forum for consensus building and visioning. When asked to identify the MPO's strengths, survey respondents wrote that the MPO provides a regional forum, a regional voice, and "regional and long-term perspectives." MPO members recognize that its regional nature is a strength. In fact, 68% of survey respondents indicated they would choose to belong to the MPO if it was solely their decision.

While the survey showed satisfaction with the MPO overall, some respondents expressed dissatisfaction, and several discussion group participants expressed strong concerns. It appears that some members do not fully understand the MPO's role or its mandated responsibility. Or, at a deeper level, they may understand the role but simply not support it. Some members are not clear about how the MPO adds value to the region beyond its ability to distribute funding.

The MPO's Planning Council sets the organization's strategic direction and annual priorities. The Planning Council also is responsible for ensuring that the organization fulfills its federally mandated role, which goes beyond the limited role that some members would prefer. An MPO from another state mentioned that a primary function of their Planning Council is to build community and intergovernmental consensus.

Suggested Next Steps

1. Continue to make the case for the value of regional cooperative work. The Planning Council and MPO staff need to emphasize that a regional process accessible to members of all sizes results in a stronger region. The MPO is also encouraged to study effective

strategies used by other regionally-oriented organizations to build this common commitment.

2. Establish a practice whereby individual communities work together to address smaller-scale issues that are important to them. The MPO can support this practice by providing technical expertise and support on the issues.
3. Strengthen the Planning Council's ability to maintain continuity of leadership and common commitment as members turn over.
4. Ask other MPOs what they have done to build trust and foster effective communication between the various stakeholder groups. This would include specific approaches and tools used by their Planning Councils.

COMMUNICATION

Survey respondents are aware of the MPO's current services, programs and products, with 45% to 90% stating moderate to very high awareness of 14 specific items. In terms of specific communication strategies, 58% to 74% of respondents found the website, meetings, press releases, newsletter and annual reports to be very useful to somewhat useful.

Turnover on the Planning Council and among representatives on the TAC and TAG impacts the effectiveness of meetings and ongoing communications.

Suggested Next Steps

5. Planning Council, TAC and TAG members need to stay actively engaged if they want the MPO to improve. Effective joint leadership between the Board Chair and Executive Director has proven to be critical to success for nonprofit organizations like the MPO.
6. Staff leadership needs to stay actively involved with the MPO. Ongoing communication between elected officials and staff leadership will foster engagement and commitment.
7. Identify communication strategies that would more effectively reach those who are dissatisfied. This information can be used to create an updated communications plan.
8. Continue to improve communication between Planning Council members and their constituencies, including their staff. Planning Council members play an important role in communicating with and supporting the involvement of their respective staff members. The MPO can support communication between staff members and elected officials on specific issues of concern to their jurisdictions.

REGIONAL TRANSPORTATION PLANNING

Overall, survey respondents placed a high value on regional transportation planning. They also recognize the challenges in doing this work in the NFR. When asked "Which statement best describes your stance towards regional transportation planning?", 68% agreed there should be more regional transportation planning and coordination between communities, 22% said the current level was adequate, and 4% said it was too much.

Survey and discussion group participants expressed a need for the MPO to focus on subregional issues, including helping to align regional and local transportation plans. This approach would help members to effectively address pressing issues and allow the MPO to focus on problems – and

resolve them successfully. Consistent with the above recommendations, discussion group participants suggested that the MPO focus on smaller, more doable projects.

Suggested Next Steps

9. Focus on smaller projects to address common areas of concern in sub-regions, help members devise win/win approaches, and create positive momentum.
10. Communicate tangible impacts on a regular basis and illustrate how these smaller projects connect to regional issues.

INTEGRATED REGIONAL TRANSIT

While there is a recognized need for integrated regional transit and support for the MPO to play a larger role in achieving it, members do not share a common definition of the term “integrated” as it applies to regional transit.

Suggested Next Step

11. Convene a group of MPO members to define integrated regional transit for the NFR.

AIR QUALITY PLANNING

Approximately one-half of MPO members find this service to be valuable and are satisfied with it, and one-quarter do not.

Suggested Next Step

12. Further educate members on the MPO’s role in air quality planning and ascertain how the MPO can better satisfy their needs in this area, assuming there are unmet needs.

CONSENSUS BUILDING

MPO members recognize a need for more consensus building in the region. While some have been satisfied with prior efforts, others have not and would like to see changes made.

Suggested Next Steps

13. Determine specifically what has been working and not working with consensus building efforts. Use that information to create a process and protocols for consensus building going forward, and buy in to using that approach.
14. Revisit and reaffirm the values statements included in the Strategic Action Plan, as they speak to the importance of collaboration and consensus building.

LONG-RANGE VISIONING

There is support among MPO members for long-range visioning and some concern with Embrace Colorado™.

Suggested Next Step

15. Clearly distinguish the MPO’s work in long-range visioning from that of Embrace Colorado™.

MEMBER NEEDS ASSESSMENT

COMBINED RESEARCH FINDINGS

INTRODUCTION

Corona Research is pleased to present this member needs assessment report to the North Front Range Metropolitan Planning Organization (NFRMPO or MPO).

Corona was retained by the MPO in May 2008 to conduct a functional options study. Further discussion of the proposed study revealed that the MPO was very interested in understanding the needs of its members. Thus, the scope of work was revised to encompass a member needs assessment rather than a specific study of functional areas. This report includes a summary of all research conducted by Corona Research as part of the Member Needs Assessment.

- **Initial research** – Corona conducted background research to familiarize itself with the MPO’s tactical and strategic issues; gain insight into perspectives of the MPO; and identify how the NFRMPO’s services compare to other, similar MPOs across the country. The consultant reviewed the MPO’s statutory guidelines, Planning Council documents, various products, website, and its five-year Strategic Action Plan (2003-2008). In addition, nine interviews were conducted with other MPOs, representatives from the business community, and local and state government agencies.
- **Member needs survey** – MPO members and stakeholders were surveyed to gain perspectives and opinions about the MPO’s role, services, communications, and overall satisfaction. The survey focused on “what” the MPO provides. Fifty people participated in the survey.
- **Member discussion groups** – Three discussion groups were organized to further explore specific topics identified in the member survey. A total of 27 people participated in the groups, including elected officials, transit providers, municipal and jurisdictional managers, as well as public works directors and staff. While the discussions gathered perspectives on some specific topics (e.g., integrated regional transit), many participating members sought a forum to share their opinions about how the MPO fulfills its mission and role. Some participants needed to vent to a neutral party. Corona decided it was more important to hear those points of view rather than appear to squelch them. The groups provided additional insights on the diverse array of stakeholder expectations in the MPO’s service area and the challenges of building regional cooperation.

OPERATING IN THE NORTH FRONT RANGE

The North Front Range Metropolitan Planning Organization is a federally-designated transportation planning organization and state-designated air quality planning agency that serves a region along the North Front Range of Colorado. The MPO's objective is to provide the information, tools, and public input needed for improving regional transportation and air quality in the North Front Range. It is governed by a Planning Council comprised of representatives from its member jurisdictions. Each jurisdiction appoints one elected official to the council.

The MPO is not an island unto itself, but, rather, operates in a larger context impacted by local, state, and national issues. The North Front Range MPO encompasses the geographic area comprised of Larimer and Weld Counties in Colorado and cities and towns in those counties. Its boundaries are dictated by the federal government. This geographic area, part of the Front Range of Colorado, has experienced significant population growth since the 1990s. Once an area defined by college towns, small towns, and rural areas, it is now a burgeoning network of bedroom communities and employment centers challenged by increasing east-west traffic flows, north-south commutes, and growing needs within individual communities.

The MPO region has a strong sense of place and culture; while some aspects of the culture are shared by all 15 MPO member jurisdictions, others are unique. Each jurisdiction is challenged to meet the needs of its citizens, maintain its unique identity, and manage to its priorities while also striving for common ground on transportation planning issues. Unfortunately, a lack of trust between member jurisdictions has had a negative impact on working relationships. A history of contention over water and sales taxes, for example, continues to impact cross-jurisdictional relationships today. The challenge of building regional cooperation was addressed on the member needs assessment survey. Eighty-eight percent (88%) of survey respondents noted that "regional cooperation" is a moderate to significant problem facing the North Front Range region.

While there are many regional transportation needs, communities have a multitude of local needs, too. The North Front Range is comprised of jurisdictions of varying sizes and resources. This can result in struggles between larger jurisdictions and smaller ones. Sometimes concerns appear to stop at an entity's border.

The region has found itself with dwindling state and federal funds to support transportation improvements. Those funds have not been sufficient to cover the numerous regional needs, thus causing local governments to be more protective of their sales tax dollars in general, and to focus on immediate issues. An MPO stakeholder commented that the "NFR has been dealing with a lot of growth with little money to invest in transportation projects."

These differences in local needs, sizes, and capacities, when coupled with a lack of state or federal support for transportation projects, result in a complex operating environment for the NFRMPO. Add to that the natural turnover in Planning Council members and different perspectives of the varying stakeholders, and one begins to understand the MPO's unique challenge. It is the only local entity tasked with planning long-term and regionally for the transportation needs of the area.

This needs assessment has gathered data that has provided positive and constructive feedback about the MPO's services and approaches. That information is presented in the next section accompanied by key findings and suggested next steps. It has been organized into major categories, beginning with the MPO's role.

RESEARCH FINDINGS AND SUGGESTED NEXT STEPS

THE NFRMPO'S ROLE

A review of background information and interviews with other MPO's across the country highlights the fact that MPOs are uniquely structured. They are federally designated transportation planning entities that serve urbanized areas of 50,000 people or more. The NFRMPO describes itself as a nonprofit public organization and an association of 15 local governments.

The *Federal Register* provides a detailed description of a Metropolitan Planning Organization's main functions.¹ The MPO's mandate includes the following key concepts. Underlining has been used to highlight key elements of the MPO's role as the organization responsible for regional transportation planning in the North Front Range. This mandate focuses both on process and results.

- Carry out a continuing, cooperative, and comprehensive multimodal transportation planning process that encourages and promotes the safe and efficient development, management, and operation of surface transportation systems and fosters economic growth and development, while minimizing fuel consumption and air pollution.
- Encourages continued development and improvement of planning processes.

An MPO is required to produce three products: a Unified Planning Work Program (UPWP), a long-term Regional Transportation Plan (RTP), and a short-term transportation program (Transportation Improvement Program or TIP). All three products must be approved by the federal government. The MPO also serves as a conduit for federal transportation funds for its plans and programs. Additionally, the NFRMPO serves a state function related to air quality and must oversee specific activities related to that function.

The federal mandate requires that the MPO plan long term and act regionally as it encourages, promotes, and fosters effective transportation planning, a strong transportation system, and a vibrant economic base. The MPO works cooperatively and forges financial partnerships with its member governments and several state and federal agencies including: the Colorado Transportation Commission, Colorado Department of Transportation (CDOT), Federal Highway Administration (FHA), Federal Transit Administration (FTA), the Colorado Air Quality Control Commission, the Colorado Air Pollution Control Division, and the private sector.

The MPO's Strategic Action Plan, approved by the Planning Council in December 2003, has served as its strategic road map. The plan directs the MPO to serve as a regional forum to address long-range regional transportation issues, provide transportation planning services, and ensure ongoing communication with its members. The plan has guided the functioning of the MPO over the past five years. It was the springboard for this study as it stipulated that the MPO should "regularly ascertain member governments' perception to determine what recognizable and real benefits they receive from participation in the NFRMPO" (Key Strategy #1, Action Step B).

¹ Federal Register / Vo. 72, No. 30 / Wednesday, February 14, 2007 / Rules and Regulations

MPOs also have flexibility to help address other transportation-related issues, such as obtaining public input or engaging in long-range visioning. For example, the Strategic Action Plan (Proposition #7) called for the MPO to “build regional consensus. . .in support of a Regional Transportation Authority (RTA).” Unfortunately, the RTA did not pass and some people continue to link its failure with the NFRMPO. Rather than serve as a springboard for increased regional cooperation, the event appears to have caused some members to focus even more on local needs rather than regional issues.

SUPPORT FOR THE MPO’S ROLE

Survey respondents provided opinions about the MPO’s most valuable services – both current and potential – as listed below. The reader will note that specific Exhibits from the survey report are referenced below with the designation “E” and the exhibit number. Survey exhibits can be found in Appendix B.

