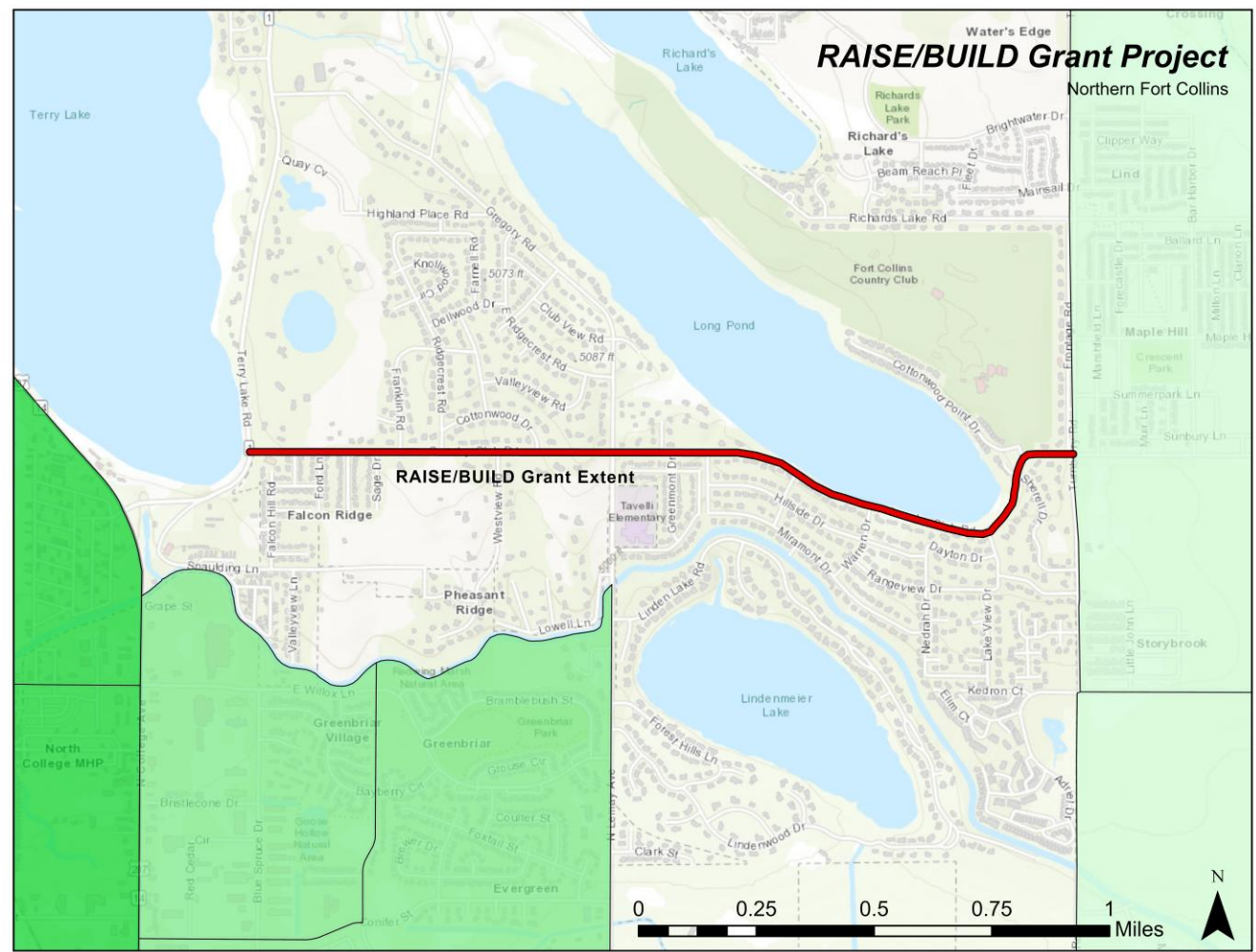


Analysis Map as Amended



Legend

Level of Environmental and Demographic Impact Area

- 1
- 2
- 3

Project Location

October 2025
Sources: CDOT, NFRMPO



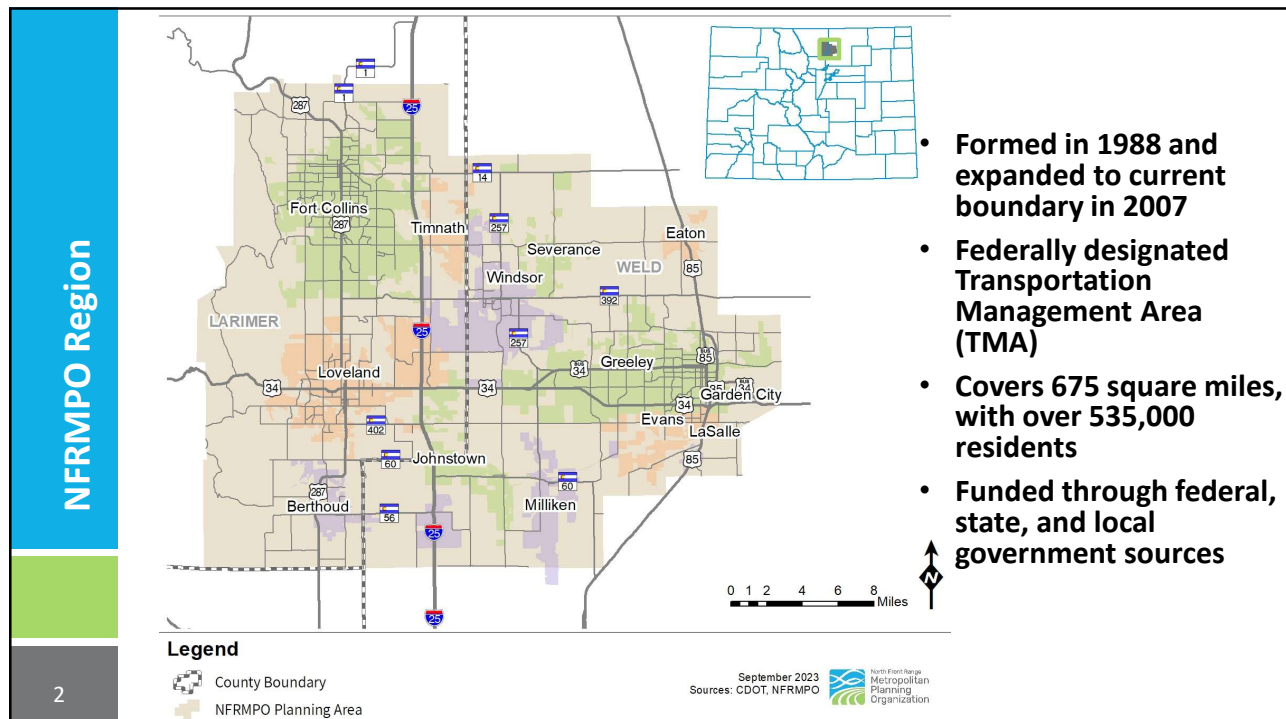
Criteria	
Project Title	
Project previously included in TIP	No
TIP ID #	2026-012
Project located 1/4 mile of an Index Area	Yes
Project Sponsor	Larimer County
Project Type	Safety, Bike/Ped Facility, Intersection Improvements
Funding Source	Federal BUILD Grant & Local Funds
Call Awarded	N/A
Burdens	Short Term (Construction) (Yes/No) Long Term (Post Construction) (Yes/No)
Bodily impairment, infirmity, illness, or death	No
Air, noise, and water pollution and soil contamination	Yes
Destruction or disruption of man-made or natural resources, aesthetic values, or availability of public and private facilities and services	No
Adverse impacts on community cohesion or economic vitality	No
Noise and vibration	Yes
Increased traffic congestion, isolation, exclusion, or separation	Yes
Additional Anticipated Burdens <i>Detail any additional anticipated project burdens</i>	None
Benefits	(Yes/No)
Decrease in travel time	Yes
Improved air quality	Yes
Expanded access to employment opportunities	Yes
Improved access to transit options and alternative modes of transportation (walking and bicycling)	Yes
Additional Anticipated Benefits <i>Detail any additional anticipated project burdens</i>	None
Outreach – Describe any outreach completed in selection of project or future anticipated outreach	

The Corridor Study to evaluate potential operational, safety, and multimodal improvements along LCR 50E, CO 1, and Turnberry Road (LCR 11) was completed in February 2023. Larimer County prepared the study in partnership with the City of Fort Collins, along with adjacent property owners/stakeholders. The final report includes information on existing conditions, future traffic volume estimates, conceptual cost estimates, and the public engagement process.

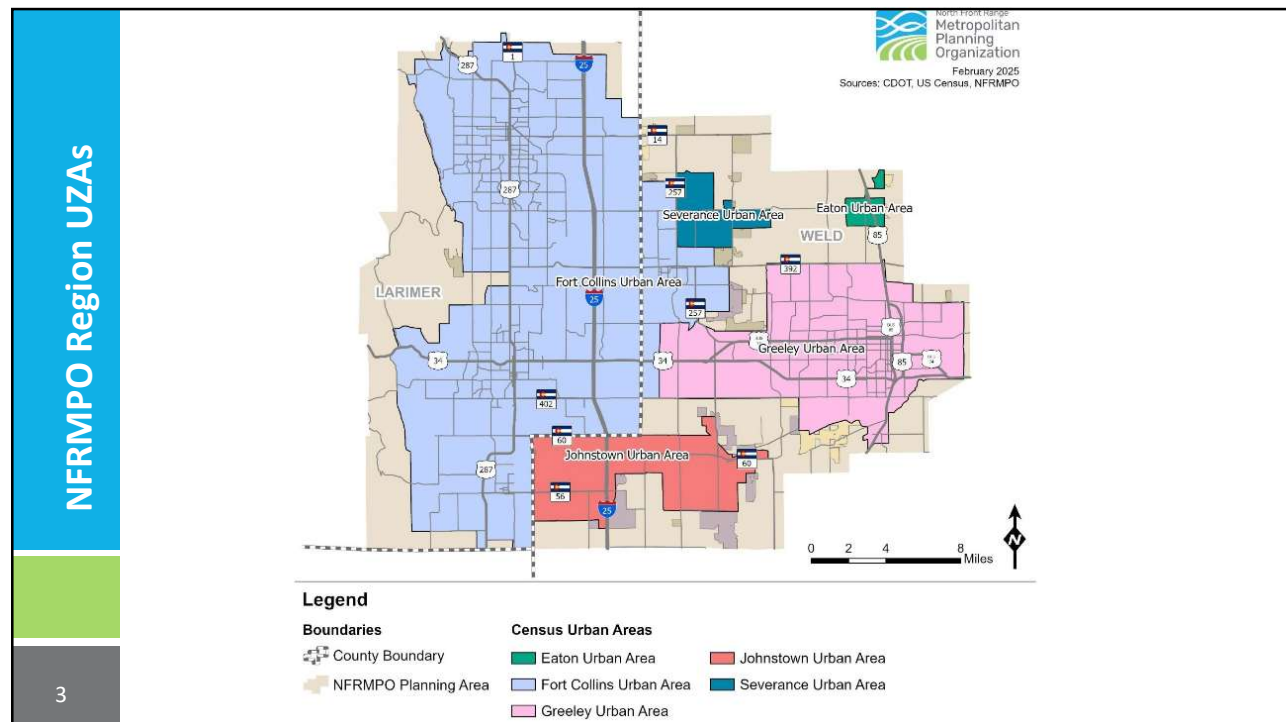
Public meetings were held between March and July 2022 to foster community support and to obtain property owner and stakeholder input on potential improvements along LCR 50E between CO 1 and Turnberry Road. Coordination occurred frequently throughout the Project among Larimer County, City of Fort Collins, and consultant staff to discuss ideas and comments provided by the public, to debate the merits of these ideas and comments, and to develop alternatives to achieve the safety and capacity goals.



