SBRAND SOLUTIONS

PROPOSAL FOR WILLIAMSON COUNTY

STRATEGIC PLAN SERVICES













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February 11, 2022



Dear Ms. Smith:

SBrand Solutions is pleased to present our qualifications to be a consultant for the update and development of Williamson County's 10-year strategic plan. SBrand is <u>uniquely qualified</u> for this project based on our experience, background, and passion. We are professional facilitators specializing in working with communities to build capacity, long range planning, and strategic planning with a focus on sustainable and actionable strategic plans. The team associated with this project has vast experience working with a wide variety of clients, including diverse communities and governmental agencies nationwide. I will personally lead the process and have over <u>28 years of strategic planning management</u> for local governments. As one of fewer than forty Certified Master Facilitators™ in the world, my team and I will utilize our expert skills in strategic planning and facilitation to guide the creation of the framework for your future.

We also wanted to highlight our expertise in virtual facilitation – I am a Certified Virtual Facilitator $^{\text{TM}}$ (as is everyone on my staff). I am also certified by Cornell University in Diversity and Inclusion and bring that background and approach to our work.

We recently completed strategic planning and engagement work for communities similar to Williamson County. For example, our work with Vision 2030 Coconut Creek, Florida resulted in a 10-year strategic plan and included engagement with more than 700 people.

Williamson County has laid out a clear and achievable process for the next iteration of its strategic plan. We recognize how complex your organization is and the significance of articulating your mission and vision moving forward while also setting achievable and measurable goals. Our process results in a plan that is adaptable to changing circumstances. We understand that with fast growing communities you need to be nimble and proactive to address your goals.

We are committed and ready to deliver your strategic plan with robust engagement with your team and community to ensure we are aligned and consistently delivering excellence.

Thank you for your consideration. I look forward to hearing from you as we are very excited about the prospect of working with you and your team!

Sheryl Trent







Owner, Certified Virtual Facilitator™ and Certified Master Facilitator™ 2874 Blue Leaf Drive Fort Collins, Colorado 80526 (970) 208-6633 Sheryl@SBrandsolutions.com www.sbrandsolutions.com





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Available Resources and Consultant Location

{Overview of SBrand Solutions}

Established in January of 2011 by Sheryl Trent, SBrand Solutions is a woman owned Colorado-based firm with unique expertise in working with local government clients to solve problems and "fill in the blanks". As a professional facilitation firm, we partner with your team through solutions and implementation. We have five areas of expertise:

- √ Consensus Focused Facilitation
- ✓ Results Based Strategic Planning
- ✓ Systematic Organizational Assessments
- √ Collaborative Team Development
- **✓ Inclusive Community Engagement**

This is what makes us different: We have a unique perspective on creating strategic plans, and an innovative (and proven) method of stakeholder and community engagement. Driven by our expert professional facilitation, the information and feedback we gather will create a strategy for the successful future of the organization. We always use a strategic framework and proven methodology that not just encourages but requires diversity, equity, and inclusivity to get the best result. Our philosophy is that "none of us is as smart as all of us" and that lens is applied to all facets of our approach.

We know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle). The SBrand team is a diverse group of professionals with expertise in a wide range of areas including government finance, economic development, community development, parks and recreation, public works, community safety, communications, civic engagement, team assessments, board training, and much more. We purposefully limit our clients to provide the exceptional service that is our hallmark and can customize our results and interaction to meet each client's specific needs. Our team is a mix of employees and specialized sub-contractors. We have redundancy built into our company staff roster so that if an unforeseen emergency impacted a staff member, we've got your project covered with other staff members with the same skills, training, and expertise.

In the last year alone, SBrand has completed strategic planning processes, including robust community engagement, for more than 20 clients, a majority of whom are counties, cities, and state or federal agencies. We have an impeccable record of meeting all deadlines, attending all scheduled meetings, and delivering exceptional products on time and on budget. Nearly all of our decade plus consulting work has been with government entities (in addition to our experience working for local governments ourselves), which offers Williamson County the security of knowing we are not simply planning consultants but **government planning experts**. We understand the specific and nuanced challenges that local governments face and we use that knowledge to ask the right questions and execute the most successful process.





Project Team Experience and Qualifications

{Key Personnel}

Sheryl Trent



Sheryl will serve as the project manager. As well as 28 years of local government experience working in executive level positions for cities and counties, she is one of fewer than 45 Certified Master Facilitator™ in the world and is a Certified Virtual Facilitator™. She also holds a certification from Cornell University in Diversity, Equity, and Inclusion. Her real-life experience includes managing strategic plans, comprehensive plans, multimillion-dollar capital projects, economic development agencies, and

Urban Renewal Authorities; and in combination with her nonprofit board service her experience gives her a unique understanding of the needs of her clients.

She designed SBrand Solutions to "help fill in the blanks" for her clients: local governments, special districts, nonprofits, and other agencies. She and her team of experts travel across the country guiding a customized process grounded in proven methodologies to create strategic, sustainable success. Sheryl is also recognized by her work with elected Boards in the areas of team building, board development and board training. She is a preferred consultant in these areas for the State of Colorado and has worked with hundreds of clients in board retreats.

She serves on the board of the International Institute for Facilitation, the world's leading institution for facilitation research and innovative learning. She is a member of the Association for Strategic Planning, the National Center for Deliberative Debate, the Colorado Municipal League, the Colorado City/County Manager's Association, and a regular speaker and contributor to various platforms on facilitation and inclusion.

Mitzi Rapkin



Mitzi will serve as your head facilitator and is a Certified Structured Facilitator, Certified Virtual Facilitator™, and is certified in Foundations in Public Participation by the International Association for Public Participation. She recently worked with Colorado Mountain College in Aspen helping the leadership define success factors for the campus. She also recently worked with Alpine Legal Services in Aspen, Colorado to help the organization

establish its values and guiding principles and the City of Grand Junction facilitating its strategic plan. Her portfolio includes work helping nonprofits, educational institutions, volunteer boards, and governments articulate and achieve their goals. She has worked in communications and public engagement for more than 13 years and has 30 years of experience as a journalist, interviewer, and writer.

Mitzi's passion is helping individuals and groups reach and achieve their potential and distilling big, complicated, abstract ideas into concise and digestible language. She is a creative thinker and inspires groups to approach themselves and problems in new ways.





She holds an MS in Journalism from the Medill School of Journalism at Northwestern University, an MFA in Creative Writing from Warren Wilson College, and a BA in English and Religion from Indiana University.

N. Zach Ratkai



Zach will serve as a second facilitator for the project and assist where needed. Zach will be the only sub-contractor on this project. He is a government collaborator and champion of the public sector with over 16 years of experience working in and with municipalities throughout Colorado and Washington. He is currently the Administrative and Community Services Director for the City of Pasco, Washington and Principal of Sageland Strategic, an independent consultant firm working with communities, businesses, and non-profits to create functional and collaborative cultures to serve their missions.

A graduate of the University of Colorado's School of Public Affairs, Zach holds a master's degree in Public Administration and a Certificate in Public Management. He also holds a bachelor's degree in Applied Geography from the University of Northern Colorado. Zach's local government experience includes government administration, economic development, urban and regional planning, and disaster recovery management and resiliency building, — a journey that has taken him to the Colorado and Washington State Capitols, the US Capitol, and the White House.

Zach is a sub-contractor.

Shelby Whitson



Shelby is the strategic marketing, communications, and engagement expert at SBrand. She is a multi-talented graduate of Texas Christian University with a dual degree in Political Science and Communication. She has managed successful reelection campaigns for state senators, created digital content for corporate and nonprofit clients, and directed all the communications for various political organizations. She will support the community engagement and outreach phase of the project.

Kristine Hutchinson



Kristine is a Certified Virtual Facilitator™ and the development and quality manager of SBrand. She has over 10 years of administrative experience, as well as an extensive customer service background. She holds a degree in Business Management from Johnson and Wales University Denver and is also a United States Navy veteran. She will provide administrative support.

Please see all resumes in Attachment section of document.







Similar Projects Worked on by SBrand Team and All SBrand Strategic Plans Adopted in Last 5 Years Include:

California Rangeland Trust

City of Grand Junction

City of Coconut Creek

Colorado Department of Fish and Wildlife Commission

Community Transportation Association of America

Eagle County Sheriff's Office

Lee County

Town of Frederick

Custer County

Colorado Department of Local Affairs

Gilpin County

Town of Platteville

Alaska Region Urban Wildlife Conservation

Weld Trust

Windsor Colorado Department of Public Works

City of Wellington

Town of Silver Cliff

Clearview Library

Woodland Park

Westcliff

Delaware County Libraries

City of Mequon





References

Josh Rydell, City Commissioner City of Coconut Creek 4800 West Copans Road Coconut Creek, Florida jrydell@coconutcreek.net

(954) 973-6760

Project: 2021 Updating Vision 2020 to Vision 2030

Process: Significant and extensive community engagement process utilizing surveys,

interviews, social media, website creation, white boards, sticky notes, Advisory Group meetings, community meetings, Department Head meetings, graphic recorder, presentation to community

stakeholders, event attendance and public meetings.

Total Fee: \$52,000

Dr. John Crumpton

County Manager Lee County Government 408 Summit Drive Sanford, NC 27330

jcrumpton@leecountync.gov

919.718.4605 option 1

Project: 2021 Strategic Plan for Lee County (the inaugural plan) with outreach to partners and stakeholders within the County. Ongoing work on the strategic plan.

Process: In person and virtual facilitated meetings with the County Commissioners (to create a Vision), the County Department Heads (to create understanding), an internal Advisory Group (to create the framework for the plan) and ongoing updates for the full staff.

Outcomes: Clear vision from the Commissioners, understanding and buy in from the

Department Heads, ongoing implementation work through the action plan.

Total Fee: \$58,750

Jay Prinz, Former Custer County Commissioner PO Box 150 Westcliffe, Colorado (719) 371-7979 jdp@jdprintz.com

Project: 2019 inaugural and 2020 update to Custer County Economic Development Strategic

Plan.

Process: Community Vision with graphic recorder, Advisory Panel of community stakeholders and partners, County Commissioner meetings, in person and phone interviews, and surveys. **Outcomes:** Clear understanding of partner and County roles and responsibilities, stronger communication across the County, deeper support for County roles. Both cities within the County contracted with SBrand to create strategic plans that aligned with the County Plan.

Total Fee: \$48,000





Demonstrated Understanding of Williamson County

Having worked with many counties that cover large geographic territories with diverse constituents and elected officials, we understand the challenges Williamson County faces with the pressures of growth, change, infrastructure needs, and fiscal conservatism while also staying current with stakeholder needs, community engagement, the delivery of exceptional public service, and technological and environmental changes that can often be in flux.

We understand that there are a lot of elected officials and residents with passionate viewpoints that may be in opposition to one another or where priorities may be similar but perspectives on the order in which to achieve them are not shared.

Our services are designed to be based around your organizations values in order to find common ground. We understand that issues like fast growth can stress your infrastructure delivery and capacity, that wildfire threats can challenge budgetary planning, attracting businesses and providing opportunities for your workforce requires meaningful dialogue, and traffic congestion and can be one of the most contentious issues among your residents. Particularly during Covid, we have seen residents grapple with more mental health issues and rely more heavily on government services.

We also understand the complexity of having so many internal services and departments and the challenges of aligning your teams in order to present clarity about your mission and vision to your customers, residents, and guests. Our strategic planning process helps engage your internal stakeholders to help craft a final product with buy-in and that addresses the various complexities your departments face every day.

Since your last strategic plan was completed a decade ago, we are keenly aware that our world has changed with technological advances, a diversity of work options, a global pandemic, and growth at your local level. Our planning process will take these changes into account as we engage your stakeholders to identify what the most pressing issues of today are and how your strategic plan can address them. In addition, we create a document that can be adjusted if your needs change and evolve over the next decade.





Methodology and Approach

{Overview of the Process}

SBrand's advantage is that we have a unique perspective on creating your strategic plan, a deep understanding of the needs of local government, and a proven ability to design facilitated meetings that drive outcomes. Coupled with our expertise in facilitation, we bring unparalleled finesse to our work. Our process and final product are not created by us, sitting in our offices in a vacuum – we work in a collaborative partnership with your team. This is our strength and distinguishes us as truly special among our peers.



In short, here is our methodology:

through a customized facilitated process, we engage with employees, community partners and County leadership that have diverse backgrounds, unique perspectives, cultural differences, and divergent views of the future to create alignment using shared values and consensus on the vision for the future. That input drives the development of an actionable, realistic strategic plan that has measurable outcomes.

Our recommended process includes a kickoff meeting and four main phases:

- ▶ Phase 1: Kickoff: Launch the project based on collaboratively designing a customized process including a Community Engagement Plan.
- ➤ **Phase 2**: Environmental Scan and Community Engagement: Research and review documents; and engage your constituency and stakeholders (internal and external)
- through data gathering via online surveys, personal interviews, social media, and facilitated meetings.
- Phase 3: Facilitated Meetings: Facilitate strategic planning sessions and implementation meetings.
- ➤ **Phase 4**: Strategic Documents: Create your strategic planning and implementation documents with actionable, realistic, and measurable long-term results. The documents will include a reporting and tracking process.

{Noteworthy Qualifications}

We have led the work for hundreds of strategic plans utilizing the same methodology outlined above. In just the past three years, we have completed strategic plans for:

- States, Cities and Counties across the United States
- Federal Government Agencies
- Non-profits (Community Foundations, Partnerships, Museums, Educational, Human Rights)





- Quasi-Governmental Organizations and Special Districts
- Public Works, Human Services, Housing and Human Resources Departments
- Economic Development Organizations and Main Streets

Because of our years of experience working as employees of cities and counties (and years of experience as consultants for cities and counties) we have incredible expertise at knowing how best to engage at ALL levels of the organization, from employee working in the field to your elected officials in a formal setting. We have conducted hundreds of surveys around strategic planning for employees, community partners, elected officials, senior management and other segments of the community that need more customized options. We have created unique and effective community engagement tools such as printed postcards, contests, sticky note surveys, white board surveys, and pop-up questionnaires.

Our process includes taking the results of our engagement and outreach and creating specific reports for each type of feedback, then collating that data into one report. That report is then used as a discussion tool in meetings to draft the content of the plan and provide context to the decisions and language. As <u>certified</u>, <u>professional</u> facilitators, we have the experience and expertise to make meetings effective, fun, engaging, focused and most of all, outcome oriented and results driven.

{Big Picture Overview}



A strategic plan answers three foundational questions:

Where are we now? Where are we going? How will we get there?

And the often overlooked fourth question: How will we know if we are successful?

Our process, outlined below, is specifically designed to create a strategic plan for you that is based on data and community engagement and is comprehensive, measurable, and aligned with your budget and resources.

Phase One: Project Launch

Kickoff Meetings and Calls

The kickoff meeting to cover logistics, and our weekly updates, phone calls, and emails will guide the overall project and show us where we need to make changes and adjustments in our planning. We will cover and determine all the details about the schedule, process, and deliverables. We will discuss the specifics of data gathering, interviews, community engagement and outreach





process, workshops, document review, dates, and other logistics. This is also where we work with you to establish that we have the right people involved from the beginning.

The most important work during the kickoff is determining who to involve in the process and how to involve them.

This is also the phase where we establish our relationship and process of communications with your core project team. Because we have weekly update meetings and consistent email contact, we are always in communication with your team. We foster and rely on this relationship throughout the project to get you the best product possible. In addition, we are available as needed as once we start the project and because we limit the number of jobs we do at one time, we are distinctly dedicated to your planning process and your team's needs.

Phase Two: Outreach, and Engagement

This phase is our engagement and outreach with staff, elected officials, leadership, and the community. We will hold specific meetings to engage participants for feedback and ideas. This is also when we conduct all our document review and research and gain a deeper understanding of the culture and needs of the organization and community. Outreach needs to be thoughtful and deliberate in order to be equitable and get the most diverse opinions and feedback possible.

We work with your team to provide input or offer templates (depending on needs of your team) to provide marketing and outreach materials to let your staff and community know of engagement opportunities. This can be via flyers, social media, utility bills, public events, county meetings, stakeholder groups, and your website to name a few. You can see examples of our communications and engagement materials is our attachments at the end of this document.

There will be five key components to our engagement process:

1. Survey Process (Online and Paper)

The survey process can be used across a variety of platforms. We engage with stakeholders, staff, partners, and the community using online survey tools such as Survey Monkey. We recommend reaching out to groups and individuals who may not participate in an online survey through printed materials, which could include a postcard version of the survey as well as sticky notes or white boards at strategic locations throughout the county.

2. Confidential Interviews with Stakeholders

Confidential interviews – we have recommended 30 – are a significant part of the engagement process. Selecting important partners, staff, key community leaders, outspoken individuals, and others to participate in a confidential survey process can give insight and feedback that creates the foundation for important parts of the long-range plan and vision and adds to the data used to help analyze current challenges and opportunities. In addition, it can help inform people and create support for the strategic plan.

3. Social Media





If you are interested, we can create posts that are engaging, visual and tell the story of the process of your strategic plan, encourage people to engage in the feedback opportunities, and convey the message of the plan once completed. We can monitor and respond to comments.

4. Community Meetings

There will be many opportunities for your community to participate, including community meetings, which can be in-person, virtual, or both. More and more people are familiar and even comfortable with participating in meetings virtually, which will also engage with a broader audience. We recommend at least two meetings during the feedback process and one meeting to review the draft strategic plan document before final approval.

5. Focus Groups

We facilitate meetings with key stakeholders in your community to offer focused conversations about the priorities and goals associated with their areas of expertise that would result in how you can best serve the community over the next decade.

About Virtual Meetings

We do prefer to meet with you and your community in person, but absolutely understand health and budgetary concerns may require virtual facilitation. As professional facilitators, we know how to create a great facilitated meeting, whether in person or virtual. We staff ALL our virtual meetings with a minimum of two certified facilitators as a best practice. We offer the latest in collaborative online technology that offers participants engaging content that is active and participatory and not only substitutes for in person collaboration but matches it. We also mail a packet to all participants for a virtual meeting that is designed to be engaging, practical and fun.

Phase Three: Facilitate Strategic Planning Sessions

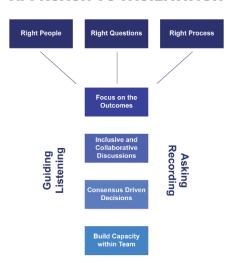
The facilitated meetings are the <u>heart</u> of our process and will be the foundation for the components of your strategic plan. The meetings are designed to build understanding, create support for the goals and priorities, and engage the stakeholders in the implementation and final decisions. We work with you to get the right people in the room, which typically includes commissioners, elected officials, and leadership team members.

This is where our background shines! As Certified Master Facilitators® and Certified Virtual Facilitators™, we specialize in creating a meeting framework that is engaging, effective, and creates the specific desired outcomes. Our team handles it all: preparing meeting agendas, designing PowerPoints, creating meaningful group discussions, and drafting meeting minutes, reports, and recommendations.





APPROACH TO FACILITATION



As a part of the facilitated meetings, we create an agenda with unique engagement techniques the promote critical thinking, open and honest conversations, and creative solutions to opportunities and barriers. We cover all of the components of a great strategic plan in addition to the specific issues that the community and your stakeholders may have identified during the engagement process. We work from the big picture (Vision) to the specific tactics and operational details (metrics and action steps) to ensure nothing is missed.

Reports and Information

The reports, photos, and documents created during the process are an often-overlooked part of the transparency we use in creating your Plan. The reports – both written and video based – can be posted online, emailed, or given to the Council, leadership team, and

staff for updates. Anyone who could not attend a meeting can stay up to date on the plan and the process.

Strategic Plan Retreat

We are recommending a two-day retreat as a best practice. Having two days will create more time to have robust and deliberative conversations, fully understand context, discuss unanticipated consequences, and have a better picture of how to achieve the Vision for the future. Additionally, a two-day meeting will allow teamwork and communication to increase. The retreat will be fun, engaging, and effective!

To create an agenda with unique engagement techniques the promote critical thinking, open and honest conversations, and creative solutions to opportunities and barriers, we start with the data, information, feedback, and the analysis from Phase 2. We craft the agenda to reflect the common themes, ideas, and concepts as well as best practices for the county. We craft specific questions and exercises into the agenda that were based on document research, conversations, survey and interviews.

<u>Internal Implementation Meetings</u>

We recommend a full day internal staff and leadership meeting to work on the implementation of the plan. Not only will that help to add context to the strategic plan, but it will result in an actionable matrix with specific details about steps, accountability, resources, and measurements.