Selected Survey Findings on the MPO’s Services and Role

<u>Most Valuable <i>Current</i> Services (E2)</u> (% rating it a “very high” value)	<u>Most Valuable <i>Potential</i> Services (E11)</u> (% rating it a “very high” value)	<u>Support the MPO Playing a Larger Regional Role in ... (E14)</u> (% strongly support)
Regional Transportation Plan (52%)	Integrated Regional Transit (36%)	Advocate for Regional Transportation Needs (58%)
Transportation Improvement Program (48%)	Consensus Building Among Stakeholders (32%)	Integrated Regional Transit (46%)
Long-Range Visioning (34%)	Land Use Planning (As It Relates to Transportation) (28%)	Consensus Building Among Stakeholders (46%)
Travel Modeling (28%)	Regional Public Survey (24%)	Travel Modeling (44%)
Consensus Building Among Stakeholders (28%)	Public Input Gathering (24%)	Corridor Studies (42%)

Note: “E” refers to the Exhibit number. See Appendix B for the Exhibits.

What does this data tell us? Approximately one-third to one-half of survey respondents recognize the value of the MPO’s regional role as exemplified by its technical work as well as its role as a forum for consensus building and visioning. When asked to identify the MPO’s strengths, survey respondents wrote that the MPO provides a regional forum, a regional voice, and “regional and long-term perspectives.” Survey respondents also expressed their support for the MPO to play a more significant role in:

- Regional, cross-jurisdictional transportation issues (30% strongly agree, 48% somewhat agree). (Exhibit 16)

- Gathering public input for transportation planning (24% strongly agree, 58% somewhat agree). (Exhibit 16)

There was also some support for the MPO to help create efficiencies. Exhibit 16 from the survey illustrates that 20% strongly agree, and 56% somewhat agree, that “local governments can obtain economies of scale by working through the MPO.” Specific areas for potential efficiencies identified in the discussion groups included assisting with the competition for funds, marketing, procurement, and operational areas, such as scheduling and dispatch.

As these data show, MPO members recognize that its regional nature is a strength. It plays a unique and important role in getting people to the same table and providing a forum for regional discussions in the North Front Range. In fact, 68% of survey respondents indicated they would choose to belong to the MPO if it was solely their decision.

Feedback gathered in the discussion groups indicates that smaller communities or entities are generally more positive about the MPO’s role than larger ones. Representatives from smaller communities and transit agencies noted that the MPO had been helpful in providing technical assistance and in helping them communicate with the larger communities. Much of this assistance was in the technical support roles, such as plan development.

Discussion group participants also suggested an opportunity for the MPO, namely to facilitate communication between staff members and elected officials on specific issues of concern to member jurisdictions. In this, MPO support would come in the form of technical assistance and convening the appropriate parties to address these issues.

CONCERNS WITH THE MPO’S ROLE

The survey findings also illustrate that the MPO’s current efforts and proposed new services are not supported by all members. Feedback received from several people during the discussion groups augmented these survey findings.

While the survey showed satisfaction with the MPO overall, some respondents expressed dissatisfaction and several discussion group participants expressed strong concerns. Some discussion group participants believed that the high level of satisfaction with the MPO could be attributed to the fact that each survey respondent’s answers was weighted equally.

As stated in the discussion groups, some would prefer that the MPO focus solely on providing its mandated technical services and facilitating subregional collaboration. This appears to be driven by a number of interrelated concerns. Several discussion group participants expressed a sentiment that the MPO doesn’t focus on their issues, and went further to say that the MPO isn’t working for its members. This was stated slightly differently when some articulated a concern that the MPO spends time defending itself as an organization and its priorities, and appears to have its own “agenda.” Others stated that the MPO seemed to prefer tackling “large” issues, when it could address smaller issues. A few stated that the money they pay to the MPO is simply an “access charge” to obtain federal funding. Finally, some are distrustful of the MPO’s work beyond that of providing technical expertise as they don’t view the staff as qualified to serve as facilitators, for example. These perspectives appear to reinforce each other and, at the core, reflect issues of trust, communication, and commitment to a regional approach. All are important issues to address.

KEY FINDINGS AND SUGGESTED NEXT STEPS

- **Key Finding** – The MPO is the organization responsible for regional transportation planning in the North Front Range. While some members are highly supportive of

the MPO's role, others are not. Furthermore, it appears that some members do not fully understand the MPO's role or its mandated responsibility. Or, at a deeper level, they may understand the role but simply not support it.

- **Key Finding** – The MPO's Planning Council sets the organization's strategic direction and annual priorities. It is also responsible for ensuring that the organization fulfills its federally mandated role, which goes beyond the limited role that some members would prefer. One MPO interviewed for this project specifically mentioned that a primary function of its Planning Council is to build community and intergovernmental consensus.
- **Key Finding** – Members are not clear about how the MPO adds value to the region beyond its ability to distribute funding. The Strategic Action Plan, Key Strategy #2, states that the organization will “showcase cooperative efforts” and “create methods to distribute results of accomplished projects.” It appears that new methods are needed to communicate these accomplishments – and the value-add – in a consistent way that is meaningful to the intended audiences.
- **Suggested Next Step** – Continue to make the case for the value of regional cooperative work. The Planning Council and MPO staff need to emphasize that a regional process accessible to members of all sizes results in a stronger region. The MPO is also encouraged to study effective strategies used by other regional organizations to build this common commitment.
- **Suggested Next Step** – Establish a practice whereby individual communities work together to address smaller-scale issues that are important to them. The MPO can support this practice by providing technical expertise and support on the issues.
- **Suggested Next Step** – Strengthen the Planning Council's ability to maintain continuity of leadership and common commitment as members turn over.
- **Suggested Next Step** – Ask other MPOs what they have done to build trust and foster effective communication between the various stakeholder groups. This information would include specific approaches and tools used by their Planning Councils.

COMMUNICATION

The member survey gathered opinions about the MPO's current communication strategies in an effort to gauge what is working and identify opportunities for improvement.

SUPPORT FOR THE MPO'S COMMUNICATIONS

Survey respondents are aware of the MPO's current services, programs and products, with 45% to 90% stating moderate to very high awareness of 14 specific items (Exhibit 1). In terms of specific communication strategies, 58% to 74% of respondents found the website, meetings, press releases, newsletter, and annual reports to be very useful to somewhat useful (Exhibit 5). All five communication strategies were equally "not useful" to 22 to 26% of respondents.

CONCERNS WITH MPO COMMUNICATIONS

Survey respondents and discussion group participants shared some overall concerns with communications and identified specific areas in which communications could be improved. Some survey respondents indicated a desire for "more" communication and "open and honest" communication. Some discussion group participants felt communication has suffered at all levels, from elected officials to the staff. It has been difficult to get the right people to the table and this has resulted in a lack of ownership for those who were not involved from the beginning. Respondents realized that turnover among elected officials negatively impacts ongoing communication. There is also a perception that the MPO does not involve the appropriate people at the appropriate time when addressing issues.

Discussion group members also indicated that TAC (Technical Advisory Council) and TAG (Transit Advisory Group) meetings did not add value and were "just a process." Specifically, participants believe the meetings attempt to address "grand plans" instead of specific issues, and that, too often, time is spent promoting the MPO. As a result, the individuals who should attend the meetings delegate that responsibility to junior staff. Over time, the turnover of attendees has caused the meetings to become less effective and communication to break down.

KEY FINDINGS AND SUGGESTED NEXT STEPS

- **Key Finding** – Turnover on the Planning Council and among representatives on the TAC/TAG impacts the effectiveness of meetings and ongoing communications.
- **Key Finding** – The MPO is a member service organization. Membership organizations are typically only as strong as the active support and involvement of their members. Active member engagement with the MPO at all levels will be required if engagement, communication, and satisfaction are to be improved.
- **Key Finding** – The MPO's communication strategies appear to work for many stakeholders, but not all.
- **Suggested Next Step** – Planning Council, TAC and TAG members need to stay actively engaged if they want the MPO to improve. Effective joint leadership between the Board Chair and Executive Director has proven to be critical to success for nonprofit organizations like the MPO.
- **Suggested Next Step** – City/county managers need to stay actively involved with the MPO. Ongoing communication between elected officials and staff leadership will foster engagement and commitment.

- **Suggested Next Step** – Identify communication strategies that would more effectively reach those who are dissatisfied. This information can be used to create an updated communications plan.
- **Suggested Next Step** – Continue to improve communication between Planning Council members and their constituencies, including their staff. Planning Council members play an important role in communicating with and supporting the involvement of their respective staff members. The MPO can support communication between staff members and elected officials on specific issues of concern to their jurisdictions.

REGIONAL TRANSPORTATION PLANNING

As highlighted earlier in this report, the *Federal Register* instructs the MPO to engage in “both long-range and short-range strategies/actions that lead to the development of an integrated multimodal transportation system to facilitate the safe and efficient movement of people and goods in addressing current and future transportation demand.”² The MPO is directed to consult with a variety of stakeholders, including “State and local agencies responsible for land use management, natural resources, environmental protection, conservation, and historic preservation.”³ This long-range and integrated approach can be difficult to implement when funds are lacking, needs are immediate, and a common definition of region does not bind members together.

Members recognize that the NFR shares much of the same culture. They also recognize the significant differences in culture among the various jurisdictions. These differences are compounded by a historic lack of trust between some communities, which creates a barrier to collaboration and long-range transportation planning.

Given the barriers and differences noted above, it isn’t surprising to learn that the North Front Range jurisdictions find it difficult to define their region or act as a region. Since the MPO’s boundaries are mandated by the federal government, they don’t align with the region’s county or city limits. Some discussion group participants noted that, from their perspective, the region did not stop at the MPO boundaries. They noted travel patterns and interactions outside the MPO region, largely to Denver, and east-to-west, as well.

In addition to identifying the region as extending beyond the MPO boundaries, some discussion group members shared their views that the MPO is comprised of several subregions. For many, working with these subregions is as important, if not more important, than working with the MPO-defined region. These subregions are smaller groups of communities with their own needs and travel habits.

SUPPORT FOR REGIONAL TRANSPORTATION PLANNING

Overall, survey respondents placed a high value on regional transportation planning. More than two-thirds of respondents believed that there should be more regional transportation planning and coordination between communities. There was also strong agreement with the statement, “Regional and local transportation planning should be more closely aligned,” with 42% strongly agreeing and 50% moderately agreeing.

When asked why they would choose to belong to the NFRMPO, survey respondents noted that the MPO provides a “strong regional perspective” and provides a “great place for collaboration and regionalism.” They also mentioned the importance of coordinating regional planning and communication. When asked “Which statement best describes your stance towards regional transportation planning?”, 68% agreed there should be more regional transportation planning and coordination between communities, 22% said the current level was adequate, and 4% said it was too much (Exhibit 13). In terms of specific MPO services, the Regional Transportation Plan and the

² Federal Register / Vol. 72, No. 30 / Wednesday, February 14, 2007 / Rules and Regulations

³ Ibid.

Transportation Improvement Plan (TIP) were identified as the most valuable and the most relied upon by members.

While regional transportation planning and a regional approach are valued by many members and considered a real strength of the MPO, 45 of the 50 survey respondents indicated that regional cooperation, trust, and consensus building are challenges for the region. As one member stated, “we all have similar issues, but we struggle to get the right people to the table.”

Survey and discussion group participants expressed a strong need to align regional and local plans. Ninety-two percent (92%) of survey respondents strongly agreed or somewhat agreed that “regional and local transportation planning should be more closely aligned.” More specifically, several discussion group participants noted a need and an opportunity for the MPO to assist with linking the plans of neighboring communities and then identifying conflicting areas. These participants noted that there was already a great amount of work accomplished at the community level that did not need to be reinvented. Instead, efforts were needed to make sure the plans worked together. This subregional approach is authorized by the *Federal Register*, which states, “MPOs may undertake a multimodal, systems-level corridor or sub-area planning study as part of the metropolitan transportation planning process.”

CONCERNS WITH REGIONAL TRANSPORTATION PLANNING

A lack of transportation funding causes conflict between governments and the MPO. Discussion group participants noted that a lack of funding for transportation projects, combined with the required planning by the MPO, has created friction between communities when priorities were set. Additionally, some saw little value in working with the MPO in the planning process when there was no money available to implement the plan.

Concern was expressed by some discussion group participants that the MPO makes projects “too big.” A few participants believe this is done to justify the MPO’s existence.

Land use planning as it relates to transportation was among the top three priorities for 42% of survey respondents. Although respondents placed a high value on this service being provided by the MPO, actual support for the MPO playing a larger regional role was significantly lower with 32% being opposed to the MPO playing a larger role.