1



2



3

MPO Core Products

North Front Range Metropolitan Planning Organization

Four Federally-Required Core MPO Products:

1. Long Range Transportation Plan (MTP, LRTP, RTP)
2. Transportation Improvement Program (TIP)
3. Public Involvement/Participation Plan (PIP/PPP)
4. Unified Planning Work Program (UPWP)

2050 Regional Transportation Plan

2022 PIP

FY2024-2027 Transportation Improvement Program (TIP)

FY2026-2027 Unified Planning Work Program (UPWP)

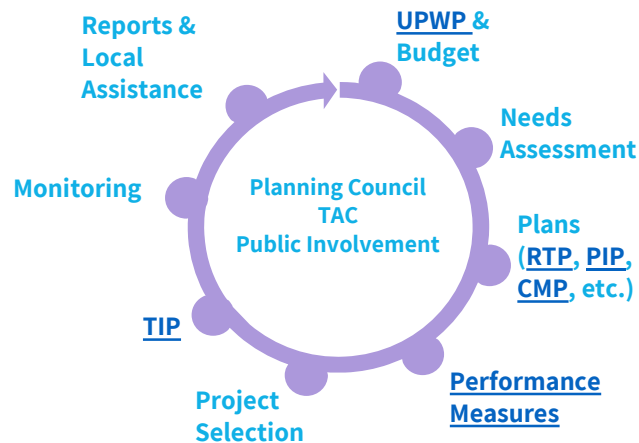
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NFRMPO Responsibilities



NFRMPO Planning Process

- Transportation Planning
- Air Quality Planning, Modeling, and Coordination
- Regional Collaboration
- Mobility Coordination
- VanGo™ Vanpooling and Ride Matching Services



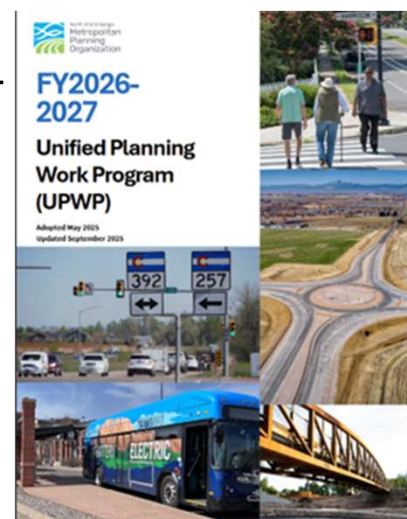
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5

What is the UPWP?



- A Unified Planning Work Program (UPWP) is an annual or biennial statement of work identifying the planning priorities and activities to be carried out within a metropolitan planning area.
- At a minimum, a UPWP includes a description of the planning work and resulting products, who will perform the work, time frames for completing the work, the cost of the work, and the source(s) of funds.



6

6

Federal Planning Factors

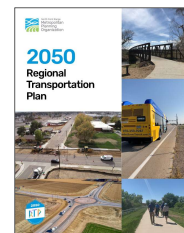
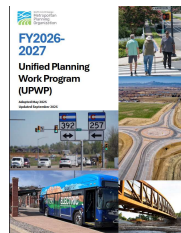
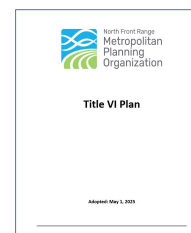
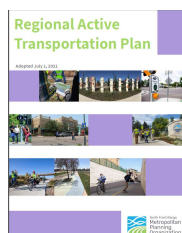
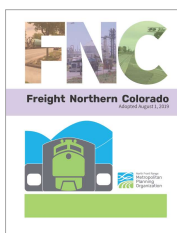


1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;
2. Increase the safety of the transportation system for motorized and non-motorized users;
3. Increase the security of the transportation system for motorized and non-motorized users;
4. Increase accessibility and mobility of people and freight;
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
7. Promote efficient system management and operation;
8. Emphasize the preservation of the existing transportation system;
9. Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation; and
10. Enhance travel and tourism.



7

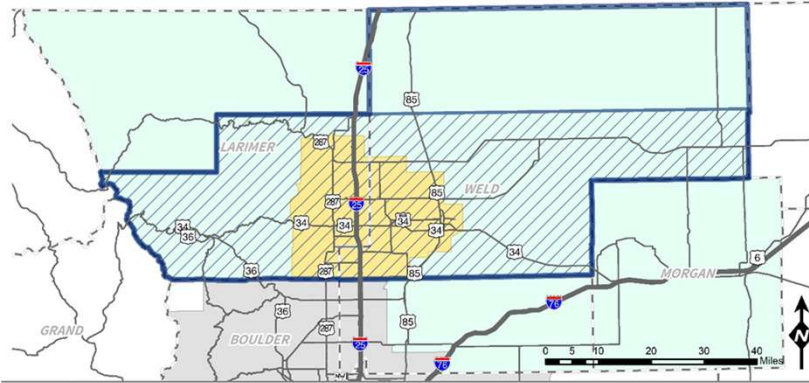
NFRMPO Plans



8

8

NFRMPO Modeling Area



Legend

- Northern Subarea, 2008 NAAQS
- Northern Subarea, 2015 NAAQS
- NFRMPO
- Upper Front Range TPR
- DRCOG
- County Boundaries

July 2022
Sources: CDOT, NFRMPO



9

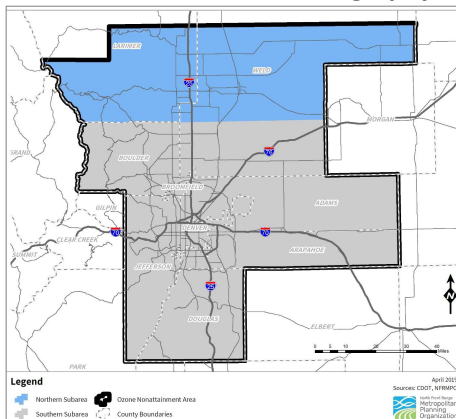
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Conformity Overview



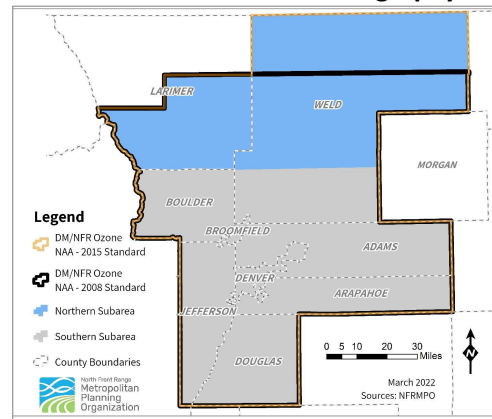
The NFRMPO region is included in the nine county Denver-North Front Range 8-hour Ozone Nonattainment Area

2008 Ozone Standard Geography



10

2015 Ozone Standard Geography



10

Air Quality Significant Project Definition



- Adding at least two (2) through lane miles or completing a regional connection along a regionally significant corridor (RSC);
- Adding a new intersection on principal arterials or above; Adding new interchanges or grade-separated intersections; Major improvements to existing interchanges, excluding drainage improvements and ramp widening;
- Regional transit projects on fixed guideways, which offer a significant alternative to regional roadway travel;
- Addition or deletion of major bus routes with 3,000 riders per day, taking into account existing service levels.

11

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Colorado's Greenhouse Gas (GHG) Transportation Planning Standard



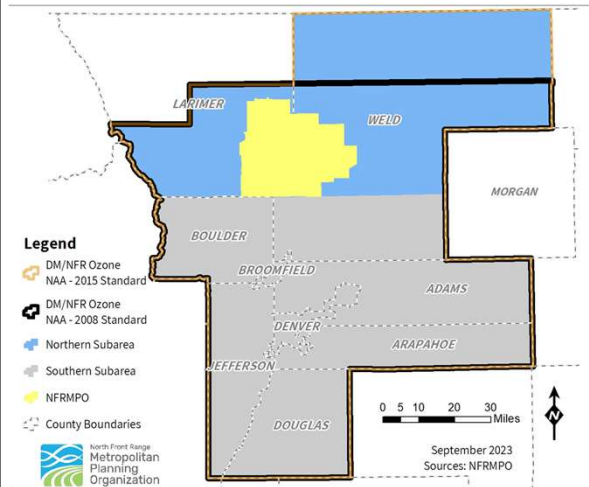
- Standard adopted by Colorado Transportation Commission (TC) in 2021
- MPOs and CDOT must demonstrate reductions in GHG emissions compared to "baseline plans"
- Applies to NFRMPO Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP)
- GHG Report reviewed by Air Pollution Control Division (APCD); approved by TC



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Colorado's Greenhouse Gas Planning Standard



- **GHG Planning Standard adopted in December 2021 by the Transportation Commission of Colorado: *Policy Directive (PD) 1610***
- **Planning Standard applies to CDOT and all five Colorado MPOs**
- **Colorado Department of Transportation (CDOT), Denver Regional Council of Governments (DRCOG), and North Front Range Metropolitan Planning Organization (NFRMPO) were required to meet the GHG Rule's emission reduction levels for the four analysis years by October 1, 2022**

13

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Modeled Improvements and Funding Sources

Category	Improvement	Funding Source
<i>Transit</i>	- Updated transit network to match local plans and efforts - Acknowledgment of additional funding opportunities - LinkNoCo recommendations	CDOT 10-Year Plan, FTA, MMOF
<i>TDM</i>	- TDM program based on local plans and efforts - Impact of Council setting aside TMO funding - Increase in work from home in all compliance years	MMOF, IIJA
<i>Operations</i>	Arterial signal timing improvements by 2030 and additional signal timing improvements through 2050	CDOT 10-Year Plan, IIJA, Local funds
<i>Active Transportation</i>	- Expansion of the local bicycle and pedestrian network by 2030 and increasing to 2050 - Completion of Regional Active Transportation Corridors (RATCs) by 2045	IIJA, MMOF, Local Funds

2050 RTP Amendment

14

14

NFRMPO GHG Emissions Analysis

GHG Emissions Results, Million Metric Tons (MMT) per Year					
	2025*	2029*	2030	2040	2050
Baseline Plan: 2045 RTP	1.55	1.41	1.40	1.01	0.64
Updated Plan: 2050 RTP Amendment	1.45	1.31	1.28	0.90	0.57
Reduction	0.10	0.10	0.12	0.11	0.07
Required GHG Reduction Level	0.04	0.06	0.12	0.11	0.07
Pass/Fail	Pass	Pass	Pass	Pass	Pass

**All values for 2025 and 2029 are interpolated*

Note: Some numbers in this chart may not add correctly due to rounding.

