

CHAPTER THREE

PLANNING PROCESS, PUBLIC INVOLVEMENT, AND AGENCY COORDINATION

An essential goal of PPACG is to provide an environment that encourages public involvement and maintains trust in the planning process.



CHAPTER THREE

planning process

The Moving Forward 2040 Regional Transportation Plan formally documents the comprehensive, coordinated, and continuing transportation planning process. This chapter describes the following:

- Federal requirements for the planning process, including public participation
- The planning methodology that was followed
- A step-by-step illustration of the planning process, how stakeholder input was obtained, and how that input helped shape the plan
- Plan review and adoption
- Agency coordination and consultation

FEDERAL REQUIREMENTS

Federal [requirements](#) place several demands on the regional transportation planning process. Those demands are summarized and stated in federal regulations as factors to be addressed by the transportation planning process:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency
- Increase the safety of the transportation system
- Increase the security of the transportation system
- Increase accessibility and mobility of people and freight
- Protect and enhance the environment and promote energy conservation
- Improve quality of life
- Promote consistency between transportation improvements and state and local planned growth and economic development
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight
- Promote efficient system management and operation
- Emphasize the preservation of the existing transportation system

- Use a public participation plan developed “in consultation with all interested parties” that provides “explicit procedures, strategies, and desired outcomes” for reasonable opportunities for interested parties to comment on the Regional Transportation Plan and Transportation Improvement Program

PUBLIC PARTICIPATION

PPACG’s public involvement goal is to provide an environment encouraging proactive and continuous public involvement while establishing and maintaining trust in the planning process. This is achieved through disseminating complete and timely information and providing full public access.

PPACG emphasizes community involvement in all of its planning and maintains public involvement procedures, the [Public Participation Plan](#), to address new MAP-21 public participation and consultation requirements. PPACG adopted the latest update in April 2013. Using multiple outreach techniques, PPACG empowered citizens to be involved at every stage of plan development.

PLANNING METHODOLOGY

PPACG refined the transportation planning framework to increase citizen orientation and transparency. Citizen input was used to develop alternatives, determine how to analyze potential benefits and impacts, and plot the preferred future transportation system. Procedures were undertaken to ensure the transportation planning framework is:

- **Legitimate:** The process must actively reach out and be accessible to all potentially-affected interests.
- **Rigorous:** The process should not allow those who voice their concerns most loudly, most often, or most articulately to wield disproportionate influence. Instead, the impacts and alternatives must be evaluated using scientific standards for data and analysis so that competing claims are assessed fairly. PPACG used a SMART (specific, measurable, attainable, realistic, and timely) evaluation methodology for goals, objectives, and performance measures. This approach was blended with a modified Multi-Criteria Analysis (see below) to yield a rigorous, defensible, analytical approach to decisions.
- **Timely:** The complexity of decision-making can lead to lengthy deliberative processes. There is a need to expedite decision making, though not at the expense of public process.

Evaluation Methodology

The 2040 Regional Transportation Plan used a modified Multi-Criteria Analysis, adapted to its unique organizational structure, to make decisions. Multi-Cri-

teria Analysis is a widely-used decision-making tool developed for complex multi-criteria problems that include both qualitative and quantitative information. It solicits and synthesizes data and input from both technical staff and stakeholders to arrive at a collective set of weighted criteria based upon plan goals. The ability to separate decision elements and communicate how the decision-making process evolved and its result makes Multi-Criteria Analysis ideally suited to transportation decision-making. In many situations, the ability to communicate and document how decisions were reached is as important as the decisions themselves.

Specific strengths of Multi-Criteria Analysis in transportation project assessment are:

- Educating the public and participants on the importance of each goal and associated criterion to their interests
- Assessing the relative importance of individual goals and criteria to select a set deemed most significant to the group
- Aggregating all the evaluations to arrive at a group decision

The planning process adapted the Multi-Criteria Analysis approach to build upon the strengths of PPACG’s organizational structure. PPACG’s standing advisory committees on transportation planning efforts, the Community Advisory Committee and the Transportation Advisory Committee, were called upon to provide in-depth input to refine the goals, objectives, targets, performance measures, project evaluation criteria, and weighting of project evaluation criteria. These were used in project scoring to select the best options for plan inclusion, and ultimately, for project implementation.