KEY FINDINGS AND SUGGESTED NEXT STEPS

- **Key Finding** – The MPO is charged with using long-range and short-range strategies/actions that lead to the development of an integrated, multimodal transportation system. The diversity of MPO members, in terms of size and needs, makes the implementation of those strategies a challenge. The MPO must be considerate of various member needs and understand the differences between large and small communities, and convey that understanding. As one survey respondent noted, “It will always be a challenge to convince people that we are a region.”
- **Key Finding** – Survey and discussion group participants expressed a need for the MPO to focus on subregional issues, including helping to align regional and local transportation plans. Discussion group participants encouraged the MPO to focus on smaller subregions within the MPO’s boundaries. This approach would help members to effectively address pressing issues and allow the MPO to focus on problems – and resolve them successfully. For example, some of the smaller communities noted that they don’t have much to connect them to other

communities in terms of transit. Another participant stated that they have to put their money where they'll "get the biggest bang for their buck," and currently that's within their own communities.

- **Key Finding** – Consistent with the above recommendations, discussion group participants suggested that the MPO focus on smaller, and more doable, projects. Participants routinely noted this idea of working on smaller projects, often with individual communities. Similar to other findings, participants would like the MPO to facilitate and provide technical expertise. Focus should be placed on both keeping projects simple and involving the right people. Group members reasoned that by addressing small projects, and creating quick wins, the MPO can build trust and demonstrate its value-add.
- **Suggested Next Step** – Focus on smaller projects to address common areas of concern in subregions, help members devise win/win approaches, and create positive momentum.
- **Suggested Next Step** – Communicate tangible impacts on a regular basis and illustrate how these smaller projects connect to regional issues.

INTEGRATED REGIONAL TRANSIT

The MPO's federal mandate is to provide for the consideration and implementation of projects, strategies, and services that "enhance the integration and connectivity of the transportation system, across and between modes; promote efficient system management and operation; emphasize the preservation of the existing transportation system; and address economic vitality, safety, security, and accessibility/mobility."⁴ The *Federal Register* also states that the MPO is to prepare for the coordinated public transit-human services transportation plan, and that the plan should be consistent and coordinated with the overall MPO regional planning process.

SUPPORT FOR INTEGRATED REGIONAL TRANSIT

Integrated regional transit is an area of strong need and support for the MPO. Survey respondents indicated that integrated regional transit is a top priority for their community, as well as one of the services they would most like to see the MPO provide. Furthermore, respondents indicated that they would support the MPO in playing a larger regional role. When asked how valuable a potential service would be to them, 36% of survey respondents highly agreed that integrated regional transit would be valuable and 40% indicated it would be moderately valuable (Exhibit 11). Additionally, 50% of respondents noted that integrated regional transit is a very high/high priority for their communities (Exhibit 9).

CONCERNS WITH INTEGRATED REGIONAL TRANSIT

The discussion groups revealed that there is not a common definition of "integrated" regional transit for the North Front Range. Participants offered differing opinions as to the full extent of "integrated" and the difference between being integrated and being coordinated. Most of this debate focused on what "integrated" should mean within the context of the MPO. Some participants believed the MPO should coordinate more (e.g., be more hands-on), while others believed the MPO should be only facilitating (e.g., be more hands-off).

KEY FINDING AND SUGGESTED NEXT STEP

- **Key Finding** – While there is a recognized need for integrated regional transit and support for the MPO to play a larger role in achieving it, members do not share a common definition of the term "integrated" as it applies to regional transit.
- **Suggested Next Step** – Convene a group of MPO members to define integrated regional transit for the NFR.

⁴ Federal Register / Vol. 72, No. 30 / Wednesday, February 14, 2007 / Rules and Regulations

AIR QUALITY PLANNING

The MPO has a mandate from the state to provide air quality planning for the region. The MPO works with the Colorado Air Quality Control Commission to achieve its goals.

SUPPORT FOR AIR QUALITY PLANNING

The topic of air quality planning was included in the members' needs assessment survey in several categories. Overall, members value these services and rely on them as illustrated by the following survey results.

- Services are of value – Twenty-four percent (24%) of survey respondents indicated that the air quality planning services provided by the MPO are of high value to them and 40% indicated they are of moderate value.
- Members rely on the MPO for this service – Fourteen percent (14%) of respondents rely on the MPO to provide all of this service and 42% use it to meet some of this need.
- Members are satisfied with this service – Eight percent (8%) are very satisfied and 50% are satisfied with the MPO's air quality planning services.

It appears that the air quality planning services provided by the MPO are meeting a need for many members and that they are moderately satisfied with the service.

CONCERNS WITH AIR QUALITY PLANNING

Member concerns with air quality planning services were expressed by disagreement with the attributes described above.

- Services are of value – Twenty-four percent (24%) of survey respondents stated that air quality planning is of low value to them.
- Members rely on the MPO for this service – Twenty-six percent (26%) do not use the MPO for any of this service need.
- Members are satisfied with this service – Twelve percent (12%) are unsatisfied with this service and 18% have no opinion.

KEY FINDING AND SUGGESTED NEXT STEP

- **Key Finding** – Approximately one-half of MPO members find this service to be valuable and are satisfied with it, and one-quarter do not.
- **Suggested Next Step** – Further educate members on the MPO's role in air quality planning and ascertain how it can better satisfy their needs in this area, assuming there are unmet needs.

CONSENSUS BUILDING

As noted earlier in this report, the MPO's members have differing needs based on jurisdictional size, resources, and other factors. Additionally, the organization's stakeholders have different expectations and needs. Public works officials are challenged to address day-to-day needs in their communities with limited funding. Elected officials have a variety of backgrounds coming into public office, serve on the Planning Council for varying lengths of time, and have varied perspectives on regional needs and challenges.

Consensus building is challenging in a region with the diversity of communities and cultures that exist in the North Front Range, and one that lacks a unified sense of "region." That does not mean consensus building isn't recognized as a priority or valued by MPO members.

SUPPORT FOR CONSENSUS BUILDING

Consensus building was the second-most-highly rated potential service to be offered by the MPO. Thirty-two percent (32%) said it would be of high value to them and 36% said it would be of moderate value (Exhibit 11). Additionally, consensus building was recognized as a very high priority need by 20% of respondents and a high priority by 32% (Exhibit 9). Forty-six percent (46%) of survey respondents strongly support the MPO playing a larger regional role in consensus building (Exhibit 14).

Survey respondents also shared their level of satisfaction with the MPO's services (Exhibit 6). Respondents were the most split on consensus building, with 42% indicating they were "very satisfied" or "satisfied" and an equal number stating they were "unsatisfied" or "very unsatisfied."

CONCERNS WITH CONSENSUS BUILDING

As noted above, survey respondents were mixed in their levels of satisfaction with the MPO's consensus building work. Forty-two percent (42%) are unsatisfied to very unsatisfied with the MPO's work in this area (Exhibit 6). When asked how value this would be as a potential service, 18% said it would be of low value to them and 10% said it would be of no value (Exhibit 11). Twelve percent (12%) somewhat oppose and 6% strongly oppose the MPO playing a larger role in consensus building (Exhibit 14). Consensus building is considered a low/very low priority by 14% (Exhibit 9).

KEY FINDING AND SUGGESTED NEXT STEPS

- **Key Finding** – MPO members recognize a need for more consensus building in the region. While some have been satisfied with past efforts, others have not been.
- **Suggested Next Step** – Determine specifically what has been working and not working with consensus building efforts. Use that information to create a process and protocols for consensus building going forward, and buy in to using that approach.
- **Suggested Next Step** – Revisit and reaffirm the values statements included in the Strategic Action Plan, as the values statements speak to the importance of collaboration and consensus building.

LONG-RANGE VISIONING

By nature, transportation planning is long-range planning and this planning typically looks at a 20-year time horizon. The MPO's mandate includes "addressing current and future transportation demand."⁵ The Planning Council recognized the need for a long-range vision to help guide the MPO's efforts and adopted Resolution 2005-23 on November 3, 2005, which stated:

"That the North Front Range Transportation and Air Quality Planning Council does hereby declare its full support for the practice of visioning the future of the North Front Range Region, and directs the staff of the North Front Range MPO to proceed with its efforts and activities to achieve Proposition 1 of the Strategic Action Plan as identified in that plan as Key Strategies and Action Steps and to work directly with member governments and other sectors within the regional community to envision the North Front Range."⁶

This resolution resulted in a site visit from a similar effort in Utah. Ultimately, the idea became Embrace Colorado™, "a non-profit organization designed to address the challenges of the rapidly growing region of Northern Colorado and will assist citizens, businesses, and policy makers develop a thoughtful approach to growth without losing what is unique about the nature and fabric of Northern Colorado and its communities."⁷ Its goal is to bring the "citizens, communities, and interests of Northern Colorado together to build a solid foundation for success for a future that is consistent with the common values of its citizens."⁸ Its purpose extends beyond transportation to include education, public infrastructure, and other topics.

SUPPORT FOR LONG-RANGE VISIONING

The survey indicated that long-range visioning ranks high in awareness, value, and member reliance (Exhibits 1, 2 and 4). There is relatively high awareness of the MPO's work in long-range visioning, and it is the third most valuable service to members. It is also a service on which many members rely, with 68% relying on the MPO for all or part of this service. Many members count on the MPO for its "regional and long-term perspectives."

CONCERNS WITH LONG-RANGE VISIONING

A few members expressed concerns with Embrace Colorado™, the separate entity established to carry out the long-range visioning for the region.

KEY FINDING AND SUGGESTED NEXT STEP

- **Key Finding** – There is support among MPO members for long-range visioning and some concern with Embrace Colorado™.
- **Suggested Next Step** – Clearly distinguish the MPO's work in long-range visioning from that of Embrace Colorado™.

⁵ Federal Register / Vol. 72, No. 30 / Wednesday, February 14, 2007 / Rules and Regulations

⁶ Resolution 2005-23: Supporting Efforts and Activities of the North Front Range MPO and its Members to Envision the North Front Range

⁷ Embrace Colorado™ Fact Sheet

⁸ Ibid.

APPENDIX A – LIST OF INITIAL INTERVIEWEES

INTERVIEWS

Corona conducted nine interviews via telephone with key stakeholders from within the NFRMPO, as well as individuals with key insights on MPOs in general. The interviewees are listed below.

<u>Name</u>	<u>Organization</u>
Bill Hass	Federal Highway Administration
Rob McDonald	Pikes Peak COG
Frank Lancaster	Larimer County
Darrell Cook	Mountainland AOG
Monica Mike	Weld County
Sarah McQuiddy	Greeley Chamber
David May	Fort Collins Chamber
Kurt Albers	Loveland Business Representative
Don Sandoval	DOLA

APPENDIX B - MEMBER SURVEY FINDINGS

OVERVIEW

The following is a summary of findings from the online survey conducted as part of the larger Member Needs Assessment project for the North Front Range Metropolitan Planning Organization (NFRMPO).

The survey was created by Corona Research, based on review of the NFRMPO's website, plans, background information about its services, and input from the NFRMPO staff. Once approved, the survey was programmed on Corona's online system. Invitations to take the survey were sent to members and other key stakeholders as identified by the NFRMPO staff. Survey responses were collected from July 8th through September 22nd, 2008. Several attempts were made beyond the initial invitation email to increase responses, including a reminder email, phone calls by Corona's staff, and phone calls and other contacts made by the NFRMPO's staff. In total, 50 surveys were completed out of a total 65 invitations sent. The survey instrument is included in Appendix B.

When reading the graphs below, please note that labels of three percentage and smaller (3%) have been removed for legibility.

RESPONDENTS

The following is a summary of entities represented in the above survey analysis.

<u>Entity</u>	<u>Number of respondents</u>
Air Quality Control Commission	1
Berthoud	3
CDOT	5
Eaton	3
Evans	3
Fort Collins	4
Greeley	3
Johnstown	3
Larimer County	6
LaSalle	2
Loveland	5
Milliken	3
SAINT Volunteer Transportation	1
Severance	3
Timnath	1
Weld County	2
Windsor	2

CURRENT SERVICES & SATISFACTION

EXHIBIT 1.

HOW WOULD YOU RATE YOUR AWARENESS OF THE MPO'S CURRENT SERVICES, PROGRAMS AND PRODUCTS?

