



***UNIFIED PLANNING WORK PROGRAM***

*for the*

***DOVER/KENT COUNTY  
METROPOLITAN PLANNING ORGANIZATION***

*FISCAL YEAR 2022*

*July 1, 2021 through June 30, 2022*

***Pending Adoption on May 5, 2021***

Prepared at the Direction of the

**Dover/Kent County Metropolitan Planning Organization Council**

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## **INTRODUCTION**

The Dover/Kent County MPO (D/K MPO) is the metropolitan planning organization (MPO) for the whole of Kent County, Delaware. In order to qualify for any federal transportation funding, every metropolitan area in the United States with a population of over 50,000 must have a designated “Metropolitan Planning Organization” (MPO) for transportation. The purpose of each MPO is to provide a forum for state and local officials, and the public, to discuss transportation issues and reach a consensus on transportation plans and specific programs and projects. The U.S. Department of Transportation relies on each MPO to make sure transportation projects that use federal funds are the products of a continuing, comprehensive, and cooperative planning process, and meet the priorities of the metropolitan area. To emphasize the importance of the MPO process, the USDOT will not approve the federal funding of transportation projects unless they are on the MPO’s transportation improvement plan.

D/K MPO was established in 1992 with a primary focus on the City of Dover, Delaware. However, the Urbanized Area (UA) boundary has continued to grow after each decennial Census. In January 2020, the D/KC MPO planning area boundary was clarified as being the “whole” of Kent County, Delaware. Two Kent County municipalities which have annexed properties into neighboring counties, will require additional coordination with adjacent transportation planning agencies. The Town of Smyrna, which has annexed properties in New Castle County, Delaware will coordinate with the Wilmington Area Planning Council (WILMAPCO) and the City of Milford annexed properties in Sussex County, will coordinate with DelDOT. The MPO is a major contributor and coordinator to transportation policies and plans impacting citizens in Kent County and the 20 municipalities with Kent County, Delaware.

The Fixing America's Surface Transportation Act (FAST), passed in 2015, requires the Metropolitan Planning Organization (MPO), in cooperation with the State and operators of publicly owned transit services, to develop a Unified Planning Work Program (UPWP). The purpose of the UPWP is to present the planning priorities facing the metropolitan planning area and describe all metropolitan transportation and transportation-related air quality planning activities anticipated therein during the next fiscal year, regardless of funding sources or agencies conducting activities. The discussion should be provided in sufficient detail to indicate who will perform the work, the schedule for completing it, and the products that will be produced.

Every effort has been made to include all of the member agencies of the Dover/Kent County MPO (D/KC MPO) as well as representatives of the Technical and Public Advisory Committees in the compilation of this work program.

## **MISSION**

The MPO serves as a cooperative regional forum for the development of transportation system plans and programs and for the resolution of transportation planning-related issues in the MPO's designated region. The D/KC MPO's mission is to ensure the implementation of the most efficient multi-modal transportation plans and programs which meet the requirements of the Federal Clean Air Act Amendments (CAAA) of 1990 and FAST.

D/KC MPO uses the Comprehensive, Continuing and Cooperative (3-C) metropolitan transportation system planning process. This process is also utilized by the member agencies of the MPO Council.

## **STRATEGIC GOALS**

The D/KC MPO has established three goals to support the mission:

- Coordinate transportation planning and programming in the region
- Foster cooperative relationships between State, Municipal and County governments

- Improve the public’s understanding of the metropolitan transportation planning process and its relationship to other planning activities in the D/KC MPO region

To accomplish these goals, the D/KC MPO’s activities are divided into three categories: administration of the metropolitan planning process; public education and outreach; and transportation planning.

## **PLANNING EMPHASIS AREAS**

The FAST Act has continued to focus on transportation planning as was outlined in preceding federal transportation legislation. In accordance with that focus, the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) released their Planning Emphasis Areas (PEA's) in March 2015. PEA's are planning topical areas that the Federal agencies wish to place emphasis on as the MPOs develop their planning work programs. The current PEA's are described below.

### ***Performance-Based Management Approach***

The Federal transportation agencies, as well as the Delaware Department of Transportation (DelDOT), have recognized the importance of transitioning to performance-based planning and programming. The UPWP should promote development and implementation of a performance management approach to transportation planning and programming that supports the achievement of transportation system performance outcomes. To better understand the D/KC MPO approach to performance-based planning, some background history is required.

The Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) directed MPOs to develop Long Range Transportation Plans (LRTP) and Transportation Improvement Programs (TIP) through a performance-driven and outcome-based approach to planning. It requires states, MPOs, and operators of public transportation to establish targets for performance measures in key performance areas which address national goals for Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), and coordinate with one another when setting these targets. There are seven FHWA national goals (safety; infrastructure (pavement and bridge) condition; congestion reduction; system reliability; freight movement and economic vitality; environmental sustainability; and reduced project delivery delays) and two FTA national goals (safety; and infrastructure condition (state of good repair-transit asset management)). Performance-based planning applies data to inform decisions aimed at helping achieve desired outcomes for the region's multimodal transportation systems as documented in three main documents. First, our LRTP (2017 Metropolitan Transportation Plan (MTP)) is an investment plan covering 20 years; second, our TIP is a four-year plan for funding capital infrastructure projects; and third is the UPWP, produced annually to support conceptual plans and research.

In many ways the D/KC MPO is already applying performance-based principles when making investment decisions as part of the MTP, TIP and UPWP development process. Nonetheless, the United States Department of Transportation (DOT) established seven **measure areas** categorized in **three performance measures (PMs)** the D/KC MPO was responsible for establishing targets for in FY18 and FY19: Safety Measures (PM1); Pavement and Bridge Condition (PM2); and the Performance of the NHS (National Highway System), Freight and CMAQ (Congestion Mitigation and Air Quality) (PM3). The D/KC MPO decided to adopt the Delaware Department of Transportation (DelDOT) PM targets and adopted DelDOT’s PM1 standards on **March 7, 2018**, as well as targets for PM2 and PM3 measures on **November 14, 2018**.

In addition to the three PMs, DOT established three related rules categorized in two performance areas (Asset Management and Planning). As such, D/KC MPO Council adopted the Delaware Transit Corporation’s (DART) Transit Asset Management Plan (TAMP) on **March 6, 2019**.

The recommendation for the D/KC MPO Council to adopt DelDOT's PM1, PM2, and PM3 standards and DART's TAMP was made after DelDOT and Federal Highway Administration representative consultation and given the size of Delaware, the D/KC MPO decided to utilize the targets established by DelDOT and DART as offered in Federal guidance. The D/KC MPO is required to include the Performance Measures targets in all future primary documents we produce. The D/KC MPO has elected to adopt the State's requirements.

### ***Models of Regional Planning Cooperation***

The UPWP should promote cooperation and coordination across MPO and State boundaries where appropriate to ensure a regional approach to transportation planning. This is particularly important where more than one MPO or State serves an urbanized area or adjacent urbanized areas. This cooperation could occur through the metropolitan planning agreements that identify how the planning process and products will be coordinated, through the development of joint planning products, and/or by other locally determined means. Coordination across MPO and State boundaries includes the coordination of transportation plans and programs, corridor studies, and projects across adjacent MPO and State boundaries. It also includes collaboration among DOTs, MPOs and the Delaware Transit Corporation (DTC) on activities such as data collection, data storage and analysis, analytical tools, and performance-based planning. The D/KC MPO has a long history of coordination with DelDOT, DTC, and the State's other MPOs (the Wilmington Area Planning Council and the Salisbury-Wicomico County MPO) and will continue that cooperation in FY 2022 through the conduct of planning studies, information sharing, and technical assistance.

### ***Ladders of Opportunity***

As part of the transportation planning process, the MPO attempts to identify transportation connectivity gaps in access to essential services such as housing, employment, health care, education, and recreation. This emphasis area could include identification of performance measures and analytical methods to measure the transportation system's connectivity to essential services and the use of this information to identify gaps in connectivity that precludes access of the public, including traditionally underserved populations, to essential services. It could also involve the identification of solutions to address those gaps. The D/KC MPO has worked with local groups to identify gaps within the urbanized area. In FY 2022, the D/KC MPO will continue coordinating with Kent County municipalities and local interest groups to identify these gaps and address potential solutions.

### ***Vision Zero***

Vision Zero is a Federal Highway Administration (FHWA) initiative that strives to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. The D/KC MPO will be involved with the State's established safety committee to promote the Vision Zero and Toward Zero Deaths initiatives. Primarily the D/KC MPO's support will be in Public Outreach - creating content for social media, sharing information on the D/KC MPO website, and helping to educate and involve the public.