Employee Small Group Meetings

Small group meetings with staff are designed with two goals: to continue to involve your employees in the final product and to get feedback on the draft strategic plan document. These meetings take place once the first draft of the plan is written.





Open House and/or Virtual Community Meetings

These meetings would be designed to showcase the draft strategic plan prior to finalization and approval. We have found that this is best done informally with an open mind and the ability to have discussions about the "why" of the plan – the context and the reasoning behind the ideas captured in the document. The open house will be very visual (whether in person or a hybrid virtual event) so that various learning styles can fully participate.

Phase Four: Create Strategic Plan Documents

The overall <u>strategic plan</u> is the guiding document created from all our work. This is your framework, your road map, your guide to the future of the organization, and the key to measuring your successes. Our plans are customized to our clients but there are components to any Strategic Plan that are critical to long term success. While the language is often slightly different for each plan, the most important components include:

- ✓ Vision
- ✓ Mission
- ✓ Core Values (your Core Behaviors)
- ✓ Guiding Principles (your Strategic Lenses)
- ✓ Priorities/Pillars/Key Areas of Focus
- ✓ Goals, Projects/Objectives and Strategies (GPS) with Outcomes
- √ Tactics
- ✓ SWOT (Strengths, Weaknesses, Opportunities and Threats)
- ✓ Specific Action Steps in an Action Plan that are realistic and achievable
- ✓ Roles and Responsibilities
- ✓ Measurables and Performance Metrics

You can view some examples of the plans we create on our <u>website</u>. There you will see that they all reflect the unique culture of each client; are clear, understandable, and easy to read; and used as a communication tool, not just a detailed document. We also understand and have experienced firsthand that the engagement process can create many other "products".

We have included an approach in our proposal that includes quarterly meetings to celebrate successes, talk about lessons learned, set Action Steps for the next quarter, and annually review the GPS. We will support you in that work with a series of templates, videos, workbooks, and tools that will create capacity within your internal team to continue to build on strategic success and have a sustainable approach to implementation.

{Deliverables}

- ✓ Project Plan with Milestones
- ✓ Community Engagement Report
- ✓ Survey Results
- ✓ Comprehensive Strategic Plan
- ✓ An Implementation Matrix





- Specific Action Steps
- Metrics and Measurements and Benchmarks
- Time Frames
- Resources Needed
- ✓ Reports and documentation from all facilitated meetings, surveys, and assessments
- ✓ All raw data
- ✓ All PowerPoint presentations and photos from meetings
- ✓ Original graphic files for all work
- √ 50 hard bound copies of Strategic Plan
- √ 1 Electronic version of Strategic Plan

{Approach to Project}

Our team is available and ready to work on your project – our <u>Guiding Principles</u> require us to commit to the highest level of customer service and to being flexible and adaptable to meet changing needs. It is our belief that we are partnering to create YOUR strategic plan, and that allows us to approach our relationship with the intent to listen, to learn, and to make customized changes to our approach as needed. We have a depth of staff that allows us to ensure your project will never be delayed or affected if the unexpected happens on our end.

You will see in our attached timeline a breakdown of all activities and costs. Each phase represents a milestone toward moving closer to your finished strategic plan. Along the way, because of our unique structure of meeting with your core team on a regular basis, we are getting your feedback on our performance and our products, and we are making adjustments as needed.

{Summary}

Thank you for your consideration of our services! We appreciate the time it takes to have a process to select the right consultant as your partner, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as advisors, consultants, and partners) to local government organizations, we are confident that we can partner with you to create a process that engages your unique community and creates the comprehensive approach needed for your





{Project Fee}

See the full breakdown of timeline, costs, deliverables, and services on the attached spreadsheets.

- Phase 1: Design Customized Process \$6,250
- Phase 2: Environmental Scan and Engagement \$45,500
- Phase 3: Facilitate Strategic Planning Workshop and Implementation Workshop.
 \$2,500
- Phase 4: Create Documents\$9,750
- > Total: All phases including travel and materials \$99,000

We've added an option for ongoing support for one year, including adjustments to the strategic plan for an additional \$18,750 if you so choose.

Attachments

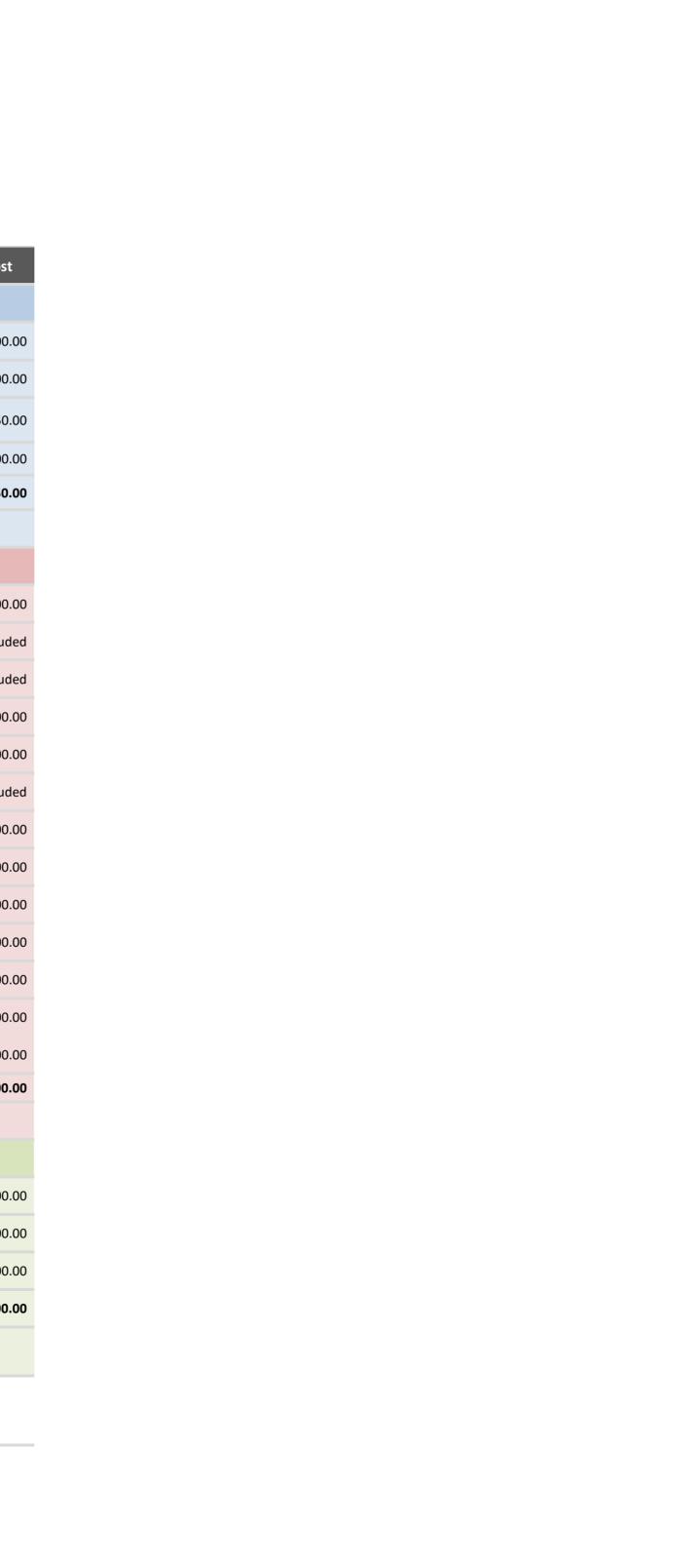
{Additional Information}

Timeline and Cost Proposal
Sheryl Trent Resume
Mitzi Rapkin Resume
Zach Ratkai
Shelby Whitson Resume
Kristine Hutchinson Resume
Community Engagement Examples
Strategic Plan Examples
Implementation Plan Example

Williamson County Strategic Plan Phases, Tasks, and Pricing



		Deliverable	determined by client)	PIC	posed Cost
Phase 1 - Backg	ground, Vision and Planning				
Task 1.1	Kickoff and Logistics Meeting (virtual) - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	March 30, 2022	\$	1,500.00
Task 1.2	Weekly planning meetings (Zoom) and emails throughout the project	For updates, feedback, course correction	April 1 - October 1, 2022	\$	3,000.00
Task 1.3	Creation of Staff Engagement Plan with Williamson County leadership approval	Engagement Plan	April 30,2022	\$	1,250.00
Task 1.4	Project Management Plan Created and Approved	Project Management Plan	April 30, 2022	\$	500.00
			TOTAL PHASE 1	\$	6,250.00
	Phase 1 Deliverable: Appr	roved engagement process and plan and project management	plan		
Phase 2 -Docu	ment Review and Staff Engagement				
Task 2.1	Receive documents for review	All releveant documents for review for situational awareness and creation of engagement materials	April 15, 2022	\$	1,000.00
Task 2.2	Recommended partners for engagement	A list of organizations and contacts for outreach	April 30, 2022		Included
Task 2.3	Recommended list of interviewees (30)	Names of stakeholders to interview	April 30, 2022		Included
Task 2.4	Create draft community interview questions and survey questions for approval and final questions	Stakeholder, and community partner questions	April 30 - May 15, 2022	\$	2,500.00
Task 2.5	Create draft staff survey questions for approval and final questions, release and monitor survey	Staff survey questions	April 30 - May 15, 2022	\$	3,000.00
Task 2.6	Identify other unique engagement tools: postcards, popup white boards, social media strategy	Determine additional means of engagement	April 30 - May 15, 2022		Included
Task 2.7	Personal interviews	Gather input from key stakeholders on priorities in 30 one hour interviews	May 15 - June 15, 2022	\$	6,000.00
Task 2.8	Community Engagement Open House	Five 2 hour open houses around community	May 15 - June 15, 2022	\$	10,000.00
Task 2.9	Staff Open House	Three 2 hour open houses for staff	May 15-June 15, 2022	\$	6,000.00
Task 2.10	Focus Groups	Four 2 hour focus groups with expert stakeholders	May 15 - June 15, 2022	\$	8,000.00
Task 2.11	Full report of engagement data: interviews and surveys	Engagement Report with themes, priorities, and areas of concern	June 22, 2022	\$	2,000.00
Task 2.12	Community Open Houses for Feedback on Draft Strategic Plan	Four 1 hour open houses to gather input from community on draft plan	August 8,2022	\$	4,000.00
Task 2.13	Staff Open Houses for Feedback on Draft Strategic Plan	Three 1 hour open houses for staff	August 9 - 10	\$	3,000.00
			TOTAL PHASE 2	\$	45,500.00
	Phase 2 Deliverable: Community engagement ma	terials, Engagement Report, survey results and documentation	n, open houses, focus groups		
Phase 3 - Facilit	tate the strategic planning process				
Task 2.11	Two day retreat to complete all the details of the Strategic Plan	2 full day meetings	July 6-7, 2022	\$	18,000.00
Task 3.2	One day retreat to complete the Implementation Matrix	1 day meeting	July 8, 2022	\$	8,000.00
Task 3.3	Attend public hearings	2 public hearings with formal presentation of strategic plan	September 9-30, 2022	\$	1,500.00
			TOTAL PHASE 3	\$	27,500.00



Phase 4 - Crea	te Documents				
Task 4.1	Strategic Plan Framework Draft	Draft document	July 29,2022	\$	3,000.
Task 4.2	Executive Summary with Recommendations	Executive Summary of Strategic Plan	September 8, 2022		Includ
Task 4.3	Strategic Plan Revision #1	Revisions based on Williamson County feedback	August 15, 2022	\$	750.
Task 4.4	Strategic Plan Revision #2	Revisions based on Williamson County feedback	August 29, 2022	\$	500.
Task 4.5	Strategic Plan final and printing	Final strategic plan in color with graphics	September 8, 2022	\$	2,500.
Task 4.6	Implementation Matrix and Plan	Final matrix with roles and responsiblities and milestones	August 29, 2022	\$	3,000.
			TOTAL PHASE 4	\$	9,750.
	Phase 4 Deliverable	: Draft Final Strategic Plan with Implementation and Evaluation Docum	nents		
Total					89,000.
	Note: client will provide all materials for me	eetings			
Travel Costs 5 trips for Sbrand Staff					10,000.
Total Not to Exceed Cost					99,000.0
Optional Ong	oing Support and Implementation				
onthly confere	ence calls, customized templates	Monthly video conference, written templates, responses to emails and phone calls			Includ
·	v and Update Meeting			\$	
uarterly Reviev		emails and phone calls		\$	4,500.0 4,500.0
uarterly Reviev	v and Update Meeting	emails and phone calls 4 hour meeting to update the Implementation Plan			4,500.0
uarterly Reviev uarterly Reviev uarterly Reviev	v and Update Meeting v and Update Meeting	emails and phone calls 4 hour meeting to update the Implementation Plan 4 hour meeting to update the Implementation Plan		\$	4,500. 4,500. 4,500.
uarterly Reviev uarterly Reviev uarterly Reviev	v and Update Meeting	emails and phone calls 4 hour meeting to update the Implementation Plan 4 hour meeting to update the Implementation Plan 4 hour meeting to update the Implementation Plan		\$	4,500.0 4,500.0

(970) 208-6633 sheryl@sbrandsolutions.com 2874 Blue Leaf Drive, Fort Collins, Colorado 80526 www.sbrandsolutions.com

summary of qualifications

- 25+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator®, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Customized process and product for each client that builds capacity and enhances shared values
- Proven success and long term results in facilitating strategic planning & team building for clients
- Unique community engagement design and tools
- Experienced virtual facilitator for large and small meetings

professional management and leadership experience

current

OWNER, SBrand Solutions, LLC



past and present

education

prior

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR

City of Evans, Colorado

EXECUTIVE DIRECTOR

Evans Redevelopment Agency

TOWN ADMINISTRATOR

Town of Milliken, Colorado

COMMUNITY DEVELOPMENT DIRECTOR (ACTING)/ ECONOMIC DEVELOPMENT MANAGER

City of Grand Junction, Colorado

INVESTMENT REPRESENTATIVE

Edward Jones Investments, Yreka, California

COUNTY ADMINISTRATOR (ACTING)/ASSISTANT COUNTY ADMINISTRATOR

County of Siskiyou, Yreka, California

ASSISTANT TO THE CITY ADMINISTRATOR

City of Santa Paula, Santa Paula, California

ASSISTANT TO THE CITY MANAGER/INTERN

City of Federal Way, Federal Way, Washington

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Certified Master Facilitator[®]
- Certified Virtual Facilitator™
- Rocky Mountain Leadership Program
- Grand Junction Area Chamber of Commerce Leadership Program
- Credentialed Manager with ICMA
- Certified Life Coach
- Consistent ongoing training and coursework

professional affiliations

- ICMA Member, Credentialed Manager
- CCCMA Member
- INIFAC Board Member
- ICSC Member, Government Relations
- IEDCC Member
- Downtown Colorado Member
- Strategic Planning Member Association
- Small Business Development Center Board Member
- Leadership Council, Upstate Colorado
- Adjunct Faculty, Front Range Community College
- Strategic Planning Member Association and National Coalition for Dialogue and Deliberation Member

highlights

- Facilitates the creation of customized strategic plans for public and non profit clients that build capacity, inspire action, ensure accountability, and focus on results.
- Creates fun and engaging team building retreats that increase communication and results in forward momentum and alignment.
- · Cultivates curiosity that drives learning and listening through shared values.
- Designs specialized training (in person, manuals and videos) for facilitation skills, strategic planning, Board development and team building.
- Negotiates and administers contracts and agreements with public and private partners that have resulted in multi million dollar capital projects, grants for both capital and planning projects, and agreements for development and sharing of new revenue.
- Leads multi-functional teams to develop new strategies, adopt controversial plans with support and consensus, create new investments and capital projects, and involve a wide range of affected parties.
- Establishes working groups of stakeholders that successfully collaborate to drive implementation, forward momentum and accountability.
- Speaks at keynote engagements on how to effectively facilitate meetings and implement strategic plans.
- Offers sought after on line training for strategic planning and board development at www.sbrand.teachable.com.





Learn more at www.sbrandsolutions.com

Strategic. Sustainable. Success.



Education

- BA Political Science,
 University of Washington
- MPA Public Administration, University of Washington
- Rocky Mountain Leadership Program
- Certified Master Facilitator (tenured)
- Certified Virtual Facilitator
- Certified Life Coach
- Certified by Cornell University in DEI

Professional Affiliations

PAST AND PRESENT

- ICMA Member, Credentialed Manager
- CCCMA Member, Conference Planning
- ICSC Member, Government Relations
- IEDCC Member
- INIFAC Board Member
- Chamber of Commerce Board Member
- Small Business Development Center Board Member
- Leadership Councils
- Rotary President
- Adjunct Faculty, Front Range Community College

Clients

- State Agencies
- Cities and Towns
- Counties
- Special Districts
- Nonprofit Organizations
- Chambers of Commerce
- Economic Development Organizations
- Private Corporations
- Partnership/Membership Organizaitons
- Foundations



With over 30 years of local government and nonprofit experience, Sheryl Trent is one of fewer than 45 Certified Master Facilitators in the world, is a Certified Virtual Facilitator, and holds a certification from Cornell University in Diversity, Equity and Inclusion. She brings real world experience to her work including managing strategic plans, comprehensive plans, massive capital projects, and economic development agencies. She has served on foundation boards, non profit boards and community service boards, and that combined experience gives her a unique understanding of the needs of her clients. SBrand Solutions was formed to "help fill in the blanks" for local governments, special districts, nonprofits, foundations and other agencies. She and her team of experts travel across the country designing a customized process grounded in proven methodologies to create strategic, sustainable success.

Client Results

- Consensus Driven Facilitation
- Results Based Strategic Planning
- Systematic Organizational Assessments
- Board and Team Development
- Community/Stakeholder Engagement

Each of our clients is unique and we customize a facilitated process based on confidential conversations, surveys, outreach, research, and best practices. Whether in person or virtual, all of our meetings are engaging, effective and efficient with results that include stronger relationships, better communication, deeper understanding of the issues, strong support for the decisions, and a clear path to success.

Strategic. Sustainable. Success.