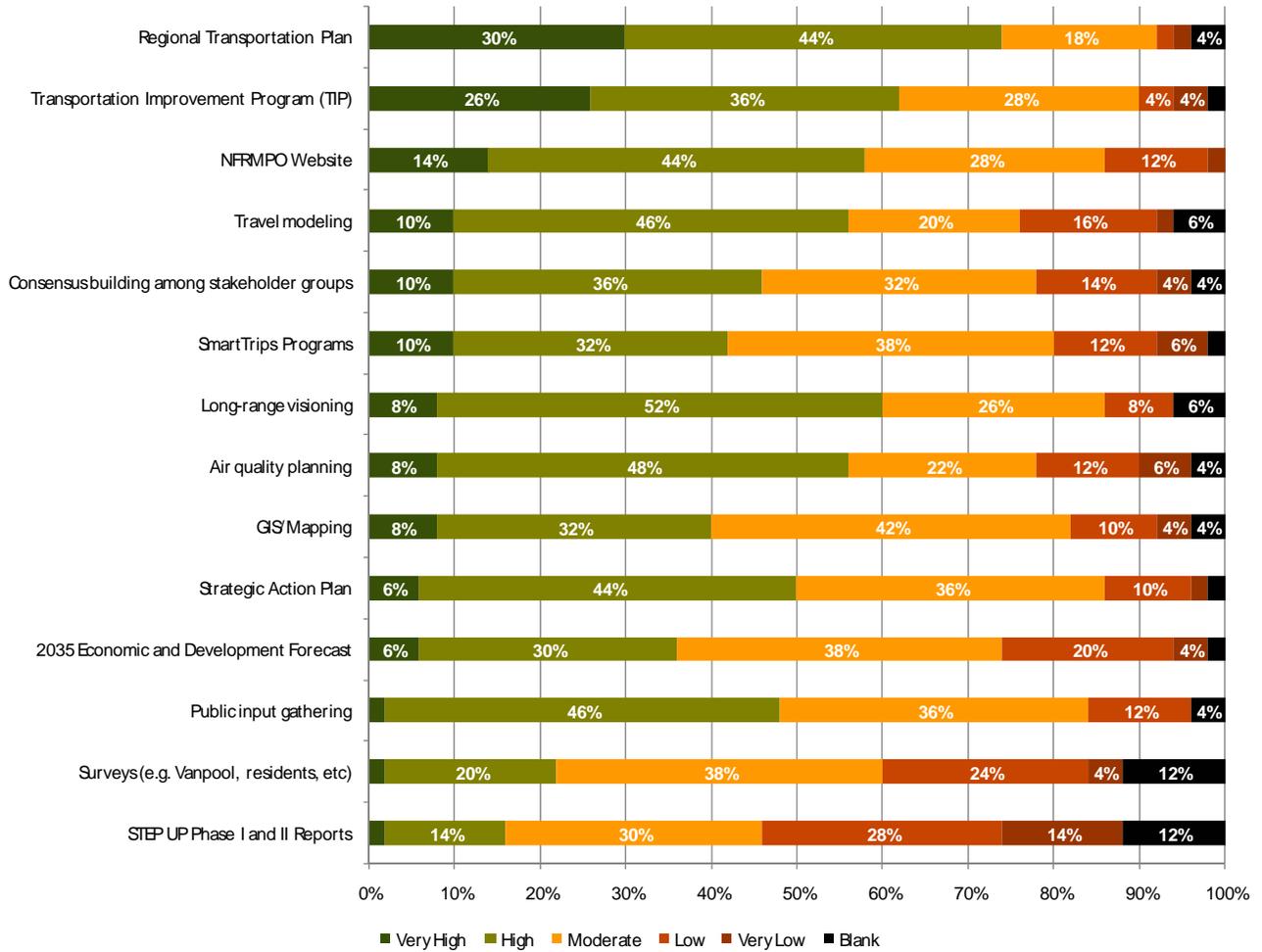


EXHIBIT 2.

HOW VALUABLE ARE THE MPO'S CURRENT SERVICES TO YOU?

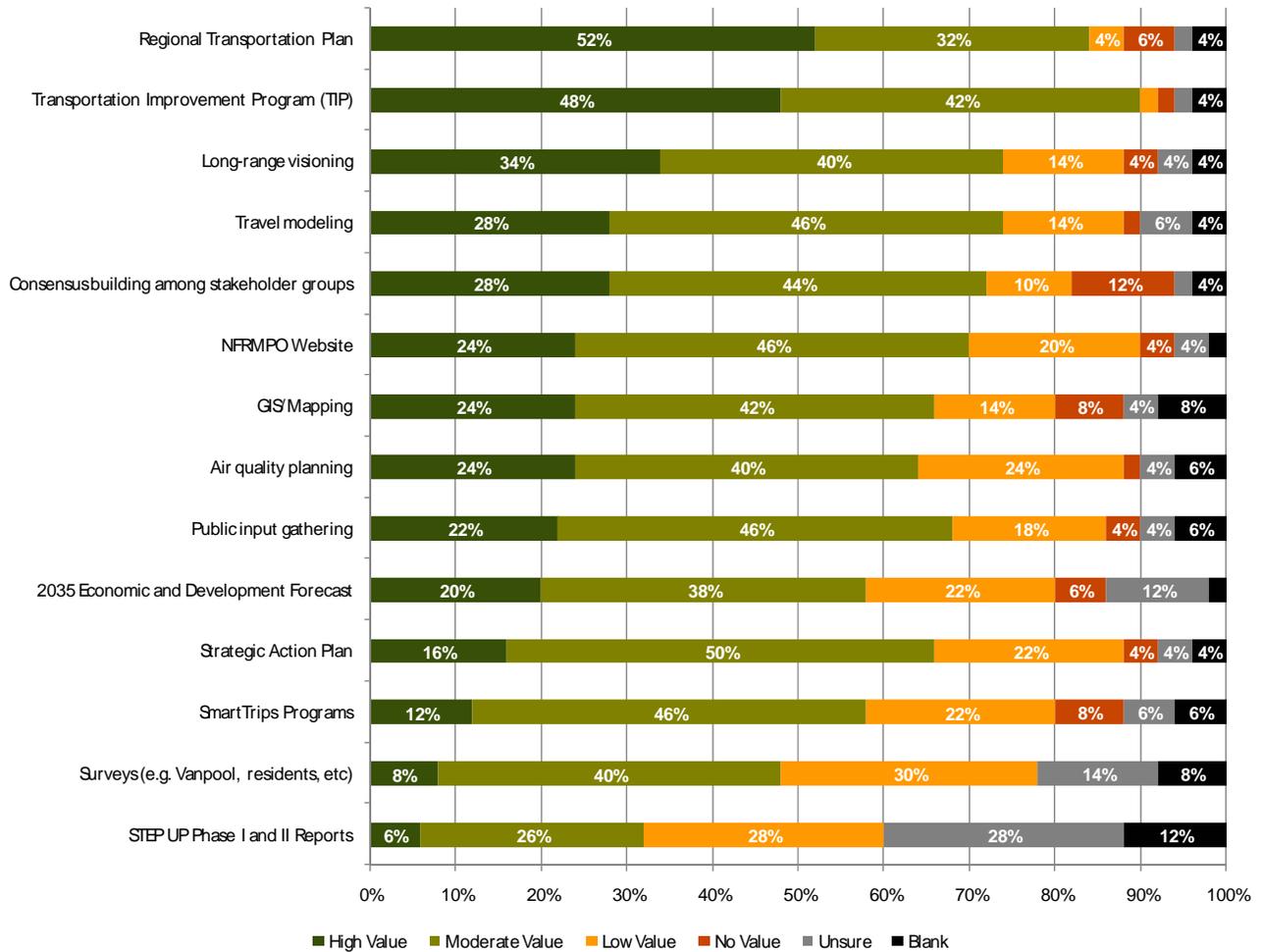


EXHIBIT 3.

WHICH OF THE FOLLOWING SERVICES/PRODUCTS HAVE YOU USED IN THE PAST 12 MONTHS?

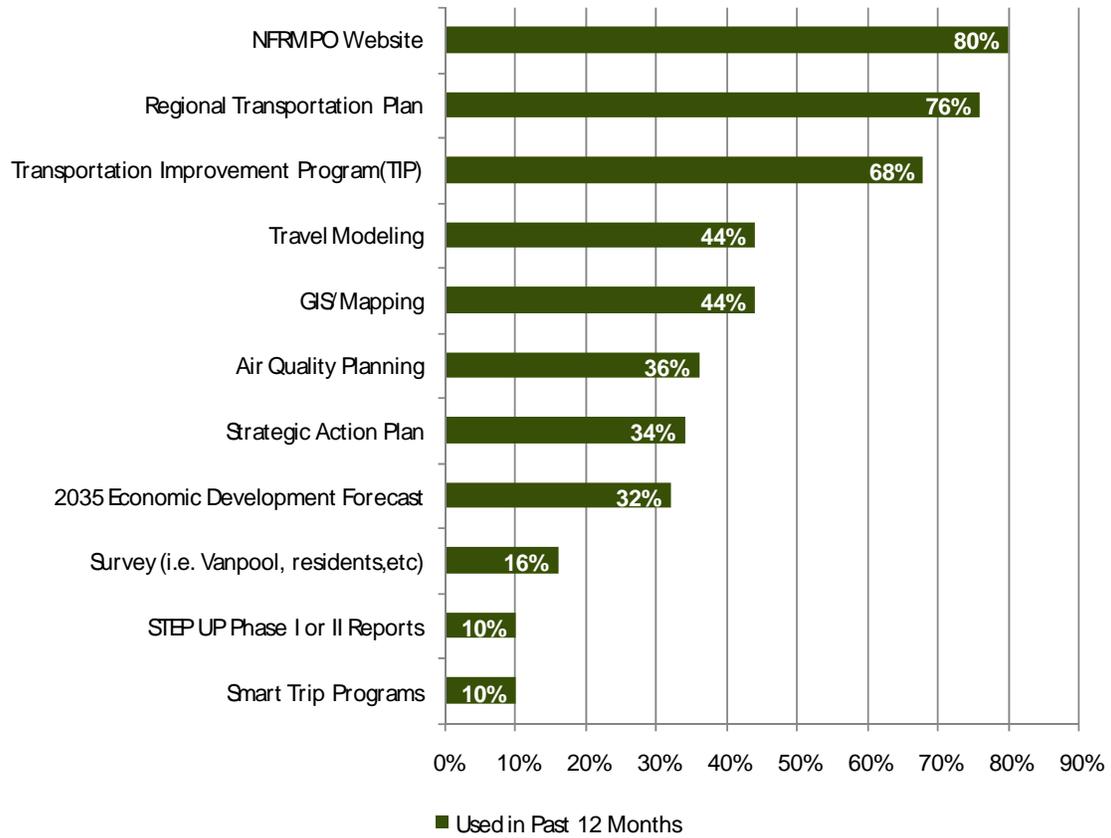


EXHIBIT 4.

TO WHAT EXTENT DO YOU RELY ON THE MPO FOR THE FOLLOWING SERVICES?