## **MPO ACTIVITIES**

### ***Administration of the Metropolitan Planning Process***

Projects 22-01, 22-02, 22-04, 22-05, and 22-07 represent the assignments that must be completed to satisfy the requirements of Federal regulations and ensure that State, County and Municipal governments engage in a cooperative process to determine the priority of the region's transportation needs. These projects support the D/KC MPO's efforts to reach out to all member governments as well as the public to develop a consensus of agreement for transportation plans and programs that support the region's land use and transportation goals, and to facilitate the flow of information relating to transportation and land use between the member governments and the public.

### ***Public Education and Outreach***

Projects 22-03 and some of 22-06 represent the outreach that is required as a component of the metropolitan planning process. The D/KC MPO believes it can improve the ability of the public, elected officials, citizen planners and D/KC MPO members to participate in all planning processes by implementing a public education program. Transparency in the process, more compliance with Federal mandates, and reaching underserved populations are also achieved through public outreach efforts. Consequently, the work program also includes activities to help communicate how the planning process works as well as current trends and best planning practices.

### ***Support Regional Planning***

Project 22-08 is intended to support regional transportation planning either financially or through staff participation. This project brings together the transportation and land-use planning processes. Through the TAC, agencies in the D/KC MPO region involved in planning activities share information about their projects to ensure efforts are not being duplicated. Upon request, member governments provide the D/KC MPO with a list of transportation planning projects which support the goals listed in the Metropolitan Transportation Plan and overall regional transportation initiatives. The MPO is reconsidering the process of identifying studies that need to be done. The recent MTP “Innovation 2045,” prioritized studies to be pursued. The MPO will be working from the MTP for the next few years to identify projects.

## **REGIONAL PRIORITIES**

During FY 2020-2021, the D/KC MPO updated its Metropolitan Transportation Plan (MTP). The 2020 MTP, titled “Innovation 2045,” identifies transportation needs, provides strategies to address those needs, guides transportation investment, and provides measurable goals and performance measures for Kent County’s transportation system over the next 25 years. Innovation 2045 will also help shape local, regional, and State strategies for addressing economic growth, safety, congestion, air quality, and public mobility. Through a process of intergovernmental cooperation and coordination at the State, Federal and Local level, as well as citizen involvement, the primary goal of our Innovation 2045 plan is to bring all affected parties to the table to acknowledge the unique transportation needs of each locality and region, while providing a forum to address the overall transportation infrastructure growth and development for Kent County, Delaware. Lastly, Innovation 2045 identifies transportation projects in Kent County which are eligible for Federal funding. Innovation 2045 was adopted by the D/K MPO Council on January 6, 2021.

The Innovation 2045 MTP goals and objectives generally describe what the D/KC MPO is striving to accomplish. Goals depict the general programmatic outcomes, while objectives provide more specific outcomes. Goals and objectives mutually support our Federal, State, Regional, and Local MPO partners transportation goals but more importantly, reflect the desired vision of our region. The MTP makes every effort to be financially reasonable and result in a positive impact on the region's air quality. The planning process is coordinated with DelDOT's Statewide planning process, Kent County's Comprehensive Plan, and the City of Dover's Comprehensive Plan. Efforts are also made to coordinate planning efforts with the other 19 municipalities in the D/KC MPO region.

The Innovation 2045 MTP provides a framework to guide all future transportation planning and programming activities. The following goals are identified for Kent County:

- **Safely move people and commodities efficiently on connected and reliable transportation networks**
- **Integrate multi-modal transportation with local land use decisions for healthier, stronger, and economically viable communities**
- **Support transportation system preservation through enhanced system operations, management, and sound environmental practices**

## **ORGANIZATION**

### **• MPO COUNCIL**

The policy making body of the D/KC MPO is its Council, which consists of six voting members representing each of the following:

1. The Governor of the State of Delaware
2. Mayor of the City of Dover
3. President of the Levy Court of Kent County
4. The Secretary of the Delaware Department of Transportation
5. The Director of the Delaware Transit Corporation
6. Representative of Kent County Municipalities

The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) sit on the MPO Council as non-voting members.