15

15

		Questions?	
Becky Karasko, AICP Transportation Planning Director North Front Range Metropolitan Planning Organization bkarasko@nfrmpo.org nfrmpo.org			

16

16



Request for Functional Classification Change for Weld County Road 38

WCR 38 from WCR 7 to WCR 9.5 (High Plains Boulevard) near I-25

Project Overview

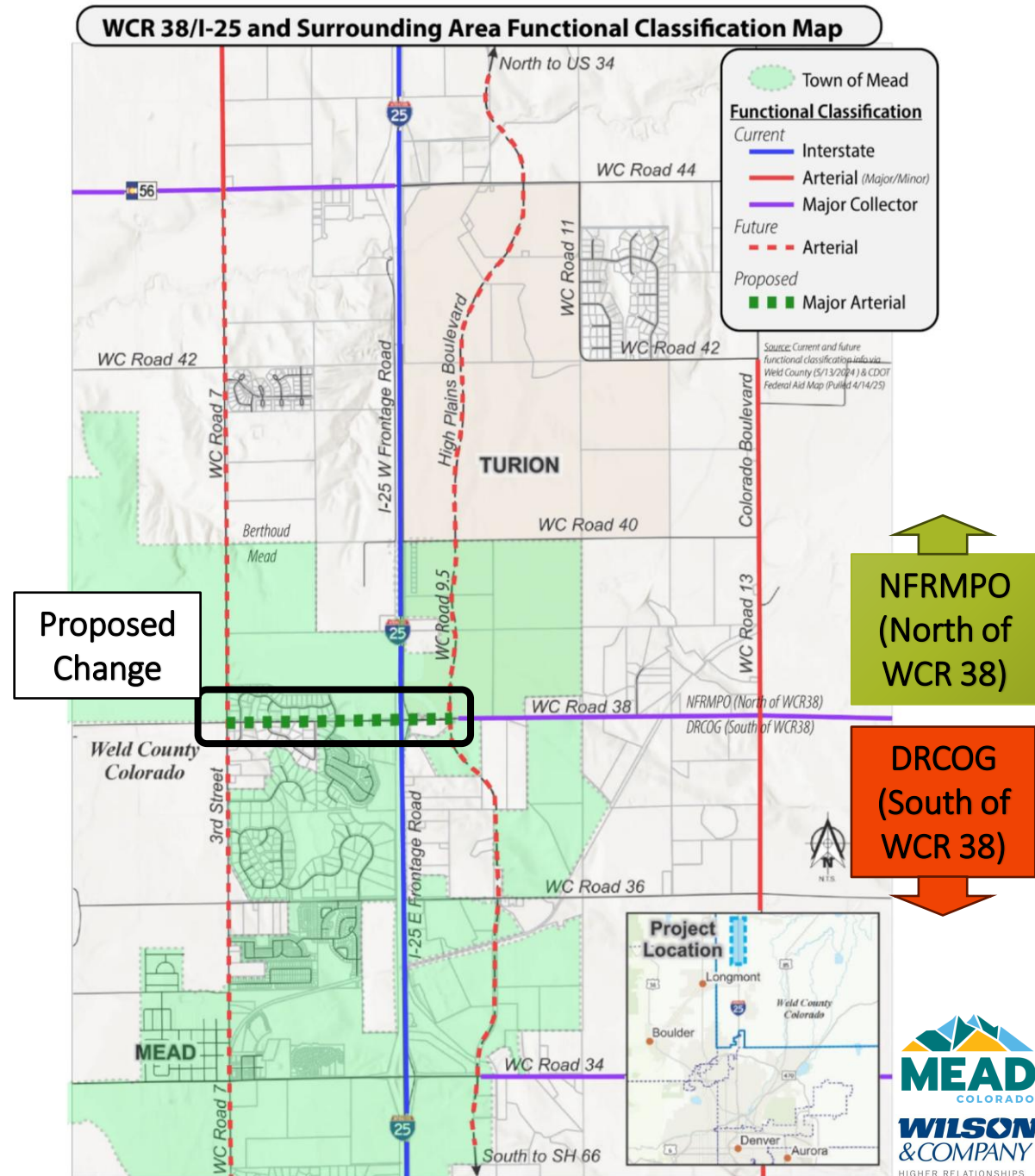
Request: Classify Weld County Road (WCR) 38 as a Rural Major Arterial (from WCR 7 to WCR 9.5)

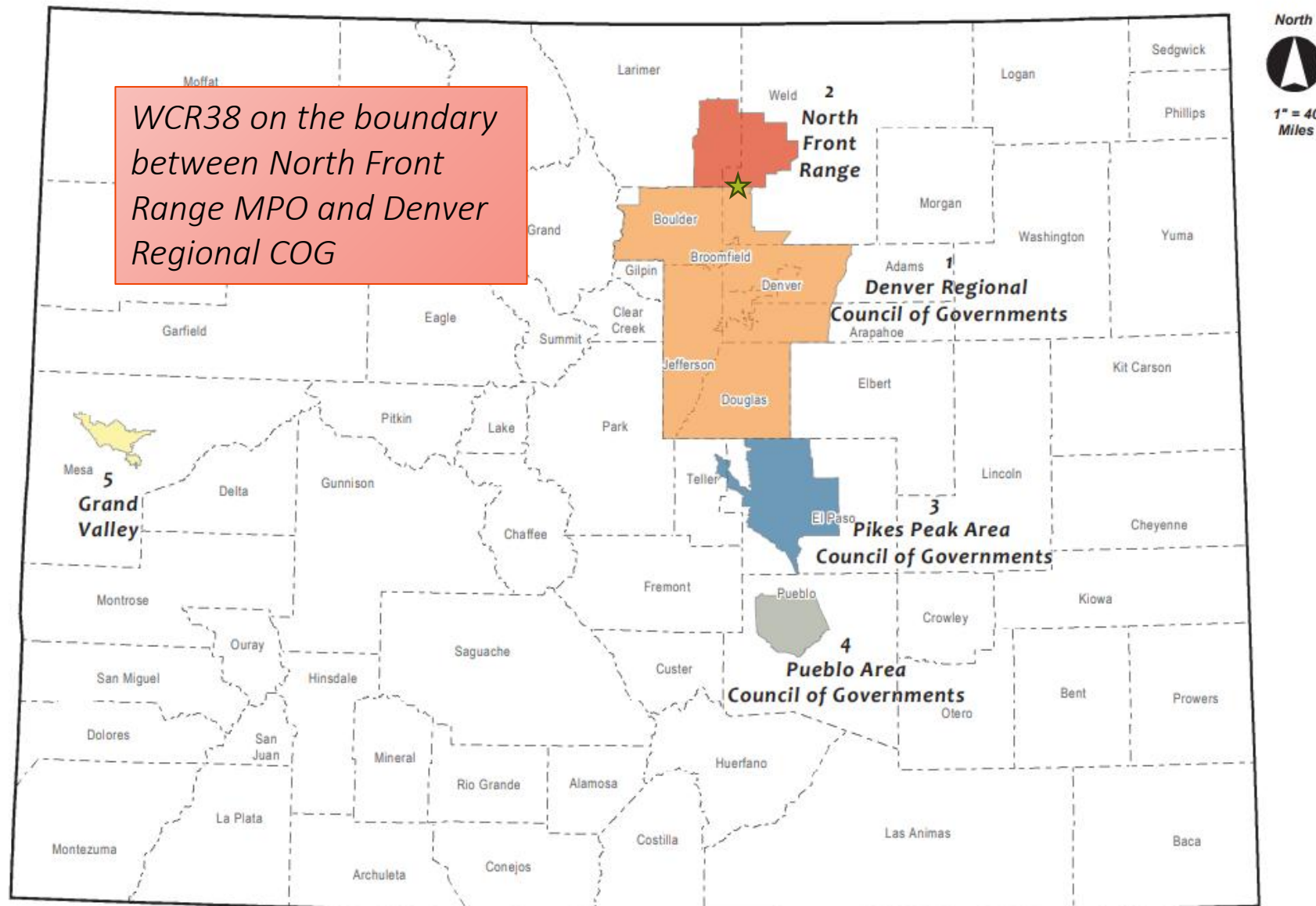
Purpose: Support planned I-25/WCR 38 interchange and improve regional mobility

Current Status:

CDOT - Unclassified local roadway
NFRMPO – Collector
Town Master Plan - Minor Arterial

Proposed: Major Arterial (Rural)





Data Source: CDOT 2022
Published: September 2023
codot.gov

Metropolitan Planning Organizations



COLORADO
Department of Transportation

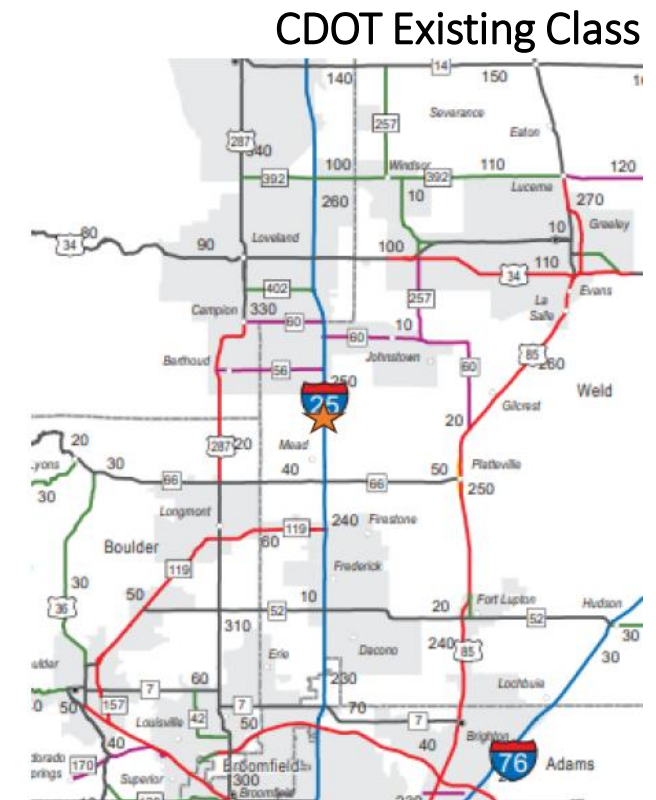


Why the Change is Needed

Currently unclassified/local according to CDOT classifications. WCR 38 was included in NFRMPO traffic model and designated as a Collector; [Mead's Transportation Master Plan \(2018\)](#) identifies it as a Arterial

East-west trips require an arterial connection to handle local trips, reduce interstate dependence, and support regional flow

Importance of having a coherent “stepped” functional classification network



Roadway Characteristics

Current Conditions

Two-lane, undivided, no shoulder

45 mph posted speed

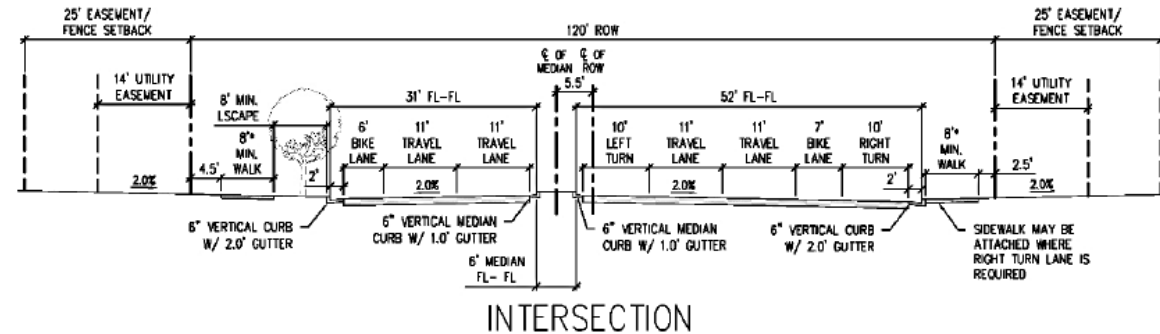
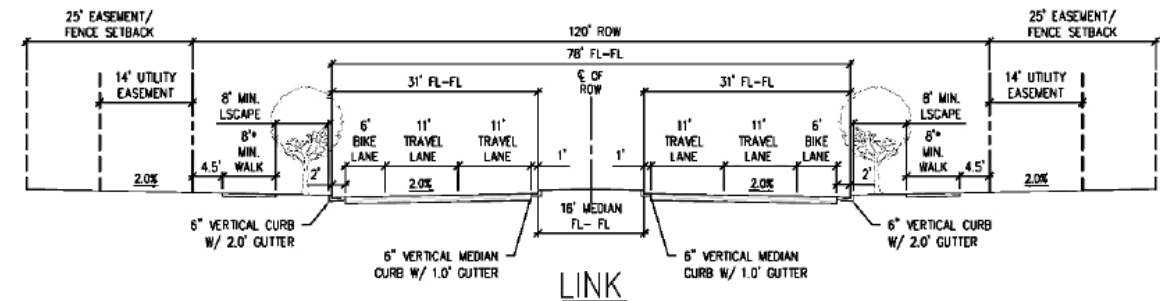
Current volumes: AM Peak ~40 vpd, PM Peak ~70 vpd

Projected Conditions

Future volumes: 15,000–21,000 vpd
(east/west of I-25)

Planned Major Arterial Cross-section:

- 4 travel lanes (11' each)
- Bike lanes & sidewalks with buffers
- 120' ROW, 16' median, 50 mph design speed



Major Arterial Typical Section (Mead)