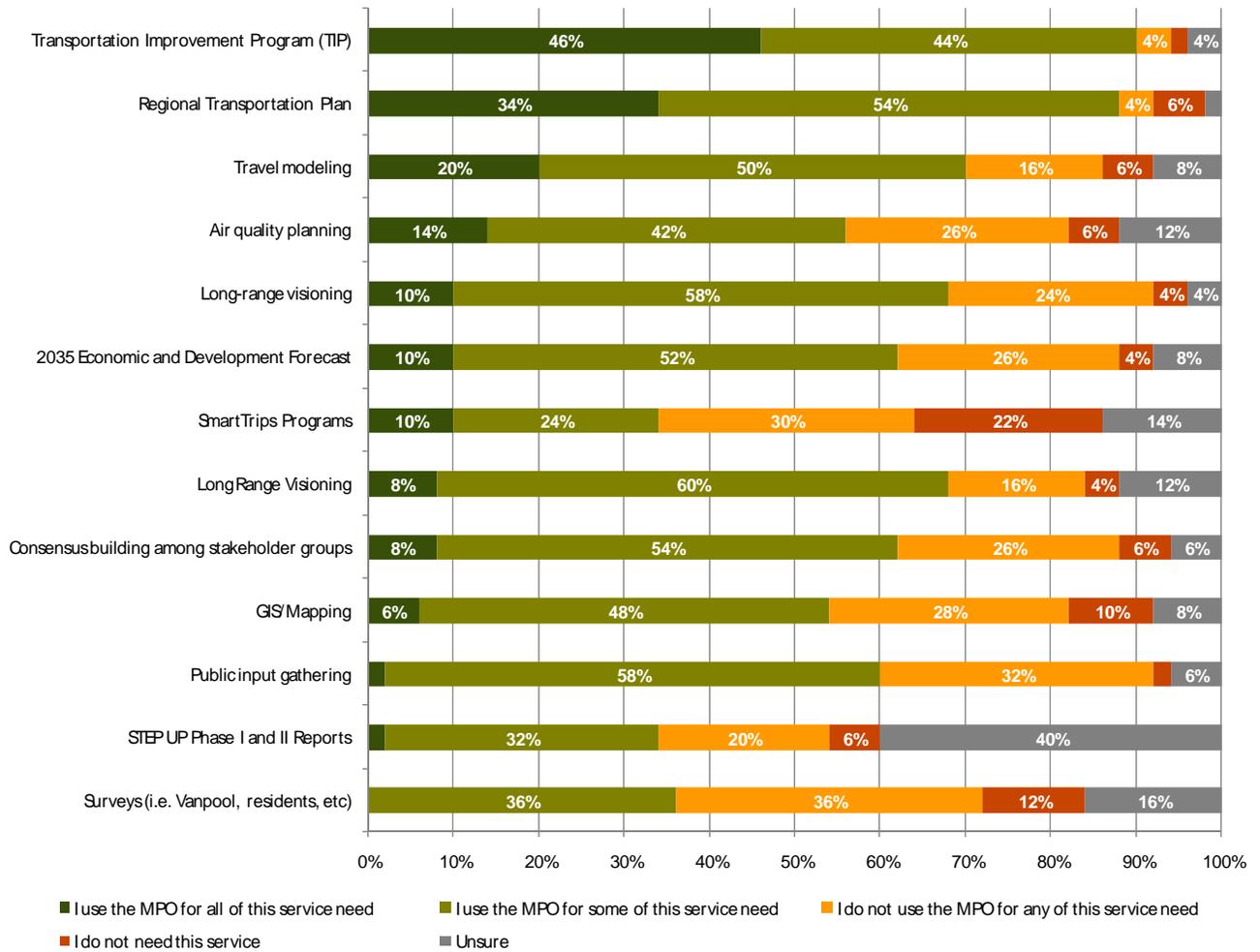


EXHIBIT 5.

HOW USEFUL TO YOU ARE THE FOLLOWING COMMUNICATION MECHANISMS BY THE MPO DIRECTED AT MEMBER GOVERNMENTS?

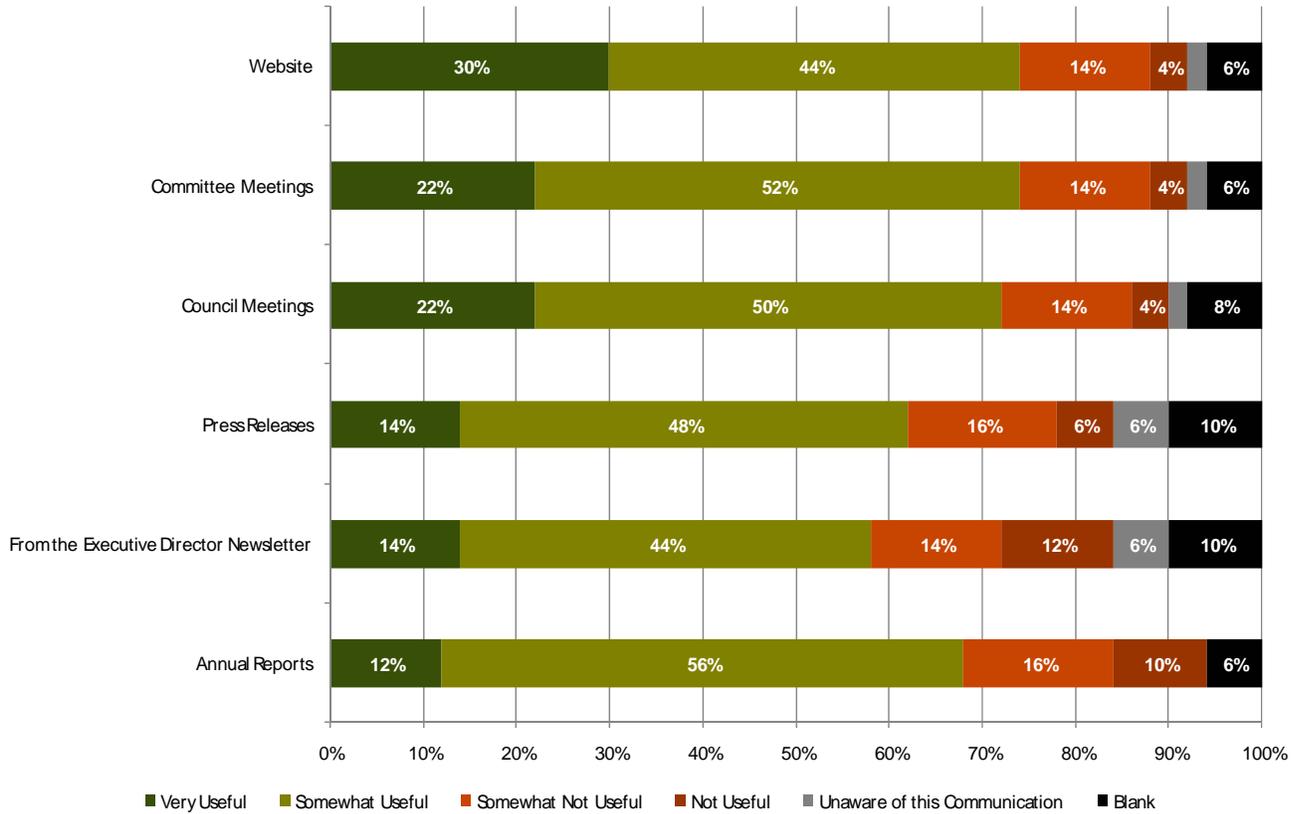


EXHIBIT 6.

HOW SATISFIED ARE YOU WITH THE FOLLOWING SERVICES AND PRODUCTS PROVIDED BY THE MPO?

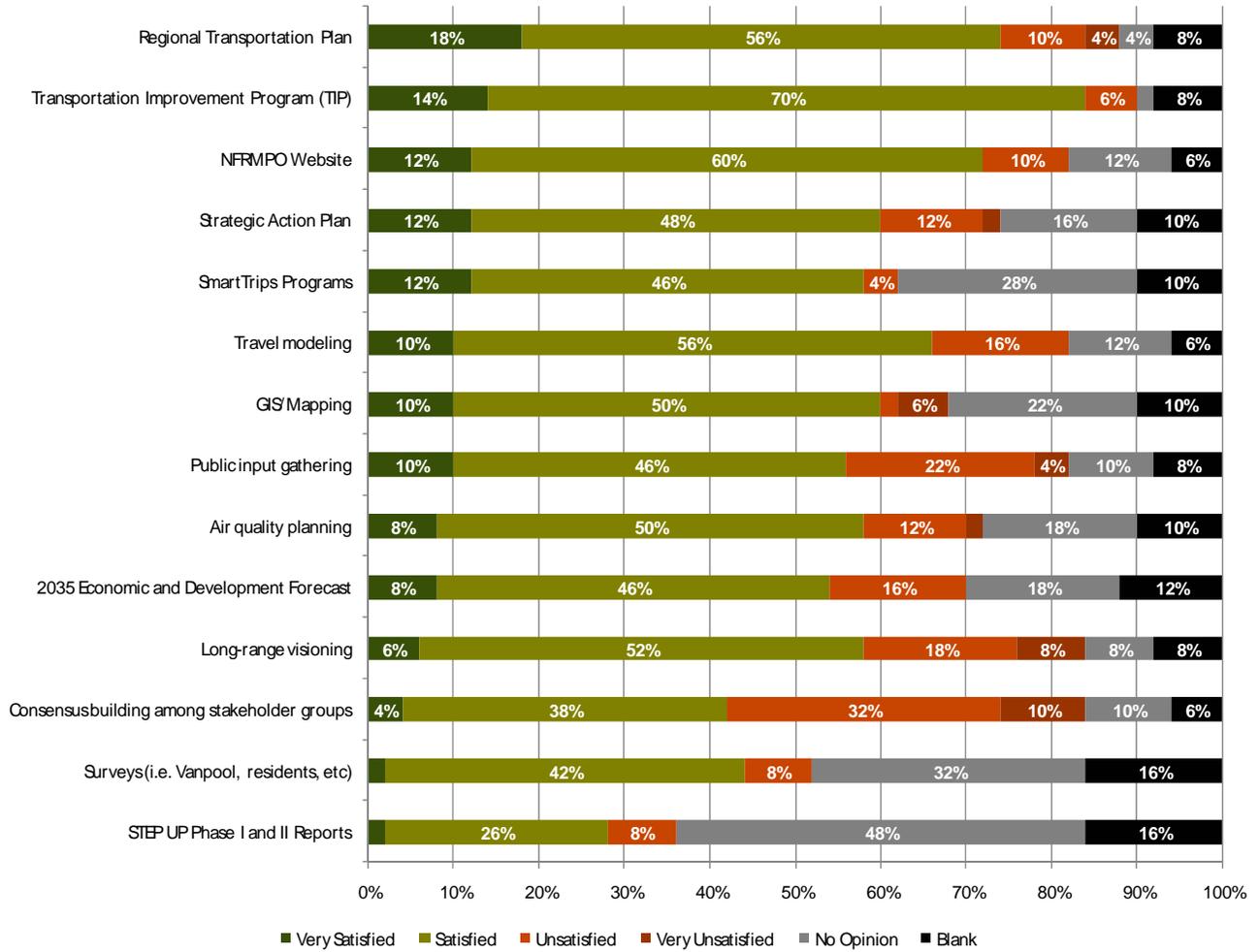


EXHIBIT 7.

HOW LIKELY WOULD YOU BE TO RECOMMEND MEMBERSHIP IN THE MPO? ASSUME OTHER MUNICIPALITIES WANT TO JOIN THE MPO.

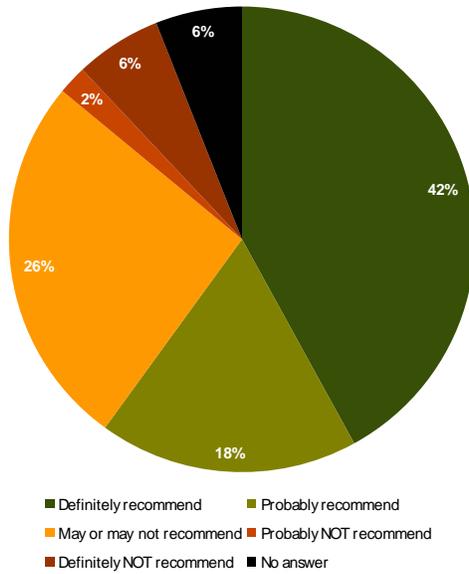
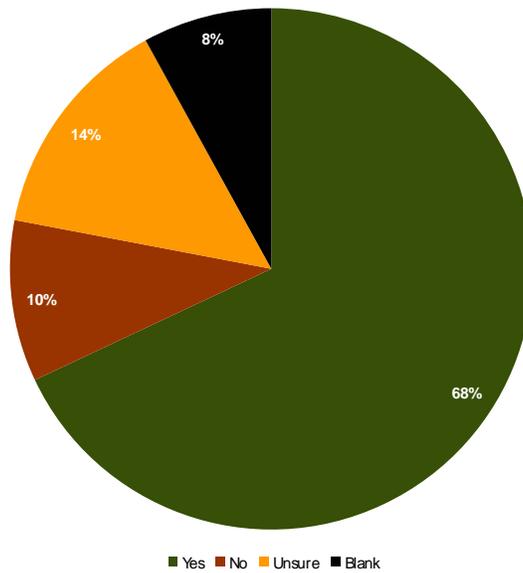


EXHIBIT 8.

IF IT WERE SOLELY YOUR DECISION, WOULD YOU CHOOSE TO BELONG TO THE MPO?



CURRENT NEEDS AND POTENTIAL SERVICES

EXHIBIT 9.

THE FOLLOWING IS A LIST OF **POTENTIAL** NEEDS **YOUR COMMUNITY** MAY CURRENTLY HAVE.
PLEASE INDICATE YOUR LEVEL OF PRIORITY FOR EACH NEED.