The current members/representatives to the Dover/Kent MPO Council are listed below:

1. Robin R. Christiansen, Mayor, City of Dover
2. Michael Petit de Mange, for Terry Pepper, President, Kent County Levy Court
3. Kimberly Chesser, for John Carney, Governor of Delaware
4. Marc Cote, for Nicole Majeski, Secretary, Delaware Department of Transportation
5. John Sisson, Chief Executive Officer, Delaware Transit Corporation
6. James Frazier, Mayor, Town of Magnolia, Representative of Kent County Municipalities

### **• TECHNICAL ADVISORY COMMITTEE (TAC)**

The TAC consists of technical staff from all D/KC MPO member agencies. It performs analyses and makes recommendations concerning transportation and land use issues to the Council for its approval. The actual technical work is performed jointly by the D/KC MPO staff and the TAC member-organizations. The TAC elects its own chairperson and vice-chairperson annually from among its members to serve for a one-year period. The current membership of the TAC:

1. Marvina Cephas, Delaware Department of Natural Resources and Environmental Control
2. David Edgell, Delaware Office of Statewide Planning Coordination
3. David Hugg, Director, City of Dover Department of Planning and Inspections
4. Humaira Nabeela, Delaware Department of Transportation
5. Milton Melendez, Delaware Department of Agriculture
6. Patty Cannon, Delaware Division of Small Business\*
7. Kris Connelly, Kent County Planning Department
8. Catherine Smith, Delaware Transit Corporation
9. Sharon Duca, City of Dover Public Works
10. Tim Riley, Kent Conservation District
11. Matthew Jordan, Dover Air Force Base
12. Jason Stewart, Representative of Kent County Municipalities
13. Jeremy Rothwell, Town of Smyrna
14. Rob Pierce, City of Milford

\*Formerly the Delaware Economic Development Office, or DEDO.

Delmarva Central Railroad (formerly Norfolk Southern), Delaware Motor Transport Association, the Federal Highway Administration and the Federal Transit Administration are non-voting members of the TAC.

- **PUBLIC ADVISORY COMMITTEE (PAC)**

The Public Advisory Committee (PAC) is a group of local citizens appointed by the D/KC MPO Council members. Each member of the PAC serves for a period of two years. The PAC elects its own chairperson annually from among its members for a term of one year. They represent a variety of business, civic, and interested citizen groups from Kent County. The PAC provides advice and comments on current and future issues concerning the citizens' perspectives on the impact of the transportation plans and programs in the D/KC MPO area. The PAC also provides a forum for the public to express their concerns about all transportation and land-use related activities.

**City of Dover Appointees**

Jonathan Contant  
Karen E. McGloughlin  
Dr. Shanita A. Powell  
Albert W. Holmes – alternate-at-large

**State Appointees (DelDOT, DTC, Governor's Office)**

Dr. Phyllis Brooks Collins  
Michael Gumrot  
Tracey M. Miller  
Jeremy Mullen

**Kent County Levy Court Appointees**

Chris Asay  
Dr. Carolyn Cohee  
Jayce Lesniewski  
Bruce Snow  
Jesse Spampinato  
*(There is one vacant position)*

**Municipal Appointee**

*(Currently vacant)*

**D/KC MPO STAFF**

The D/KC MPO staff performs the day-to-day operations of the agency, with technical expertise in administration, planning and public affairs. The staff, in conjunction with the D/KC MPO's member agencies, collects, analyzes, and evaluates demographic, land use, and transportation-related data to understand the transportation system requirements of the region. The staff also prepares materials for use at TAC, PAC, and Council meetings. The professional staff members participate in all D/KC MPO meetings and provide technical support. In addition, they represent the agency at meetings of importance to planning activities within the region. In Fiscal Year 2022 the following staff positions are authorized:

Executive Director: Marilyn J. Smith  
Executive Assistant: Michelle Vinson  
Principal Planner: James Galvin

Outreach Manager: Helen Wiles  
GIS/Mapping (part time): Mike Ward  
Planner II (part time): currently vacant  
Intern (part time): currently vacant

## FUNDING

This UPWP is funded predominantly by FHWA Metropolitan Planning (PL) funds, as described in Title 23 of the United States Code (Section 104) and FTA Section 5303 funds. All federal transportation funds are administered by DelDOT and made available to the D/KC MPO on a reimbursement basis. These funds cannot constitute more than 80% of the total D/KC MPO work program; therefore State, County and local governments must provide a 20% match. In FY22, this match will be comprised of cash provided by DelDOT. DelDOT is covering all of our 20% Federal Funding match and therefore, there is no need for additional local cash contribution or in-kind match hours for FY22. The following information describes how in-kind match hours could be used.

As a small agency, it is vital for the D/KC MPO to partner with other agencies and organizations to accomplish all the tasks outlined in the UPWP. As such, member agencies and governments may contribute services. The following table shows the agencies/jurisdictions involved in providing various kinds of services.