HELPING YOU FILL IN THE BLANKS

Mitzi-Jill Rapkin

STRATEGIC COMMUNICATIONS & FACILITATION PROFESSIONAL

MY PHILOSOPHY

- Strategic planning aligns with organizational values & mission
- Daily work supports long-term organizational goals
- Employees are stakeholders in organization's success
- Internal & external partnerships strengthen organization & outcomes
- Creative thinking pushes innovation & leads to better solutions
- Visionary leadership inspires stakeholder participation
- Communications is transparent and customer service focused
- Collaboration is the foundation of success

EXECUTIVE PROFILE

- Communications professional with proven track record in developing strategic & tactical plans
- Professionally trained and MG Rush Certified Structured Facilitator
- Proactively identifies potential problems & provides solutions
- Consistently provide creative ideas to push the communications agenda toward further success
- Deliver customer service and client focused solutions
- Unflinchingly loyal to mission of serving customers with transparent, effective communications
- Persistently evaluating status quo to develop better solutions & more successful outcomes
- Impeccable follow-through
- Strong collaborator with a knack for building partnerships & alliances
- Proponent of continued growth & self-evaluation in order to access excel
- Rise to challenges & produce under pressure
- Highly adaptive & quickly integrates new knowledge to further personal & organizatonal goals
- Strong balance of left brain critical thinking, logic, & reasoning paired with right brain creativity & imagination

CAREER HIGHLIGHTS

- Facilitated visioning process for new leadership team at Colorado Mountain College, Aspen & Carbondale
- COVID-19 crisis communication plan & collateral implemented by cities across USA
- Grew City of Aspen social media, website, & community engagement by quadruple digits during COVID
- Spearheaded partnership during COVID-19 to create valleywide messaging cohesion that is still operating today
- Led rebranding effort for City of Aspen
- Host and produce literary podcast for international audience with 330+ episodes

MITZI-JILL RAPKIN

LEADERSHIP & COMMUNICATIONS

Communications Manager

City of Aspen | 2005-2007 & 2011 - present

Strategic Thinking

- Design and implement City of Aspen's strategic & tactical communications efforts
- Advise city leadership on alignment between policy & communications
- Develop and write communication plans for regular workplan, special projects, & crisis situations
- Communicate organizational vision & policies to community via multi-media outlets
- Create & execute media strategies
- Design & lead citywide training on writing, storytelling, media relations, & engagement strategies

Fostering Community

- Partner with leadership team to develop & carry-out vision of organization
- Build & cultivate stakeholder relationships within organization & with external partners & community
- Identify & understand the needs of key stakeholders to achieve shared goals
- Facilitate difficult conversations among groups with competing interests
- · Design & implement community engagement strategies

Execution

- Execute communications projects with focus on successful outcomes & quality product
- Write & edit external & internal collateral such as press releases, marketing materials, & election information
- Compose talking points for City leadership
- Manage & create organization's social media content
- Led project to rebrand City of Aspen, including overseeing project budget

Accountability

- Track analytics across multiple platforms to assist with data-driven decisions
- Initiate adoption of new technologies to provide accountability & better organize communications
- Hire & oversee contract communicators, graphic designers, & photographers
- Track budgetary spending

Host & Producer

First Draft: A Dialogue on Writing | 2013 - present

- Founded literary podcast with 300 + episodes with prize winning authors from around the world
- Host and produce weekly episodes in partnership with prestigious literary organization called Literary Hub
- Read one book a week and interview author
- Edit and produce 50 episodes a year
- Focus on fiction, non-fiction, poetry, and essays

Reporter / News Director

Aspen Public Radio | 2004-2005 & 2007-2011

- Developed & implemented strategic vision of local news programming
- Hired, supervised, & evaluated three employees
- Managed News Department budget
- Oversaw production of three daily newscasts & special programming
- Developed community partnerships
- Reported breaking, daily, & feature news & hosted talk & morning shows
- · Edited reporters & freelance writers
- Maintained records for federal government filings
- Managed news webpages & social media
- Wrote & delivered monthly reports for board of directors

MITZI-JILL RAPKIN

OTHER PROFESSIONAL EXPERIENCE

Filmmaker

Fleisher Films | 2003-2004

- Associate produced film for Animal Planet & Discovery Channel on orphaned black bears in New Hampshire **National Geographic Television | 2001-2003**
- Wrote, produced, & edited educational videos on environmental & wildlife topics

Guide, Educator, Naturalist Backroads | 1994-2000

• Led bicycling & hiking trips nationally & internationally

Visions | 1996

• Led service trips for teenagers to build trails, playgrounds, & daycare centers in Native Alaskan Villages

Alaska Wildland Adventures | 1997

- Guided whitewater rafting & hiking trips & worked as naturalist in Denali National Park & Kenai Peninsula San Joaquin School District | 1992-1993
- Taught environmental education to sixth grade students Monday through Friday at live-in facility **Aspen Center for Environmental Studies | 1992**
- Summer internship focusing on outdoor education, naturalist work, & wildlife rehabilitation Houston Independent School District | 1991-1992
- Taught environmental education to fifth grade students Monday through Friday at live-in facility

SKILLS / ACCOMPLISHMENTS

- IAP2 Trained Public Engagement Specialist
- MG Rush Trained Structured Facilitator
- Strong public speaker & excellent communicator
- Basic film & sound editing
- Fundraised \$28K+ for personal projects
- Grant writing experience
- Spanish communication (college level)
- Roaring Fork Leadership graduate
- Emerge Colorado graduate

EDUCATION

MFA Creative Writing | 2016

Warren Wilson College

MS Journalism | 2001

Northwestern University - Medill School of Journalism

BA English & Religion | 1990

Indiana University

N. ZACH RATKAI



1876 Nova Lane Richland, WA | 303.594.9569 | Zach@sagelandstrategic.com

Zach Ratkai is a government collaborator and champion of the public sector with over 16 years of experience working in and with municipalities throughout Colorado and Washington. He is currently the Administrative and Community Services Director for the City of Pasco, Washington and Principal of Sageland Strategic, an independent consultant firm working with communities, businesses, and non-profits to create functional and collaborative cultures to serve their missions.

A graduate of the University of Colorado's School of Public Affairs, Zach holds a master's degree in Public Administration and a Certificate in Public Management. He also holds a bachelor's degree in Applied Geography from the University of Northern Colorado. Zach's local government work experience includes government administration, economic development, urban and regional planning, and disaster recovery management and resiliency building, – a journey that has taken him to the Colorado and Washington State Capitols, the US Capitol, and the White House to advocate for the interests of local communities.

His passion for local government is rooted in fostering intergenerational collaboration and goals, culture change, personnel management, and strategic planning. He is a champion for the public sector and has worked with local governments, city managers' associations, young professionals' groups, and economic development groups to collaborate on projects and missions of high importance.

When not working to change the paradigm in the public sector, he can be found on the lakes of northern Idaho with his family, skiing in the Blue Mountains, or at the local hockey rink. He and his family make their home in Richland, Washington.

EDUCATION

Master of Arts in Public Administration

(2014) University of Colorado

Graduate Certificate in Public Management

(2012) University of Colorado

Bachelor of Arts in Applied Geography

(2004) University of Northern Colorado

WORK EXPERIENCE

Sageland Strategic LLC

Principal

Strategic planning, facilitation, retreat moderation, and general champions for organizational optimisization and advancement.

City of Richland, WA

Economic Development Manager

In charge of real estate, marketing, business retention, and recruitment.

City of Pasco, WA

Admin & Comm Services Director

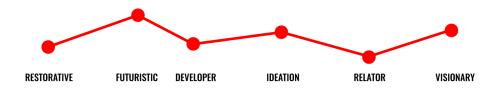
General administration for IT, Clerk, Recreations, Parks, Facilities, and Indigent Defense for the City.

City of Evans, CO

Com Dev/Recovery Manager

Managed disaster recovery effort, in addition to community development, building, and code administration.

SKILLS







SHELBY R. WHITSON

(970) 314-8999

shelbyrosewhitson@gmail.com



SOCIAL MEDIA MASTERY CERTIFIED

SPECIAL ACHIEVEMENTS

- **Dean's Honor List,** for obtaining a GPA between a 3.7 and 4.0
- Pi Sigma Delta Honor Society, for exceptional performance in political science courses
- Lambda Pi Eta Honor Society, for exceptional performance in communication courses
- Obtained undergraduate degree in three years
- 3rd Place Award for Best Multimedia Package, Texas Intercollegiate Press Association

EDUCATION

May 2016

Texas Christian University, Bachelor of Science, Political Science, AddRan College of Liberal Arts, Minor, Journalism, Bob Schieffer College of Communication

SELECTED WORK EXPERIENCE

Representative Morgan Meyer, Campaign Director Ian. 2017- Present

- · Managed successful re-election campaigns in the heart of Dallas with a multi-million dollar budget
- · Led the development of all messaging to the district of 150,000 people
- · Created content for and managed all digital presence and social media forthe campaign

SBrand Solutions, Consultant June 2020 - Present

- · Contracted with clients to develop and execute strategic marketing and media plans
- · Assisted in the planning and execution of the Nurse Educator's Conference in the Rockies

Ergeon, Copywriter May 2020 - Present

- · Created digital content for the tech startup, including blog posts, web content, social media
- · Worked on increasing SEO for Ergeon, contributed to a 30% lead increase in Q2

Dallas County Republican Party, Communications Director Aug. 2016- Jan. 2017

 \cdot Composed all press releases, educational materials, social media posts, emails, and other digital communications

The 109 Fort Worth, Politics & Public Affairs Editor Aug. 2015- May 2016

- · Filmed, wrote, and edited stories about local government, public safety and the local economy weekly
- · Ran the social media account for the news outlet and enhanced social media presence for news stories

The Rutledge Foundation, Grant writer May 2015- Sept.2015

- \cdot Researched and wrote grant proposals to obtain funding for the cancer foundation
- \cdot Secured funding to cover the operating expenses of the 2016 fiscal year

PROFESSIONAL DEVELOPMENT

Texas Public Policy Foundation, Liberty Leadership Council **August 2017- August 2019**

· Helped plan events to engage the community with the mission and vision of TPPF

Dallas County Council of Republican Women, Publicity Director December 2018- August 2019

- · Advocated on behalf of the DCCRW to legislators, community members and press
- · Highlighted the initiatives of the DCCRW through social media and other outlets

TCU Speech &b Debate Team, Vice President August 2013- May 2016

- · Awarded third place speaker at the 2013 Pi Kappa Delta national tournament
- Competed with success in the events of extemporaneous speaking, persuasive speaking and parliamentary debate

TCU Young Americans for Freedom, Communication Executive August 2014- May 2016

 \cdot Created all marketing materials for TCU YAF, including social media posts, emails, event flyers and more

FM 88.7 The Choice, Associate News Producer January 2015-May 2016

 \cdot Wrote daily news casts on current events in local and international news and reported them live on 88.7 The Choice

Pi Beta Phi Fraternity for Women, Communication and Publication Chair December 2013- May 2016

· Wrote monthly articles to Pi Beta Phi's national magazine, The Arrow, and coordinated social media outreach

KRISTINE HUTCHINSON

PERSONAL OBJECTIVE

Punctual professional with keen multitasking abilities, time management skills, and an accurate record of meeting deadlines. A highly motivated and positive individual with exceptional verbal and written communication skills and attention to detail. Strong organizational skills and ability to think strategically with quick response time and handle multiple projects at once.

303-881-6919

KRISTINEHUTCHINSON1@GMAIL.COM

WWW.KRISTINEHUTCHINSON.COM

WORK EXPERIENCE

DEVELOPMENT & QUALITY MANAGER, SBRAND SOLUTIONS, JUNE 2021-PRESENT

Administrative assistant in all areas of the business. Assists in building and maintaining client relationships. Assists with project management deadlines. Drafts and finalizes RFP proposals. Creates surveys and analyzes results into reports. Manges Standard Operating Procedures. In-depth file management. Graphic design experience. Website design/maintenence experience. Marketing experience.

CAREGIVER, CHOICE HOME CARE, JANUARY 2019-PRESENT

Provides unskilled personal care and allowable health maintenance activities for clients in their home or community setting in compliance with a service plan. Provides assistance with completing activities such as shopping and doctor's appointments outside of the home. Provides assistance with activities of daily living, personal care, and other tasks as specified in the care plan.

OWNER/EDITOR, KH EDITING & WRITING SERVICES, JUNE 2019-PRESENT

Edits, proofreads, and evaluates final copies of manuscripts to verify content aligned with established guidelines. Provides concise and constructive editorial feedback to authors by delivering constant and open communication. Builds client relationships by responding to inquiries, identifying and assessing clients' needs, resolving problems, and following up with potential and existing clients to ensure satisfaction. Ensures work is aligned with service levels as agreed upon and client requirements as specified in client agreement.

CLAIMS MANAGER, BELLATOR CLAIMS RESOLUTION, MARCH 2021-MAY 2021

Coordinated and managed/updated electronic claims files for more than 50 clients, both residential and commercial properties. Maintained client and company confidentiality as required by law and company policy. Detailed data entry required into Claims Force system. Drafted and sent contracts to appropriate parties involved. Reviewed contractor estimates for negotiation purposes with insurance companies. Reviewed insurance policies for coverage. Created necessary reports/documentation on behalf of clients.

MAINTENANCE PLANNER/SCHEDULER, HUNTER DOUGLAS, JUNE 2015-JANUARY 2019

Coordinated and managed all work schedules, work orders, and projects for maintenance technicians within the assigned functional areas for the organization. Managed all work-in-process orders, verified for accuracy, and ensured that all scheduled and productivity goals were met. Deployed resources to coordinate project responsibilities to meet project completion time frames. Ensured the completion of work orders was documented in the system of record based on established policy and procedure. Collaborated with department heads to coordinate maintenance tasks, operations projects, and engineering projects. Analyzed, developed, and implemented department policies and procedures and continuously identified ways to streamline and improve increased production. Followed all safety and clean work environment protocols within the workplace.

INSPECTION COORDINATOR, HUNTER DOUGLAS, JUNE 2015-MAY 2016

Directly supervised the day-to-day production and flow of approximately ten team members within the department. Focused on the inspection of various window fashion products to ensure all quality standards were met. Reviewed daily production schedules and continuously exceeded set production goals. Provided coaching, mentoring, performance reviews, and training to new and established employees. Reviewed safety protocols, clean workplace environment procedures, and provided feedback to employees regarding best practices.

KRISTINE HUTCHINSON

PERSONAL OBJECTIVE

Punctual professional with keen multitasking abilities, time management skills, and an accurate record of meeting deadlines. A highly motivated and positive individual with exceptional verbal and written communication skills and attention to detail. Strong organizational skills and ability to think strategically with quick response time and handle multiple projects at once.

303-881-6919

KRISTINEHUTCHINSON1@GMAIL.COM

WWW.KRISTINEHUTCHINSON.COM

WORK EXPERIENCE

SALES ASSOCIATE, COSTCO WHOLESALE, JUNE 2012-JANUARY 2015

Provided the highest level of customer service to all club members by assisting with product information, membership inquiries, sales, returns, inventory, food court, transactions, and issue resolution. Assisted management with several administrative functions and participated in the completion of special projects as needed. Developed training materials and cross-trained staff on store operations, administration, and policies and procedures.

PLANT MANAGER, DISCOVER BOOKS, APRIL 2011-JUNE 2012

Responsible for the direct day-to-day supervision of approximately 15 employees within the production operations division of the organization. Monitored and performed analysis on the Profit/Loss statement and reviewed expenses for cost reduction opportunities. Managed inventory, ensured all systems were updated/maintained, coordinated driver routing, and all incoming/outgoing shipments for the plant. Provided training to employees on policies and procedures and communicated organizational updates to the team.

PETTY OFFICER SECOND CLASS, UNITED STATES NAVY, JULY 2006-JULY 2010

Performed mechanical, technical managerial, and administrative duties required by the Naval Aviation Maintenance Program. Prepared aircraft and maintenance-related correspondence and managed government files regarding manning, personnel, Temporary Alternate Duty, training requirements, and transfers. Supervised the coordination of organizational reporting requirements and identify areas for improvement within maintenance policies and procedures that would streamline workflow. Organized, maintained, and operated the Navy Aeronautical Technical Publications Library while providing training to 3 librarians. Acted as the data analyst for the Naval Aviation Logistics Command Management Information System (NALCOMIS) and validated data pertaining to the history, operation, maintenance, configuration, receipt, and transfer of naval aircraft, related aeronautical equipment, and components installed in related equipment

EDUCATION & AWARDS

BACHELOR OF SCIENCE: BUSINESS MANAGEMENT

Johnson & Wales University
Denver, Colorado, September 2011 to May 2013

HIGH SCHOOL DIPLOMA

Horizon High School Thornton, Colorado, 2002-2006

ADDITIONAL SKILLS & EXPERTISE

- Owner of KH Editing & Writing Services (June 2019 to Present)
- · Poynter ACES Certificate in Editing
- Editor of several works including Adult Fiction,
 Nonfiction, Children's Books, Poetry, and Screenplays
- Published Articles on PatientsRising.org
- Guest Appearance on PatientsRising Podcast
- Blog The Life of a Caregiver
- Published Author

KRISTINE HUTCHINSON

PERSONAL OBJECTIVE

Punctual professional with keen multitasking abilities, time management skills, and an accurate record of meeting deadlines. A highly motivated and positive individual with exceptional verbal and written communication skills and attention to detail. Strong organizational skills and ability to think strategically with quick response time and handle multiple projects at once.

303-881-6919

KRISTINEHUTCHINSON1@GMAIL.COM

WWW.KRISTINEHUTCHINSON.COM

REFERENCES

SHERYL TRENT

Owner/Consultant, SBand Solutions sheryl@sbrandsolutions.com 970-208-6633

DIANA FRANKLIN

Maintenance Supervisor, United States Navy hello@reallygreatsite.com 206-850-8330

TENNA (TEE-NAH) BRIDGERS

Supply Manager, United States Navy otbrid@aol.com 573-937-9801

OTIS COOPER

Administrator, Food & Drug Administration otis.cooper@fda.hhs.gov 305-397-3110

STEPHANIE GRAY

Owner/Author, Porter Co. Booke Shoppe portermarketingco@gmail.com 910-388-8476



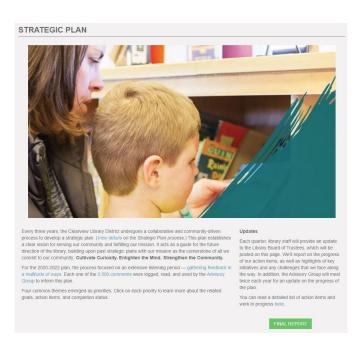
Community Engagement Process

Examples

Website Engagement

The website is a great place to create a page specific to the process, and to post information, have engagement, link to surveys, and share reports and photos.











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Social Media Engagement

Whatever social media is used (Facebook, Twitter, TikTok, Instagram) a social media post with a question, information, or a call to action is a great way to engage with a wide range of people in your community!











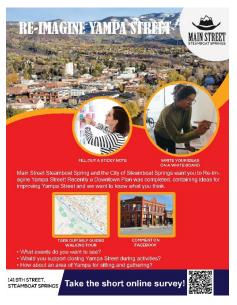


Printed Engagement Materials

Flyers

Informational flyers can share details, contain links, be posted online, and be mailed.







Posters

Designed to go with the white boards, placed at event tables, and hung on display, the posters inform people about the process and allow for engagement through information and a call to action.







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Postcards

Postcards can be handed out, mailed directly to participants, or left with businesses. People who might not have time to fill out an online survey, and who might prefer to write find this method of engagement easy to use.





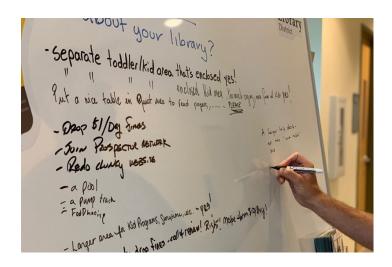


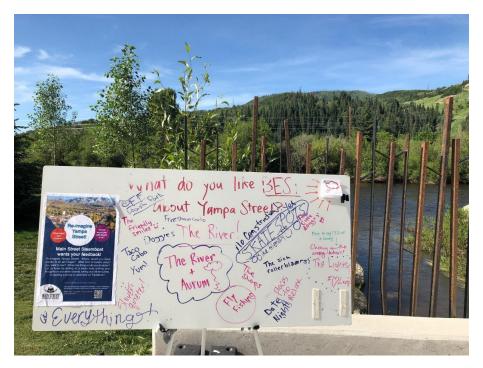
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White Boards

White boards are use with pens, sticky notes, posters, brochures, and flyers to engage the public in a fun, quick and informal manner. Placed at key locations throughout the community (businesses, gyms, coffee shops, recreations centers, faith-based locations, libraries, and public buildings) they offer a way for all ages to interact with ideas.







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Sticky Notes

The least formal (most fun) way to engage, and a great way to reach youth. Perfect for events where the community might have limited time, and easy to read and fill out.











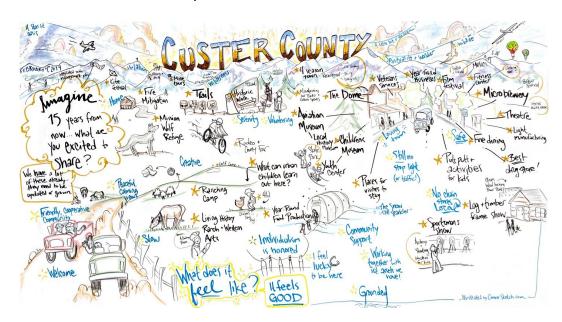


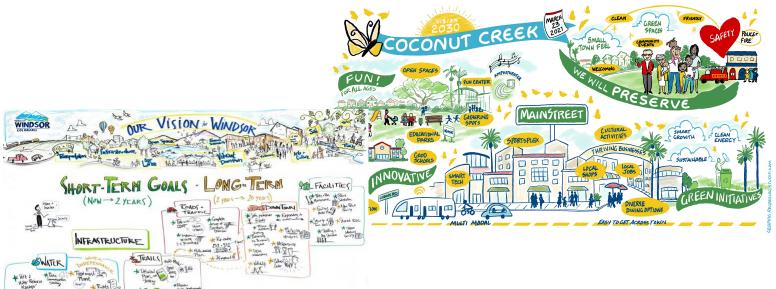
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Graphic Recording

Having a graphic recorder sketch live while a conversation about the future is facilitated is an amazing way to engage the community. There is true interest as well as a buy in to the ideas expressed and then drawn on the boards.







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Representative Projects for County Government Clients

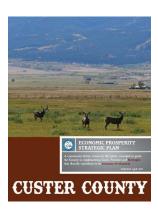


Napa County Health and Human Services Strategic Plan (2019)

The team at Napa County Health and Human Services needed to create team implementation and action plans based on the overall County of Napa Strategic Plan. Through a series of facilitated meetings, we created 10 team implementation plans with specific action steps, due dates, and accountability leads as well as measurements. The creation of a Vision and Mission was also an outcome of our meetings.