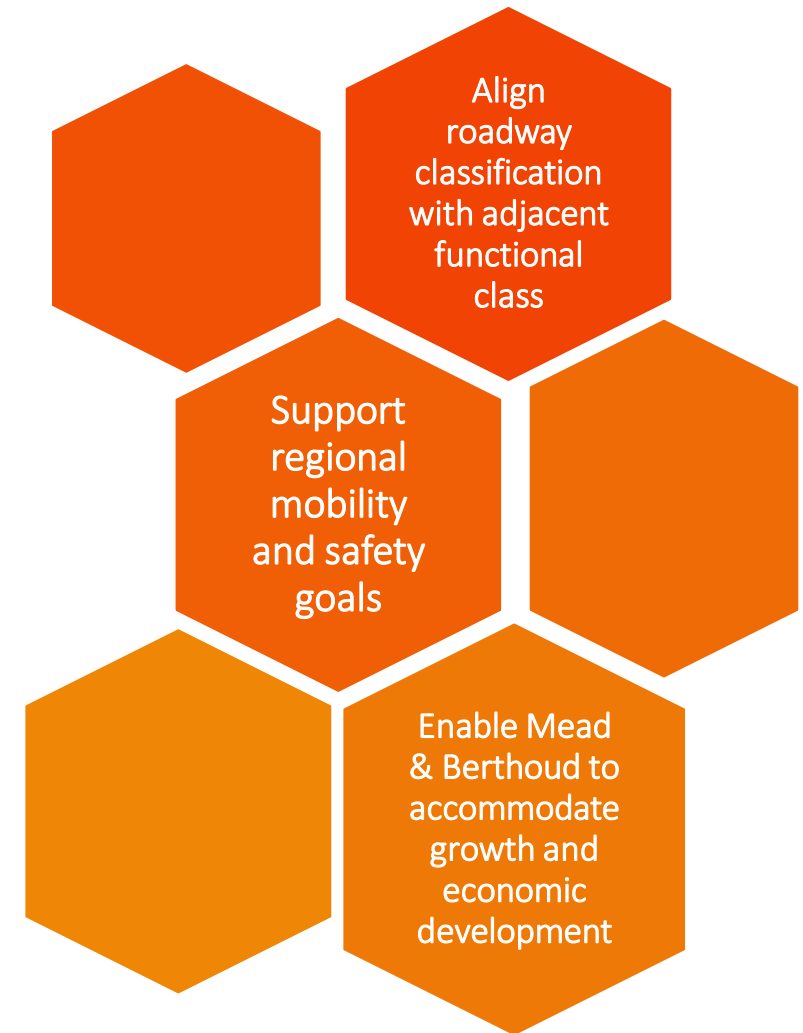
Justification

Safety: Supports multimodal safety, reduces conflicts, provides redundancy for emergency response and incident management

Growth & Development: 7 approved/active developments in Mead/Berthoud I-25 corridor; Turion Development largest

Travel Demand: Buildout projected to generate 100,000+ daily trips in corridor

Regional Role: Links activity centers and interconnects arterial network



1601 Process (I-25 and WCR38 Analysis)

Step 1 – Kick Off Phase and 1601 Pre-Application Meetings (Complete)

Step 2 – Initial Intergovernmental Agreement (IGA) (Complete)

- IGA between Town of Mead and CDOT

Step 3 – System Level Study and Interchange Mgt Plan (We Are Here)

- Purpose and Need Statement (Approved)
- 2050 Traffic Projections, System Operations, and “No Build” Scenario (Approved)
- Environmental Screening Report (Approved)
- Alternatives Analysis and Screening (Current Task)

Step 4 – Approval of System Level Study (Future – Q1 2026)

- CDOT Transportation Commission

Step 5 – MPO Board Approval (Future)

Step 6 – Design and NEPA Approval Process (Future)

Step 7 – Final IGA (Future)

Next Steps

TAC Feedback/
*Planning
Council approval

(Thursday Nov 8th at
6pm)



NFRMPO to send
letter of Approval
to CDOT Director
of Transportation
Department
(DTD)



CDOT DTD to
review and
forward to FHWA
for approval
(team ensure
CDOT updates)

*Pending TAC feedback



Drew Pearson, AICP
Project Manager
Loveland, CO

Drew.pearson@wilsonco.com



1

Changes from Previous Discussion



Changes from Previous Presentation/Discussion and Call

1. Switched from TDM-based Call for Projects to TMO-based Call for Projects
2. Updated the Scoring Committee information
 - i. Committee will consist of Mobility staff and one member of the Transportation team
3. Updated Eligibility Criteria for Project Types to allow for:
 - i. ongoing TMO Management
 - ii. TMO setup
4. Updated Goals and Scoring System to reflect each other and to include air quality
5. Updated the schedule
6. Updated the funding amount based on TIP
7. Simplified Scoring System
8. Created an application for the Call for Projects

2

2

TMO Program Goals



- **Goal 1: Mobility – Reduce Congestion and Improve Air Quality:**
 - Support TMO initiatives that improve sustainable travel options awareness and adoption for reduced congestion and improved air quality.
- **Goal 2: Connectivity – Strengthen Regional Links:**
 - Fund TMOs that address transportation challenges in high-impact areas such as Regionally Significant Corridors (RSCs), Regional Transit Corridors (RTCs), and Regional Active Transportation Corridors (RATCs), and Short-Trip Opportunity Zones.
- **Goal 3: Sustainable Projects – Invest in Financially and Technically Sustainable Projects:**
 - Support TMOs with realistic budgets and demonstrated technical capacity to implement TDM initiatives effectively.
- **Goal 4: Accessibility – Advance Access for all:**
 - Prioritize TMOs that expand accessibility of travel options and incorporate inclusive community outreach approaches to better reflect the needs and priorities of the community.
- **Goal 5: Innovation – Encourage Innovation in TDM:**
 - Promote creative and forward-thinking approaches to delivering impactful TMOs,
- **Goal 6: Local Commitment – Build Community Support:**
 - Incentivize TMO collaboration with local jurisdictions and stakeholders to secure strong community buy-in and sustained support.

3

3

Anticipated Call Timeline



Activity	Date
TAC Presentation / Discussion #1	Wednesday, July 16, 2025
NoCo Bike & Ped Collab Presentation	Wednesday, August 13, 2025
NCCMC Presentation	Monday, August 25, 2025
TAC Presentation/Discussion #2	Wednesday, October 15, 2025
Planning Council Presentation / Discussion	Thursday, November 6, 2025
Planning Council Action on Call Process	Thursday, December 4, 2025
Call for Project Opens	Friday, December 5, 2025
Applicant Workshop	Friday, December 19, 2025
Question and Answer Session	Tuesday, January 6, 2026
Project Descriptions Due	Friday, January 9, 2026
Draft Project Applications Due to NFRMPO for Review	Wednesday, January 14, 2026
Feedback on Draft Applications	Wednesday, January 21, 2026
Call for Projects Closes Applications Due to NFRMPO	Wednesday, January 28, 2026
Scoring Meeting	Wednesday, February 4, 2026
TAC Discussion-Staff Presentation	Wednesday, February 18, 2026
Council Discussion/Applicant Presentations	Thursday, March 5, 2026
Announcement of Funding	Friday, March 6, 2026

4

4

Funding Estimates



- Funding for this program is sourced from the Carbon Reduction Program (CRP)
 - Established through the Federal Bipartisan Infrastructure Law in 2021
 - The purpose is to reduce greenhouse gas emissions from transportation sources.
- The NFRMPO Planning Council has approved setting aside \$400,000 in CRP funds between 2024 and 2027 for TMO Incubator funding, with the funding to be distributed as shown in the table below.
- Local Match of 17.21 percent is required per project
- Annual awards will range from a minimum of 50% to a maximum of 100% of the available funding allocation

Program	FY2025	FY2026	FY2027	Federal/State Funding Total
CRP	\$200,000	\$100,000	\$100,000	\$400,000

5

5

The TMO Guidebook



Report
April 2025

TMO Guidebook -
Implementation, Funding and
Oversight of Transportation
Management Organizations



North Front Range Metropolitan Planning Organization
24595101

steer

The TMO Guidebook provides comprehensive information to help the NFRMPO identify the role TMOs can play and how funding can be allocated to TMO programs and services via a Call for Projects process.

The TMO Guidebook includes:

- **TMO Business Plan Framework:** Introduces TMO's mission and operational framework to support the NFRMPO in evaluating a TMO's long-term success.
 - **TMO Services:** Details TMO functions, partners, and typical strategies that TMOs would be expected to fulfill.
 - **TMO Structure:** Identifies organizational models, including stand-alone, partnership-based, and government-led TMOs.
 - **Key Considerations:** Outlines funding, staffing, program monitoring, and local context considerations for TMO operations.
- **Evaluation Metrics:** Highlights metrics for measuring TMO success and their contributions to regional goals.
- **Call for Projects Framework:** Provides eligibility criteria, scoring systems, application guidance, and an application for the Call to align projects with NFRMPO's goals.

6

6

TMO Call for Projects Scoring System					
Category	Criterion	Scoring	Weight (%)		
Mobility & Connectivity	Goal 1 – Improve Awareness and Ridership & Goal 2 – Promote Regional Connectivity		50%		
	Narrative of how the TMO will contribute to greater awareness of sustainable travel options to reduce congestion (SOV trips/ VMT) and transportation emissions, and where the project will be focused	1 - Low potential for reducing congestion and transportation emissions 3 - Moderate potential for reducing congestion and transportation emissions 5 - High potential for reducing congestion and transportation emissions			
Sustainable Projects & Local Commitment	Goal 3 – Invest in Financially and Technically Sustainable Projects & Goal 6 – Foster Local Commitment		25%		
	TMO budget and staffing align with the scope of work and meet the local match requirement	1 – Basic budget and staffing, and minimum local match 3 – Budget with clear tasks, staffing with relevant skills, and a minimum local match 5 – Detailed budget and tasks, staffing with expertise in all skill areas, and a minimum local match			
Accessibility & Innovation	Goal 4 – Advance Accessibility for All & Goal 5 – Encourage Innovation in TDM		25%		
	Narrative of how the TMO will improve access to multi-modal options, align with community needs, and demonstrate unique ideas or approaches	1 – No linkages to relevant objectives: improving access to multi-modal options, community needs, and innovation 3 – Linkages to 1 relevant objective: improving access to multi-modal options, community needs, and innovation 5 – Linkages to 2-3 relevant objectives: improving access to multi-modal options, community needs, and innovation			

7

Next Steps

The logo for the North Front Range Metropolitan Planning Organization. It features a stylized graphic on the left consisting of blue and green wavy lines. To the right of the graphic, the text "North Front Range Metropolitan Planning Organization" is written in a sans-serif font, with "North Front Range" on the first line, "Metropolitan Planning" on the second line, and "Organization" on the third line.

- **November 6th, 2025**
 - Planning Council Discussion and Presentation
- **December 4th, 2025**
 - Planning Council Action on Call Process
- **December 5th, 2025**
 - Call for Project Opens

8

8

8

Questions?



Aaron Hull | Mobility Planner

(970) 672-0677

ahull@nfrmpo.org

Report

September 2025

TMO Guidebook - Implementation, Funding, and Oversight of Transportation Management Organizations



TMO Guidebook - Implementation, Funding, and Oversight of Transportation Management Organizations

Prepared by:

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Prepared for:

North Front Range Metropolitan
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CO 80521

24595101

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1 Introduction

The North Front Range Metropolitan Planning Organization (NFRMPO) plays a critical role in advancing regional Transportation Demand Management (TDM) by supporting strategies that reduce single-occupancy vehicle trips, improve air quality, and enhance mobility options. Transportation Management Organizations (TMOs) are vital partners in the North Front Range, **working at the community level to implement programs** that connect residents, commuters, and visitors to sustainable transportation solutions.

This guidebook provides comprehensive information to help the NFRMPO identify the role TMOs can play and how funding can be allocated to TMO programs and services via a Call for Projects process. It includes:

- **TMO Business Plan Framework** – Introduces TMO’s mission and operational framework to support the NRMPO with evaluating a TMO’s long-term success.
 - TMO Services – Details TMO functions, partners, and typical strategies that TMOs would be expected to fulfill.
 - TMO Structure – Identifies organizational models, including stand-alone, partnership-based, and government-led TMOs.
 - Key Considerations – Outlines funding, staffing, program monitoring, and local context considerations for TMO operations.
- **Evaluation Metrics** – Highlights metrics for measuring TMO success and their contributions to regional goals.