### State Agencies

Department of Natural Resources and Environmental Control  
Office of State Planning Coordination  
Department of Homeland Security  
Department of Agriculture  
Delaware Division of Small Business  
Kent Conservation District

### Local/County Governments

Dover  
Kent County  
Milford  
Smyrna  
Camden  
Harrington

Tasks that these agencies and local governments include, but are not limited to:

- Gathering, analyzing and evaluating and sharing demographic and land use data
- Serving on committees and task forces
- Reviewing studies, reports and agreements
- Preparing presentations and materials for meetings
- Making presentations
- Distributing materials
- Facilitating communication with elected and other officials
- Supporting the D/KC MPO website
- Advertising D/KC MPO events

## FISCAL YEAR 2022 FUNDING

The D/KC MPO Fiscal Year runs from July 1 of the current calendar year to June 30 of the next calendar year. The proposed FY22 UPWP budget includes the FY22 allotment (\$513,596.81) as well as unspent apportionment funds from prior fiscal years (\$162,278.93), equaling \$675,875.74 in Federal funds, plus \$168,968.94 in matching funds, for a total of **\$844,844.68**.

### Cost Allocation by Project and Funding Source

Draft FY22 Funding (as of 24 March 2021)									
		80% Federal Funds			20% Match				
8 digit percentage		0.63120662	0.16879336	0.80000000	0.20000000	0.00000000		0.20000000	1.00000000
FY22 UPWP Budget									
	% of Staff Effort	FHWA	FTA	Total Federal	DelDOT	Local Cash Contribution	Local In-Kind Match-hours	Total Match	UPWP Project task % of total Budget
FY 22 Project Tasks		64%	16%	80%	20%	0%		20%	
22-01 Program Management & Development	0.25000000	\$122,908.94	\$46,059.99	\$168,968.94	\$42,242.24			\$42,242.24	\$211,211.17
22-02 Prepare the UPWP	0.06000000	\$29,498.15	\$11,054.40	\$40,552.54	\$10,138.14			\$10,138.14	\$50,690.68
22-03 Public Outreach	0.17000000	\$83,578.08	\$31,320.79	\$114,898.88	\$28,724.72			\$28,724.72	\$143,623.60
22-04 Prepare the TIP	0.04000000	\$19,665.43	\$7,369.60	\$27,035.03	\$6,758.76			\$6,758.76	\$33,793.79
22-05 Data Management	0.10000000	\$49,163.58	\$18,424.00	\$67,587.57	\$16,896.89			\$16,896.89	\$84,484.47
22-06 Training, Education and Outreach	0.04000000	\$19,665.43	\$7,369.60	\$27,035.03	\$6,758.76			\$6,758.76	\$33,793.79
22-07 Update MTP	0.06000000	\$29,498.15	\$11,054.40	\$40,552.54	\$10,138.14			\$10,138.14	\$50,690.68
22-08 Transportation Planning Projects	0.02000000	\$9,832.72	\$3,684.80	\$13,517.51	\$3,379.38			\$3,379.38	\$16,896.89
Sub-category 22-08.05 (Other Planning Studies)	0.26000000	\$127,825.30	\$47,902.39	\$175,727.69	\$43,931.92			\$43,931.92	\$219,659.62
<b>Total FY22 Apportionment</b>	<b>100.0%</b>	<b>\$491,635.77</b>	<b>\$184,239.97</b>	<b>\$675,875.74</b>	<b>\$168,968.94</b>			<b>\$168,968.94</b>	<b>\$844,844.68</b>

**NOTE:** Other sub-categories in the FY22 UPWP are described in each of the eight UPWP Projects within this document. The Projected FY22 Transportation Study amount is **\$306,945.68** plus \$92,000 for MPO in-house projects. The FY22 studies are listed in a table on page 24.

### FY2022 UPWP Operating Expenses

Operational Expenses (FY2022)	Full Budget (100%)	
<b>Computer (Hardware/Software/Subscription/Maint.)</b>	\$11,000.00	1.30%
<b>Compensation for personnel</b>	\$418,554.00	49.54%
<b>Equipment/Equip. Leases/Capital Expenses</b>	\$4,500.00	0.53%
<b>Insurance and Indemnification</b>	\$3,025.00	0.36%
<b>Maintenance/Repairs</b>	\$4,000.00	0.47%
<b>Materials and Supplies</b>	\$7,800.00	0.92%
<b>Meetings and Conferences</b>	\$3,900.00	0.46%
<b>Professional Activities/Dues</b>	\$3,000.00	0.36%
<b>Professional Services</b>	\$346,085.68	40.96%
<b>Publication and Printing</b>	\$1,200.00	0.14%
<b>Public Outreach</b>	\$10,000.00	1.18%
<b>Rental &amp; Utility Costs</b>	\$28,280.00	3.35%
<b>Training Costs</b>	\$1,500.00	0.18%
<b>Travel Costs</b>	\$2,000.00	0.24%
<b>Total</b>	<b>\$844,844.68</b>	<b>100%</b>