Systematically documenting the process, the information used, and the results of each step is critical to conducting transparent public involvement. This also ensures that information gathered and decisions made during long-range-plan development can be carried into the NEPA process.

Data Collection and Analysis

The planning process requires collection and evaluation of transportation, social/community, economic, and environmental conditions prior to, during, and after implementation of the plan. The information collected supports the baseline to facilitate the on-going selection of the projects utilizing both the goals developed during the planning process and issues discovered during project evaluation into consideration. Providing the linkages between regional transportation planning and NEPA studies is a key objective to streamline the environmental review process.

Uncertainty in Planning

Decision makers need useful information about potential impacts and trade-offs between alternatives in order to make the best decisions possible. Because negative consequences can potentially result from transportation investments, many people assume that transportation decisions are based on complete and accurate information. The complexity of land development, travel-decision dynamics, rapidly changing industry, shifting population structure, changing lifestyles, increasing motor-vehicle fuel costs, and other variables mean that even with excellent transportation forecasting methods, uncertainty will exist.

Likewise, other social, economic, and political information unrelated to transportation but that impacts transportation decision making is rarely complete. As a result, transportation policy-makers cannot wait until they are totally certain of the trade-offs between biological, ecological, and social impacts of a decision before the decision must be made.

Total certainty, even if achievable, is not necessary. Even when more detailed information becomes available, it may not lead to better decisions, because all decisions involve choosing between a range of positives and negatives, and the relative importance given to each trade-off. In addition, no decision is ever objectively “right,” and will always be subjective and contestable.

A good technical process will include uncertainty and adopt a precautionary approach to decision-making, while considering complex issues. This process must be well-documented in order for the information to be carried from long-range planning to the development of individual projects.

Some of the limitations of standard transportation forecasting models were reduced by the PPACG transportation team by using integrated models such as TREDIS®, CommunityViz®, and Vista®.

Land Development and the Transportation System

The availability of road, rail, air, and other transportation services and infrastructure helps determine the location and distribution of land development. Correspondingly, the location, density, and site design of development has a significant influence on travel demand, the efficiency of public transportation services, and mobility alternatives. Coordinating development and transportation planning can ensure that transportation corridors and their surroundings are planned, designed, developed, and managed as integrated facilities for more than one transportation mode, if appropriate.

The closest relationship between development and transportation is access management. This relationship is discussed in Chapter 9: Transportation System Management and Operations.

Using collaborative planning processes, it is possible to:

- Support economic, social, sustainability, and environmental objectives for the region
- Increase the profitability of a development
- Improve the amenities of an area
- Promote regional economic efficiency
- Support the use of public transportation and promote bicycling and walking
- Ensure that the transportation network provides alternatives and access for all, including those with mobility difficulties and the transportation disadvantaged
- Deliver more efficient, safe, and effective freight movement and minimize resulting community and infrastructure impacts
- Encourage development in areas where adequate infrastructure exists or can be provided efficiently
- Minimize equity issues

Economic Development and the Transportation System

The iterative considerations between regional transportation and regional economic growth and efficiency involve:

- Identifying and preserving transportation corridors for the future provision of road, rail, or other transportation infrastructure
- Planning transportation networks in a flexible manner to accommodate new, expanding, and changing industries
- Maximizing funding opportunities
- Ensuring the long-term viability of transportation links to strategic regional infrastructure

Planning and Environmental Linkages

There are two primary efforts that PPACG used to link the long-range transportation planning effort with environmental concerns. The first effort was led by the Colorado Department of Transportation and the second was led by PPACG using a contract with the Colorado Natural Heritage Program funded through the Federal Highway Administration.

PPACG staff has had one-on-one discussions that fostered an atmosphere of cooperation and provided an opportunity for collaborative identification of potential conflicts and opportunities for resource and regulatory agency needs and concerns to be identified at the earliest planning stages. Subject matter experts from 16 federal and state agencies and organizations identified environmental issues and concerns for all regional transportation planning agencies.