Custer County Economic Prosperity Strategic Plan (2019)

The Board of County Commissioners selected Sheryl to conduct a intensive series of community meetings, grounded by a community survey and specific stakeholder interviews to drive the Strategic Plan. The focus of the Plan was on economic prosperity, and over the course of 5 public meetings, over 600 surveys, 30 individual interviews, and multiple Task Force meetings, Sheryl was able to create a consensus-based document in a community that has often been characterized by dissent and political differences.





Eagle County, Colorado Strategic Plan (2016 – present)

SBrand Solutions was hired by Eagle County to **review and update their Strategic Plan**. Two full retreat days with the leadership staff and Board of County Commissioners resulted in a renewed Vision and Mission, updated and revised Goals, Priorities and Strategies (GPS), and a completely revamped Action Plan. The team subsequently brought SBrand back to continue teambuilding and set

additional Goals moving forward and have asked Sheryl to return in early 2019 to assist with the ongoing process. Subsequently the Eagle County Sheriff's Office requested that Sheryl facilitate their Strategic Plan, which required over 40 hours of meetings with 80 employees.



Lee County, North Carolina Strategic Plan (2020)

For their first strategic plan in the history of Lee County, SBrand was selected to conduct an inclusive community engagement and outreach plan and facilitate a series of community and staff meetings to create their Strategic plan. With ongoing implementation meetings scheduled in the coming years, Lee County has a strong foundation of community support and understanding for their vision and goals.

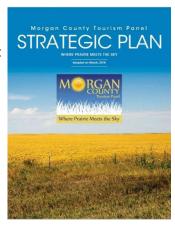


Morgan County Tourism Board (2018)

The Morgan County Tourism Board brought in Sheryl to facilitate a series of meetings designed to focus the efforts of the Board on specific Goals, Priorities and Strategies.

The resulting Plan was based on state data and local economic information and has been a great success in creating accountability, common understanding and alignment, and follow through.





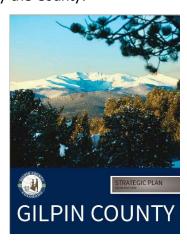
State of Colorado, Department of Local Affairs, Main Street Program (2015 – present)

The State of Colorado has selected SBrand Consulting as one of the preferred contractors to design and conduct facilitated Strategic Plans across the state for Main Street Communities. All Main Street organizations are slightly different: some are nonprofit boards, some are combined with a Chamber, some are part of the Downtown Development Authority and some are committees appointed by the Towns. In that capacity, we have facilitated the creation of over 30 strategic plans.

Gilpin County Strategic Plan (2019 - present)

The County Board and Manager requested that SBrand Solutions facilitate a series of teambuilding meetings (based on Strengthsfinder) and strategic planning retreats with stakeholders, partners, staff and elected officials of the County to set a new Vision and Goals for the future of Gilpin County. During the two day retreat a commitment to the Vision and Mission reenergized the team, and Goals, Priorities and Strategies (GPS) were set, with specific Action Steps that created accountability and focus moving forward. Partners and stakeholders came to the table to collaboratively create solutions to long term issues faced by the County.

More examples of our Strategic Plans and complete copies of these examples can be found on the website at www.sbrandsolutions.com.



LEE COUNTY GOVERNMENT

STRATEGIC PLAN 2022 - 2027



LETTER FROM COMMISSIONERS

It is our pleasure to present the Lee County Government Strategic Plan for 2022 - 2027. This plan reflects the input of engaged community and business partners, the appointed and elected staff in Lee County, and the Lee County Commissioners. This effort represents an update to our original plan founded in 2020, and is a County-wide issues based strategic plan.

The community Vision, Mission and Values provide the foundation for the plan's Key Areas of Focus: Arts and Culture, Community Safety, Economic Development, Education, Health and Well Being, and Partnerships. The team developed the strategic Goals and Objectives in each Key Area of Focus through an extensive series of feedback and meetings, local and national trends, and information provided by experts. Our strong commitment to protect and support our lifestyle underlies every strategic Objective. These Objectives will guide the work we do to create prosperity in Lee County.

The Strategic Plan is a tool that clearly captures the most important priorities and will direct the development of our budget and resource allocation. We are confident that this year's planning process will lead to a comprehensive and responsive budget that balances the diverse needs of our community through its emphasis on accountability, partnership, innovation, and efficiency.

We want to convey our appreciation to the residents who provided their time and input to the process, to the Senior Leadership Team for their commitment, and to the partners and agencies throughout Lee County who will continue to work on this Plan. As a living document, it is our commitment to update the strategic plan on a regular basis so that we can measure our success in coming years.

Sincerely,

Lee County Commissioners







LEE COUNTY GOVERNMENT STRATEGIC PLAN



Lee County Government is a celebrated community at the center of economic achievement and diverse cultural heritage, connected to all people.



Lee County Government cultivates a community of collaboration and innovation through visionary leadership and dedicated service.

Health and Well Being

Lee County Government's community health programs and services will be well-marketed.

Create an environment that promotes physical and mental health and well-being in the community.

Partnerships Foster and grow

long-established foundational partnerships within all sectors for the community.

Expand partnerships in the region.



Arts and Culture

Create intentional opportunities and grow spaces for affordable entertainment to be known throughout North Carolina.

Increase awareness of cultural activities throughout the community.



Key Areas of Focus





Education

Lee County Government will have an established role in the provision of life long learning for the community and region.

Lee County Government will have solid, clear, and mutually beneficial relationships with all sectors of education in the region.



Economic Development

Become a world-class center for the biotech industry.

Create the environment for community based Economic Development.

Increase tangible opportunities for economic growth.

Community Safety

Increase opportunities and activities for youth of all ages.

Increase opportunities to grow public trust.

Ensure Lee County remains a safe environment for community interactions.

ABOUT LEE COUNTY

Lee County is nestled in the heart of North Carolina. Established in 1907, the community is rooted in rural history and agricultural heritage that also embraces transformative growth bringing new industry and advancement opportunities to the local community and surrounding region.

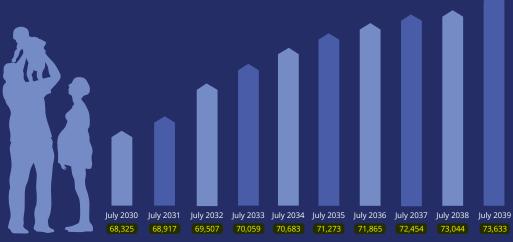
POPULATION



Lee County is situated near the geographical center of the state in the Piedmont region. County residents have the benefit of being a within an hour drive to the Raleigh-Durham Metro Area to the northeast, Fort Bragg to the southeast, Southern Pines-Pinehurst to the southwest, and the Greensboro-Winston-Salem Metro Area to the northwest. The county is also within a three-hour drive to both the North Carolina mountains in the west and beaches in the east.

Lee County has two municipalities - the City of Sanford and Town of Broadway, which along with our unincorporated areas offer distinct charm and personality creating a unique community character that is welcoming to all!

OVERALL POPULATION GROWTH PROJECTIONS



THE INFORMATION CAME FROM THE NORTH CAROLINA OFFICE OF STATE BUDGET AND MANAGEMENT





Median household income (in 2018 dollars), 2014-2018

\$48,873



THIS INFORMATION COMES FROM THE US CENSUS.

MAJOR INDUSTRIES

Agri-Business and Tourism Education and Health Services Manufacturing Bio-Tech and Science Employment Services



LARGEST EMPLOYERS

LISTED IN ORDER OF SIZE.

LEE COUNTY SCHOOLS

CATERPILLAR INC

PILGRIMS PRIDE CORPORATION PENTAIR WATER POOL & SPA INC

CENTRAL CAROLINA COMMUNITY COLLEGE

COTY LLC

CENTRAL CAROLINA HOSPITAL

BELFLEX STAFFING SERVICES

COUNTY OF LEE

FRONTIER SPINNING MILLS INC

TYSON MEXICAN ORIGINAL INC

MAGNETI MARELLI USA INC

LIBERTY HEALTHCARE GROUP LLC

WAL-MART ASSOCIATES INC.

CITY OF SANFORD

MOEN INCORPORATED

GKN DRIVELINE, INC.

KELLY SERVICES INC

CORE-MARK

QUALITY BUSINESS SOLUTIONS INC

STATIC CONTROL COMPONENTS INC

FOOD LION

SANFORD CONTRACTORS INC

CIRCLE K STORES INC

BEAR CREEK ARSENAL

THIS INFORMATION PROVIDED BY SAGA





HIGHER EDUCATION IN THE AREA

Campbell University
Central Carolina Community College
Duke University
Fayetteville State University
Meredith College
Methodist University
NC Central University

NC State University
Saint Augustine's University
Sandhills Community College
Shaw University
UNC Chapel Hill
Wake Technical Community
William Peace University





COMMUNITY VISION

The community was asked what their Vision for the future of Lee County would be like, described in just one word. The results shown below indicate the importance of what Lee County is today and what it will continue to be moving into the future.



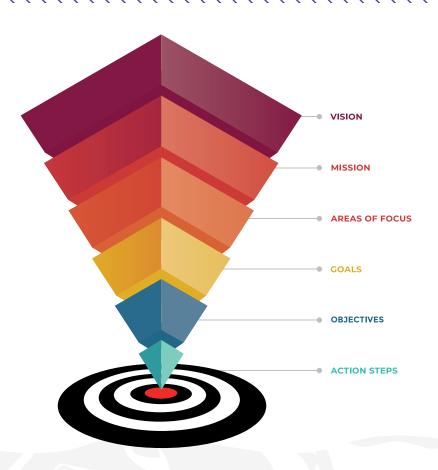


THE STRATEGIC PLAN PROCESS

Lee County Government has a solid foundation of strategic planning through wise allocation of resources, staffing and services to the residents, businesses and visitors. This formal strategic plan was the result of an eight month process that involved the community, the Commissioners and the staff in creating each component of the plan.

The Commissioners met for a visioning session to start the process, which continued with a community wide survey with over 200 responses. Those responses guided the formation of the Key Areas of Focus, the Objectives and the Outcomes. Staff refined those Objectives and Outcomes in a series of meetings focused on implementing the Strategic Plan.

The community was also involved through a series of virtual meetings, social media outreach, and various engagement efforts that focused on the health and safety aspects. The result is a long range plan for the future of Lee County that is aspirational, realistic and achievable!





VISION, MISSION AND VALUES



MISSION

Lee County Government cultivates a community of collaboration and innovation through visionary leadership and dedicated service.



VISION

Lee County Government is a celebrated community at the center of economic achievement and diverse cultural heritage, connected to all people.



CORE VALUES

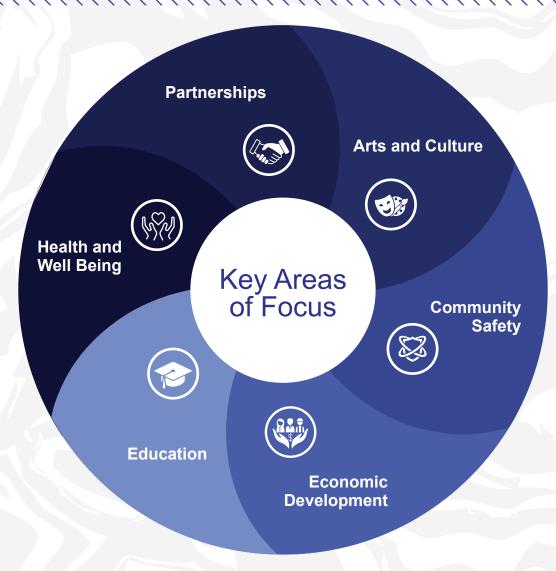
- Accountable
- Competent
- Inclusive
- Integrity
- Visionary
- Welcoming



KEY AREAS OF FOCUS MAJOR GOALS AND OBJECTIVES

Key Areas of Focus were developed for Lee County Government that align with the Vision and Mission. Each Key Area of Focus has specific Goals and each Goal has specific Objectives to accomplish as a part of this Strategic Plan. The Key Areas of Focus represent the most important issues that Lee County Government will work on over the coming years - assuring that resources, budgets, and planning are allocated to these areas as needed.

The Major Goals and Objectives on the following pages all align with the Key Areas of Focus to ensure that the Mission is completed and the Vision is realized.









Arts and Culture: Continue to create and support a vibrant and diverse cultural community in Lee County through support of facilities, programs, and regional partnerships.

Goal: Create intentional opportunities and grow spaces for affordable entertainment to be known throughout North Carolina.

Objective: Establish an Arts and Culture Commission.

Objective: Within 5 years, Lee County Government will build, either on its own or through community partnerships, an artists' incubator building/space to cultivate local growth to artists and makers.

Goal: Increase awareness of cultural activities throughout the community.

Objective: ID and collaborate with local artists to highlight and integrate their works into county facilities and programming.

Objective: Facilitate/Grow an integrative learning mentorship experience (visual, teaching) between artists and Lee County Community.







Community Safety: Support a safe community through programs, partnerships and trust.

Goal: Increase opportunities and activities for youth of all ages.

Objective: Increase and encourage law enforcement participation in partnership with

local events.

Objective: Identify community volunteer groups serving youth and market their

presence/mission in a single place.

Objective: Host a volunteer/youth group summit where groups can connect with youth.

Increase opportunities to grow public trust.

Objective: Begin a "community conversations" series where the community can meet

staff and learn about programs and services.

Objective: Actively seek feedback from the community on events.

Objective: Foster events with direct involvement from community leaders with the

intent of building connections.

Goal: Ensure Lee County is a safe environment for community interactions.

Objective: Create safe spaces for the interaction of youth and the community to serve all

areas of interest.

Objective: Incorporate safety of users in the design of all new buildings and public places.

Objective: Train all staff on situational awareness and public safety techniques to create

an atmosphere of trust, safety, and accountability.







Economic Development: Continue the upward trend of industrial recruitment, small business support, and workforce development through education partnerships.

Goal: Become a world-class center for the biotech industry.

Objective: Establish partnerships with a minimum of two universities in the region with Biotech specialties (NC State, UNC).

Objective: Work with CCCC to develop degree program in biotech.

Goal: Create the environment for community based economic and workforce development.

Objective: Grow and support a thriving ecosystem of support for economic development at all levels (large-scale recruitment-small business connections, workforce development).

Objective: Work with current large employers to enhance workforce development programs for all ages, from children's education programs to retraining for furloughed workforce.

Goal: Increase sustainable opportunities for economic growth.

Objective: Expand shovel ready industrial land availability by 2,000 acres.

Objective: Improve connections for agribusiness by catalyzing partnerships and

connections between NC State and local farming community.

Objective: Grow non-industrial business opportunities in the community.







Education: Focus on supporting all levels and aspects of education to contribute to the knowledge base of the entire community.

Goal: Lee County Government will define the role and intention of County government as it relates to community education and knowledge base.

Objective: Lee County Government will define its role, identify opportunities, and allocate resources toward community education.

Objective: County staff must identify and aggressively market current educational programs to the community.

Goal: Lee County Government will have solid, clear, and mutually beneficial relationships with all sectors of education in the region.

Objective: Identify priorities for areas of new programs and target specific community members.

Objective: Cultivate programming and services that complement and support the work of K-12 public education in Lee County.

Goal: Increase public education regarding local government resources and services.

Objective: Analyze data to determine location of new elementary/middle/high schoo.l

Objective: Develop information hub via new County website with events, services, resources.







Health and Well-being: Promote and maintain the health and well-being of Lee County through parks, recreation, activities, and programs that improve quality of life for our community members.

Goal: Lee County Government's community health programs and services will be well known and accessible.

Objective: Identify community needs through the results of the annual Community Health Assessment.

Objective: Use results and data from the Community Health Assessment to drive marketing, resource and personnel allocation, and funding.

Objective: Compile mental health resources and post said resources on the County website and at relevant County facilities and local businesses and organizations.

Goal: Create opportunities that promote physical and mental well-being in the community.

Objective: Develop a marketing plan to target uninformed sectors of the community, as well as sectors that may require preemptive education.

Objective: Identify partners within Lee County Government as well as within the community at large to market programs to promote a healthy and active community.







Partnerships: Maintain partnerships within and beyond Lee County in business, education, community and partner governments.

Goal: Foster and grow long-established foundational partnerships within all sectors for the community.

Objective: Assess community need to find missing partnerships and new areas for involvement.

Objective: Reduce redundancies of mission and duplicate service providers among partners in

order to identify areas for great focus.

Objective: Tell the story better: develop a plan to market and identify partnerships between LCG and various communities entities and explain the roles of each.

Goal: Expand partnerships in the region.

Objective: Identify and grow new partnerships with groups offering established community benefits.

Objective: Create new opportunities to make community collaboration more accessible.

Objective: Reach out to surrounding communities/counties to see what has worked for them to determine if their initiative would work in Lee County.





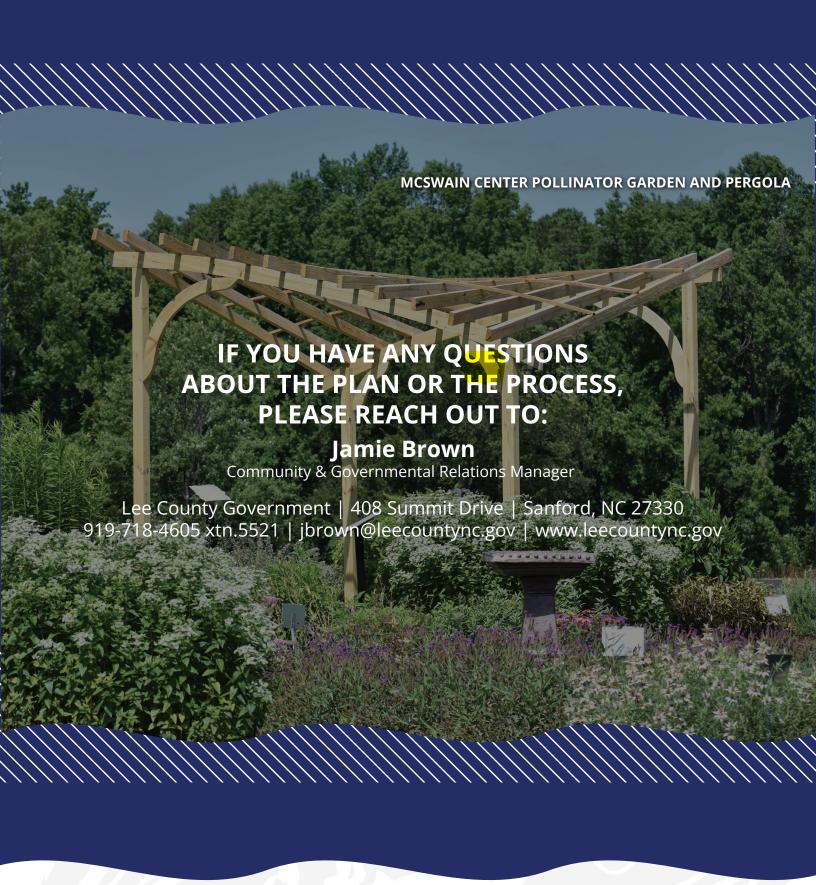
THE PATH FORWARD

A strategic plan should never collect dust or sit on a shelf – it is a living document. The plan may need to be adjusted due to unforeseen circumstances and was designed to be flexible and adaptable to changing needs of the community, the economy, and many other factors.

The Commissioners will use the information and lessons learned from this plan to make decisions about policies, programs and services. Through various paths such as the budget, policy decisions by the Commissioners, and daily activities of the staff, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan created by the staff, as well as a regular reporting process to the Commissioners and community.

Thank you to our community for your support and feedback during the creation of this plan for our future. We appreciate your effort and as we move into the future with this living document, we look forward to realizing our vision of Lee County Government as a celebrated community which is the center of economic advancement and cultural heritage, connected to the people.