Call for Projects Framework – Provides eligibility criteria, scoring systems, and application guidance to align projects with NFRMPO’s goals.

2 TMO Business Plan Framework

| What Does a TMO Do?

A TMO is a collective effort comprising various community stakeholders who collaborate to develop and implement strategies that promote sustainable transportation options and reduce congestion. TMOs are responsible for helping reduce single-occupancy vehicle (SOV) ridership by collaborating with regional partners to improve mobility, reduce congestion, and promote travel mode options through outreach, marketing, events, advocacy, and programming/services.

TMO Services

TMOs provide a variety of services tailored to the diverse needs of their audiences. Key Activities include:

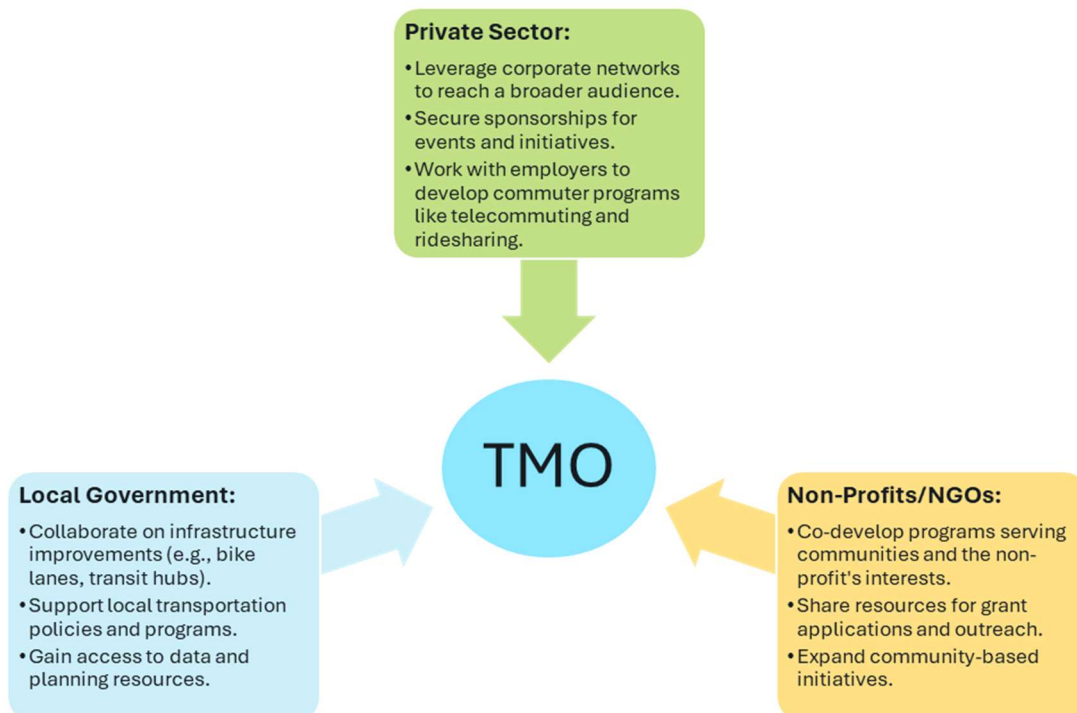
- **Public Activities:** Open to all and funded by public or grant sources.
 - Examples: Hosting Bike-to-Work Day events, car-free campaigns, and public outreach on transit options.
- **Membership Activities:** Exclusive services for member organizations (e.g., employers, developers).
 - Examples: Exclusive networking events, on-site transportation tabling, member-exclusive subsidies.
- **Fee-for-Service Activities:** Revenue-generating customized services for businesses or organizations.
 - Examples: Custom commuter surveys, site-specific transportation consulting, and tailored site-specific trip analysis.

TMO Partnerships

TMOs thrive through collaboration, forming partnerships that expand their reach and enhance their ability to provide impactful service.

- Programming:** TMOs commonly form partnerships with local governments, non-profits/NGOs, and private sector business communities to enhance the effectiveness of their programs. These partnerships enable TMOs to cross-promote initiatives, tap into partner networks to reach broader audiences, and tailor programming to reflect local needs and priorities. By grounding initiatives to the local context, TMOs ensure their efforts are both relevant and impactful.
- Advocacy:** TMOs structured as 501(c)(3) organizations can advocate for nonpartisan policies and initiatives that align with their mission to improve transportation and mobility. Those organized as 501(c)(4) or 501(c)(6) entities have broader latitude to engage in formal lobbying efforts, allowing for more direct influence on legislation and policy; however, they could be restricted in partnering or seeking grant funding that is more commonly available to 501(c)(3) organizations. To maximize their effectiveness, TMOs should carefully consider their organizational structure in relation to their mission and advocacy goals. The right setup enables deeper engagement with partners and strengthens the impact of their initiatives across communities.

Figure 2.1: TMO Partnership Engagement Opportunities



Funding: To ensure the long-term financial sustainability of TMOs, TMOs typically partner with local governments and non-profits in pursuing grant funding opportunities. Partnerships could range from supporting the development of a grant application to the implementation of grant-funded activities. Grant funding is a key component of expanding TMO's programming and maximizing its impact.

Figure 2.2: TMO Grant Assistance Strategies

TMO Grant Assistance Strategies:



Identify applicable grants from federal, state, or local resources



Contribute to competitive grant applications with clear outcomes like VMT reductions or mode shift goals



Provide supporting data, such as commuter surveys or travel demand analysis



Collaborate with partners to leverage matching funds and letters of support

End User Audience

TMOs can tailor their services to meet the needs of specific audiences, such as commuters, residents, and visitors, or design mobility programs that benefit multiple groups simultaneously. Each audience has unique transportation needs, but there are overlapping opportunities where TMO services can provide universal benefits.

Commuters: Daily Travel Solutions

Commuters can get support from TMOs to help them utilize efficient and cost-effective alternatives to single-occupancy vehicle (SOV) travel for their daily commutes. TMOs primarily collaborate with employers to reach commuters to address work-related transportation challenges.

Residents: Community-Centered Solutions

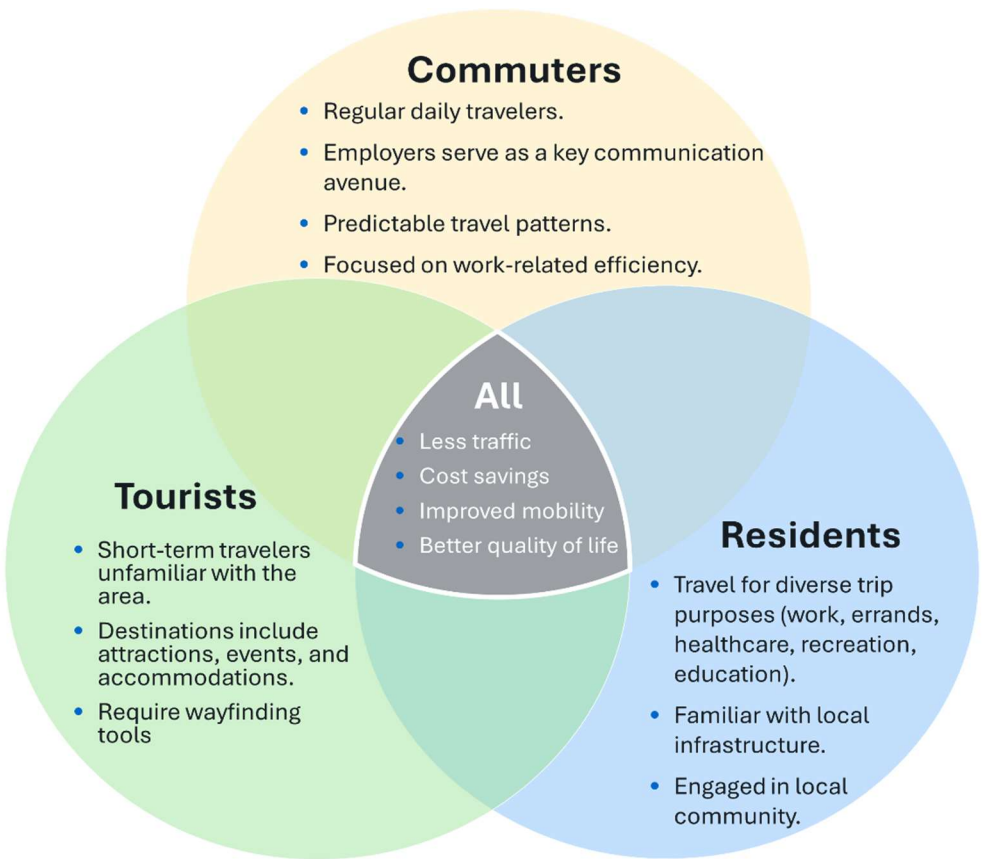
Residents benefit from TMOs' efforts to improve transportation options and infrastructure within their communities. The focus is on creating safer, more sustainable, and accessible options for everyday activities, like leisure or entertainment, running errands, attending school, or visiting local parks.

Tourists: Enhancing Mobility for Short-Term Visits

Visitors need seamless, easy-to-use transportation options to access shopping, attractions, events, and accommodations. Visitors are often short-term and unfamiliar

with the area, so they need support in navigating transportation systems and understanding their travel options.

Figure 2.3: Venn Diagram of Key Differences/Similarities between Audience Types



How is a TMO Structured?

Table 2.1 compares key features, advantages, challenges, and funding models of different TMO organizational structures, including stand-alone organizations, partnership-based programs, and government-led initiatives.

Table 2.1: TMO Organizational Structure Comparison Table

	Stand-Alone TMO Organization	Part/Sub-Program of Larger TMO Organization (e.g., Chamber, BID)	Local Government-Led TMO
Organizational Type	Non-profit (501c3 or 501c4)	Non-profit (501c6)	Local government
Governance	Board of Directors	Parent organization's Board of Directors with a TMO sub-committee	Advisory Team/Committee
Primary Funding Sources	Membership dues; Grants (state, regional, and TMO-specific); Sponsorships	Membership dues; Grants (state, regional and TMO-specific); Sponsorships; Parent organization resources	Local government budget; Developer fees; Ordinances; Grants
Features	Operates independently with a focused transportation mission. Fully controls its funding, partnerships, and strategy.	Operates within a larger organization with a broader mission (typically a Chamber or Business District organization). Leverages resources from the parent organization, benefiting from cost-sharing and networks.	Operates as a Program of a local government entity. Integrated into government planning and policies.
Key Considerations for MPO	• Must establish operational capacity and maintain consistent funding. • Offers greater autonomy to align with specific MPO transportation priorities. • Limited resources compared to larger organizations	• Transportation goals may need to align with broader priorities of the parent organization. Organizations must demonstrate that funding will be distributed towards TDM-specific programming. • Leverages existing networks and administrative support to reduce costs and increase scalability.	• Requires alignment with government priorities, ordinances, and regulations. • Bureaucratic processes may impact flexibility and speed of implementation. • Leverages the government's authority to increase credibility and engagement reach.
Examples	• <u>Transportation Solutions</u>, Denver, Colorado (501c3) • <u>Burbank Transportation Management Organization</u>, Burbank, California (501c4)	• <u>Downtown Denver Partnership</u>, Denver, Colorado	• <u>SANDAG Sustainable Transportation Services</u>, San Diego, California

What Does a TMO Need to do to be Successful?

For an MPO to fund a successful TMO, it must evaluate whether the organization has the foundational capacity, financial sustainability, and strategic alignment necessary to serve its community effectively. The following considerations can help the MPO assess whether a TMO is well-positioned for long-term success.