Federal Requirement

Federal statutes require that “each Metropolitan Planning Organization shall consult with state and local agencies responsible for natural resources, environmental protection, conservation, historic preservation, and land use management concerning the development of the long-range transportation plan. Consultation shall involve, as appropriate, a comparison of transportation plans with state conservation plans or maps and a comparison of the transportation plan against inventories of natural or historic resources.

A part of the consultation process, the long range plan shall include a discussion of types of environmental mitigation activities and areas to carry out these activities that may have the greatest potential to restore and maintain the environmental functions affected by the plan.”

These activities shall be developed in consultation with federal, state and tribal wildlife, land management, resource agencies and regulatory agencies.

Federal Objectives

The Federal Highway Administration’s Planning and Environment Linkages initiative promotes an approach to transportation decision-making that considers economic, community, and environmental goals early in the planning stage and carries them through project development, design, and construction. This approach encourages internal and external communication and coordination between transportation staff responsible for planning and project development, between transportation and resource agencies, and between agencies and the public. It also enables agencies to take a broader, interregional perspective instead of one that looks only at individual projects.

Public Participation

Development of the Moving Forward 2040 Plan included citizen input during each step in the process. In developing the transportation plan, the Metropolitan Planning Organization solicited input from:

- Citizens

COMMITTEE STRUCTURE

COMMUNITY ADVISORY COMMITTEE (CAC)

City of Colorado Springs (x3)	City of Fountain
City of Manitou Springs	City of Woodland Park
El Paso County (x3)	Teller County
Town of Green Mountain Falls	Town of Palmer Lake
Town of Monument	Town of Ramah
Council of Neighbors and Organizations	
League of Women Voters	
Pikes Peak Area Council of Governments	
Regional Business Alliance	
Citizen-at-Large (x6)	

TRANSPORTATION ADVISORY COMMITTEE (TAC)

City of Colorado Springs (x2)	City of Fountain
City of Manitou Springs	City of Woodland Park
El Paso County (x2)	Teller County
Town of Green Mountain Falls	Town of Monument
Town of Palmer Lake	
Colorado Department of Transportation Region 2	
Colorado Department of Transportation Headquarters	
Colorado Department of Public Health and Environment Air Quality Control Division	
Colorado Springs Utilities	
Federal Highway Administration	
Federal Transit Administration	
Fort Carson	
Peterson Air Force Base	
Schriever Air Force Base	
U.S. Air Force Academy	

- Local government staff and elected officials
- Economic development, land development, and conservation planning agencies
- Public transportation providers and customers
- Private transportation providers
- Nonmotorized transportation users
- Individuals with disabilities and organizations representing them
- Other interested parties

When the term “decision making” is used in planning, it generally refers to the final approval of a policy or plan. However, the PPACG Public Participation Plan (Appendix A) emphasizes obtaining public input as the plan is developed, and providing the input to decision-makers.

The PPACG Board of Directors and staff are advised by standing committees: the Transportation Advisory Committee, Community Advisory Committee, and Air Quality Technical Committee. PPACG publishes all committee agendas and meeting materials as part of its regular public information process.

To obtain early input to guide the development of goals and performance measures for the Moving Forward 2040 Regional Transportation Plan, and to learn about local issues, community characteristics, and contacts, PPACG held a series of five focus groups in 2013 and hosted a public open house.

STEP-BY-STEP PROCESS

Step 1: Establish Foundation for Decision Making

Background

The first step in a planning process is to develop an overarching vision of the desired outcomes. Defining the region’s desired transportation system is a complicated process bringing together diverse interests, perspectives, and needs, as well as an endless combination of challenges, options, and impacts. For a regional transportation plan to succeed, the process to develop it must seek the varied perspectives of all system users, be perceived as fair, and articulate the desires of the regional community.

The Moving Forward 2035 Update laid the groundwork for preparation of the Moving Forward 2040 Regional Transportation Plan and articulates what the region collectively desires to achieve through the transportation plan. The vision, mission, and principles focus data-gathering efforts, shape alternatives to be considered, and select the best options for future implementation.

Detailed information about the planning framework can be seen in *Chapter 4: Planning Framework*.