2040 PLAN IMPLEMENTATION MATRIX

FINAL DRAFT

July 12, 2012

Northwestern Indiana Regional Planning Commission

PATHWAY TO 2040 IMPLEMENTATION MATRIX

Growth & Conservation

Goal G&C-1: Livable urban, suburban and rural centers

Objective 1-A: Encourage the compact mixing of uses

Objective 1-A: Encourage the compact n		Process Mile Prod		S
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create Livable Centers.	S/M/L	NIRPC will provide critical technical assistance to local communities as they plan for and implement improvements to support Livable centers. NIRPC will encourage and support the preparation of local plans specifically addressing Livable Centers. It will provide model ordinance language and advising communities on achieving desirable regional outcomes through their planning initiatives as local policies are developed Develop "model" code and regulatory guidance to address the following: Promoting housing choice and affordability in livable centers Promoting transit-oriented development in livable centers Promoting complete streets policies in livable centers Sustainable and "green" development practices in urbanized areas Conservation development standards Local: local communities as they plan for and implement improvements to support Livable Centers, and reflect a preference for investment in Livable Centers in funding allocation decisions.	NIRPC will establish a funding mechanism called Creating Livable Communities (CLC) program proposed by NIRPC to help implementing variety of transportation related land use projects. Current NIRPC transportation formula funds [STP, CMAQ, Transportation Enhancement (TE), etc.], with the corresponding local share will be used for funding planning and implementing capital projects such as: • Access management - A model transit oriented development (TOD) ordinance, or • Redevelopment of urban livable centers to support transit facilities, and transit corridor plans.	1- Transportation for Livable Communities program by: Metropolitan Transportation Commission (MTC) www.mtc.ca.gov 2- Transit-Oriented Development Program by: Metro in Oregon www.oregonmetro.gov/tod 3- Livable Centers Initiative by Atlanta Regional Commission
Promote adaptive reuse of existing buildings and facilities and infill development will help to minimize the occurrence of single-use types.	s/m	Local: Develop conventional rezoning to allow higher densities and mixed-uses or different scales, such as smaller setback requirements, is helpful.	Land Banks; Tax Increment Financing; Tax Abatement; Community Development Block Grant (CDBG) New Market Tax Credit Program; Community Revitalization Enhancement District; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- University Park Neighborhood, Gary, IN 2-Fall Creek Place, Indianapolis, IN. 3- Horace Mann Hope VI neighborhood, Gary, IN 4- Small Farms, Gary, IN
Where possible create small mixed-use areas in existing single-use neighborhoods.		<u>Local:</u> Identify possible sites to accommodate mixed-use development and compatible with local zoning ordinances.	Tax Increment Financing; Tax Abatement; CDBG New Market Tax Credit Program; Community Revitalization Enhancement District; Community Development Block Grant	1- Courtesy of Planning with Power Project, Purdue University, West Lafayette, Indiana 2- Zona Rosa, Kansas City, Missouri. 3- Aberdeen, Valparaiso, IN
Objective 1-B: Encourage a diverse mix of	of housing types	and affordability levels near job centers and transit routes		
Coordination between local governments and prioritization of investment in centers will further improve development opportunities and facilitate mixed-use centers.		Local: Facilitating the rehabilitation of neighborhoods and the maintenance of high-quality and affordable housing will help to stabilize neighborhoods. Additional efforts, such as inclusionary housing policies, must be undertaken now to preserve the affordability of the region's housing stock before market conditions change (e.g. interest rates increase) and as the region is revitalized.	CLC Program; Tax Increment Financing; Tax Abatement; BID New Market Tax Credit Program (NWTCP); CDBG; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- Gary, Downtown redevelopment; 2- lakefront redevelopment, Gary, Portage, IN
Consider making strategic land use decisions and providing for transit and complete streets, the region can ensure that all residents have access to good schools, grocery stores, community centers, medical facilities, reliable transportation and job opportunities.	S/M	Local: Provide incentives for developers to integrate features of traditional neighborhoods and walkable communities.	CLC Program	1- livable centers by Houston-Galveston Area Council www.h- gac.com/community/livablecenters/default.aspx 2- Livable Centers Initiative by Atlanta Regional Commission 3-The San Francisco Bay Area Metropolitan Transportation Commission's Transportation for Livable Communities Program 4-Contra Costa Centre Transit Village, California www.contracostacentre.com/

Action Step	Term (S/M/L)	. Responsible Party ment of abandoned and underutilized land, including brownfields and grey	Funding	Successes/Best Practices
Promote infill and adaptive reuse	s/M	NIRPC can offer technical assistance and facilitate sharing of information between communities. Local: To encourage and incent it as a preferred choice of development over the option of developing previously undeveloped lands. Infill and adaptive reuse are most successful where there is some degree of regulatory flexibility Conventional rezoning to allow higher densities and mixed-uses or different scales, such as smaller setback requirements, is helpful. This allows adaptive reuse without requiring special approvals and streamlines the development process.	Tax Increment Financing; Tax Abatement; Industry Development Grant Fund (IDGF); CDBG New Market Tax Credit Program; Business Improvement District; Brownfield Tax Incentives; Land Banks; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- Near West Side Residential/Retail Development,City of Chicago, IL. 2- Fall Creek Place, Indianapolis, IN. 3- Portage Lakefront. 4-Horace Mann Hope VI neighborhood, Gary, IN
Prioritize Transportation Funding to Support Centers, Revitalization Areas and Infill & Growth Areas	S	NIRPC will incorporate policies and strategies in transportation funding to support Centers, Revitalization Areas and Infill & Growth Areas Fed/State: Support NIRPC's strategies and develop similar policies /strategies within their agencies.	CLC Program	1- Thomas Jefferson Planning District Commission (TJPDC) for Jefferson Area Eastern Planning Initiative - Building Livable Communitie 2-San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program 3-The San Francisco Bay Area Metropolitan Transportation Commission's (MTC) Transportation for Livable Communities Program (TLC) 4-City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program 5-The Sacramento Area Council of Government's Metropolitan Transportation Plan for 2035
Objective 1-D: Promote community gree	n infrastructure	and access to public open space.		
Concentrating new growth around infrastructure will allow preservation of environmental assets.	S/M/L	NIRPC: Use NIRPC funds more efficiently to create livable, pedestrian-friendly communities that offer a high quality of life for all residents.	CLC Program; Tax Increment Financing; Tax Abatement New Market Tax Credit Program (NWTCP); CDBG;	Near West Side Residential/Retail Development, City of Chicago, IL. West Pullman Industrial Park, City of Chicago, IL. 3- Small Farm Gary, IN. 4-Siena at Renaissance Park, Atlanta, Georgia.
Objective 1-E: Promote the preservation	of historic and o	cultural resources.		
Identifying the purpose and function of the necessity and benefit of having the historic districts.			Indiana Landmarks; Historic Preservation Fund Program	Burlingame Historic District, San Diego, California SurveyLA (Los Angeles) Public Participation Program is to identify, inventory, and document historic resources in the city.
Identifying the difference between National Register and local districts.		NIRPC: Mapping historic preservation districts and sites.	PL	Lafayette Historic Preservation Commission and Local Historic Districts http://www.lafayette.in.gov/egov/docs/1337275547814.htm
Objective 1-F: Promote the integration o	f Context Sensit	ive Solutions into transportation planning projects.		
See Transportation matrix				
Goal G & C-2: Revitalized urba				
Objective 2-A: Foster the development of	of livable, mixed	-use downtowns		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Reuse historic buildings		Local: Provide incentives for Downtown investment.	Historic Rehabilitation Tax Credits; Low-Income	1- Brentwood Apartments, 4130-4140 Parkside
		Other Entity: Work with Historic Preservation entities	Historic Tax Credits; TIF; Land Banks;	Avenue, Philadelphia, Pennsylvania
				2- Denny Row Housing Development, Pittsburgh
	S/M			Pennsylvania
				3-Freese Building Rehabilitation Project Bangor, Maine
				4- The Broad Street Historic District Preservation
Reclaim Downtown to anchor and		Local: Update zoning and approvals process to expedite Downtown infill.	CLC Program: TIF: CDBG: Downtown Development	One Day 4-H Downtown Revitalization, Madison
enhance City		opadie zemilg and approvals process to expedite zemite in mini	Authority (DDA)	County, Texas
,	S/M		Business Improvement District; Renewal Communities	
			(RCs), Empowerment Zones (EZs) and Enterprise	
Introduce additional housing			Communities (FCs) Land Banks; TIF; CDBG; Renewal Communities (RCs),	Siena at Renaissance Park, Atlanta, Georgia.
introduce additional floading	S/M/L		Empowerment Zones (EZs) and Enterprise Communities	Siena de Nemaissance Fairk, Atlanta, Georgia.
	.,		(ECs)	
Objective 2-B: Promote adaptive reuse,	infill developme	nt and the remediation and reuse of underutilized properties, particularly	brownfields	
Repair and restore the fragmented			Tax Increment Financing;	1- West Pullman Industrial Park, Chicago, IL
urban fabric.			CDBG; New Market Tax Credit Program; Community	2- Near West Side Residential/Retail
			Revitalization Enhancement District Business Improvement District;	Development. City of Chicago, IL. 3-Camden Crossing , City of Baltimore, MD.
	S/M/L		Brownfield Tax Incentives;	4-Atlantic Steel Brownfield Tax Allocation
			Land Banks;	District, Atlanta, GA
			Renewal Communities (RCs), Empowerment Zones (EZs)	
			and Enterprise Communities (ECs)	
*	n of neighborho	ods and maintenance of high-quality and affordable housing		
Inclusionary housing policies, must be			CLC	Regulatory Barriers Clearinghouse-solutions that
undertaken now to preserve the affordability of the region's housing				support affordable housing http://www.huduser.org/rbc/search/rbcdetails.a
stock before market conditions change	s			sp?DocId=1832
(e.g. interest rates increase) and as the	J			·, · · · · · · · · · · · · · · · · · ·
region is revitalized.				
Improve public infrastructure in great			Tax Increment Financing; CDBG	1- West Pullman Industrial Park, Chicago, IL
older neighborhoods.			New Market Tax Credit Program; Community Revitalization Enhancement District	2- Small Farms, Gary, IN
	S/M		Community Development Block Grant; Renewal	
			Communities (RCs), Empowerment Zones (EZs) and	
			Enterprise Communities (ECs)	
Objective 2-D: Promote the preservation	of historic and	cultural resources		
See Goal 1 objective C		Land Allanda and a flittain through the land and the state of	Historia Dahahilitatian Tau Candita Laur Inggan 1991	1. Brown and American to 1120 1140 St. Little
Assess historic structures and aim to preserve them.		<u>Local:</u> Allow for reuse of historic structures, including changing building uses. Provide incentives for investment into historic structures.	Historic Rehabilitation Tax Credits; Low-Income Historic Tax Credits; Indiana Landmarks; Historic Preservation	1- Brentwood Apartments, 4130-4140 Parkside Avenue, Philadelphia, Pennsylvania
preserve them.		ases. Frovide meetitives for investment into historic structures.	Fund Program; Federal Historic Preservation Tax Credits	
			, , , , , , , , , , , , , , , , , , , ,	Pennsylvania
	S			3-Freese Building Rehabilitation Project
				Bangor, Maine
				4- The Broad Street Historic District Preservation
				Project Newark, New Jersey
Objective 2-E: Expand visual and physica	l access to Lake	Michigan and other open space		
Implement the Marguette Plan		Other Entity: The Regional Development Authority should continue to	Funded by The Cities of East Chicago, Gary, Hammond,	1- vision 2020, New York Comprehensive
, The same state of the same s	C/n c/n	fund projects within the lakefront communities of Northwest Indiana	Portage & Whiting and Indiana Department of Natural	Waterfront Plan; 2-
	S/M/L	that are located in the Focused Revitalization Area.	Resources;	Portage Lakefront
			RDA	
Objective 2-F: Partner to protect threate	ned natural rem	inants		

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Asses the region's natural resources		NIRPC developed a systematic approach to evaluate the region land	PL; Conservation Reserve Program; Resource	GIS mapping for natural resources
that can provide insights as to where		development suitability based on both natural and built environments by	Conservation and Development Program (RC &D)	
conservation is desirable and land is		assessing and mapping all environmental assets in a single composite		
less suitable for development.		map. NIRPC should make this system available for use and support to the		
·		region's planning and development agencies and organizations,		
	S	development interests and other stakeholders for the use in local		
		planning activities.		
		Local: The system would be used by local government in the preparation		
		of local land use and development planning programs.		
		Other Entity: Planning & Economic Development		
Avoid floodplains,		<u>Local:</u> Improve City regulations to help preclude unnecessary destruction	Resource Conservation and Development Program (RC	Aberdeen, Valparaiso, IN
and integrate preserved		of natural features.	&D)	
open spaces into new neighborhoods	S/M/L	Provide incentives for developers to preserve natural areas and use them		
		as neighborhood focal points and open space.		
		Other Entity: Parks and Recreation		
Objective 2-G: Enhance community desi	gn and aesthetic			
Suburban Retrofit or Sprawl Repair:		NIRPC proposes the I-65 and U.S. 30 Retrofit Project into a livable urban	CLC	
This technique involves reworking		center. A pragmatic plan is needed that can demonstrate this		
conventional, automobile-oriented		opportunity and guide development to correct its current deficiencies.		
areas like single-use housing				
developments, office parks and	S/M			
shopping centers into more walkable,				
mixed-use, transit-ready urban places.				
Goal G&C 3: Managed growth	that protect	 ts farmland, environmentally sensitive areas and importa	l ant ecosystems	
	•	on of regional greenways and blueways (water trails) and establish linkage	•	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Implement the Greenways & Blueways			Gaylord and Dorothy Donnelley Foundation; Greenways	
Plan, in particular improving north-			Foundation	of the best examples of local environmental
south mobility and linking the trail				planning, with an exhaustive analysis of sensitive
network to local parks and recreation				environmental areas and greenway linkages for
facilities.				potential conservation and/or restoration. The
				Gary Green Link is a master-planned, 30-mile,
	S/M/L			multi-use trail. The trail is a green infrastructure
				project that connects the unique Lake Michigan
				shoreline with the Little Calumet and Grand
				Calumet Rivers.
Objective 3-B: Encourage the concentration	tion of developm	ent around existing infrastructure		
See objective 1-A & 1-d			CLC	4. Transportation for Linchle Communities
Need to have strong and consistently			CLC	1- Transportation for Livable Communities
implemented public policies regarding				program by: Metropolitan Transportation
land use and transportation benefits to				Commission (MTC) www.mtc.ca.gov
ensure that population and	6/24			2- Transit-Oriented Development Program by:
employment growth occurs in a	S/M			Metro in Oregon www.oregonmetro.gov/tod
sustainable and responsible manner.				3- Puget Sound Regional Council for its
				Transportation 2040 plan

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Financial incentives could be offered for using existing infrastructure and not requiring the construction and future maintenance of new infrastructure.	s/m	NIRPC will support financial incentives. Fed/State: Promote and implement this action. Local: Promote and implement this action	BID, CDBG, CRED, NMTCP; TIF	1- West Pullman Industrial Park, Chicago, IL; 2- Small Farms, Gary, IN
Objective 3-C: Encourage redevelopmen	t of infill sites wi	thin established centers		
See objective 1-C				
Objective 3-D: Promote compact develo	pment&smart gr	owth thru techniques; transit-oriented development, traditional neighbor	hood development&conservation design	
Establish policies that address the appropriate location and scale of transit-oriented development	S	NIRPC encourages the development of a regional South Shore Corridor TOD Study to develop context-appropriate strategies for creating a network of transit-oriented places and sites that integrate different functions and activities within easy access of transit. Local: associated local governments should work with NIRPC. Other Entity: NICTD	CLC	1- San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program; 2- City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program
Objective 3-E: Foster the development of	f local food syste	ems and a local food economy		
Implement the recommendations of the Northwestern Indiana Local Food Study		NIRPC: Continue and strengthen NIRPC's role as the forum for local food stakeholders to convene, discuss issues, and develop solutions for strenthening the local food system. Form the Local Food Systems Action Committee (FoodSAC) to address local and state food policy and to implement the recommendations of the Local Food Study. Provide technical and other assistance to local food stakeholders. Share best practices and information with counties and municipalities for reviewing ordinances to ensure local food-friendliness. Fed/State: Support policies and programs that encourage and enhance local food system activities. Local: Review ordinances to ensure local food systems projects are permitted and encouraged. Encourage local food systems projects.	USDA, local foundations	Stewart House Urban Farm, Gary, IN
Objective 3-F: Preserve prime agricultura	al land and rural	landscapes		'
To the extent possible, align, and make uniform, county land use regulations with the 2040 CRP to support sustainable development patterns and continued local farming	S/M/L	NIRPC: Work with counties and adjacent municipalities in developing "rural area plans" in locations experiencing development pressure and related infrastructure issues (with counties and adjacent municipalities). Local: 1- Establishment of agricultural districts, review of unincorporated residential plans or other development proposals. 2- Requirement of appropriate buffers adjacent to active agricultural uses. 3- Development of incentives to encourage cluster developments that maintain agriculture and habitat areas.	PL	GIS Mapping for Prime Farmland &Conversion
Discourage development of farmland or environmentally sensitive lands.	S/M/L	Local: New programs can transfer development rights to land more suitable for development.	CRP, local foundations	Plan for the Valleys Baltimore County, Maryland
Discourage outward expansion, unless it's demonstrated to be essential to accommodate growth.	S/M/L		CLC	Plan for the Valleys Baltimore County, Maryland
Objective 3-G: Encourage and plan for th	ne protection and	d responsible use of shoreline areas		
Implement the Marquette Plan	S/M/L		Funded by The Cities of East Chicago, Gary, Hammond, Portage & Whiting and Indiana Department of Natural Resources;RDA	1- vision 2020, New York Comprehensive Waterfront Plan; 2- Portage Lakefront
Objective 3-H: Improve access to major i	egional parks ar	nd preserved open lands, including the Indiana Dunes		

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Transportation				
Goal T-1: A safe and secure tr	ansportation	system		
Objective A: Reduce the number and se		•		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Compile crash data	s	NIRPC: Work with INDOT and local entities on existing data. Fed/State: State Police and INDOT to provide data to entities. Local: Supply NIRPC and INDOT crash data	5303; PL	Houston Galveston Area Council for the Transportation Safety Program. The program used GIS exercise to geocode crash data to help reduce the number of crashes in the region.
2. Provide safety training	S	Fed/State: Offer classes at BMV Local: Local police departments can offer safe driving classes	Need local dedicated source	1- the Cheyenne MPO for their Transportation Safety Management Plan; 2- North Florida TPO for their Safety Video Series
		portation through education, enforcement, engineering, design and constr		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Provide education and training for non-motorized facility design	S	NIRPC: Offer courses at NIRPC, and encourage attendance at NIRPC Ped, Pedal and Paddle Committee (3PC) meetings. Fed/State: Offer webinars for professionals on best practice designs; INDOT to offer courses to engineers. Local: Attendance at NIRPC 3PC meetings and promoting Complete Streets policies at local level. Other Entity: South Shore Trails to promote design standards.	Safe Routes to School program	NIRPC Safe Routes to School Workshops; Cornucopia State of Our Trails Meeting; Local law enforcement Bike Rodeos
2. Supply funding for non-motorized improvements	S	NIRPC: Open up all NIRPC-attributable funding for non-motorized improvements. Fed/State: Provide funding for NIRPC and local entities. Local: Use local monies for match and to build new facilities, including maintenance policies. Other Entity: Local and state foundations to fund infrastructure projects.	All federal, state and local funding outlets should be eligible for improvements; Greenways Foundation and South Shore Trails	1- NIRPC Rack em' Up! Bike rack and locker subsidy program; 2- The long range plan of Flagstaff MPO called for compact development, punctuated by activity centers and the emphasis on walking and bicycling modes. The MPO played a central role in a tax campaign that yielded dedicated taxes of more that \$800,000 annually for pedestrian and bicycle safety and capacity projects. With this money, they were able to increase their bike lane miles from 59 to 117.
3. Publish Route Maps and install signage	S	NIRPC to update 2008 NWI Bike Map in Spring of 2012. Fed/State: INDOT to install "Share the Road" signs along popular bike routes. Local: Local bike and pedestrian route maps should be developed and wayfinding signage created. Other Entity: South Shore Trails to promote maps and signage	NIRPC CMAQ funding; Local budgets	NIRPC 2008 NWI Bike Map; the Northwest Arkansas RPC formed a partnership with local jurisdictions, and the non-profit group called the Heritage Trail Partners in order to create a signage program for the entire Heritage Trail.
4. Promote Bicycle-Friendly Community (BFC) Status	S	NIRPC to provide education on standards necessary to attain BFC status. Local: Local entities to work on several areas of improvement to attain BFC status. Other Entity: South Shore Trails and Calumet Crank Club to promote BFC in locals	Local, state and federal funding available for nearly all BFC-related qualifications	California's Complete Streets Act; Kentucky's Pedestrian and Bicycle Travel Policy Oregon's statutes related to the provision of bicycle and pedestrian facilities by public agencies.
Objective D: Reduce emergency respon			- "	
Action Step Rail-Highway Grade Separations - See Goal T-2.B.1	Term (S/M/L)	Responsible Party	Funding PL; STP; HSIP	the Wichita Area MPO (WAMPO) in Wichita, Kansas for their Railroad Crossing Plan, which examines safety and congestion issues at almost 300 railroad crossings in the region. CREATE Program