Alignment with Local Context

Each community has unique transportation challenges, opportunities, and needs. The MPO should evaluate whether the TMO's goals, programs, and funding model align with the specific characteristics of its service area. Key context considerations include:

- **Demographics and Community Needs:** Does the TMO address the needs of commuters, residents, and underserved communities? Is inclusivity embedded in outreach and programming?
- **Land Use and Development:** Is the TMO's approach compatible with existing land use and planned growth areas?
- **Existing Infrastructure:** Does the TMO assess and support existing transit availability, bike/walk pathways, first/last-mile connections, and parking demand?
- **Policy Landscape:** Does the TMO align with local and regional transportation plans, congestion mitigation goals, VMT reduction targets, transportation emission reduction policies, and regulatory frameworks?

Example: A TMO in a dense urban area may focus on public transit and bike programs, while a suburban TMO might prioritize carpooling and vanpooling.

Financial Sustainability & Funding Structure

A successful TMO must have a **diversified and transparent** funding portfolio to ensure long-term sustainability. The MPO should assess:

- **Diversified Funding Sources:** Relying on a single funding stream can leave a TMO vulnerable to budget cuts or economic shifts. A mix of funding sources provides financial stability. Different types of funding sources may include:
 - **Membership Dues:** Contributions from employers, developers, or other stakeholders.
 - **Grants:** Federal, state, MPO, and regional transportation grants.
 - **Fee-for-Service:** Revenue from services like commuter surveys, transportation consulting, or shuttle programs.
 - **Sponsorships:** Support from local businesses for events or initiatives.

- **Ordinance/regulatory fees** [*If local government*]: Revenue collected via developers, employers, and landowners can be used to fund TMOs as a congestion mitigation and economic development measure.
- **Community Reinvestment:** What percentage of funding is directly allocated to programs that serve the community versus administrative costs?

Tip: TMOs should demonstrate a funding strategy that balances predictable revenue (e.g., membership dues) with competitive funding opportunities (e.g., grants and other external sources).

Program Monitoring and Strategies to Pivot

A funded TDM program will need to measure success, adapt to challenges, and align with regional transportation goals. The MPO should consider:

- **Data Collection and Reporting:** Does the program track metrics that align with MPO regional goals? For example:
 - VMT Reduction – Contribution to MPO goals (e.g., % reduction in VMT per capita).
 - Mode Shift Targets – Growth in sustainable mode shares
- **Flexibility:** Does the TMO adapt to underperforming programs and reallocate funding as needed?
- **Evaluation Framework:** What tools and methodologies does the TMO use to assess program impacts and provide recommendations?

Example: If a transit subsidy program underperforms, the TMO might shift funds to expand carpool matching services instead.

Staffing Strategies for Effective Delivery

TMOs must have the right personnel, expertise, and scalability to deliver programs effectively. The MPO should evaluate:

- **Capacity & Scalability** – Does the TMO have the right staffing levels for its initial launch, with a plan to scale as demand grows?
- **Local Knowledge & Expertise** – Do staff have a baseline understanding of TDM, local transportation options, and regulatory policies?

Tip: Collaborate with external organizations to share staffing resources for events or outreach and focus on hiring staff with cross-functional skills.

Prioritizing Spending and Strategic Adaptability

Given that TMOs often operate with limited budgets, MPOs should assess whether funding is allocated toward high-impact activities while maintaining flexibility for shifting priorities over time. The MPO should consider:

- **Return on Investment** –Does the TMO allocate funding to its highest-impact programs?
- **Financial Flexibility** – Is there enough flexibility within the funding model to adjust to evolving priorities?

Example: A TMO might allocate more funds to member recruitment during launch phases, then shift focus to program expansion as services gain traction.

3 Evaluation Metrics

Regional Metrics

TMOs contribute to the broader NFRMPO regional goals of improving regional health and enhancing mobility and multimodal options as outlined in the [2050 Regional Transportation Plan](#). These goals can only be achieved through a combination of efforts, including TMO programs, infrastructure improvements, policy changes, and behavioral shifts.

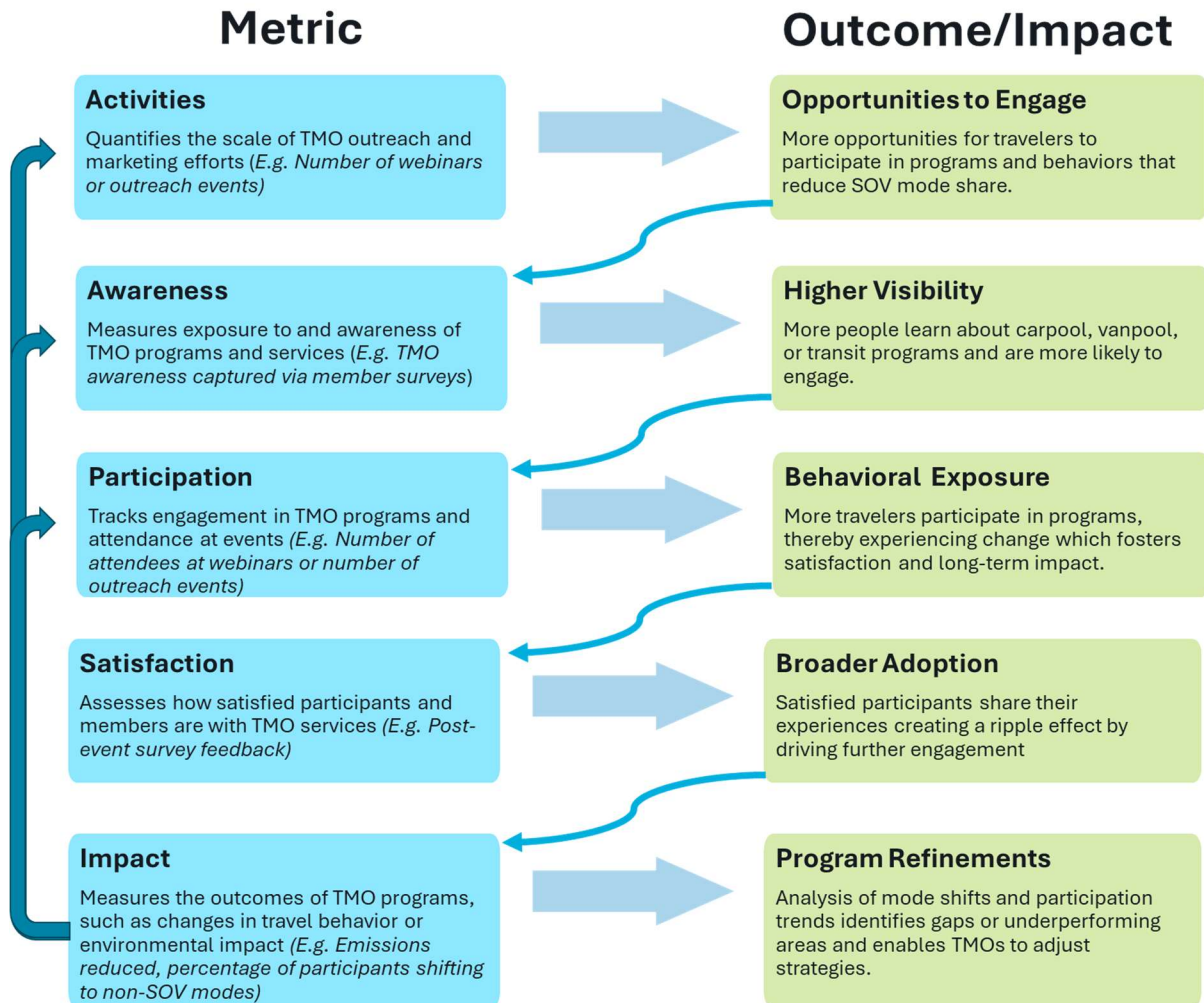
Table 3.1: Regional Metrics

Metric	Description	Related Regional Goal, Objectives & Targets (2050 RTP)
Percent of Non-SOV Commuter Trips	Reduction in the percentage of commuters driving alone, directly impacting air quality, road congestion, and parking demand.	Regional Health: Improve economic development, residents' quality of life, and air quality. <i>Related Target: Increase non-SOV mode share to at least 40%.</i>
Daily Vehicle Miles Traveled (VMT) per Capita	Measures the reduction in total miles traveled by vehicles.	Multimodal: Improve accessibility of and access to transit and alternative modes of transportation. <i>Related Target: Reduce weekday VMT per capita to 24 miles per person</i>
Reduction in Air Pollutants	Evaluates environmental and health benefits by estimating reductions in harmful air pollutants.	Regional Health: Improve economic development, residents' quality of life, and air quality. <i>Related Target: Reduce statewide VOC, CO, and NOx by 482, 5393, and 1086 kg/day, respectively.</i>
Traffic Congestion During Peak Hours	Measures delays experienced by commuters during peak travel times.	Mobility: Move people and goods safely, efficiently, and reliably on a continuous transportation system. <i>Related Target: Reduce annual hours of peak hour excessive delay per capita on the NHS System to 3.7 annual hours</i>

TMO Metrics

TMO Metrics measure the success of the TMO's own activities, providing insight into how well the organization is performing. These metrics help TMOs evaluate the effectiveness of their programs and services. By improving internal performance (e.g., awareness, participation, and satisfaction), TMOs can directly contribute to broader regional metrics.

Figure 3.1: TMO Metrics & Expected Outcomes



Data Sources

Reliable data sources are critical for evaluating both regional metrics and TMO-specific metrics. They also play an essential role in designing and tailoring TMO programs and services to meet the unique needs of the communities they serve. How data is or will be collected and analyzed will enable MPOs to better understand how TMOs make informed decisions, track progress, and demonstrate program impact to funders and stakeholders.

Table 3.2: TMO Data Sources

Data Source	Description	Examples of Use
Surveys	Gather input from commuters, residents, visitors, and employers to understand travel behavior, preferences, and barriers to sustainable transportation.	Conduct pre- and post-program surveys to measure shifts in travel behavior and identify underserved areas.
TMO Participation Data	Track engagement with TMO programs, including attendance at events, enrollment in incentives, and use of carpool/vanpool matching services.	Measure participation in incentive programs; Analyze trends in engagement to refine strategies.
TMO Member Data	Collect data from member organizations (e.g., employers, developers) to understand employee commuting patterns and preferences.	Employer surveys to assess mode shares; Track workplace-based program participation.
TMO Communications Platforms	Use analytics from email campaigns, social media, and website interactions to evaluate outreach effectiveness and reach.	Monitors click-through rates on newsletters; Evaluates social media engagement for campaigns.
Public Sector Data	Leverage data from city, county, and regional agencies to understand infrastructure, land use, and transit availability.	Use GIS data to identify gaps in active transportation; Analyze transit ridership trends.
External Data Partners	Collaborate with organizations like Replica, StreetLight, or other big data providers for detailed travel behavior and trip data.	Analyze VMT and mode shift potential; Evaluate infrastructure impacts.

4 Call for Projects Framework

This Call for Projects seeks to support TDM efforts in the region by funding TMO initiatives that improve regional connectivity, reduce congestion through a decrease in SOV trips and VMT, improve regional air quality, and promote equitable access to transportation options.

The Call for Projects program will provide clear guidelines for applicants, prioritize accessibility and regional impact, and ensure financial and organizational sustainability.

Funding

Funding for this program is sourced from the Carbon Reduction Program (CRP), established through the Federal Bipartisan Infrastructure Law in 2021, with the intention of reducing transportation emissions. The NFRMPO Planning Council has approved setting aside \$400,000 in CRP funds between 2024 and 2027 for TMO Incubator funding, with the funding to be distributed as follows: \$0 in FY24, \$200,000 in FY25, \$100,000 in FY26, and \$100,000 in FY27.

Each funded TMO requires a local match of 17.21%. Annual awards will range from a minimum of 50% to a maximum of 100% of the available funding allocation. Table 4.1 provides a breakdown of the annual funding allocation available within the CRP set-aside.