Process

Starting with what was included in the Moving Forward 2035 Regional Transportation Plan in 2008, PPACG advisory committees helped refine the vision, mission, and principles into an initial draft for public review. The committees felt that the vision, mission, and principles were still appropriate for the region and only suggested minor changes. These items still took into account the PPACG Board’s direction, federal planning factors, previous planning efforts, and public input.

Results

The products of Step 1, the Vision, Mission, and Principles, were adopted by PPACG’s Board of Directors as the basis for preparing the Moving Forward 2040 Regional Transportation Plan.

Step 2: Gather Baseline Conditions

Background

Effective system evaluation requires reliable information describing the current transportation, social, economic, and ecological environments. Baseline information plays an important role in informing planners, decision-makers, and the public about the nature and scale of current issues. It also provides an essential reference point against which to predict and monitor the outcomes of different transportation investments. However, gathering baseline information can be time-consuming and expensive, particularly if field monitoring is necessary to acquire new data.

Process

The PPACG transportation team strived to obtain data assembled through the feasibility and/or environmental studies of various projects around the region. Based on an on-going appraisal of data availability and quality, future activities are needed to collect new or additional data for the evaluation process. This effort will be based on evolving knowledge of investment types and locations and the likelihood of impact.

Results

The primary products of Step 2 are *Chapter 2: Regional Setting*, and *Chapter 5: Future Regional Development*. Data from baseline studies were also used as appropriate in developing information to present in the public participation process.

Step 3: Develop Transportation Goals and Performance Measures

Background

Good planning is guided by clear goals that define the desired outcome of implementation. Setting clear, measurable goals requires the participation of many stakeholders fulfilling their roles as technical experts, policy analysts, and decision-makers. Most importantly, it requires the involvement of all citizens who have a stake in the transportation system as users and investors, and whose quality of life will be affected by the decisions made.

Process

The goals for the 2040 Plan were developed using the goals for the Moving Forward 2035 Update as a baseline. These goals were developed with awareness of legal requirements and the transportation, social/community, economic, and environmental goals, policies, and plans of agencies that can impact or be impacted by transportation investments.

The 13 adopted goals are detailed in Chapter 4: *Planning Framework* in Table 4-1. Through five focus groups, members of the public were able to review and comment on each of the 13 goals before their approval.

To obtain input on goals and performance measures, PPACG used a variety of techniques to encourage widespread public participation in the Moving Forward 2040 process, including five focus groups; a public comment period; a public open house; and advisory committee and board meetings.

Results

The product of Step 3 was the development of goals and performance measures to frame project analysis and evaluation.

Step 4: Identify Objectives and Targets

Background

As discussed in the goals and performance measures section, good planning is guided by clear goals that define the desired outcome of plan implementation.

Process

Guided by MAP-21, PPACG staff identified state and federal performance objectives. Discussing these targets with stakeholders, committee members, and the board guided the identification of specific objectives. PPACG hosted a Regional Transportation Safety Summit, where we discussed safety-specific

objectives after analyzing local accident data, trends, and challenges specific to the Pikes Peak region.

Results

At the end of the objective and target development process, specific objectives were defined for each of the 13 goals. These can be seen in Table 4-1.

Step 5: Define Evaluation Criteria and Assign Weighting

Background

The creation of evaluation criteria was necessary to aid in determining which projects and/or programs were to be included in the Moving Forward 2040 Regional Transportation Plan. The evaluation criteria were developed based on the goals and performance measures and assisted PPACG staff in scoring local entities' projects.

The decision-making process must obtain meaningful input and use evaluation techniques and information-gathering processes that consider the needs and objectives of all potentially-affected interests. A well-designed planning framework and project evaluation system may not eliminate conflicts, but it can ensure democratic and credible decision-making and pinpoint areas and reasons for conflict. It can also contribute to building consensus by establishing the foundation and basis to focus data-gathering efforts, shape alternatives to be considered, and select the best options for future implementation.

The weighting of the evaluation criteria was used to emphasize regional desires for its transportation system. The assigned weight of each criterion places a level of importance on each relative to others and assists in selecting projects that help to achieve the region's transportation system goals.