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Highway-Rail Grade Crossing Separation	s	NIRPC: Convene stakeholders working group, collect data. Fed/State: INDOT and US DOT provide increased funding for rail improvements, Participate as stakeholder, provide data (FRA - train counts, INDOT - traffic counts). Local: Participate as stakeholder, provide data - traffic counts. Other Entity: Railroads: provide data - train counts, participate as stakeholder	PL; STP; HSIP	the Wichita Area MPO (WAMPO) in Wichita, Kansas for their Railroad Crossing Plan, which examines safety and congestion issues at almos 300 railroad crossings in the region. CREATE Program
Signal Pre-emption	м	NIRPC: Assist with data to determine where need for these systems exist Fed/State: Signal modifications on roads within jurisdiction. Local: Signal modifications on roads within jurisdiction, Stakeholders in determining where need exists. Other Entity: Other emergency service providers not under a governmental agency as stakeholders	STP; CMAQ; HSIP	Installed traffic signal pre-emption systems at 2 intersections, Houston, TX, reported a decrease in the average emergency vehicle travel time of 16 to 23 percent.
Incident Management Plans	S	NIRPC: Include in the ITS architecture update. Fed/State: Indiana State Police & Hoosier Helper training; plan development & refinement with relevant stakeholders. Local: First responder training; plan development & refinement with relevant stakeholders. Other Entity: Other emergency service providers not under a governmental agency as stakeholders	STP; PL	the North Florida TPO for the Traffic Incident Management Handbook and Safety Video Serie which focused on incident management trainin for responders
Traditional street grid development	S	NIRPC: Support projects that contain a traditional street grid. Local: Implementing authority; require/encourage developments with a traditional street grid	PL; Local foundations	Porter County, IN proposed TND Plan,, which provides an effective connectivity to the surrounding neighborhood.
County Evacuation Plans			PL; STP	1-Gulf Coast States; 2- The Texas Task Force on Evacuation, Transportation and Logistics was established in direct response to the evacuation concerns brought on by Hurricanes Katrina and Rita on 2005. 3- Florida Statewide Regional Evacuation Study Program
Objective F: Improve the safety and se	curity of transit fa	acilities including stations, stops and vehicles		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Video Surveillance Systems			STP	San Diego Transit System Video Surveillance
		nsportation Systems and other strategies, to improve transportation safet		
Action Step New Traffic Signal	Term (S/M/L)	Responsible Party NIRPC: Support if placement can have safety benefits. Fed/State: Consider if safety benefits exist. Local: Consider if safety benefits exist	Funding STP; CMAQ; HSIP	Successes/Best Practices Real-Time Work Zone Traffic Control System - Using an Automated Traffic Information System to Reduce Congestion and Improve Safety Duri

Video Surveillance Systems			STP	San Diego Transit System Video Surveillance
Objective G: Utilize technology, includir	ng Intelligent Tra	nsportation Systems and other strategies, to improve transportation safety	· !	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
New Traffic Signal	S	NIRPC: Support if placement can have safety benefits. Fed/State: Consider if safety benefits exist. Local: Consider if safety benefits exist	STP; CMAQ; HSIP	Real-Time Work Zone Traffic Control System - Using an Automated Traffic Information System to Reduce Congestion and Improve Safety During Reconstruction of the I-55 Lake Springfield Bridge in Illinois
Incident Management Plans	S	NIRPC: Include in the ITS architecture update. Fed/State: Indiana State Police & Hoosier Helper training; plan development & refinement with relevant stakeholders. Local: First responder training; plan development & refinement with relevant stakeholders. Other Entity: Other emergency service providers not under a governmental agency.	STP; PL	the North Florida TPO for the Traffic Incident Management Handbook and Safety Video Series, which focused on incident management training for responders
Dynamic Messaging System	S/M	NIRPC: Include in the ITS architecture update. Fed/State: Continue implementing the system in Northwest Indiana. Local: Consider implementation of dynamic messaging on local roads if necessary.	STP; CMAQ; HSIP	The San Francisco Bay Area Metropolitan Transportation Commission's Transportation Program

Traffic Circuit Faving and Madagination SUPPIC Consent if an admiration has a fet, have site	
Traffic Signal Equipment Modernization NIRPC: Support if modernization has safety benefits. Fed/State: Consider if safety benefits exist. Local: Consider if safety benefits exist.	Real-Time Work Zone Traffic Control System - Using an Automated Traffic Information System to Reduce Congestion and Improve Safety During Reconstruction of the I-55 Lake Springfield Bridge in Illinois

GOAL T-2: Increased Mobility, accessibility, and Transportation Options for People and Freight

Objective A: Integrate local, regional and national transportation systems to facilitate movement of people and freight between modes

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ITS Architecture			STP; HSIP; PL funding can be used for ITS.	1- I-4 Florida Regional ITS Architecture; 2- OKI (OH/KY/IN) regional ITS Plan 3- Northern Virginia Regional ITS Arch See http://ops.fhwa.dot.gov/its_arch_imp/examples. htm for detail
Multimodal Center at Gary Airport	L	<u>Fed/State:</u> Project funds. <u>Other Entity:</u> NICTD, City of Gary, RDA, State of Indiana	STP; RDA; Project funding	Portland Airport
Bus Rapid Transit on Corridors	L		STP; CMAQ,	Cleveland, Ohio
TOD	М		STP;CMAQ; PL	Transit-Oriented Development Program by: Metro in Oregon www.oregonmetro.gov/tod
Interconnected Regional Bus	L		STP; CMAQ; RDA	Denver Regional Council of Governments has embarked on an ambitious effort to construct rapid transit in nine regional corridors along with other improvements associated with this
Illiana Expressway	М		NHS; HSIP; STP	Richmond Area MPO for a container barge service called the "64 express".
Develop multimodal and intermodal hubs	M/L	NIRPC: Provide data, Program transportation projects. Other Entity: Ports of Indiana, Railroads, Gary/Chicago Int'l	Various	Salt Lake City, Utah. Amtrak
Expand "Short Sea Shipping" on the Great Lakes	M/L	NIRPC: Support efforts and monitor progress. Fed/State: US Maritime Administration: develop marine highways. Other Entity: Ports of Indiana	State Funding	
Develop a short-haul intermodal corridor between Louisville and Chicago following the I-65 corridor	L	NIRPC: Support efforts, monitor progress, provide data. Fed/State: INDOT, US DOT. Other Entity: Railroads	STP; PL;CMAQ	Richmond Area MPO for a container barge service called the "64 express".
Develop an Indiana Coal Corridor between southern Indiana coal mines and Northwest Indiana power plants	L	NIRPC: Support efforts, monitor progress, provide data. Fed/State: INDOT Other Entity: Purdue University - conduct research	STP; PL;CMAQ	Richmond Area MPO for a container barge service called the "64 express".
4. Construct a new lock at the Soo Locks in Sault St. Marie, Michigan	М	NIRPC: Monitor progress Fed/State: US Congress - Appropriate funding for construction	U.S. Congress	

Objective B: Improve freight facilities connecting the region to national and global markets

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Develop a regional rail improvement		· · · · · · · · · · · · · · · · · · ·	Š .	CREATE Program
plan with a focus on highway-rail grade		Fed/State: INDOT and US DOT provide increased funding for rail		
crossing separations		improvements, Participate as stakeholder, provide data (FRA - train		
	S	counts, INDOT - traffic counts).		
		<u>Local:</u> Participate as stakeholder, provide data - traffic counts.		
		Other Entity: Railroads: provide data - train counts, participate as		
		stakeholder.		
2. Improve the Extra Heavy Duty Truck	c	NIRPC: Program funding, Corridor Study.	STP; CMAQ; HSIP	Richmond Area MPO for a container barge
Route	3	Fed/State: Provide funding, develop transportation projects		service called the "64 express".
3. Study extension of Extra Heavy Duty		NIRPC: Corridor Study.	TIGER, PL	Richmond Area MPO for a container barge
Truck Route to IL	M/L	Local: Participate as stakeholder, provide data.		service called the "64 express".
		Other Entity: Illinois DOT, City of Chicago		

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Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
4. Develop multimodal and intermodal		<u>NIRPC:</u> Provide freight movement data, Program transportation projects.	Various including STP, RDA, local, CMAQ, TIGER	Salt Lake City- Intermodal hubs, Utah. Amtrak
hubs		Fed/State: Provide funding for transportation projects.		
		Local: Update plans and ordinances to facilitate compatible		
	M/L	development, provide incentives.		
	,	Other Entity: Ports of Indiana, Railroads, Gary/Chicago Int'l, RDA		
		- Cris of material, namedately carry cristage meny has t		
5. Maintain a regional freight		NIRPC: Update and publish map.	PL	GIS Mapping for Regional Freight Infrastructure
infrastructure map	S/M/L	Fed/State: Provide data.		Map
	37 11.7 2	Local: Provide data.		
		Other Entity: Provide data.		
Objective C: Reduce congestion on maj			Every direct	Correct Break Breaking
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. See Goal T-2.Obj. B.1				
2. See Goal T-2.Obj. B.2				
3. See Goal T-2.Obj. B.3				
CMP staff		and the same of th		
Objective D: Improve the internal conn		Responsible Party	Funding	Successes/Best Practices
Action Step	Term (S/M/L)	Responsible Party	All NIRPC-attributable funding is subject to Complete	Mid-Ohio Regional Planning Commission has
Support Complete Streets				
			Streets Policy & Guidelines	adopted a Complete Streets policy and created
				Complete Streets toolkit, which is available
				online, and an equipment library.
Traditional Neighborhood Design		NIRPC: Project Selection Criteria.	crc	1- Coffee Creek, Chesterton 2- Millennium Place
		Local: Ordinances		Muncie, IN
Objective E: Enhance connectivity betw	0.,		- "	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Invest in improvements to jobs access		NIRPC: Priority Criteria.	CDBG; Need local dedicated source	National Capital Region Transportation Planning
for low-income and minority residents	L	Fed/State: Increase in JARC and New Freedom funds.		Board (TPB) in Washington, DC for their
	-	Local: Match funds.		Coordinated Human Services Transportation Pla
		Other Entity: County		and Program.
Proactive and balanced approach to		NIRPC: Priority Criteria, Education of Local Officials.	CLC	1- Transportation for Livable Communities
transportation funding decisions, with		Fed/State: INDOT adopt criteria.		program by: Metropolitan Transportation
emphasis on ensuring that public		Local: Imple-menta-tion Authority		Commission (MTC) www.mtc.ca.gov
		imple-menta-tion Authority		
investments improve access and				2- Transit-Oriented Development Program by:
mobility in Livable Centers and the core	L			Metro in Oregon www.oregonmetro.gov/tod
cities.				3- Livable Centers Initiative by Atlanta Regional
				Commission
Objective F: Improve system accessibility Action Step	Term (S/M/L)	h special transportation needs including persons with disabilities, the elder Responsible Party	rly, the young and low-income populations Funding	Successes/Best Practices
Invest in improvements to jobs access		NIRPC: Priority Criteria	CDBG; Need local dedicated source	National Capital Region Transportation Planning
for low-income and minority residents.		Fed/State: Increase in JARC and New Freedom funds	, , , , , , , , , , , , , , , , , , , ,	Board (TPB) in Washington, DC for their
ior low income and minority residents.	L	Local: Match Funds		Coordinated Human Services Transportation Pla
				•
		Other Entity: County	0.0	and Program.
Support projects that encourage			crc	1- National Capital Region Transportation
affordable housing creation in locations				Planning Board (TPB) in Washington, DC for the
near jobs and transit.				Coordinated Human Services Transportation Pla
				and Program.
				2- Tysons Cornor Fairfax County, Virginia for its
				Comprehensive Plan, the plan includes a tiered
				approach to density that is focused around four
				transit stations.

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create an interconnected transit			PL; STP; CMAQ	Portland
system including BRT, commuter rail				
and regional and local bus and demand	L			
response paratransit.				
Promote Complete Streets (CS) policies		NIRPC: Apply NIRPC CS policy to all attributable projects.	All NIRPC-attributable funding; State funding; Local	Numerous - see www.completestreets.org for
and designs		Fed/State: INDOT to use CS standards on state roadways.	funding	details
	S/M	<u>Local:</u> Local entities to utilize CS design standards in transportation		
	3/101	corridors.		
		Other Entity: South Shore Trails and Indiana AARP to promote		
		regionwide		
Objective G: Increase access to and imp			Francisco	Successes/Best Practices
Action Step Proactive and balanced approach to	Term (S/M/L)	Responsible Party NIRPC: Priority Criteria, Education of Local Officials.	Funding MPO role	City of Valparaiso; Envision Missoula guided the
transportation funding decisions, with		Fed/State: INDOT adopt criteria	INFO TOIC	decision-making process for making sound
emphasis on ensuring that pubic		Local: Imple-menta-tion Authority		transportation investments in the region.
investments improve access and	L	imple menta don Addioney		transportation investments in the region.
mobility in Livable Centers and the core	_			
cities				
Project Selection Criteria		NIRPC: Staff support to stakeholders to do new criteria	PL	
	s	Fed/State: INDOT adopt criteria		
	3	Local: Partici-pate in criteria development		
		Other Entity: Developers		
	d transportation	network by building Complete Streets that accommodate bicycles, pedest	trians and transit users	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Adopt local Complete Streets policies		NIRPC: Promote policy templates for community review and action	All NIRPC-attributable funding is subject to Complete	NIRPC Complete Streets Policy and Guidelines;
		Fed/State: Engage with communities through statewide CS committee Local: Adopt either resolutions, ordinances, plans or other mechanisms	Streets Policy & Guidelines	Mid-Ohio MPO (MORPC) Complete Street Policy
		to recognize Complete Streets adherence		
	S			
	S	Other Entity: South Shore Trails to promote by working with local entities		
	S	Other Entity: South Shore Trails to promote by working with local		
	S	Other Entity: South Shore Trails to promote by working with local		
2. Develop On-line Toolkit of Best	S	Other Entity: South Shore Trails to promote by working with local	PL	MORPC CS Toolkit (online)
Develop On-line Toolkit of Best Practices		Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples.	PL	MORPC CS Toolkit (online)
· · · · · · · · · · · · · · · · · · ·	s	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design	PL	MORPC CS Toolkit (online)
Practices		Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects		
· · · · · · · · · · · · · · · · · · ·		Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority	PL PL	State of Illinois Public Act 095-0665; State of
Practices		Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project		
Practices	s	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs		State of Illinois Public Act 095-0665; State of
Practices		Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy		State of Illinois Public Act 095-0665; State of
Practices	s	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with		State of Illinois Public Act 095-0665; State of
Practices	s	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy		State of Illinois Public Act 095-0665; State of
3. Develop Statewide CS Policy	S	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135
3. Develop Statewide CS Policy 4. Encourage INDOT development of CS	S	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS		State of Illinois Public Act 095-0665; State of Michigan Public Act 135 Preservation of trail access under I-65 and US 30;
3. Develop Statewide CS Policy	S	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS standards	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135
3. Develop Statewide CS Policy 4. Encourage INDOT development of CS	S M	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135 Preservation of trail access under I-65 and US 30;
3. Develop Statewide CS Policy 4. Encourage INDOT development of CS	S	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS standards Fed/State: INDOT to develop CS design guidelines in project scopes	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135 Preservation of trail access under I-65 and US 30;
3. Develop Statewide CS Policy 4. Encourage INDOT development of CS	S M	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS standards Fed/State: INDOT to develop CS design guidelines in project scopes Local: Partner with INDOT projects within jurisdictions to aid in	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135 Preservation of trail access under I-65 and US 30;
3. Develop Statewide CS Policy 4. Encourage INDOT development of CS	S M	Other Entity: South Shore Trails to promote by working with local entities NIRPC: Develop web-accessible toolkit complete with CS design examples. Local: Review NIRPC-based toolkit to incorporate into local projects NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators NIRPC: Review INDOT projects and work with LaPorte District on CS standards Fed/State: INDOT to develop CS design guidelines in project scopes Local: Partner with INDOT projects within jurisdictions to aid in development of CS standards	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135 Preservation of trail access under I-65 and US 30;

Funding

Responsible Party

Action Step

7/11/12

Term (S/M/L)

Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ink funding decisions with Complete	(3) W/E	NIRPC: Priority Criteria, highway and transit planning	MPO role	Puget Sound Regional Council for its
reets, expanded trails, improved		Fed/State: INDOT adopt criteria	Will & Tolk	Transportation 2040 plan
ublic transit and multimodal freight	L	Local: Help do priority criteria, modify practices		Transportation 2040 plan
nd passenger hubs.	-	Other Entity: Developers, Industry, Transit operators, Counties		
nu passenger nubs.		other Entity. Developers, muustry, mansit operators, counties		
upport projects that encourage		NIRPC: Transit and economic development, project selection criteria,	CLC	Mercantile Square, Denver : Workforce Housin
ffordable housing creation in locations		policies <u>Local:</u> Modify		Soars Near Emerging Transit Hub
ear jobs and transit	L	practices		
		Other Entity: QLC, GNI Realtors Association, Northwest Indiana Forum,		
		Mayors' Roundtable, Towns and Smaller Cities		
romote transit supportive land use		NIRPC: Advocate educator, project selection criteria for economic	PL; STP	Puget Sound Regional Council for its
atterns including TOD, TND and	L	development and transportation		Transportation 2040 plan
onservation design		Fed/State: Project funds		
ioal T-3: Adequate transporta	tion funding	and efficient use of resources		
bjective A: Increase the level of federa		ing flowing into the region and improve the ability to provide local match		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
reate dedicated source of local		NIRPC: Advocate, Educate, Coordinate		
inding for public transit		<u>Local:</u> Support from local elected officials & County Councils		
		Other Entity: Urban League, NAACP, QLC, Riders, Operators, Social		
		Service Agencies, Churches, Everybody Counts		
bjective B: Protect previous investmen	ts through main	tenance and improvements to existing transportation infrastructure, ope	rations and service	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
laintain and improve existing		NIRPC: Priority Criteria	STP;	Central City Community Transportation Plan, I
frastructure to maximize the	L	Fed/State: INDOT adopt Criteria		Angeles, California
fficiency of scarce public resources		<u>Local:</u> Submit appropriate projects		
Objective C: Devote sufficient resources	to address reco	nstruction and maintenance needs		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
See Goal T-3, Objective B, #1				
		ss to optimize the efficiency of the transportation network	Funding	Successes/Best Practices
Action Step Establish data collection activities to	Term (S/M/L)	Responsible Party NIRPC: research and deploy data collection methods	PL, STP	Houston-Galveston Area Council for two of the
			PL, 31P	
letermine areas with recurring	S	Fed/State: support with existing data sources		programs, NuRide Program and Transportation
ongestion	·			Cofety December
				Safety Program
		NIRPC: analysis	PL	Southwestern Pennsylvania Commission,
	S	Fed/State: participation on CMP Subcommittee	PL	Southwestern Pennsylvania Commission, Congestion Management Process
	S		PL	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen
	S	Fed/State: participation on CMP Subcommittee	PL	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies
trategies	S	Fed/State: participation on CMP Subcommittee	PL STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the
trategies	S	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee		Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the
trategies	S	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement		Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the
valuate Congestion Mitigation trategies mplement strategies valuate the effectiveness of	S	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement		Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation
rrategies Inplement strategies Valuate the effectiveness of	M	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemer Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportatio Safety Program
rrategies Implement strategies Invaluate the effectiveness of	S	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process
rategies nplement strategies valuate the effectiveness of	M	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process
nplement strategies valuate the effectiveness of nplemented strategies	M M	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen
mplement strategies valuate the effectiveness of inplemented strategies	M M	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen
trategies Implement strategies Invaluate the effectiveness of Implemented strategies Inplemented strategies Indicate the effectiveness of Implemented strategies	M M	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Local: participation on CMP Subcommittee	STP, CMAQ, 5307	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies
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rrategies Implement strategies Invaluate the effectiveness of Implemented strategies Inplemented strategies	M M restments that st Term (S/M/L) t consider long r. Term (S/M/L)	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Local: participation on CMP Subcommittee upport land use and economic development goals Responsible Party ange impacts of changing transportation systems and anticipate future te	STP, CMAQ, 5307 PL Funding	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Successes/Best Practices
rategies raplement strategies valuate the effectiveness of inplemented strategies bjective E: Prioritize transportation invaction Step bjective F: Encourage investments that Action Step etermine long term impacts	M M restments that si Term (S/M/L) t consider long r. Term (S/M/L) S	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Local: participation on CMP Subcommittee upport land use and economic development goals Responsible Party ange impacts of changing transportation systems and anticipate future te	STP, CMAQ, 5307 PL Funding echnologies Funding	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of the programs, NuRide Program and Transportation Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Successes/Best Practices
rategies raluate the effectiveness of inplemented strategies bjective E: Prioritize transportation invaction Step bjective F: Encourage investments that Action Step etermine long term impacts coal T-4: A transportation syst	M M Vestments that so Term (S/M/L) t consider long ro Term (S/M/L) S eem that sup	Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Fed/State: Implement Local: Implement NIRPC: analysis Fed/State: participation on CMP Subcommittee Local: participation on CMP Subcommittee Local: participation on CMP Subcommittee upport land use and economic development goals Responsible Party ange impacts of changing transportation systems and anticipate future te Responsible Party NIRPC: analysis	STP, CMAQ, 5307 PL Funding echnologies Funding	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Houston-Galveston Area Council for two of th programs, NuRide Program and Transportatio Safety Program Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Managemen Mitigation Strategies Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize projects that have no adverse mpacts		NIRPC: Project Selection Criteria	PL;	SEMCOG in Detroit, MI for their regional analysi of the impact of planned transportation project on the environment and the series of guidelines they developed for mitigating those impacts
Thiertive B: Reduce the levels and impa	cts of pollution	l (air, noise and vibration) caused by transportation, particularly freight in e	nvironmental justice areas	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
L. Incorporate freight "Good Neighbor" practices - buffers, open space requirements, low impact design, context sensitive lighting, etc into coning ordinances	М	NIRPC: Research and distribute local and national examples of best practices Local: Update zoning ordinances	PL;STP	Delaware Village Regional Planning Commission Good Neighbor Practices, http://www.dvrpc.org/Freight/freightplanning.l m
		network by building Complete Streets (CS) that accommodate bicycles, pe		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
I. Adopt local Complete Streets policies	S	NIRPC: Promote policy templates for community review and action Fed/State: Engage with communities through statewide CS committee Local: Adopt either resolutions, ordinances, plans or other mechanisms to recognize Complete Streets adherence Other Entity: South Shore Trails to promote by working with local entities	All NIRPC-attributable funding is subject to Complete Streets Policy & Guidelines	NIRPC Complete Streets Policy and Guidelines; Mid-Ohio MPO (MORPC) Complete Street Policy
2. Develop On-line Toolkit of Best Practices	S	NIRPC: Develop web-accessible toolkit complete with CS design examples Local: Review NIRPC-based toolkit to incorporate into local projects	PL	MORPC CS Toolkit (online)
3. Develop Statewide CS Policy	M	NIRPC: Work with NIRPC Legislative Committee to make priority Fed/State: INDOT to support legislative policy and apply to project designs Local: Contact state legislators to promote support of policy Other Entity: South Shore Trails & Indiana AARP to promote with legislators	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135
Encourage INDOT development of CS designs on state roadways	М	NIRPC: Review INDOT projects and work with LaPorte District on CS standards Fed/State: INDOT to develop CS design guidelines in project scopes Local: Partner with INDOT projects within jurisdictions to aid in development of CS standards Other Entity: South Shore Trails to promote CS standards with INDOT	All FHWA-based funding programs are eligible	Preservation of trail access under I-65 and US 30 Trail lanes on SR 49 bridges over US 12 and 20
Objective D: Expand environmental miti	gation efforts			
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Best Management Practices			PL	The City of Cedar Rapids River Corridor Redevelopment Plan
Environmental Resource Maps on NIRPC Website			PL	
		e impacts of transportation investments and to ensure environmental just		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Objective F: Promote energy efficiency a	and alternative s	Norm/		
, , , ,			Funding	Successes/Best Practices
Action Step	Term (S/M/L)	Responsible Party		