## **Project 22-01 Program Management & Development**

As part of this task, the D/KC MPO will annually implement the Unified Planning Work Program, negotiate project funding, prepare and submit required applications and contract documents, and monitor program progress. In addition, the D/KC MPO will provide input to the Council and its committees and receive output (products) from all projects. This task also covers program administration and interagency coordination.

**22-01.01 Manage/Maintain the MPO Office:** This project includes all activities that must be performed to keep the D/KC MPO office operational including:

- Manage the daily operations of the D/KC MPO office
- Purchase and maintain equipment and facilities
- Investigate strategies to improving the efficiency of office operations
- Administer all contracts between the D/KC MPO and other entities
- Process accounts payable and receivable
- Prepare monthly reimbursement requests and all progress reports
- Recruit/retain/evaluate personnel and maintain personnel records
- Monitor the progress of the Unified Planning Work Program
- Attend training, conferences and seminars to ensure that D/KC MPO staff involved in these activities are knowledgeable about the federal and state regulations that the MPO must follow

**Completion Date: Ongoing**

**22-01.02 Support the MPO Council and Committees:** The D/KC MPO staff provides technical support to the MPO Council and committees so that they can make informed decisions about the region's transportation priorities. The staff works to ensure that these bodies function effectively, that they receive meeting materials in a timely fashion to help them make informed decisions and that their regular meeting schedule is maintained. Activities to support the D/KC MPO Council and committees include:

- Coordinate and schedule all business to be transacted by the D/KC MPO Council, the TAC, and the PAC
- Prepare meeting notices, agendas and minutes
- Compile and synthesize technical information for presentation to the D/KC MPO Council and committees
- Coordinate planning discussions and activities between different levels of government in the region
- Provide D/KC MPO status reports to D/KC MPO Council Chair and members when required
- Continuously reach out to state, county, and local elected officials to ascertain the needs of their constituents and share that information with D/KC MPO members
- Expand the consultation process to include all interested parties identified in the FAST Act
- Coordinate discussions dealing with air quality and its impact on the transportation program, particularly in regard to conformity analyses and determinations

**Completion Date: Ongoing**

**22-01.03: Continue the 3C Planning Process:** The D/KC MPO staff provides support and facilitates an open Comprehensive, Cooperative, and Continuing (3C) transportation planning and programming process at all levels of government in conformance with applicable federal and state requirements and guidelines as described in memorandum of agreements for the allocation and administration of planning funds. Activities to support the 3C process include:

- Meet with community and business leaders to ascertain their transportation concerns
- Coordinate and schedule regular meetings with municipal elected and appointed officials
- Participate in planning activities and discussions concerning freight movement through the region

- Attend meetings of local, regional and national associations/organizations that are pertinent to the business of the D/KC MPO, including but not limited to:
  - Central Delaware Chamber of Commerce
  - State Freight Plan
  - Air Quality Interagency Consultation Process
  - Hazard Elimination Program Committee
  - Working groups/advisory committees for transportation projects in the D/KC MPO region
  - Dover Safety Advisory and Transportation Committee
  - Pedestrian Council
  - DE Chapter of the American Planning Association
- Provide coordination with Kent County communities, DeIDOT, DART, and private transportation providers
- Review technical literature on transportation planning procedures
- Review federal and state transportation regulations pursuant to include but not limited to the Intermodal Surface Transportation Efficiency Act (1991); National Highway System Designation Act (1995); Transportation Equity Act for the 21st Century (1998); Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005); Moving Ahead for Progress in the 21st Century Act (2012); and Fixing America's Surface Transportation Act (2015)

**Completion Date: Ongoing**

**22-01.04: Program Support and Administration:** The D/KC MPO FY22 program support and administration activities include the financial and personnel management of the transportation planning program, public information and assistance, the development of the 2023 D/KC MPO Unified Planning Work Program (UPWP), the monthly invoices and reports to the FHWA, FTA, and DeIDOT, transportation planning staff education, and monthly procurement activities supporting tasks within the 2022 UPWP. Activities to support this task include:

- Prepare monthly invoices regarding staff time and supplies procured to implement this UPWP task
- Monitor direct and indirect cost for compliance with the D/KC MPO Indirect Cost Allocation Plan (ICAP) by identifying the UPWP task which benefits directly from the expense (i.e. staff time, supplies, facility costs, etc.)
- Coordinate with assigned accountant or auditor to ensure fiscal policies and requirements are properly executed and managed
- Ensure D/KC MPO program personnel requirements are properly implemented per approved personnel policies such as staff time recordation, staff counseling, and staff performance reviews
- Participate in the Delaware Chapter of SHRM

**Completion Date: Ongoing**

**22-01.05: FOIA Compliance:** Under Delaware's Freedom of Information Act, 29 Del. C. §§ 10001-10006 ("FOIA"), a FOIA request or petition, along with any information contained therein or any documents attached thereto, submitted to any "public body" subject to FOIA, including, without limitation, any board, bureau, commission, department, agency or committee of the State, may itself be deemed a "public record" subject to disclosure under FOIA. Activities which support this task include:

- Prepare and publish monthly PAC, TAC, and D/KC MPO Council Agendas
- Record retention activities such as scanning documents into electronic media for ease of retrieval
- Ensure applicable meetings are recorded and a system in place to retrieve meeting recordings and written

- meeting minutes
- Manage D/KC MPO program documents in a file system that is in compliance with FOIA requirements

**Completion Date: Ongoing.**

**Products:**

- 1) Successful implementation of the Unified Planning Work Program
- 2) Progress reports, Annual Report, and other transportation-related documents and information
- 3) Memorandum and reports as needed
- 4) Properly executed contracts, agreements, and grant applications
- 5) Monthly invoices and progress reports
- 6) Updates and amendments to certification documents as required
- 7) An accurate public record of all D/KC MPO Council, TAC, and PAC meetings

**Responsible Agencies:** D/KC MPO staff and member agencies – DeIDOT, DTC, City of Dover, Kent County, DNREC, Delaware Division of Small Business, State Planning, City of Milford, Town of Smyrna, Town of Camden, City of Harrington

**Staff Support:** Marilyn J. Smith, Executive Director  
Michelle Vinson, Executive Assistant  
James Galvin, Principal Planner  
Helen Wiles, Outreach Manager  
Mike Ward, GIS/Mapping

## **Project 22-02 Unified Planning Work Program (UPWP)**

**22-02.01 Prepare the FY 2023 UPWP:** The MPO staff works with the member governments to develop the next unified planning work program which describes the transportation-related planning activities anticipated in the Dover metropolitan area during the next one- to two- year period including all planning work to be performed regardless of funding source or the agencies conducting the activities, which meets the requirements of 23 CFR Part 420, sub-part A. The UPWP also indicates who will perform the work, the schedule for completing it, and the products that will be produced. This task involves the following activities:

- Identify planning priorities with Council and Committees
- Identify funding sources and amounts
- Request information about projects being completed by other agencies
- Draft a proposed program and solicit public comments
- Review and adoption by D/KC MPO Council and committees
- Prepare and execute the funding agreement with DelDOT

**Completion Date: May 2022**

**22-02.02 Modify the FY 2022 UPWP:** During the course of the year, changes may need to be made to the existing UPWP as a result of new or changed planning priorities identified through interagency consultation or because of budget issues. Additional activities associated with the UPWP include:

- Prepare monthly PAC, TAC, and D/KC MPO Council Agendas
- Identify modifications that need to be made to the UPWP
- Estimate costs and justifications
- Prepare UPWP amendments and present to the D/KC MPO Council and committees
- Prepare and execute amended funding agreements
- Monitor work schedule and budget for FY2022
- Ensure estimated staff hours for each UPWP task are being monitored and corrected when required

**Completion Date: As needed**

### **Products:**

- 1) An annual UPWP which describes all planning activities to be performed in the D/KC MPO region.

**Responsible Agencies:** D/KC MPO staff and member agencies – DelDOT, DTC, City of Dover, Kent County, DNREC, Delaware Division of Small Business, State Planning, City of Milford, Town of Smyrna, City of Harrington

**Staff Support:** Marilyn J. Smith, Executive Director  
Michelle Vinson, Executive Assistant  
James Galvin, Principal Planner  
Helen Wiles, Outreach Manager  
Mike Ward, GIS/Mapping

## **Project 22-03 Public Outreach**

One of the key components of the metropolitan planning process is a public outreach program that invites anyone with an interest in the transportation system to become involved. That outreach takes many forms, includes many audiences and is monitored by the PAC. Another object is to provide the public with complete information, timely notice, and opportunities for continuing involvement in the 3C process and ensure that all segments of the population are able to fully participate. The activities in this project support the PAC and public outreach program.