Process

PPACG staff drafted the evaluation criteria, based on the goals, and in March 2014 provided them to the Transportation and Community advisory committees for comment. PPACG staff investigated all comments received and revised the evaluation criteria as necessary. The evaluation criteria were approved by the PPACG Board of Directors in April 2014.

PPACG staff sought evaluation criteria weighting input from the Transportation and Community advisory committees.

As noted in the Evaluation Methodology section, the Moving Forward 2040

Regional Transportation Plan used a customized Multi-Criteria Analysis process to aid evaluation of the weighting input we received. Multi-Criteria Analysis is a decision-making tool developed for complex multi-criteria problems that include several classes or categories of both qualitative and quantitative information in the decision-making process. Multi-Criteria Analysis is based on obtaining input from both experts and stakeholders. These inputs are solicited and synthesized to arrive at a collective decision. PPACG tailored and integrated components of Multi-Criteria Analysis into its extensive committee and public involvement procedures, further enhancing the open decision-making process.

As a result of input received from the two groups, PPACG staff recommended that the board approve an average of the weights, as this maintains the relationships between the criteria and the lack of consensus on importance that was identified during the outreach.

Results

The products of Step 5 are weighted evaluation criteria for project evaluation. These can be seen in Chapter 4: *Planning Framework*.

Step 6: Forecast Future Conditions

Background

A series of advanced analytical tools evaluated the impact of the plan on transportation, traffic, development and environmental issues. PPACG has completely renovated its regional modeling system over the past several years to include:

- A transportation demand model based on the VISUM software platform. This model forecasted travel patterns, congestion, and demand levels.
- TELUM, a socioeconomic distribution /forecasting tool, was used in the development of the Small Area Forecast.
- MOVES (Motor Vehicle Emission Simulator) estimated total air emissions and energy use from all on-road sources. MOVES is sensitive to strategies that affect speeds, fuels, vehicles, vehicle miles traveled, etc. It can estimate on-road greenhouse gas emissions on various geographic scales (national to project level) and improves emissions estimates by accounting for vehicle behavior through time.
- Traffic Noise Model: Federal regulations contain noise-abatement criteria, which represent the upper limit of acceptable traffic noise for different types of land uses and human activities. This model assisted with impact deter-

mination, especially in regard to environmental-justice populations. Current regulations require agencies to make every reasonable and feasible effort to provide noise mitigation when the criteria are approached or exceeded. Compliance with noise regulations is a prerequisite for the granting of federal-aid highway funds for construction or reconstruction of a roadway.

- Nonpoint-Source Pollution and Erosion Comparison Tool (N-SPECT) investigated potential water-quality impacts from development, other land uses, and climate change. It provided projections and maps of surface-water runoff volumes, pollutant loads, pollutant concentrations, and total sediment loads.

Process

Using these tools, the PPACG transportation team developed materials to help inform technical staff, decision-makers, and the public on investment alternatives. The analytical limitations of the various models were acknowledged, and the performance measures and evaluation criteria were completed to help translate the vision and goals of the region into a meaningful decision-support system. PPACG intends to advance its scenario-planning capability to lend its value to all aspects of the transportation planning process.

Results

The Products of Step 6 aided in the development of the 2040 Small Area Forecast (Appendix D) and the development of two alternative scenarios as discussed in the next section.

Step 7: Create Alternative Scenarios

Background

MAP-21 requirements state that the regional transportation plan must be consistent with the provisions of all applicable short- and long-term land-use and development plans from agencies responsible for:

- Land-use management
- Natural resources
- Environmental protection
- Conservation
- Historic preservation
- Housing
- Economic development

It also requires that the plan identify the overall social, economic, energy, and environmental effects of transportation decisions (including human, natural, and man-made environment such as housing, employment, and community development) in consultation with resource and permit agencies. The plan must be coordinated with environmental resource protection and management plans. The “effects” language is important, as it means cumulative effects as defined for the NEPA analysis. This is part of the federal Planning and Environmental Linkages initiative.

The Federal Highway Administration states, “Planning and Environment Linkages represent an approach to transportation decision-making that considers environmental, community, and economic goals early in the planning stage and carries them through project development, design, and construction. This can lead to a seamless decision-making process that minimizes duplication of effort, promotes environmental stewardship, and reduces delays in project implementation.”