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Promote alternative energy vehicle purchases	М	Fed/State: Legislation, regulation	PL; Local foundations	
Increase Gasoline Tax	S	Fed/State: Legislation, regulation		

Environment

Goal: Reduce flooding risks and improve water quality

Action Step	Term(S/M/L)	Responsible Party	Funding	Successes/Best Practices
Review and develop/improve ordinances for water quality enhancement	s/m	NIRPC will work with stakeholders to develop a watershed protection capabilities audits and identify/ develop model ordinances Fed/State: EPA has a variety of model ordinances available to assist local governments Local: Municipal and County reps.	Water Quality Management Planning-205; Water Quality Cooperative Agreements-104; Capitalization Grants for State Revolving Funds	Conduct sudit of local watershed protection capabilities
Conduct watershed resource inventory and information analysis	S/M/L	NIRPC will make resource data readily available via web-based GIS and other products such as the Northwest Indiana Watershed Management Framework. NIRPC will update this information as significant changes or information becomes available (approx. every 5 yrs.). NIRPC will help raise stakeholder awareness of nonpoint source water quality issues within the region. Fed/State: The following agencies collect and make data available that can assist in watershed characterization and may also be able to provide technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT, NOAA Local: Municipal and county reps., SWCDs Other Entity: universities, conservation organizations	PL funding can be used to maintain resource data for Env. Mit. Water Quality Management Planning-205; Water Quality Cooperative Agreements-104; Capitalization Grants for State Revolving Funds	GIS mapping for open space and water resource protection
Establish institutional structure for watershed management planning program including adequate funding and staff.	S	NIRPC: Technical support Fed/State: Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT Local: Municipal and county reps., SWCDs Other Entity: universities, conservation organizations	Need Loal Dedicated Source	Watershed Management Program MOU
Objective B: Complete, improve, and im	plement waters	hed management plans.		
Identify WMP opportunities and prioritize watersheds for plan development/ improvement	s	NIRPC: Technical support and coordination Fed/State: Technical support: IDEM, DNR, NRCS Local: Municipal and county reps., SWCDs Other Entity: universities, conservation organizations, citizen groups	, , , , , , , , , , , , , , , , , , , ,	Hilltop Hanover, A Westchester County Farm an Environmental Center, Westchester County, New York
Develop WMPs or watershed diagnostic studies and coordinate with adjacent counties and states that share watershed boundaries with Northwest Indiana	S/M/L	NIRPC: will support stakeholders interested in WMP development by creating "watershed templates" for their watershed of interest. NIRPC will also assist by providing watershed characterization data and participating on WMP committees as requested. Fed/State: Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT Local: Municipal and county reps., SWCDs, Other Entity: universities, conservation organizations, citizen groups	IDEM- 319 Program, Water Quality Management Planning-205; DNR- LARE Program	1- Coffee Creek Watershed Preserve, Chesterton. 2- India Creek Watershed Management Plan, Indianapolis
Implement WMPs	M/L	NIRPC: Technical support Fed/State: Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT Local: Municipal and county reps., SWCDs Other Entity: universities, conservation organizations, citizen groups.	IDEM- 319 Program, IDEM- 205 Program, DNR- LARE Program, DNR- Coastal Program, SRF;CGSRF NRCS, local storm water programs	1- Coffee Creek Watershed Preserve, Chesterton. 2- India Creek Watershed Management Plan, Indianapolis

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Evaluate WMP implementation		NIRPC: Technical support	IDEM- 319 Program, DNR- LARE Program; Water	St. Clair County's Northeastern Watersheds
effectiveness		Fed/State: Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS,	Quality Cooperative Agreements-104	(NEW) Watershed Management Plan (WMP)
	S/M/L	USFWS, INDU, FHWA, INDOT		http://www.cis.stclaircounty.org/Watershed_M
	3,11,12	<u>Local:</u> Municipal and county reps., SWCDs		mt_Plan/Chapter_9_Evaluation_Process.pdf
		Other Entity: universities, conservation organizations, citizen groups.		
Objective C: Promote stormwater best r	nanagement pra	I actices, including the development of green infrastructure and the reduction	on of impervious surfaces.	
Pursue opportunities to restore and		NIRPC: Coordinate with agencies and local partners to identify areas for	USDA-CRP, USDA-CTA, WRP, Wetlands Protection	1- Spring Creek Greenway, Joliet, Illmois;; 2-
expand existing wetlands	S/M/L	westland restoration	Development Grants Program; Small Watershed	Wetland Restoration at Grand Kankakee Marsh
		Fed/State: Technical support: IDEM, NRCS, DNR, USFWS	Program; NAWCA	
Target implementation of stormwater		NIRPC has already identified highly erodible soils within the Watershed	IDEM-319; Water Quality Cooperative Agreements-	Stormwater Management Ordinance, St. Mary's
management practices toward highly	S/M/L	Framework using NRCS soils data and query function in GIS. NIRPC will	104; Small Watershed Program;EWP; Urban	County, Maryland
erodible lands	3/141/2	make this data available to stakeholders via GIS or similar format	Conservation Program	
		Fed/State: Technical support and data: NRCS- soils survey		
Plan and design channel modification		NIRPC can provide mapping data and facilitate stakeholder and agency	SRF;Water Quality Cooperative Agreements-104;	Natural channel design (ex. two-stage ditches)
activities to mitigate negative physical,	S/M/L	involvement		
chemical and habitat impacts, restore		Fed/State: IDNR, INDOT, NRCS,		
natural hydrology patterns		<u>NIRPC</u> will collaborate with groups and organizations such as the NWI	NIRPC can promote and educate on this with MS4	Low Impact Development techniques for
Promote practices that manage stormwater as close to its source as		MS4 Partnership and Save the Dunes to promote and convey a consistent	·	Low Impact Development techniques (ex. bioretention facilities, rain gardens, and pervious
possible		message on the use and applicability of LID techniques. NIRPC will also	Quality Management Planning-205	pavement)
possible		collaborate with partners to identify most effective methods for	Quality Wallagement Flamming-203	
		promotion.		
Identity, map, and protect aquifer		NIRPC: Promote need, facilitate or coordinate efforts	Water Quality Cooperative Agreements-104;	Spring Creek Greenway, Joliet, Illmois
recharge areas with appropriate buffers	S	Fed/State: Technical assistance or study by: IDEM, DNR, USGS	Small Watershed Program;	
		<u>Local:</u> Local Water Utilities, counties	Watershed Surveys and Planning;	
Protect streambank and riparian		NIRPC: Data and mapping, facilitation and coordination	Small Watershed Program; Coastal Wetlands Planning,	Ex. Riparian Buffer Preservation- Trail Creek,
habitat areas, limit active use of		Fed/State: NRCS, IDNR	Protection, and Restoration Act; Conservation Reserve	Michigan City
sensitive shoreline and streambank,	S/M/L	Local: SWCD, Counties, cities, towns, park departments	Program	
with significant buffers, may be		Other Entity: Conservation Organizations, private land owners		
coordinated with expansion of regional				
Encourage adoption of tree		Local: Local counties, cities, towns	Forestry Incentive Program; Cooperative Forestry	Porter County Tree Preservation section of UDO;
preservation ordinances and urban	S/M/L		Assistance; Classified Forest Program; Urban Forest	Harrison West, Valparaiso, IN
forestry	, ,		Conservation Grants; Arbor Day Grant Program;	
Objective D: Facilitate regional planning	for adequate co	Dilection and treatment of wastewater and the elimination of inappropriat	e use of septic systems.	
Study the feasibility of county on-site		NIRPC: Facilitate/Coordinate discussion on this topic	Water Quality Management Planning-205; Water	Study and Recommendation of Consolidating
wastewater districts		Fed/State: ISDH Tech Assistance	Quality Cooperative Agreements-104;	Wastewater Systems in Dearborn County,
	S	Local: County		Indiana Study the feasibility of county on-site
				wastewater districts
Develop and implement on-site		NIRPC: Facilitate/Coordinate discussion on this topic	SRF, IDEM-319;	The Hammond Sanitary District
wastewater districts	M/L	Fed/State: ISDH Tech Assistance		
Decument all new and minting and it		Local: County	DI funding can be used to we into in recovery data for	
Document all new and existing on-site		NIRPC: Facilitate/Coordinate discussion on this topic	PL funding can be used to maintain resource data for	
wastewater disposal systems in the ISDH iTOSS tracking system	s	Fed/State: ISDH Tech Assistance Local: County	Env. Mit. SRF, Local foundations	
ISDIT ITOSS tracking system		<u>Local.</u> County		
Identify strategies to assist property		NIRPC education and outreach	NIRPC can promote and educate on this with MS4	City of Valparaiso began a weekly pilot recycling
owners in the elimination of the		Fed/State: ISDH Tech Assistance	dollars in member communities.	program in 1990 and was expanded to the
inappropriate use of on-site	S/M	Local: County	donars in member communities.	entire city.
wastewater disposal systems	3/ 101	<u>county</u>		Citine city.
wastewater disposal systems				
Objective E: Promote the upgrading of a	ging water infra	Istructure		
			Funding	Successor / Book Brookings
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Audit water systems to detect leaks and	(5,117_)	NIRPC can share information and promote this practice	SRF; DWSRF	Valparaiso City Utilities performed a Community
inefficiencies	S/M	Fed/State: IDEM/IDNR/IURC technical support Other Entity: Local Utilities, AWWA		Wide Water Audit using free software from the AWWA.
Target upgrade efforts to systems that experience the most water loss through leakage		Fed/State: IDEM/IDNR/IURC technical support Other Entity: Local Utilities, AWWA	Safe Drinking Water RLF; SRF	Valparaiso City Utilities performed a Water Leak Survey. http://www.ci.valparaiso.in.us/index.aspx?nid=2 34
Encourage model water use conservation ordinance	L	NIRPC: Public Education and Outreach in MS4 Communities Fed/State: Fed/State: IDEM/IDNR/IURC Local: Counties, Cities, Towns	MS4 Program Fees in Member Communities	St. Johns River Water Management District, Florida
Encourage water conservation strategies for residential and commercial development to reduce burden on aging infrastructure	S/M	NIRPC: Public Education and Outreach in MS4 Communities	MS4 Program Fees in Member Communities	Water conservation plan for Valparaiso City Utilities
Objective F: Facilitate the development				
Encourage and support consideration of stormwater quantity on a watershed basis, integrated with watershed management plans.		NIRPC will develop watershed templates for those watersheds in which groups are requesting technical support. NIRPC will coordinate WMP development at the request of stakeholders within NIRPC planning area.	IDEM- 319 Program, Water Quality Management Planning-205; Water Quality Cooperative Agreements- 104;	Gary Storm Water Management District
Objective G: Facilitate regional planning	for water suppl	y and demand.		
Coordinate regional water supply and demand planning and data collection efforts		NIRPC: Facilitate/Coordinate discussion on this topic Fed/State: IDNR, IDEM, IURC, USGS Other Entity: Local utilities	PL funding can be used to maintain resource data for Env. Mit.	Recommendation of the Indiana Water Shortage Task Force
Improve regional water conservation, allocation, and management through establishment of regional water supply and demand management districts		NIRPC: Facilitate/Coordinate discussion on this topic Fed/State: IDNR, IDEM, IURC, USGS Other Entity: Local utilities	Small Watershed Program; DWARF	Recommendation of the Indiana Water Shortage Task Force
Fund and pursue studies of critical groundwater recharge areas to document and enforce necessary recharge area protection buffers		Fed/State: IDNR, USGS: Tech Assistance and Study Implementation	Small Watershed Program; Water Quality Management Planning-205; Water Quality Cooperative Agreements-104;	Ohio-Kentucky-Indiana Regional Council of Government for Great Miami Drinking Water Protection Project Cincinnati, Ohio
Promote growth in areas with access to Lake Michigan water rather than in the Kankakee River sub-basin or in areas without existing water service	L	See infill and reinvestment strategies	DNR- LARE Program; USEPA-GLRI; Great Lakes Program	
Promote source water planning in the Kankakee River sub-basin	s	Fed/State: IDEM regulatory authority Local: County Coordination very beneficial for small systems Other Entity: Local utilities	DNR- LARE Program; Small Watershed Program	This is a required activity for Public Water Supply Systems, Lake County joint Source Water Protection Plan is a best practice
Expand the metering of water use to raise awareness and enable cost recovery mechanisms		Fed/State: IDNR, IDEM, IURC, USGS Other Entity: Local utilities		Indiana Water Shortage Task Force recommendation. Valparaiso Utilities has good example of informative bills that can promote water conservation.
Objective H: Preserve floodplains and we	etlands.			
Prioritize wetland restoration and conservation		NIRPC: Coordination and technical assistance Fed/State: Technical support: IDEM, DNR, USACOE, USFWS, NRCS Local: SWCD, environmental/ conservation organizations	USDA-CRP, USDA-CTA, WRP,Wetlands Protection Development Grants Program; Small Watershed Program; NAWCA	Indiana Wetlands Conservation Plan criteria. Possible partnership with ACOE for an ADID user guide.

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Discourage or restrict development		NIRPC: Mapping and data	USDA-CRP, USDA-CTA, WRP, Wetlands Protection	Indiana Wetlands Conservation Plan criteria.
activity with designated floodplains and	0/20/	Fed/State: Technical support for mapping and data: DNR, FEMA,	Development Grants Program; Small Watershed	
recharge areas of wetlands	S/M/L	USACOE, USGS	Program; NAWCA	
		Local: Local Zoning or Planning commissions		

Goal: Improved air quality

Objective A: Achieve national ambient air quality standards for all pollutants including carbon monoxide, ozone and particulates. *
Objective B: Reduce air toxins, greenhouse gases and other harmful emissions.*

Objective C: Improve the aesthetics- noise, odor, discoloration- of air.*

Objective C: Improve the aesthetics- noi	ise, odor, discolo	oration- of air.*		
Objective D: Reduce the disproportional	te impact of ind	ustrial and transportation emissions on environmental justice communitie	2S. *	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize Transportation Investment Dollars on Congestion and VMT Reduction	S/M/L	NIRPC: Project Selection Criteria Local: Submit Congestion Projects	PL. STP; CMAQ	
Prioritize CMAQ investment dollars on Congestion Reduction Air Emission Reductions	S/M/L	NIRPC: Project Selection Criteria Local: Submit CMAQ Projects	CMAQ	
Fund and Promote Transit		See infill and reinvestment strategies	STP	Puget Sound Regional Council for its Transportation 2040 plan
Promote growth in areas Livable Centers		See infill and reinvestment strategies	CLC	1- Thomas Jefferson Planning District Commission (TJPDC) for Jefferson Area Eastern Planning Initiative - Building Livable Communities 2-San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program 3- The San Francisco Bay Area Metropolitan Transportation Commission's (MTC) Transportation for Livable Communities Program (TLC) 4-City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program 5-The Sacramento Area Council of Government's Metropolitan Transportation Plan for 2035
Promote and fund Clean Diesel and Diesel Emission Reduction Projects			National Clean Diesel Funding Assistance Program; Pollution Prevention Grants Program; Reauthorization of Diesel Grants; Clean Diesel Grants; CMAQ	1- City of Long Beach - Harbor Department, retrofit 30 top handlers with diesel particulate filters; repower one work boat and one crew boat; 2- Sacramento Metropolitan Air Quality Replace diesel irrigation pump engines with electric pump motors
Promote and facilitate opportunities for alternative energy and energy conservation			CMAQ; TIGER;	Chesterton- Electricity Car
Promote tree planting and native prairie restoration for carbon sequestration		See Green Infrastructure Section above and Clean Land Section below.	Arbor Day Grant Program; Hometown Indiana Grants; FIP;	Harrison West, Valparaiso, IN
Objective E: Coordinate land use and tra	ansportation pol	icies to reduce motor vehicle trips.		
Prioritize Transportation Investment Dollars on Congestion and VMT Reduction	S/M/L	NIRPC: Project Selection Criteria Local: Submit Congestion Projects	PL. STP; CMAQ	

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize CMAQ investment dollars on		NIRPC: Project Selection Criteria	CMAQ	
Congestion Reduction Air Emission	S/M/L	Local: Submit CMAQ Projects		
Reductions				