Table 4.1: CRP Funding Allocation for FY25 to FY27

Program	FY2025	FY2026	FY2027	Federal/State Funding Total
CRP	\$200,000	\$1000,000	\$100,000	\$400,000

Schedule

The schedule for the TMO Call for Projects is shown in Table 4.2. The key dates highlighted in gray include the opening and closing dates of the Call, the deadlines for submitting a project description, a draft application for NFRMPO review, and the potential dates of the scoring meeting.

Table 4.2: TMO Call for Projects Schedule

Activity	Date
TAC Presentation / Discussion #1	Wednesday, July 16, 2025
NoCo Bike & Ped Collab Presentation	Wednesday, August 13, 2025
NCMC Presentation	Monday, August 25, 2025
TAC Presentation/Discussion #2	Wednesday, October 15, 2025
Planning Council Presentation / Discussion	Thursday, November 6, 2025
Planning Council Action on Call Process	Thursday, December 4, 2025
Call for Project Opens	Friday, December 5, 2025
Applicant Workshop	Friday, December 19, 2025
Question and Answer Session	Tuesday, January 6, 2026
Project Descriptions Due	Friday, January 9, 2026
Draft Project Applications Due for Review	Wednesday, January 14, 2026
Feedback on Draft Applications	Wednesday, January 21, 2026
Call for Projects Closes Applications Due	Wednesday, January 28, 2026
Scoring Meeting	Wednesday, February 4, 2026
TAC Discussion-Staff Presentation	Wednesday, February 18, 2026
Council Discussion/Applicant Presentations	Thursday, March 5, 2026
Announcement of Funding	Friday, March 6, 2026

Program Goals

The Call for Projects aims to achieve the following goals:

- **Goal 1: Mobility – Reduce Congestion and Improve Air Quality:** Support TMO initiatives that improve sustainable travel options awareness and adoption for reduced congestion and improved air quality.
- **Goal 2: Connectivity – Strengthen Regional Links:** Fund TMOs that address transportation challenges in high-impact areas such as Regionally Significant Corridors (RSCs), Regional Transit Corridors (RTCs), and Regional Active Transportation Corridors (RATCs), and Short-Trip Opportunity Zones.
- **Goal 3: Sustainable Projects – Invest in Financially and Technically Sustainable Projects:** Support TMOs with realistic budgets and demonstrated technical capacity to implement TDM initiatives effectively.
- **Goal 4: Accessibility – Advance Access for all:** Prioritize TMOs that expand accessibility of travel options and incorporate inclusive community outreach approaches to better reflect the needs and priorities of the community.
- **Goal 5: Innovation – Encourage Innovation in TDM:** Promote creative and forward-thinking approaches to delivering impactful TMOs,
- **Goal 6: Local Commitment – Build Community Support:** Incentivize TMO collaboration with local jurisdictions and stakeholders to secure strong community buy-in and sustained support.

Eligibility Criteria

Eligible Applicants

Eligible Applicants will include:

- **Non-Profit Organizations:** Organizations dedicated to managing and implementing transportation solutions aligned with regional goals.
- **Local/Regional Governments & Transit Agencies:** Agencies at the city, county, or regional level that oversee transportation planning and are equipped to implement TMO initiatives in alignment with community and regional objectives.

Project Types

Project types may include, but are not limited to –

- **TMO Management:** Staffing and direct costs for day-to-day operation of an existing TMO, such as personnel, office space, administrative support, outreach materials, and incentives/rewards.
- **TMO Setup:** Establish a new TMO in regions currently lacking representation to strengthen regional TDM advocacy and implementation.

Call for Projects Requirements

Mobility

To meet the goals of the Carbon Reduction Program, the primary objective of the Call for Projects is to ensure that TMO programming effectively raises public awareness of shared and active travel options, ultimately reducing single-occupancy vehicle (SOV) trips and overall vehicle miles traveled (VMT) to improve congestion and local air quality via reduced transportation emissions. Applicants should clearly show how their TMO will:

- **Increase Awareness** – Elevate the public's understanding of both low- and high-emission transportation choices and highlight how everyday travel decisions affect the local community. TMOs should aim to inform individuals about available transportation alternatives and resources that support trip planning and their commuting experience.
- **Boost Ridership** – Encourage greater adoption of shared and active travel options. Successful TMOs should demonstrate their ability to shift travel behavior toward zero or low-emission modes, thereby alleviating congestion and improving air quality.

Connectivity

The geographic relevance of a TMO location is critical in determining its potential impact on regional mobility. TMOs must serve one or more areas in the North Front Range region with significant transportation needs, including:

- **Corridors with Significant Multimodal Potential:** As identified in the NFRMPO's 2050 RTP¹ including:
 - **Regionally Significant Corridors (RSCs):** High-priority corridors critical for regional mobility that connect multiple jurisdictions or major activity centers. These corridors are also eligible for federal aid. Applicants along these corridors can leverage their strategic locations to improve connectivity across jurisdictions.
 - **Regional Transit Corridors (RTCs):** Corridors with existing or planned regional transit services, as identified in the 2050 RTP. Applicants should focus on supporting these corridors to improve transit accessibility, reliability, and ridership.
 - **Regional Active Transportation Corridors (RATCs):** Non-motorized corridors identified in the Action Transportation Plan (ATP). Applicants in these corridors can promote walking, biking, and micromobility through infrastructure and programming.
 - **Short Trip Opportunity Zones (Optional):** Locations conducive to walking, biking, or transit trips due to proximity between residential, employment, and activity centers, according to NFRMPO's Regional Travel Demand Model (RTDM)²

¹ Map of RTCs, RSCs, and RATCs can be found at <https://nfrmpo.org/wp-content/uploads/2050-regional-transportation-plan.pdf>

² Map of Average Daily Short Trips can be found at <https://nfrmpo.org/wp-content/uploads/2021-regional-active-transportation-plan.pdf> (pg. 18)

Figure 4.1: Regionally Significant Corridors (RSCs)

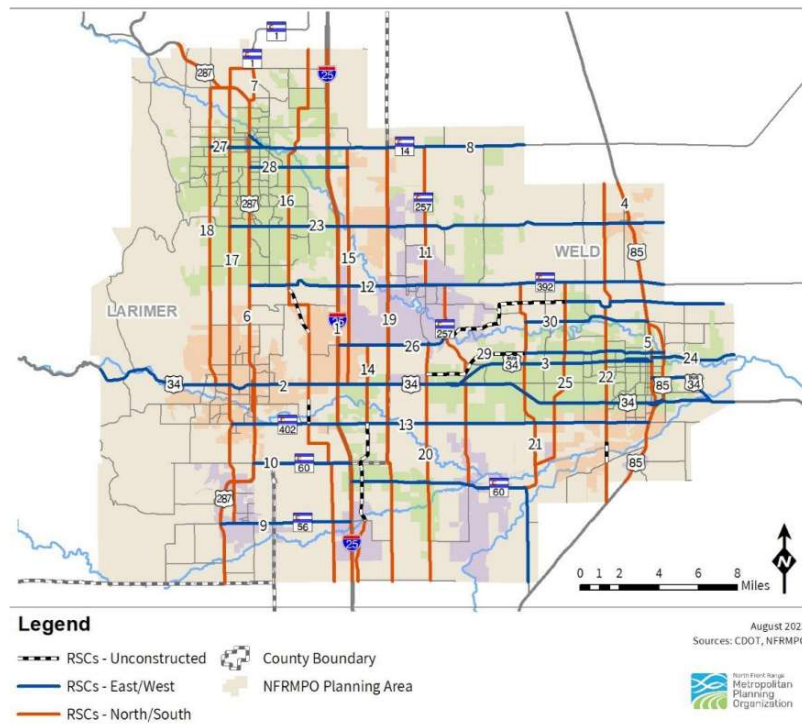


Figure 4.2: Regional Transit Corridors (RTCs)

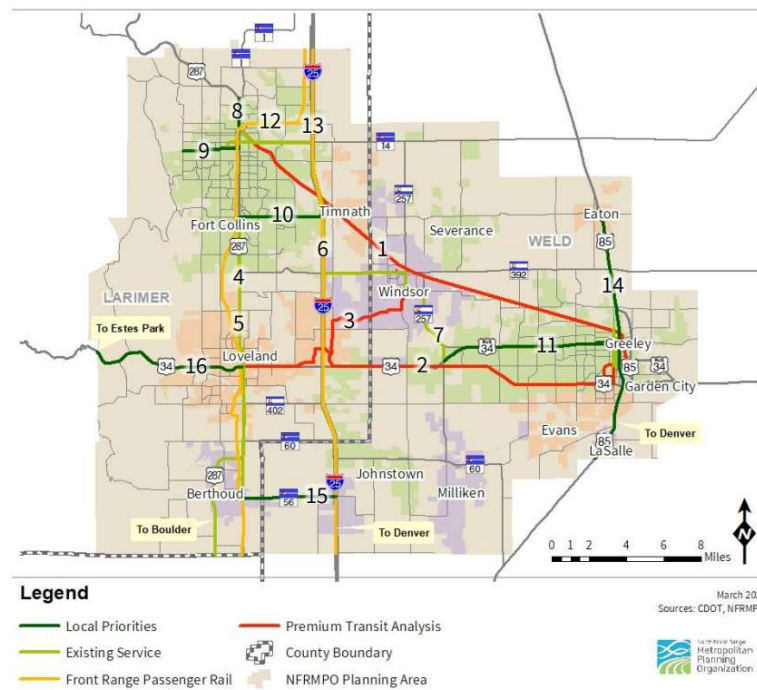


Figure 4.3: Regional Active Transportation Corridors (RATCs)

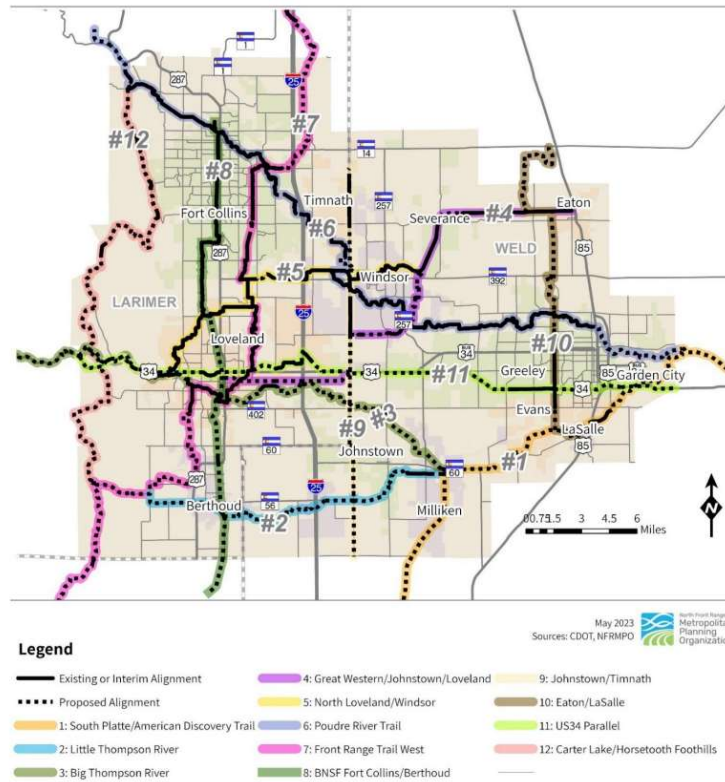
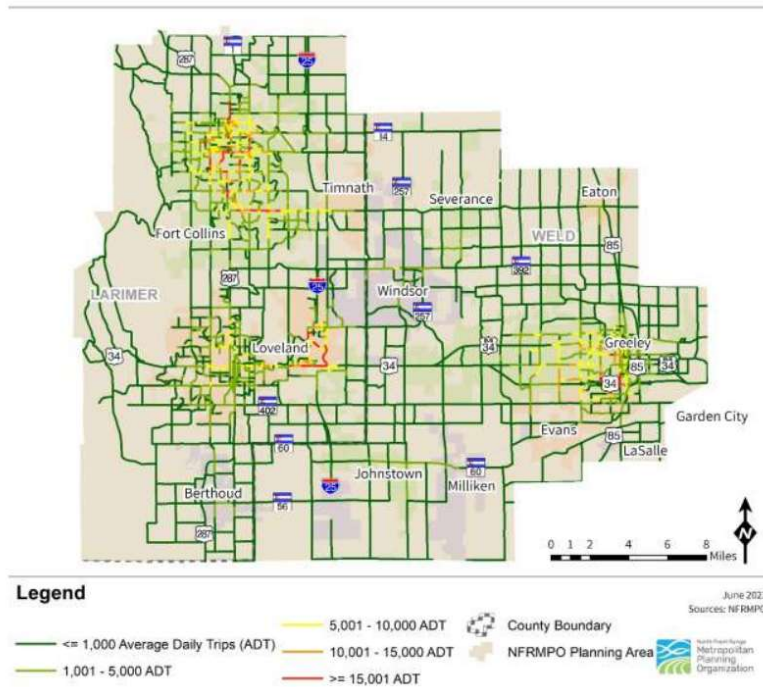


Figure 4.4: Short Trip Opportunity Zones



Sustainable Projects

Applicants should demonstrate the financial viability of the TMO. Applicants will be required to justify the grant in a manner consistent with the TMO narrative.