Finally, the Regional Transportation Plan must identify the types and locations of environmental mitigation activities, including activities that have the greatest potential to restore and maintain the environmental functions affected by the transportation plan.

Process

With an approved 2040 Small Area Forecast, two additional development scenarios were created during a May 2014 workshop to help determine how different development patterns impacted achievement of the goals. The two scenarios, Infill and Accelerated Trend, establish the limits of potential future development on each end of the spectrum.

During the May workshop, staff members from local and state planning agencies split into two groups and refined the scenarios. More details on the adopted preferred scenario can be found in Chapter 5: *Future Regional Development*.

Results

The product of Step 7 was the development of two alternative scenarios to the 2040 Small Area Forecast: Infill and Accelerated Trend.

Step 8: Evaluate and Score Projects

Background

Using the adopted evaluation criteria and project-scoring guidelines discussed

above, PPACG staff scored transportation projects that were submitted by member governments following a call for projects issued in the spring of 2014.

Process

In May 2014, PPACG requested that member governments seeking state and federal monies for transportation projects submit their lists of projects for consideration to be included in the plan.

Following the draft scoring, two workshops with project applicants were held in 2014 to discuss scoring and consider potential adjustments based on comments received by local jurisdictions. PPACG staff applied the board-approved weightings to the finalized project scores to develop the baseline fiscally-constrained project list.

Results

The product of Step 8 was a completed list of scored projects used to form the fiscally-constrained project list discussed in Step 9 below.

Step 9: Create a Fiscally-Constrained Project List

Background

A fiscally-constrained project list is federally required. For projects to be included, and ultimately funded, in a Transportation Improvement Program, they must be listed in a fiscally-constrained Regional Transportation Plan. If a project is selected for funding in a Transportation Improvement Program process but is not included in the Regional Transportation Plan, the plan must be amended.

Process

After evaluating and scoring more than 200 project applications, PPACG staff developed a draft fiscally-constrained project list, based solely on funding-category eligibility and project rank. The baseline project list included all funded projects identified in the FY 2013–FY 2018 TIP, including locally- and privately-funded projects. It did not include funding pools for periods beyond the term of the current Transportation Improvement Program.

Funding pools greatly increase the flexibility for funding projects later in the Transportation Improvement Program, and are allowable for maintenance, safety, planning, and traffic operations improvements. They are not allowable for roadway expansion, transit, multimodal, intermodal, pedestrian walkways, bicycle facilities, or intermodal connectors. (These restrictions come from MAP-21 federal regulations.)

To finalize the list, PPACG hosted a workshop with the Transportation Advisory Committee. The PPACG Board of Directors approved the list in February 2015.

Results

The product of Step 9 was an adopted fiscally-constrained project list based on an extensive and thorough project scoring process. See *Chapter 8: Implementation Plan* for details.

Step 10: Identify Methods to Minimize/Mitigate Undesirable Impacts

Background

One of the plan's principles is that transportation solutions should be sensitive to natural and human contexts. MAP-21 requires a transportation plan to discuss mitigation measures that protect, enhance, and restore social, economic, and ecological functions that are the unavoidable result of transportation projects.

Process

PPACG developed *Chapter 14: Impacts and Mitigation of the Regional Transportation System* to identify ways to reduce negative project impacts and eliminate fatally-flawed projects. In a developed area, avoiding impacts often means trading off between impact types or severity. Solutions should be created that are sensitive to their contexts. Further refinement of the mitigation process is necessary for all projects included in this plan. For more information on mitigation of transportation projects, please see Chapter 14.

Results

The product of Step 10 is the plan for impact mitigation described in Chapter 14.