Goal: Clean land

Goal: Clean land				
Objective A: Maximize the number of br	ownfields returr			
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Objective B: Facilitate a regional solid w	aste and landfill	strategy.		
Objective C: Promote the acquisition an	d protection of	greenspace.		
Prioritize wetland restoration and		NIRPC: Coordination and technical assistance	USDA-CRP, USDA-CTA, WRP, Wetlands Protection	Indiana Wetlands Conservation Plan criteria
conservation		Fed/State: Technical support: IDEM, DNR, USACOE, USFWS, NRCS	Development Grants Program; Small Watershed	
		Local: SWCD, environmental/ conservation organizations	Program; NAWCA	
Pursue strategic open space acquisition			Some PL funding can be used to maintain resource data	Ex Rinarian Buffer Preservation-Trail Creek
that provides opportunities to expand			for Env. Mit.	Michigan City
existing open spaces and improve			TOT ETV. WITC.	Wildingan City
network connectivity for the benefit of				
regional trail system, wildlife and				
biodiversity				
,				
Protect sensitive areas and forestlands			EQIP; FIP; CRP; Cooperative Forestry Assistance; EFI	Ex. Coffee Creek Watershed Conservancy-
through creation of sufficient buffer			Equity in , citi, cooperative rolestry resistance, Eli	Chesterton
zones				Chesterton
Seek opportunities to maintain or			FIP; WHIP; CRP; Partners for Wildlife Habitat	Ex. Coffee Creek Watershed Conservancy-
restore habitat corridors			Restoration Program	Chesterton
Preserve and enhance strategically			Some PL funding can be used to maintain resource data	
sited green areas in developed areas to			for Env. Mit.	Plant for the valleys Baltimore County, Maryland
mitigate impacts on region's ecosystem			TOT LITY. TVIIC.	
and wastewater system				
and wastewater system				
Encourage habitat protection,		NIRPC: Data, mapping, facilitation and coordination	FIP; WHIP; CRP; Partners for Wildlife Habitat	Habitat Conservation Plans: The Quiet
restoration, and cooperative land			Restoration Program	Revolution: This U.S. Fish and Wildlife provides
management agreements on both			ŭ .	basic information about habitat conservations
public and private lands through				plans as well as a number of case studies on the
appropriate regulation and incentives				use of these plans.
				[http://www.fws.gov/endangered/hcp/Quiet/qui
				etrev.html]
Coordinate education, training and		Other Entity: NWI CWMA	Soil Conservation Education Program; SARE	Hilltop Hanover, A Westchester County Farm and
technical assistance especially to				Environmental Center, Westchester County, New
develop strategic partners in open				York
space management				
Objective D: Mitigate transportation and	d land use impa	cts.		
Identify proposed transportation			PL to update and maintain data for Env. Mit.	
projects that may have an			The second management and the second	
environmental impact for early				
coordination with state and federal				
agencies				
			Di to undata and maintair data for Face Mit	CIS manning anvironmental manning
Make environmental resource data			PL to update and maintain data for Env. Mit.	GIS mapping environmental resources
readily available and accessible to				
transportation planners and decision				
makers				

Action Step Where deemed beneficial to the region, support artificial habitat creation in areas where natural habitat areas are too degraded or fragmented to restore effectively	Term (S/M/L)	Responsible Party		Successes/Best Practices Cowles Bog Restoration plan-Indiana Dunes National Lakeshore
Prioritize environmental resource/ asset areas regionally to assist with transportation planning and assist with decision making			PL to update and maintain data for Env. Mit.	Plan for the Valleys Baltimore County, Maryland
Identify mitigation areas/ opportunities that have the greatest ecological value to enhance regional restoration and preservation efforts			PL to update and maintain data for Env. Mit.	Plan for the Valleys Baltimore County, Maryland

Economic Development

Cashill 8 5 4 A staball same	and a second			
•		rsified economy that protects & enhances our natural e	nvironment	
Objective A: Maximize technology, prod			- "	
Action Step Provide broadband fiber optics	Term (S/M/L)	Responsible Party NIRPC can offer technical support and GIS data mapping Other Entity: The Forum will pursue recommendations from the Broadband Study such as identifying hot spots	Funding EDA; NWIEDD	Successes/Best Practices
Maximize Economic Development impacts of major employers			EDA; NWIEDD	Comprehensive Plan implementation of City of Gary identified several priority projects include Route 912 Business Park Development, and Interstate 90/65 Business Park Development.
Objective B: Create diverse, emerging ar				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Support the Regional Entrepreneurial Action Plan (REAP)	S	NIRPC can offer technical support, provide data and act as a convener / facilitator Other Entity: NWIEDD & Forum	RDA; NWIEDD	Elevate Ventures fund \$1.6 million pilot program called "Quickstart" - staff hired to be NWI representative (effective Jan. 1, 2012)
Provide Economic Development impacts of identified "industry clusters"		NIRPC: Supply data and coordinate with the Forum and IEDC Fed/State: IEDC Other Entity: Forum	EDA; NWIEDD; IDGF	Comprehensive Plan of City of Gary aims to establish a tax increment finance (TIF) district to finance infrastructure costs, expand the Gary-East Chicago-Hammond Empowerment Zone an Gary/Chicago International Airport Developmen Zone to encompass the Business Park and provide incentives to new businesses and developers including Foreign Trade Zone Benefits.
Objective C: Strengthen public/private p				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Update CEDS	S	NIRPC will support the NWIEDD and provide data Other Entity: Include criteria in NWIEDD call for projects	EDA	Comprehensive Economic Development Strateg 2010
Maximize Economic Development impacts of NWIEDD's requests and EDA funds		NIRPC can offer technical assistance and align transportation funds to maximize economic development impacts and opportunities	EDA; NWIEDD	
Airport		Other Entity: RDA	RDA	Gary- Chicago International Airport Project
Objective D: Redevelop urban core area	s		•	
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
rsue catalytic projects in the	i i i i i i	NIRPC can facilitate sharing of information, act as a convener and	RDA	Portage Lakefront
arquette Plan		facilitator, provide technical assistance and coordinate with the RDA to		
		pursue the Advisory Committee		
		Other Entity: The RDA will continue to fund projects within the lakefront		
		communities of Northwest Indiana that are located in the Focused		
		Revitalization Area.		
		nevitalization Area.		
ursue catalytic projects in the GRIP			EZ; RDA; NWIEDD	Marquette Plan; Gary- Chicago International
oject.				Airport Project
ojective E: Use/expansion of transpo				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ioritize transportation investments			PL; STP	South Shore Rail Line
hich achieve improved connectivity				
ovide cutting-edge utilities, services			EDA; NWIEDD	
d Broadband fiber optics, See Goal H				
E-1, Objective A, #1				
L-1, Objective A, #1				
piactive E: Promote growth that prot	acts and onhance	the environmental assets of Northwest Indiana		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ursue land assembly and site	Terrir (3/W/E)	NIRPC will provide technical assistance, data and GIS mapping and	CLC; Land Banks; Brownfields Program	Portage Lakefront recovers abandoned
reparation efforts		continue to partner with the Forum to promote land assembly needs	cee, cana banks, brownincias i rogram	brownfields along its waterway
eparation errorts		using land use and transportation infrastructure components		brownneids along its waterway
		· · · · · · · · · · · · · · · · · · ·		
		LCCal: LEDO's		
		Other Entity: The Forum will continue to support LEDO efforts and host		
		additional seminars with NIRPC and develop programs		
		nodate growth in emerging industries		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
rovide Economic Development		NIRPC: Coordinate with Forum	EDA; NWIEDD; TIF; Tax Abatement;	South Shore Rail Line
npacts of emerging "Green Economy"				
bbs				
reate programs to support job and				NWIEDD
conomic growth				
pjective H: Improve overall quality of	life to attract bu	cinasses and residents		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
eate regional identity to support	(e/ m/ E/	NIRPC: Coordinate with Forum	RED; NWIEDD	Marquette Plan
conomic Development opportunities		Local: Chamber of Commerces		That quette 1 luii
onomic Development opportunities		Other Entity: The Forum will continue to market NWI to developers, site		
		selectors, real estate brokers and targeted industries		
		selectors, real estate brokers and targeted industries		
1110 5 0 5	I			
•		dge & educational opportunities		
		des safe and reliable access to educational facilities		
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ioritize transportation investments		NIRPC: Include in Project Selection Criteria	PL; STP	South Shore Rail Line
hich achieve improved connections				
·		Providence Control		·
) Djective B: Maintain strategic partner	ships with educa	tional institutions		
ojective B: Maintain strategic partner Action Step	ships with educa	NIRPC	Funding	Successes/Best Practices
Action Step			Funding PL	Successes/Best Practices
bjective B: Maintain strategic partner Action Step reate data base of ducation/occupation opportunities		NIRPC		Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
stablish partnerships between		NIRPC: Provide contacts and connections		U.S.Steel partnered with Purdue University
ndustry and educational institutions				Calumet Visualization lab
or purposes of job training				
Objective C: Provide critical information	to the public t	o enable meaningful public participation		
Action Step	Term (S/M/L)		Funding	Successes/Best Practices
rovide "forum style" events	(0,111,12)	NIRPC: Offer forums with keypad polling		Hammond Elementary school forum Dec.6,20
Toriuc Torum style events	s	Local: Work with NIRPC to educate on Plan recommendations, etc.		Transma Elementary School For ann Beello, 20
	3	Work With Will C to cadate of Flair recommendations, etc.		
Objective D: Educate leaders about best		ban and regional planning and public policy		
Action Step	Term (S/M/L)		Funding	Successes/Best Practices
Conduct civic and governmental		NIRPC can act a facilitator, share information and provide technical	PL;	Public meeting at Chesterton Town Hall
activities in locations convenient to the		assistance and support		
ırban core				
		ccess to the technology that supports distance education		
Action Step	Term (S/M/L)	_	Funding	Successes/Best Practices
Prioritize transportation investments		NIRPC will include in Project Selection Criteria	PL; STP	South Shore Rail Line
which achieve improved connectivity				
Stewardship & Governance				
Goal S&G-1: Environmental ju		nd henefits and hurdens		l
Action Step	Term (S/M/L)		Funding	Successes/Best Practices/Resources
		ice communities and improve the public involvement process to eliminate		Successes/ Best Fractices/ Resources
•		e populations in regional decision-making.	barriers	
	ind low income		DI	
Host an annual regional forum	III IOW III COIII C	NIRPC: Lead the outreach effort to ensure that all groups are well	PL	
Host an annual regional forum addressing progress in 2040 CRP	ind fow income	NIRPC: Lead the outreach effort to ensure that all groups are well represented.	PL	
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented		NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites.	PL	
Host an annual regional forum addressing progress in 2040 CRP	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums	PL	
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented		NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your	PL	
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented		NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums	PL	
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented		NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your	PL PL	Plan Cheyenne includes a unique structure ar
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented coundtables, as appropriate.	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction.		
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to		NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction.		online RFP process, and incorporation of cutt
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction.		
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction.		online RFP process, and incorporation of cutted edge public participation strategies.
Host an annual regional forum addressing progress in 2040 CRP mplementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly basis.	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter.	PL	online RFP process, and incorporation of cutted edge public participation strategies. Best Practice Website: Metro Boston Indicator
dost an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly pasis. Support and facilitate meaningful public participation in planning efforts	S/M/L S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter.	PL	online RFP process, and incorporation of cutted edge public participation strategies. Best Practice Website: Metro Boston Indicator
dost an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly pasis. Support and facilitate meaningful oublic participation in planning efforts at all scales, including expanding	S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter.	PL	online RFP process, and incorporation of cutt
lost an annual regional forum ddressing progress in 2040 CRP mplementation and issue-oriented boundtables, as appropriate. Trovide ongoing communication to egional stakeholders on a quarterly asis. upport and facilitate meaningful ublic participation in planning efforts t all scales, including expanding	S/M/L S/M/L	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter.	PL	online RFP process, and incorporation of cutted edge public participation strategies. Best Practice Website: Metro Boston Indicator
lost an annual regional forum ddressing progress in 2040 CRP mplementation and issue-oriented oundtables, as appropriate. rovide ongoing communication to egional stakeholders on a quarterly asis. upport and facilitate meaningful ublic participation in planning efforts t all scales, including expanding IIRPC's online capabilities.	S/M/L S/M/L S	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority po	PL PL; Foundations	online RFP process, and incorporation of cutted edge public participation strategies. Best Practice Website: Metro Boston Indicator
dost an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to be egional stakeholders on a quarterly pasis. Eupport and facilitate meaningful public participation in planning efforts at all scales, including expanding surports online capabilities. Dijective 1-B: Improve capacity to identified and their needs may be identified and instance of that their needs may be identified and instance of the control of the capacity to identified and instance of the capacity in the capacity to identified and instance of the capacity in the capacity in the capacity is identified and instance of the capacity in the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity in the capacity is identified and instance of the capacity is identified and instance	S/M/L S/M/L S	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority point the impacts of transportation can be fairly distributed	PL PL; Foundations	online RFP process, and incorporation of cuttedge public participation strategies. Best Practice Website: Metro Boston Indicate Project (www.regionalindicators.org/equity/)
Provide ongoing communication to egional stakeholders on a quarterly basis. Support and facilitate meaningful public participation in planning efforts at all scales, including expanding NIRPC's online capabilities. Dispective 1-B: Improve capacity to identicate their needs may be identified and establish a Core Communities	S/M/L S/M/L S	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority point the impacts of transportation can be fairly distributed NIRPC: Reach out to core community leaders, seeking representatives for	PL PL; Foundations	online RFP process, and incorporation of cuttedge public participation strategies. Best Practice Website: Metro Boston Indicate Project (www.regionalindicators.org/equity/) Walkable and Livable Communities Institute
dost an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly pasis. Support and facilitate meaningful public participation in planning efforts at all scales, including expanding surface, including expanding surface to that their needs may be identified and stablish a Core Communities committee to provide technical	S/M/L S/M/L S	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority poind the impacts of transportation can be fairly distributed NIRPC: Reach out to core community leaders, seeking representatives for the Core Communities Committee.	PL PL; Foundations	online RFP process, and incorporation of cut- edge public participation strategies. Best Practice Website: Metro Boston Indicate Project (www.regionalindicators.org/equity/ Walkable and Livable Communities Institute Conducted a research about implementing
dost an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to egional stakeholders on a quarterly pasis. Support and facilitate meaningful public participation in planning efforts at all scales, including expanding surface, including expanding surface to that their needs may be identified and stablish a Core Communities committee to provide technical	S/M/L S/M/L S tify residential, d addressed, an	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority point the impacts of transportation can be fairly distributed NIRPC: Reach out to core community leaders, seeking representatives for	PL PL; Foundations	online RFP process, and incorporation of cuttedge public participation strategies. Best Practice Website: Metro Boston Indicate Project (www.regionalindicators.org/equity/) Walkable and Livable Communities Institute Conducted a research about implementing projects to support active living, This handbo
Host an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented oundtables, as appropriate. Provide ongoing communication to regional stakeholders on a quarterly pasis. Support and facilitate meaningful public participation in planning efforts at all scales, including expanding surports on the communication of the communication to identification that their needs may be identified an	S/M/L S/M/L S	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority poind the impacts of transportation can be fairly distributed NIRPC: Reach out to core community leaders, seeking representatives for the Core Communities Committee.	PL PL; Foundations	online RFP process, and incorporation of cuttedge public participation strategies. Best Practice Website: Metro Boston Indicate Project (www.regionalindicators.org/equity/) Walkable and Livable Communities Institute Conducted a research about implementing
lost an annual regional forum ddressing progress in 2040 CRP inplementation and issue-oriented boundtables, as appropriate. Trovide ongoing communication to egional stakeholders on a quarterly asis. upport and facilitate meaningful ublic participation in planning efforts tall scales, including expanding IIRPC's online capabilities. Objective 1-B: Improve capacity to identicate the input of that their needs may be identified and stablish a Core Communities committee to provide technical upport and assist in securing resources	S/M/L S/M/L S tify residential, d addressed, an	NIRPC: Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. Fed/State: Attend annual forums Local: Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction. NIRPC: Publish a quarterly newsletter. NIRPC: Develop a Social Equity section on the NIRPC website. employment, and transportation patterns of low-income and minority poind the impacts of transportation can be fairly distributed NIRPC: Reach out to core community leaders, seeking representatives for the Core Communities Committee.	PL PL; Foundations	online RFP process, and incorporation of cut edge public participation strategies. Best Practice Website: Metro Boston Indicat Project (www.regionalindicators.org/equity/ Walkable and Livable Communities Institute Conducted a research about implementing projects to support active living, This handbo

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Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Consider the benefits and burdens of potential decisions on environmental		NIRPC: Build upon the Environmental Justice Analysis conducted for the 2040 CRP to develop tools to evaluate benefits and burdens of projects	Environmental Justice Community Impact Grant	The Executive Office of Energy and Environmental Affairs (EEA) of Massachusetts
•			Program	provides this Smart Growth/Smart Energy Toolkit
justice communities.	0 (0.0 ()	on E.J. communities.		on the website.
	S/M/L	Explore the potential for providing E.J. analysis tools and technical		
		support for local governments.		http://www.mass.gov/envir/smart_growth_toolk
		Local: Develop plans and tools to address benefits and burdens of local		it/pages/mod-ej.html
		projects.		
		pacts on low-income and/or minority populations by providing offsetting	initiatives	
and enhancement measures to benefit	affected commu	nities and neighborhoods		
Objective 1-E: Increase awareness and I	understanding of	environmental justice issues among decision makers		
Facilitate increased understanding and	inderstanding of	NIRPC: Increase and broaden public participation activities to ensure an		The Executive Office of Energy and
meaningful discussion of social justice		ongoing and meaningful process for citizens.		Environmental Affairs (EEA) of Massachusetts
issues, in particular as they relate to the		Educate NIRPC Commissioners and other local decision makers on the		provides this Smart Growth/Smart Energy Toolkit
relationship between land use,		importance of ensuring social justice in our region.		on the website.
transportation and environmental		importance of ensuring social justice in our region.		http://www.mass.gov/envir/smart_growth_toolk
planning efforts in the core				it/pages/mod-ej.html
communities.				
D. Halland and the last of the		NURSE MALLET CONTROL OF THE CONTROL		
Build local capacity and understanding		NIRPC: Maintain an active and meaningful role in ongoing regional		
of the regional impacts of local		initiatives, including: Quality of Life Council, Quad-State Accord, Great		
planning and promote "best practices"		Lakes Restoration Initiative and other initiatives described elsewhere in		
among both the general public and		the CRP.		
elected/appointed officials, as				
described elsewhere in this Plan.				
Objective 1 F. Mitigate displacement of	local recidents a	and the loss of avancety investments when radovalening the urban core		
Provide support for integration of	local residents a	nd the loss of property investments when redeveloping the urban core NIRPC: Use the Core Communities Committee to provide support and	CLC	Livable Center Initiative by Atlanta Regional
livable communities' standards and		advocacy in the urban core communities.		Commission
social equity considerations into local	S/M/L	Local: Use plans and policies to encourage the retention of existing		
planning decision-making.	3,, 2	residents while allowing for redevelopment.		
		, i		
Goal 2: Efficient and coordina	ted local gov	vernment		
Objective 2-A: Facilitate the consolidati				
Action Step	Term (S/M/L)		Funding	Successes/Best Practices/Resources
Shared service and utility agreements,		NIRPC: Facilitate and foster opportunities for shared local government		
coordination and consolidation		services and improving the fiscal sustainability of the counties and		
		existing cities and towns.		
Shared purchasing agreements				
	land use and co	rridor planning across jurisdictional boundaries		
Review and advise communities in the				
region as intergovernmental				
agreements (IGAs) are developed to				
address various issues of mutual and				
broader regional benefit.				
Objective 2-C: Foster better communication		on, and coordination to better leverage resources		
		NIRPC: Flexible regional financing options for initiatives that cross		
Communicate shared regional priorities				
		municipal and county. Provide ongoing communi Revenue sharing		
Communicate shared regional priorities		municipal and county. Provide ongoing communi Revenue sharing opportunities to better align regional resources with regional		
Communicate shared regional priorities				
Communicate shared regional priorities		opportunities to better align regional resources with regional		
Communicate shared regional priorities		opportunities to better align regional resources with regional needscation to regional stakeholders on a quarterly basis		

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices	
Explore funding resources for NIRPC					
and regional partners to support					
greater cooperation and interaction					
among non-traditional partners					
Objective 2-D: Promote the sharing of benefits, burdens and costs among governments					
Consider the benefits and burdens of		NIRPC: Provide support for integration of livable communities' standards	CLC	The Executive Office of Energy and	
potential decisions on environmental		and social equity considerations into local planning decision-making.		Environmental Affairs (EEA) of Massachusetts	
justice communities.				provides this Smart Growth/Smart Energy Toolkit	
				on the website.	
				http://www.mass.gov/envir/smart_growth_toolk	
				it/pages/mod-ej.html	

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