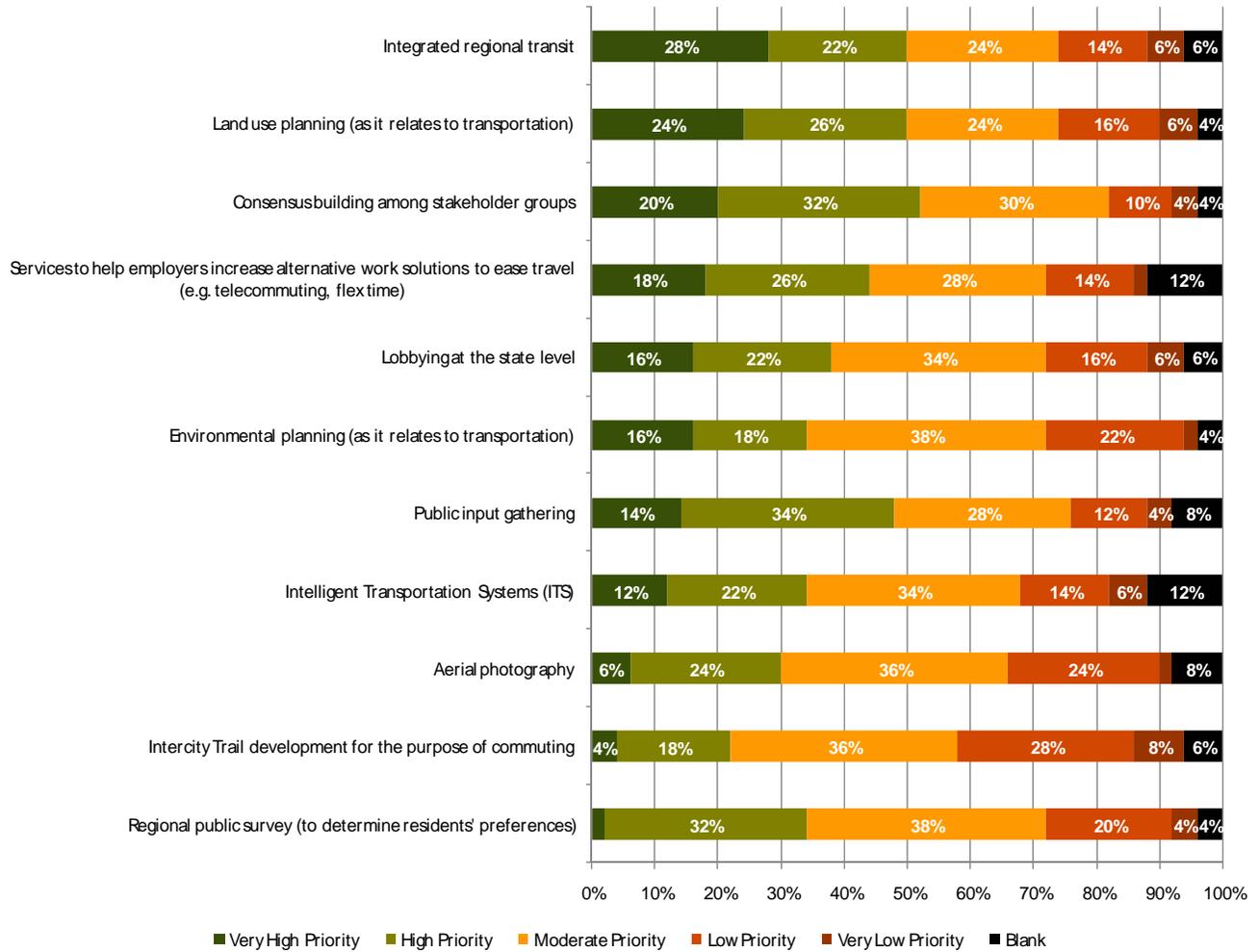


EXHIBIT 10.

FROM THE PREVIOUS LIST, WHAT ARE YOUR TOP THREE PRIORITIES?

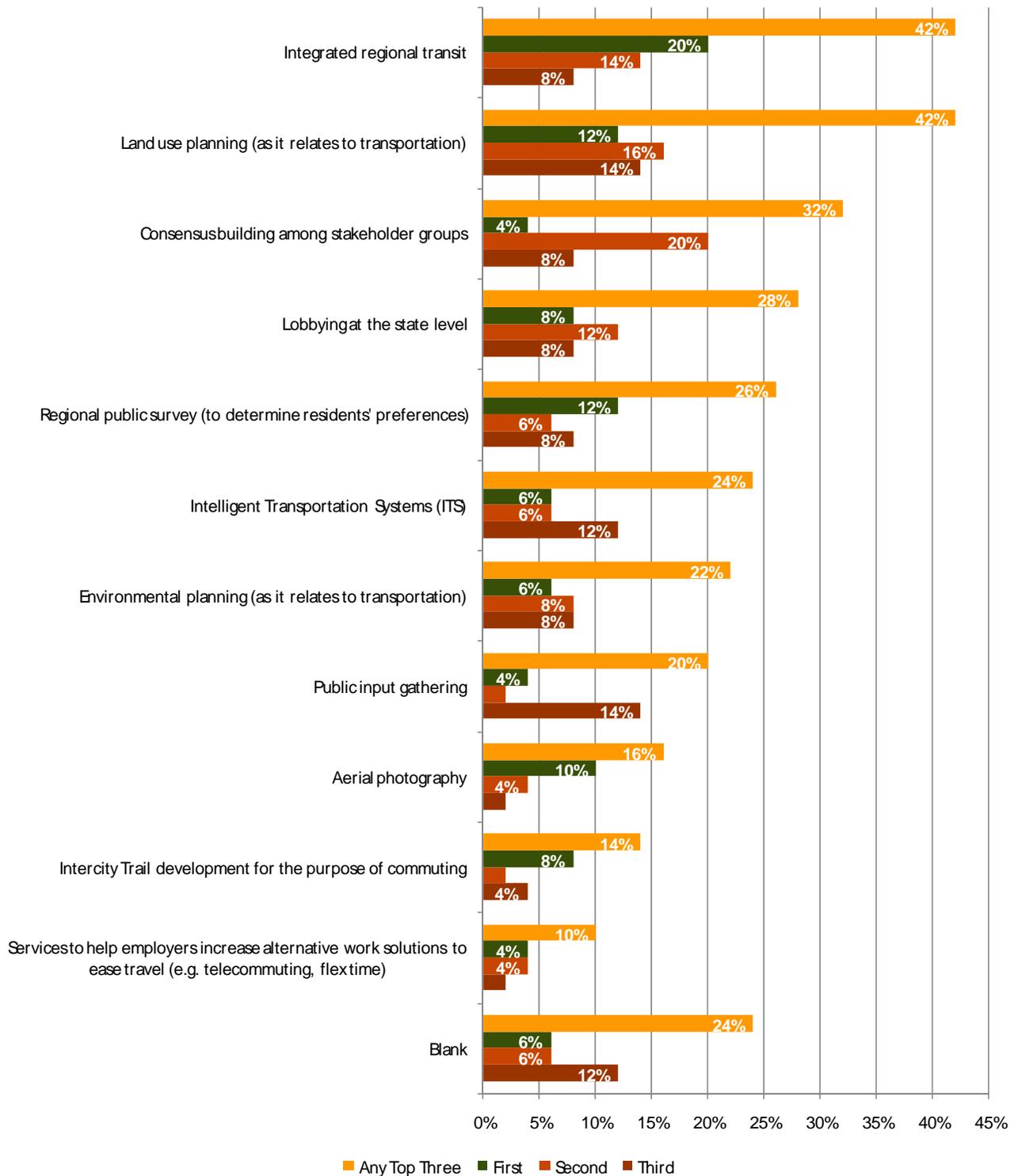


EXHIBIT 11.

HOW VALUABLE WOULD THE FOLLOWING POTENTIAL SERVICES BY THE MPO BE TO YOU?

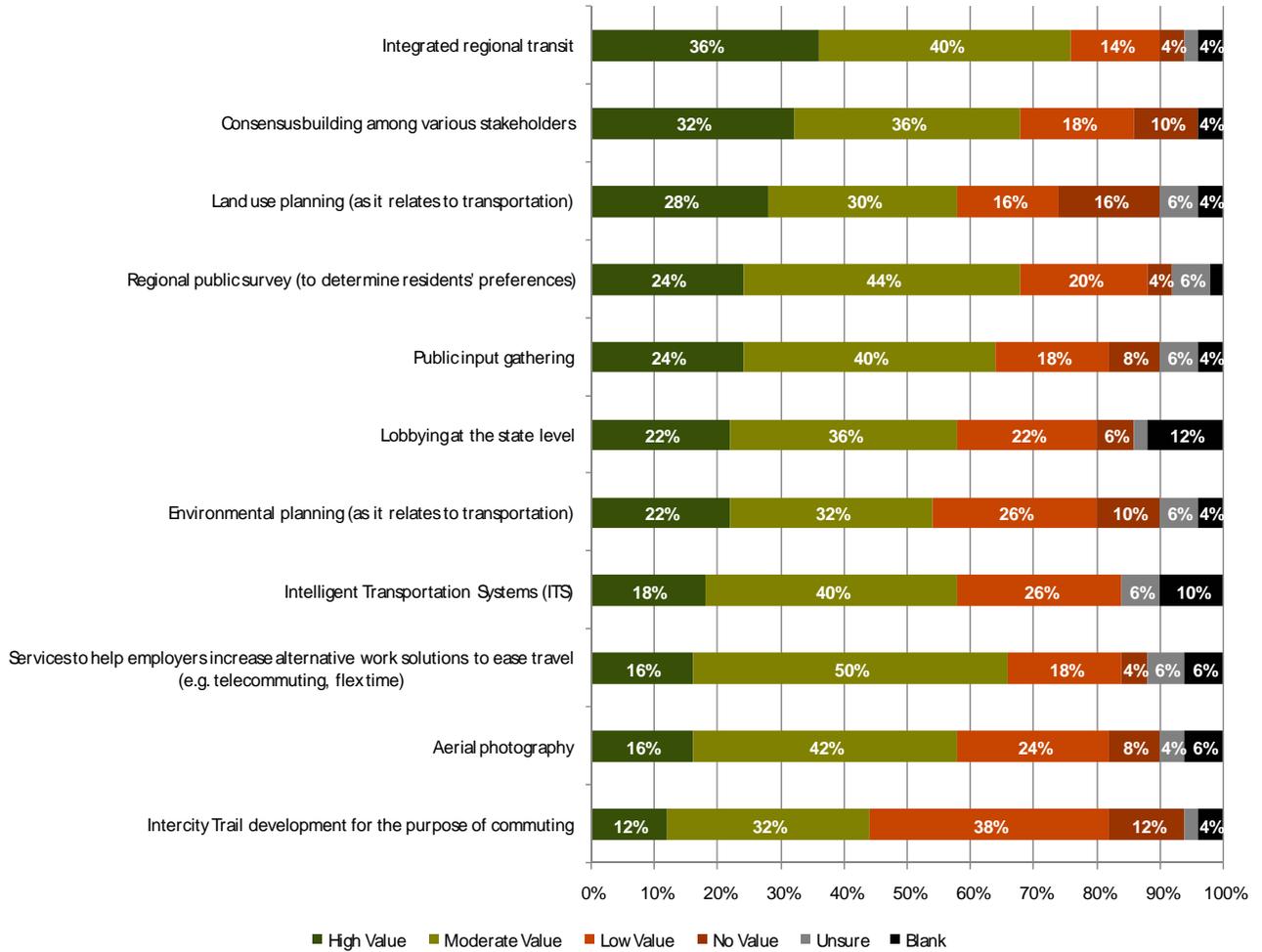
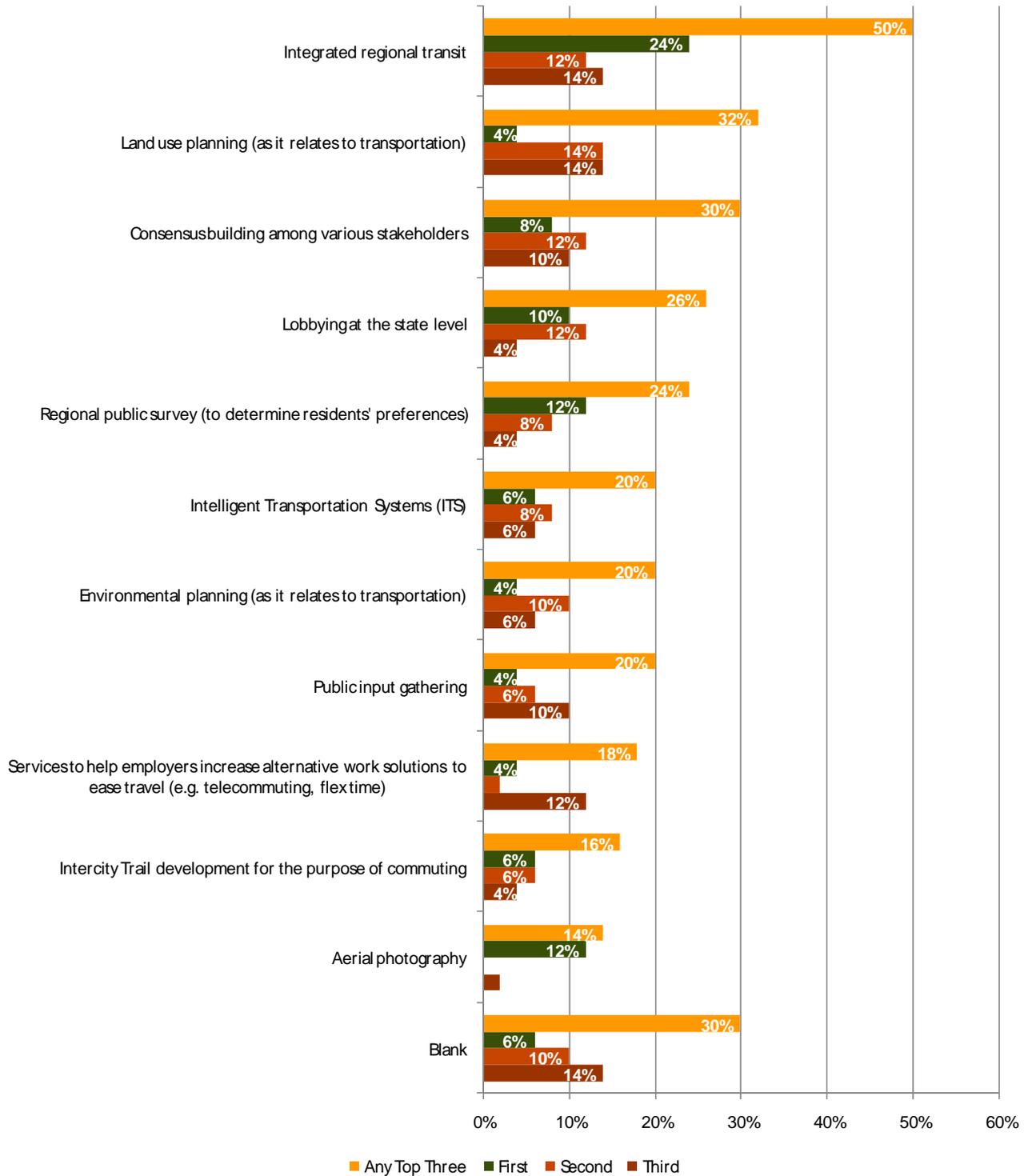