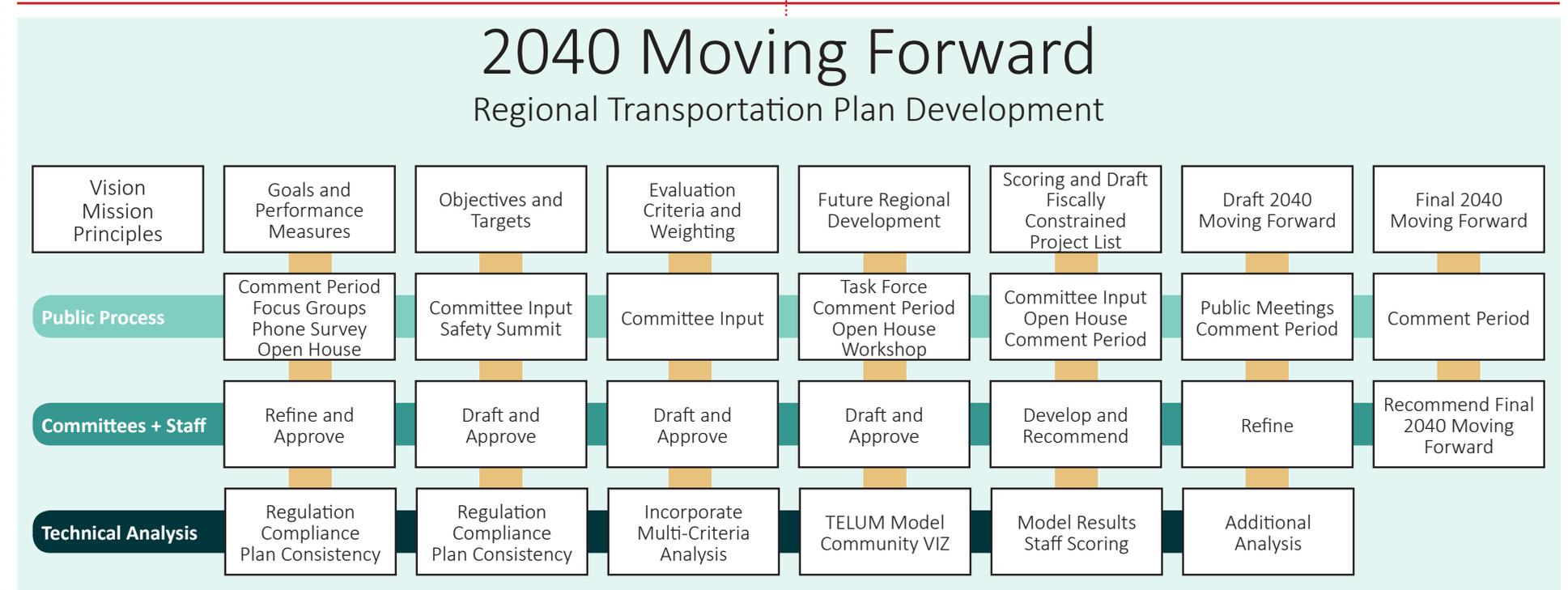
Step 11: On-Going Monitoring of the 2040 Moving Forward RTP

Planning requires that policies, programs, and projects are systematically assessed for its desired outcomes. Monitoring also assists in the early identification of unintended environmental impacts and provides information to update and fill gaps in baseline data necessary to inform future strategy development. Appraisal techniques must be evaluated and their effectiveness in predicting the outcomes of particular decisions put to the test.

Process

The public will have input into Step 11 as part of a continuing, coordinated, and comprehensive planning program.

Figure 3-1: 2040 Moving Forward Regional Transportation Plan Development Process



Results

The products of Step 11 will be evaluated and incorporated as appropriate in the development of the next long-range regional transportation plan.

PLAN DEVELOPMENT, REVIEW, AND ADOPTION PROCESS

Development of the Moving Forward 2040 Regional Transportation Plan followed the process depicted in **Figure 3-1**. The PPACG Board of Directors released the draft document for a 30-day public comment period in September and October of 2015. In September, PPACG hosted two open houses to discuss the draft plan with citizens. During the 30-day public review period, advisory committee meetings also included an opportunity for public comments, and comments received were distributed to the committees. The PPACG Board of Directors gave their final approval and adopted the Moving Forward 2040 Regional Transportation Plan in its entirety on November 12, 2015.

AGENCY CONSULTATION AND COORDINATION

PPACG is a voluntary organization of municipal and county governments that provides a forum for local officials to identify regional opportunities and

challenges, develop solutions, and make recommendations on area-wide strategies. PPACG is the lead agency for transportation planning, air- and water-quality planning, demographic and economic forecasting, and services for seniors.