Projects requiring funding for TMO ongoing management should have a business plan for financial sustainability.

As part of the TMO staffing plan, key personnel should be identified with relevant TDM or transportation-related qualifications to deliver the work.

All projects will be evaluated in the following:

- **Project Budget**
 - Complete and realistic cost estimates directly to support the project narrative.
 - Local financial commitments
 - Business Plan for long-term financial sustainability
- **Technical capacity to manage the TMO.**
 - Key personnel to deliver TMO programming.
 - Resources and partnerships to optimize delivery.

Accessibility

Accessibility is a key focus in the evaluation of projects, ensuring that TMO efforts prioritize work toward reducing transportation disparities by prioritizing safety and accessibility, especially in underserved communities and for vulnerable populations. Accessibility principles are critical for addressing historical biases in transportation planning, enhancing safe mobility options for all travelers, and fostering inclusive economic development. The following metrics will be considered:

- **Accessibility:** TMOs will be evaluated based on the extent to which they improve access to multimodal options and employment opportunities.

Community Engagement & Outreach: TMOs that demonstrate proactive, wide-ranging outreach to improve safety and accessibility to sustainable travel options. Community engagement strategy should ensure that projects reflect the needs and priorities of the community.

Innovation

Innovation plays a pivotal role in TMOs, driving the shift toward lower-impact travel behaviors. The Call for Projects framework encourages applicants to introduce creative solutions that reshape how mobility challenges are addressed. Innovative strategies may include, but are not limited to:

- **Technology:** Introducing new technologies to the region

- **Partnerships:** Forming new or expanded collaborations to reach a broader audience
- **Data:** Leveraging data in creative ways to inform, design, and continually improve initiatives
- **Stakeholder Engagement:** Implementing fresh methods or approaches for engaging with communities or target groups.

Project Readiness

TMOs that can demonstrate community buy-in and dedication via letters of support and other agreements will receive additional scoring.

- **Letters of Support:** from local governments or key stakeholders demonstrating support for TDM programs or initiatives.
- **Agreements:** Projects demonstrating signed or formal partnerships or funding agreements.

Scoring System

TMO Application Requirements and Evaluation Criteria

The evaluation criteria for the Call for Projects have been designed to leverage TMOs as a tool to expand awareness and utilization of shared and active travel options, thereby improving overall mobility in the region. TMOs likely to succeed will incorporate novel approaches in TDM to meet NFRMPO's regional goals of improving mobility, demonstrating strong technical and staffing capacity for implementation.

Given the current allocation of \$400,000 for FY 2024–2027, the MPO acknowledges the need for a more simplified evaluation criterion to ensure that the level of effort required aligns with the maximum budget available. These criteria align with the NFRMPO's goals to support TMOs but are designed to be accessible for applicants.

Section 1: Applicant Details

1. Applicant Name:
2. Applicant Organization:
3. Applicant Address:
4. Applicant Contact No:
5. Applicant Email:
6. Project Title:

Section 2: Project Details

1. TMO Description (within 250 words): Provide a brief description of your TMO, including its purpose and how it supports shared and active travel options in your community.
2. Key Tasks and Activities: Outline the primary TMO setup or operational tasks, including projected timeline and deliverables.

Task	Activity	Expected Timeline	Expected Output
#			
#			
#			
#			
#			
#			

Section 3: Project Financial Details

1. Total amount of grant funding requested:
2. Total amount of local match (minimum 17.21% required):
3. Total amount of combined funds (Total amount of grant funding requested + total amount of local match):

Section 4: Goal-Based Evaluation

Mobility & Connectivity (50%)

Goal 1: Improve Awareness and Ridership

1. Describe how your TMO will increase awareness and adoption of zero and low-emission travel options, such as walking, biking, transit, carpool, and vanpool, to reduce congestion and improve air quality (within 250 words).
2. Provide travel and emissions impacts. Reference Mobility Lab's Arlington County Commuter Services' **TDM ROI Calculator** to calculate daily VMT reduction and NOx (oxides of Nitrogen), VOC (volatile organic compounds), and CO2 (carbon dioxide) reduction.

Travel Impacts

Total daily VMT reduced	
-------------------------	--

Emissions Impacts

NOx - oxides of nitrogen (kg)	
VOC - volatile organic compounds (kg)	
CO2 - carbon dioxide (kg)	

Goal 2: Promote Regional Connectivity

1. Does your TMO serve any of the following? Attach a map of your service area to the application and check all that apply:

A map of RTCs, RSCs, and RATCs can be found at <https://nfrmpo.org/wp-content/uploads/2050-regional-transportation-plan.pdf>.

The map of Average Daily Short Trips can be found at <https://nfrmpo.org/wp-content/uploads/2021-regional-active-transportation-plan.pdf> (pg. 18).

- a. ☐ Regionally Significant Corridors (RSCs)
- b. ☐ Regional Transit Corridors (RTCs)
- c. ☐ Regional Active Transportation Corridors (RATCs)
- d. ☐ Short Trip Opportunity Zones

Financially Sustainable Projects & Local Commitment (25%)

Goal 3: Invest in Financially and Technically Sustainable Projects

1. Use the table below to provide a high-level budget, including cost estimates for staff, direct costs, and other costs if applicable. The total cost should equal the total amount of combined funds (from Section 3), including the total amount of grant funding requested and the local match.

Cost Item	Cost
#1 Staff Cost	
#1a	
#1b	
#2 Direct Cost	
#2a	
#2b	
#3 Other Costs (if any)	
#3a	
#3b	
Total Cost (1+2+3)	

2. How will you manage the TMO? Please list key personnel, their skills, and any partnerships involved in operating the organization (within 250 words). Attach resumes of key personnel if needed.

Goal 6: Foster Local Commitment

1. List and attach letters of support, signed agreements, or formal commitments from relevant local or regional stakeholders that demonstrate local project support.

Accessibility & Innovation (25%)

Goal 4: Advance Accessibility for All

1. Describe how your TMO will improve access to multi-modal transportation options and employment opportunities.
2. Describe how your TMO will engage with underserved communities and vulnerable populations to capture and prioritize their needs. (*Complete 1 & 2 within 250 words*).

Goal 5: Encourage Innovation in TDM

1. Describe innovative or unique TDM approaches your TMO will use to shift towards lower-impact transportation choices (within 250 words).

Table 4.3: Call for Projects Simplified Scoring System

Category	Criterion	Scoring	Weight (%)
Mobility & Connectivity	Goal 1 – Improve Awareness and Ridership & Goal 2 – Promote Regional Connectivity		50%
	Narrative of how the TMO will contribute to greater awareness of sustainable travel options to reduce congestion (SOV trips/ VMT) and transportation emissions, and where the project will be focused	1 - Low potential for reducing congestion and transportation emissions	
		3 - Moderate potential for reducing congestion and transportation emissions	
		5 - High potential for reducing congestion and transportation emissions	
Sustainable Projects & Local Commitment	Goal 3 – Invest in Financially and Technically Sustainable Projects & Goal 6 – Foster Local Commitment		25%
	TMO budget and staffing align with the scope of work and meet the local match requirement	1 – Basic budget and staffing, and minimum local match	
		3 – Budget with clear tasks, staffing with relevant skills, and a minimum local match	
		5 – Detailed budget and tasks, staffing with expertise in all skill areas, and a minimum local match	
Accessibility & Innovation	Goal 4 – Advance Accessibility for All & Goal 5 – Encourage Innovation in TDM		25%
	Narrative of how the TMO will improve access to multi-modal options, align with community needs, and demonstrate unique ideas or approaches	1 – No linkages to relevant objectives: improving access to multi-modal options, community needs, and innovation	
		3 – Linkages to 1 relevant objective: improving access to multi-modal options, community needs, and innovation	
		5 – Linkages to 2-3 relevant objectives: improving access to multi-modal options, community needs, and innovation	

Control Information

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V3	04/17/2025
V2	03/32/2025
V1	02/06/2025

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Mobility & Connectivity								
Goal 1: Improve Awareness and Ridership	1. Describe how your TMO will increase awareness and adoption of zero and low-emission travel options such as walking, biking, transit, carpool, and vanpool to reduce congestion and improve air quality (within 250 words)?							
	2. Provide travel and emissions impacts. Reference Mobility Lab's Arlington County Commuter Services' TDM ROI Calculator to calculate daily VMT reduction and NOx (oxides of Nitrogen), VOC (volatile organic compounds), and CO2 (carbon dioxide) reduction.							
	https://mobilitylab.org/resources/calculators/tdm-roi-calculator/							
	Travel impacts							
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Emissions Impacts								
NOx - oxides of nitrogen (kg)								
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CO2 - carbon dioxide (kg)								
Goal 2: Promote Regional Connectivity	1. Does your TMO serve any of the following? Attach a map of your service area to the application and check all that apply:							
	Map of RTCs, RSCs, and RATCs can be found at https://nfrmpo.org/wp-content/uploads/2050-regional-transportation-plan.pdf. The map of Average Daily Short Trips can be found at https://nfrmpo.org/wp-content/uploads/2021-regional-active-transportation-plan.pdf (pg. 18).							
	☐ ☐ ☐ ☐ Regionally Significant Corridors (RSCs) Regional Transit Corridors (RTCs) Regionally Active Transit Corridors (RATCs) Short Trip Opportunity Zones							

Financially Sustainable Projects & Local Commitment																							
Goal 3: Invest in Financially and Technically Sustainable Projects	1. Use the table below to provide a high-level budget, including cost estimates for staff, direct costs, and other costs if applicable. <i>The total cost should equal the total amount of combined funds (from Section 3 - Project Financial Details), including the total amount of grant funding requested and the local match.</i> <table border="1"> <thead> <tr> <th>Cost Item</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>#1 Staff Cost</td> <td>\$ -</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>#2 Direct Cost</td> <td>\$ -</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>#3 Other Costs (if any)</td> <td>\$ -</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Total Cost</td> <td>\$ -</td> </tr> </tbody> </table> 2. How will you manage the TMO? Please list key personnel, their skills, and any partnerships involved in operating the organization (within 250 words). Attach resumes of key personnel if needed.	Cost Item	Cost	#1 Staff Cost	\$ -					#2 Direct Cost	\$ -					#3 Other Costs (if any)	\$ -					Total Cost	\$ -
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Goal 6: Foster Local Commitment	1. List and attach letters of support, signed agreements, or formal commitments from relevant local or regional stakeholders that demonstrate local project support.																						

Accessibility & Innovation	
Goal 4: Advance Accessibility for All	1. Describe how your TMO will improve access to multi-modal transportation options and employment opportunities (within 250 words).
	2. Describe how your TMO will engage with underserved communities and vulnerable populations to capture and prioritize their needs (within 250 words).
Goal 5: Encourage Innovation in TDM	3. Describe innovative or unique TDM approaches your TMO will use to shift towards lower-impact transportation choices (within 250 words).