EXHIBIT 12.

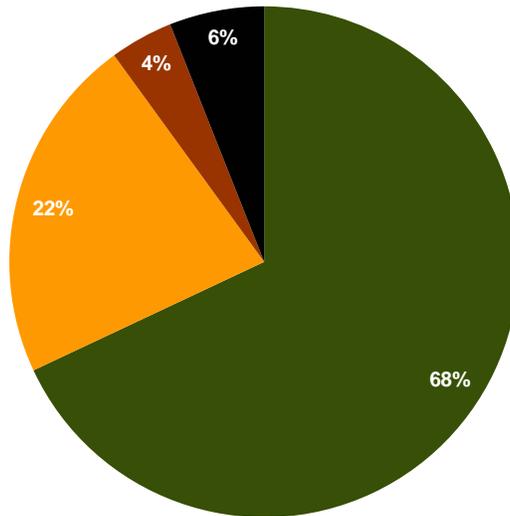
FROM THE PREVIOUS LIST, WHAT SERVICES WOULD YOU MOST LIKE TO SEE THE MPO PROVIDE?



REGIONAL ISSUES

EXHIBIT 13.

WHICH OF THE FOLLOWING STATEMENTS BEST DESCRIBES YOUR STANCE TOWARD REGIONAL TRANSPORTATION PLANNING?



- There should be more regional transportation planning and coordination between communities.
- The current level of regional transportation planning is sufficient.
- The current level of regional transportation planning is too much.
- No answer

EXHIBIT 14.

HOW MUCH WOULD YOU SUPPORT THE MPO PLAYING A LARGER REGIONAL ROLE WITH THE FOLLOWING SERVICES?

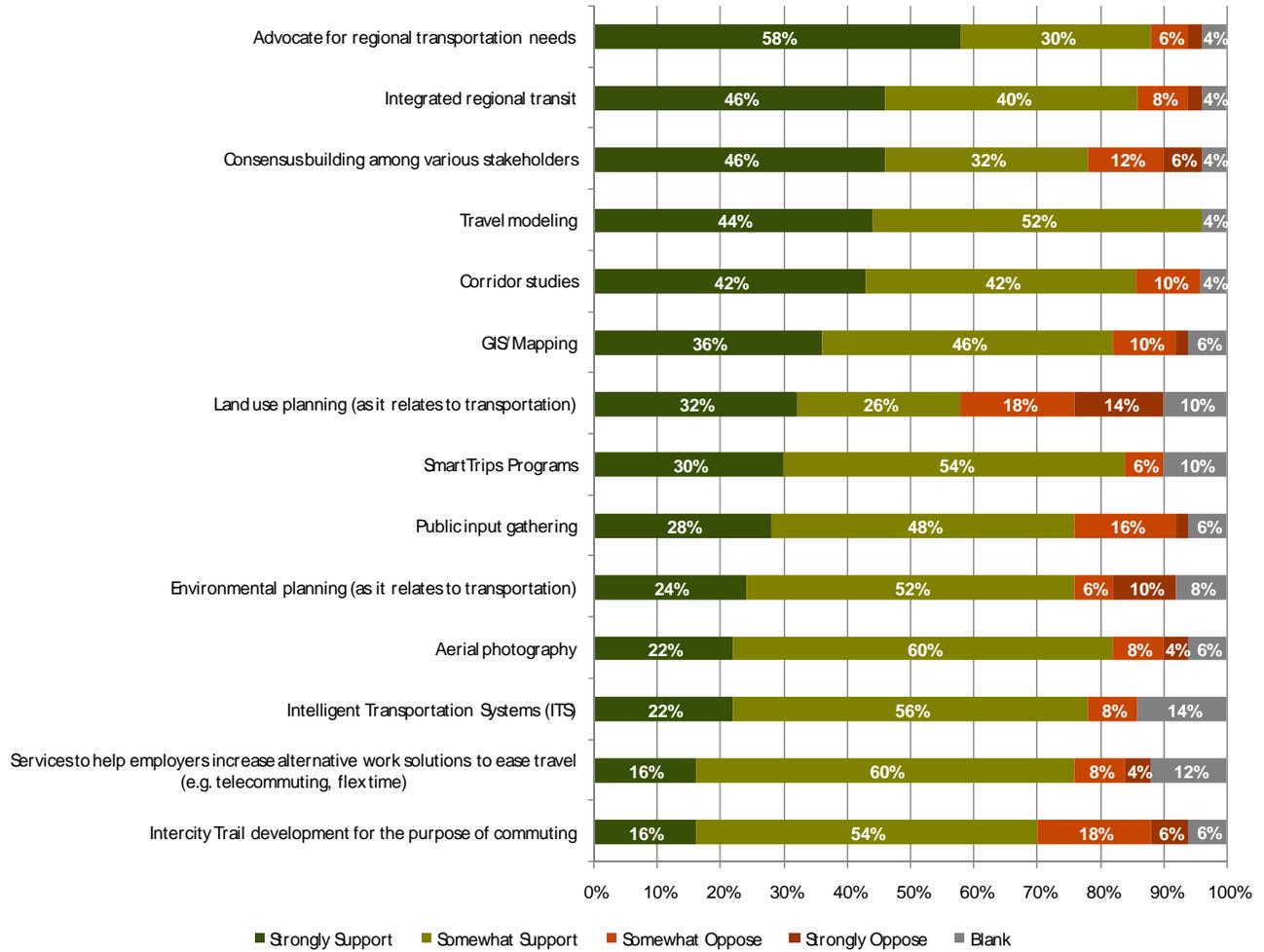


EXHIBIT 15.

BELOW IS A LIST OF POSSIBLE CHALLENGES FACING THE REGION. PLEASE INDICATE HOW BIG OF A PROBLEM EACH ISSUE IS FOR THE REGION.

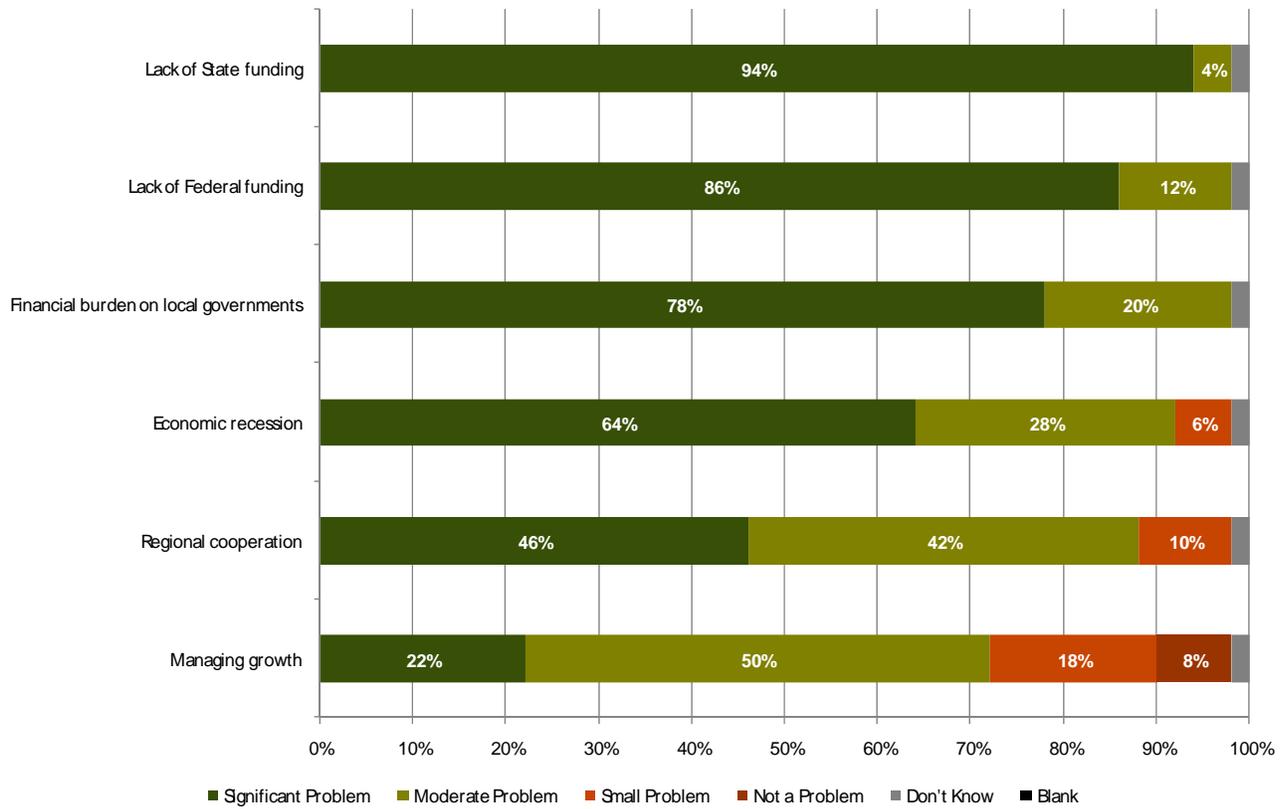
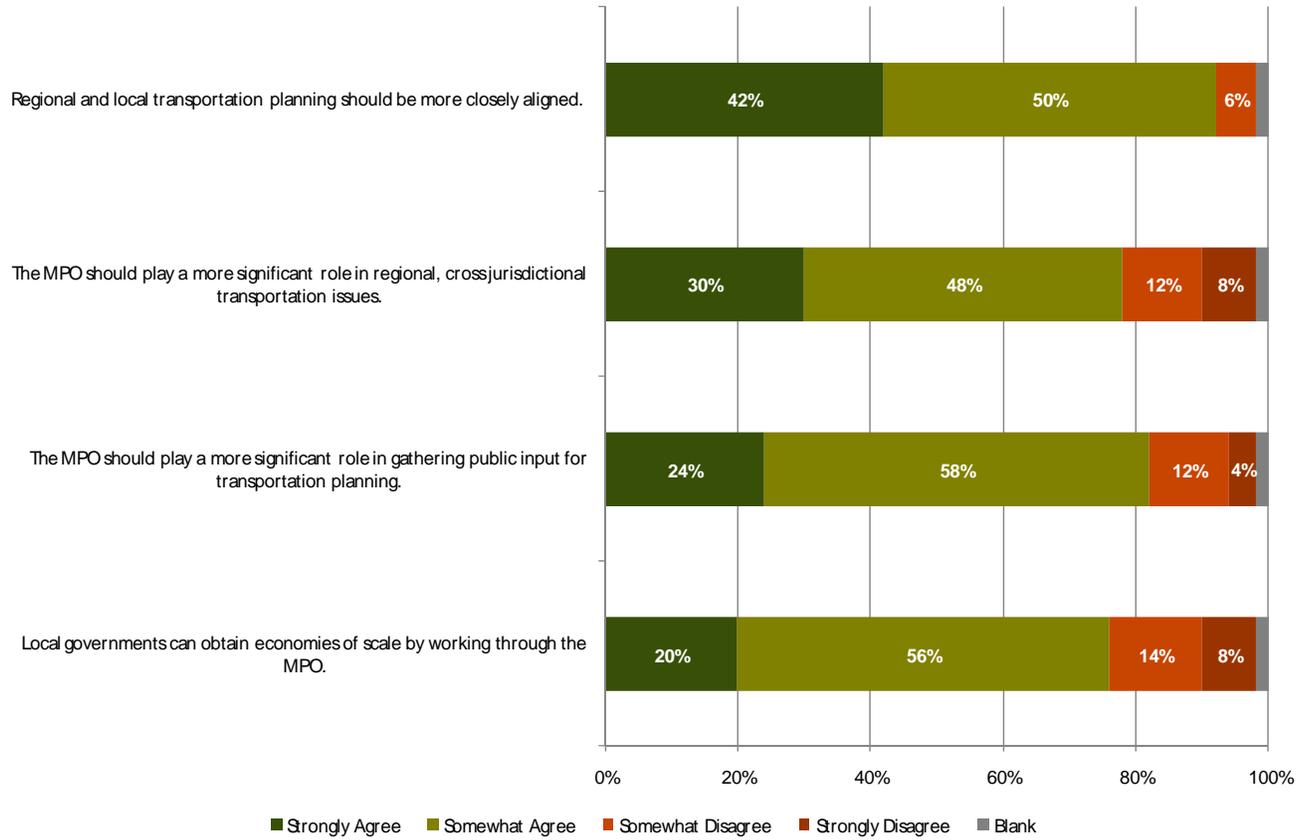