In this role, PPACG improves coordination and communication between plans and improves decision-making by integrating multiple agencies, disciplines, and activities. PPACG's mission is to aid decision-making and speed project implementation by providing information that quantifies future impact. The direct, indirect, and/or cumulative effects of various agencies' plans and projects can be assessed to highlight conflicts and connect them for avoidance, preservation, and mitigation priorities. This assessment process sets the stage for the next planning step, the environmental assessment process required by the National Environmental Policy Act. This chapter describes the consultation and coordination conducted as part of plan development.

PPACG Processes

To better account for the needs and desires of agencies that impact, or are impacted by, transportation investments, PPACG requested and received partici-

pation in the process by agencies that have not traditionally participated. This group included participation from:

- Colorado Division of Wildlife
- Colorado Department of Public Health and Environment
- Colorado Department of Transportation
- U.S. Fish and Wildlife Service
- Colorado Springs Housing Authority
- El Paso County Departments of Economic Development and Community Services
- Neighborhood organizations

The group also included representation by several members from PPACG’s advisory committees.

PPACG incorporated economic and land-development planning throughout the transportation planning process beginning at the earliest stage, socioeconomic forecasting as part of the regional modeling system. Coordination with each entity occurred through the committee structure defined below and during working meetings necessitated by the forecasting process as described in *Chapter 5: Future Regional Development*.

Environmental Impacts

Chapter 2: Regional Setting summarizes potential direct, indirect, or cumulative impacts of transportation investments within the region. This is the first attempt at identifying issues at the regional long-range plan level. The purpose is to coordinate regional plans and proactively address issues that reinforce each other.

Mitigating adverse impacts of transportation is identified in *Chapter 14: Impacts and Mitigation of the Regional Transportation System*.

Key Partners

The PPACG Board of Directors is primarily comprised of city and county elected officials of general-purpose local governments in the Colorado Springs Urbanized Area. Statewide air-quality and transportation-planning concerns are represented by the Colorado Air Quality Control Commission and the Colorado Transportation Commission. Regional transit and military commanders also sit on the board.

PPACG formal standing committees bring many other entities and issues into the planning process.

The Transportation Advisory Committee

The Transportation Advisory Committee is closely involved in every step of the transportation planning process, providing technical expertise and input with monthly and special meetings. Membership on the Transportation Advisory Committee includes planning, engineering, and public works staff of local governments, including the transit operator, the State of Colorado, military bases, Federal Transit Administration, and Federal Highway Administration.

The Community Advisory Committee

The Community Advisory Committee provides the means for citizens of the Pikes Peak region to have an ongoing role in PPACG planning activities. In particular, the Community Advisory Committee is charged with providing ongoing input into public involvement methods to ensure that the public is heard in preparing transportation plans and programs. The Community Advisory Committee is the lead committee responsible for maintaining PPACG’s Public Participation Plan (see Appendix A).

Membership includes citizens appointed by PPACG member jurisdictions, representatives of designated community organizations, and six citizens-at-large appointed by the PPACG Board of Directors.

The Air Quality Technical Committee

The Air Quality Technical Committee provides advice on current and emerging issues, goals, plans, and programs affecting the air quality of the Pikes Peak region. Membership on the Air Quality Technical Committee includes PPACG urban area member jurisdictions, the Colorado Air Pollution Control Division, the Colorado Department of Transportation, utilities, and military bases.

Mobility Coordinating Committee

The Mobility Coordinating Committee on Specialized Transportation provides input and recommendations on matters related to the provision and coordination of human services transportation in the Pikes Peak region. The Regional Specialized Transportation Plan is included in the 2040 Moving Forward Regional Transportation Plan as Appendix C. Membership on the Mobility Coordinating Committee includes entities involved in planning, advocating, or delivering transportation services to persons with disabilities, the elderly, and low-income individuals.

PPACG also participates in the Inter-Agency Coordination group, which meets monthly to coordinate transportation planning and programming activities among PPACG, the Colorado Department of Transportation, Mountain Metropolitan Transit, and the Federal Highway Administration.