EXHIBIT 16.

PLEASE INDICATE YOUR LEVEL OF AGREEMENT FOR THE FOLLOWING STATEMENTS.



OPEN-ENDED RESPONSES

This section provides categorized verbatim responses to the several questions that allowed open-ended responses. Samples of direct quotations are provided below each one; however, to maintain confidentiality, all open-ended responses are not provided.

WHAT CAN BE DONE IN THE REGION TO FACILITATE GREATER COOPERATION BETWEEN LOCAL GOVERNMENTS?

Response Category (number of respondents who indicated this response)
Better communications (11)
Create small wins (4)
Revenue/funding suggestions (5)
Illustrate bigger picture (4)
Improve trust/credibility of MPO (3)
Remove MPO from process (2)
Public support/engagement (3)
Other responses (3)

Sample Responses

“Open and honest communication.”

“Starts with more communication.”

“Meeting with our nearby community leaders and finding out what their needs and wants are.”

“Open forums.”

“Place greater emphasis on actually doing something rather than just planning.”

“Facilitate smaller scale successful projects upon which to build.”

“Identify areas of common concern and devise win/win approaches to address those areas.”

“Tie that cooperation to funding.”

“Show the big picture.”

“Mindsets must be engaged in regional thinking.”

“MPO needs to be more respectful and responsible to unique needs of different communities.”

“Build trust, reduce parochialism.”

“Remove the MPO from the process, it is clear the MPO has their own agenda.”

“Let local governments work with each other. There is no need for a middle man.”

“Citizens should elect officials who will act regionally.”

WHAT DO YOU BELIEVE ARE THE TOP 2-3 STRENGTHS OF THE NFRMPO? WHAT DO YOU BELIEVE ARE THE TOP 2-3 CHALLENGES THAT THE NFRMPO MUST OVERCOME? WHEN RESPONDING, PLEASE CONSIDER OBSTACLES BESIDES MONEY AND FUNDING.

Response Category (number of respondents who indicated this response)	
<u>Strengths</u> [<i>Top 3 combined</i>]	<u>Weaknesses</u> [<i>Top 3 combined</i>]
Regional approach (36)	Regional cooperation/balance (45)
Staff and expertise (18)	Leadership (10)
Funding and resources (10)	Funding (9)
Specific programs (5)	Specific programs/initiatives (9)
Planning (13)	Insufficient planning and vision by member governments (7)
Information and education (13)	NFRMPO Agenda (7)
Other responses (5)	Expanding scope of services (6)
	Communication (5)
	Planning council (3)
	Other specific to MPO (3)
	Other responses (3)

Sample Responses for “Strengths”

“Regional coordination.”

“Regional forum.”

“Bringing local governments together.”

“Regional voice.”

“MPO has a natural design to promote regional discussions.”

“Regional transportation planning.”

“Regional perspective.”

“Dedicated staff.”

“Skilled, experienced staff.”

“Knowledgeable staff.”

“Sharp technical staff.”

“Long term modeling.”

“Visioning that includes transit.”

“Regional project potential.”

“Regional databases & interpretive maps.”

“Provides regional leadership.”

“Education and information to elected officials.”

“Conduit from small towns to large towns.”

“Provides resources to cities/towns.”

“Providing information for decision making.”

“Knowledge of the area and issues.”

“Part of the solution for transportation in region.”

“Regional and long-term perspectives.”

“Regional services to member governments.”

“Travel modeling assistance.”

“Smart Trips program.”

“Interaction with CDOT.”

“Experience.”

“Gathers useful information on a regional level.”

Sample Responses for “Challenges”

“Bringing all the communities together in regional cooperation.”

“Building trust amongst the member communities.”

“Consensus building.”

“It will always be a challenge to convince people that we are a region.”

“Variation of needs.”

“Parochial attitudes.”

“Lack of defined transportation policy among some jurisdictions.”

“Sales tax competition between member governments.”

“Territorial resistance.”

“How to get very diverse communities to work together.”

“Being considerate of all members needs.”

“Understanding differences between large and small communities.”

“Member government suspicions of MPO.”

“Poor executive leadership.”

“Distrust of some staff’s personal agendas.”

“Lack of funding.”

“More federal funding.”

“State government.”

“Improve existing infrastructure.”

“Possibility of mass transit.”

“Getting involved in areas beyond transportation.”

“Too much planning, too little action.”

“Seem to be out to justify expanding scope of services & involvement.”

“Operating with hidden agendas.”

“Need to improve MPO’s objectivity and credibility around the region.”

“Lack of weighted voting on council.”

“Getting better interaction from board members.”

“Gaining trust of MPO member organizations.”

“Communication with committees.”

“Reluctance of municipalities to look ahead.”

“Bad planning by some members.”

“Local government inability to think regionally.”

“Would like to see ‘tangible indicators’ of NFRMPO impacts.”

“MPO is just another bureaucratic process.”

ARE THERE ANY AREAS IN WHICH YOU DON'T THINK THE MPO SHOULD BE INVOLVED?

Response Category (number of respondents who indicated this response)
Land use planning (11)
Political issues (3)
Other responses (10)
None/Unsure (7)

Sample Responses

"Land use planning coordination is fine, but responsibility for land use planning resides at the local level."

"Local land use planning."

"In the last RTA effort the MPO crossed the line from staff support into political intervention."

"In my opinion when the MPO is seen as a jumping point for regional government."

"Services that go too far beyond transportation aren't appropriate for the MPO to take on."

"Internal jurisdictional issues."

WHY WOULD YOU CHOOSE TO BELONG (OR CONTINUE TO BELONG) TO THE MPO?

WHY WOULD YOU CHOOSE NOT TO BELONG TO THE MPO?

WHY ARE YOU UNSURE ABOUT BELONGING TO THE MPO?

[BASED ON PREVIOUS ANSWERS TO “IF IT WERE SOLELY YOUR DECISION, WOULD YOU CHOOSE TO BELONG TO THE MPO?”]

Response Category (number of respondents who indicated this response)		
<u>Responses from Respondents who Indicated “Yes”</u>	<u>Responses from Respondents who Indicated “No”</u>	<u>Responses from Respondents who Indicated “Unsure”</u>
Regional benefits [communications, perspective, planning] (24)	Ineffectiveness (2)	Too much planning/focus on processes (4)
Resources [expertise, services, funding] (6)	MPO agenda (2)	Political concerns (2)
Other responses (1)		Other responses (1)

Sample Responses for “Yes”

“The MPO provides for regional communication and cooperation.”

“Potential exists for regional discussion and cooperation.”

“Because of strong need for regional perspective, regional planning, comprehensive approach to transportation, and efficiencies of scale.”

“Regional perspective, communication, facilitation efforts.”

“The importance of coordinating regional planning.”

“Spirit of cooperation/ regionalism.”

“Great place for collaboration and regionalism.”

“To connect with other local governments.”

“The MPO can provide data/ information/ expertise to help jurisdictions make informed decisions.”

“Ability to obtain funding for projects.”

“I have found MPO representatives to be knowledgeable, helpful and forthright.”

Sample Responses for “No”

“Ineffective.”

“Lack of trust due to there always being a hidden agenda.”

Sample Responses for “Unsure”

“I think the MPO is too focused on planning as an end to itself.”

“Too much research.”

“MPO seems to favor some communities over others.”

“Political intervention.”

ARE THERE ANY ADDITIONAL COMMENTS YOU WOULD LIKE TO SHARE ABOUT THE NFRMPO?

Response Category (number of respondents who indicated this response)
Trust issues with NFRMPO (5)
Great staff (2)
Build on strengths/focus on facilitating (2)
Specific transportation suggestions (2)
Member involvement (2)
Other responses (6)
No additional comment (2)

Sample Responses

“Great staff.”

“I believe the MPO needs to build on its strengths and expand some services such as Travel Forecast Modeling.”

“The MPO suffers from distrust by various entities due to a history of manipulation by a particular MPO staff member. This is a serious impediment to cooperation among operations level personnel of jurisdictions within the MPO. It seriously reduces the trust level among these entities.”

“The current status of our MPO provides little benefit to the citizens of our region.”

“Sometimes it seems to get off-track because members don’t make it a priority.”

“MPO should be inclusive of ALL communities.”

“Embrace Colorado will be a total waste of time and resources.”

APPENDIX C - DISCUSSION GROUP PARTICIPANTS

List of Participants

GROUP 1 – INTEGRATED REGIONAL TRANSIT

Name	Position	Entity
Nina Baumgartner	Health and Human Services	Larimer County
Eric Boyd	Director of Transportation	Berthoud
Julie Cozad	Trustee	Milliken
Eric Ellis	Transit Manager	CDOT
John Franklin	Town Planner	Johnstown
Ben Manvel	City Council	Fort Collins
Brad Patterson	Transit Service Manager	Greeley
Kurt Ravenschlag	Assistant Director	Transfort
Gary Thomas	Executive Director	SAINT Volunteer Transportation

GROUP 2 – CONSENSUS BUILDING

Name	Position	Entity
Nina Baumgartner	Health and Human Services	Larimer County
Don Feldhaus	MPO Chairman	Greeley
Wayne Howard	County Engineer	Weld County
Roy Otto	City Manager	Greeley
Keith Reester	Director of Public Works	Loveland
Sheryl Trent	Town Administrator	Milliken
Don Williams	City Manager	Loveland

GROUP 3 – REGIONAL TRANSPORTATION PLANNING

Name	Position	Entity
Kelly Arnold	Town Manager	Windsor
Donna Benson	Mayor	Timnath
Glen Gibson	County Commissioner	Larimer County
Larry Heckel	MPO Vice Chair	Loveland
Gail Hoffman	MPO and Rural Liaison	CDOT
Dave Klockerman	City Engineer	Loveland
Karen Schneiders	Regional Transportation Planner	CDOT
Lisa Silva	Planning Specialist	Colorado Air Pollution Control Division