**22-03.01 Conduct Outreach to Support Recurring D/KC MPO Activities:** On a regular basis, the D/KC MPO advertises its meetings, responds to inquiries, coordinates public outreach efforts with its member governments and monitors its public outreach process. Activities carried out under this project include:

- Prepare media releases and announcements advertising D/KC MPO meetings and special events
- Maintain media relations with private, local, state, and federal public relations entities
- Ensure all programs and amendments have suitable time and accessibility for public review and comment
- Retain a record of items distributed and information disseminated by publications/media outlets
- Arrange logistics for public meetings held away from the D/KC MPO office
- Investigate opportunities for coordinating the D/KC MPO's public participation process with member governments' and other MPOs' public participation processes
- Prepare and update the Public Participation Plan and the MPO Annual Report Data Book
- With the members of the PAC, review all lists of stakeholders, including identifying low income and minority citizens that may not have easy access to the metropolitan planning process, and update accordingly
- Attend events such as the State Fair, public workshops, civic meetings, special events, Chamber functions, etc., to provide outreach, networking, and education to the public regarding the MPO
- Coordinate outreach activities with other groups
- Serve as the MPO representative on several outside committees

**Completion Date: Ongoing**

**22-03.02 Prepare the D/KC MPO Newsletter, *Journeys*:** The agency's newsletter is scheduled to be published monthly. Activities to publish the newsletter include:

- Compile information, write articles, select photos and/or artwork, and develop layout
- Solicit articles to include from member governments or associated agencies
- Distribute the newsletter to all interested parties
- Develop and distribute an electronic version of the newsletter

**Completion Date: Twelve (12) times per calendar year**

**22-03.03 Maintain D/KC MPO Social Media accounts and website:** The D/KC MPO continually strives to keep information about MPO activities updated through social media venues that include but are not limited to Facebook, Twitter, Instagram and its website. Activities to increase the D/KC MPO's electronic and social media outreach include:

- Maintain all social media outlets, work with traditional media to distribute stories, press releases and paid advertising
- Work with partners on cross priorities
- Maintain and update the MPO website
- Produce and distribute contents in written, visual or video format

**Completion Date: Ongoing**

**22-03.04 Conduct the Annual PAC Workshop:** Organize and hold a workshop to provide orientation to the metropolitan planning process for new members, engage all PAC members in discussing their roles in the planning process and creating ideas for outreach activities. Activities to accomplish this workshop include:

- Serve as the MPO liaison to the PAC
- Plan and conduct the annual PAC workshop

**Completion Date: June 2022**

**Responsible Agencies:** D/KC MPO staff and appointees from designated agencies.

**Staff Support:** Helen Wiles, Public Outreach Manager  
Marilyn J. Smith, Executive Director  
Michelle Vinson, Executive Assistant

## **Project 22-04 Transportation Improvement Program**

The D/KC MPO is charged with compiling the region's Transportation Improvement Program (TIP), which identifies those projects for which federal funding may be requested over a four-year period. DelDOT selects the projects to be included in the TIPs based on the priorities developed through the metropolitan planning process. The TIP must contain a financial plan that enumerates the funding sources for the projects in the TIP and proves that the TIP is fiscally constrained. An air quality conformity determination must be made to demonstrate that the transportation system that is created as a result of the projects in the TIP will not worsen the region's air quality. Finally, the public must have an opportunity to review and comment on the TIP projects before they are approved by the D/KC MPO.

**22-04.01 Develop the FY 2022-2025 TIP:** During FY 2022, the D/KC MPO will begin preparations for the FY 2022-2025 TIP. DelDOT has recently adopted a biennial CTP, which means the FY23 process will begin in FY22. Activities to consider in the planning process include:

- Discuss and assist in the development of project submittals from D/KC MPO members
- Discuss potential candidate projects for the FY 2022-2025 TIP with DelDOT for potential evaluation and possible additional development
- Begin drafting support documents for project list
- Establish the timeline for FY 2023

**Completion Date: June 2022**

**22-04.02 Amend the FY 2020-2023 TIP:** During FY 2022, the D/KC MPO may amend the current year TIP to reflect significant changes in funding or project scope. Activities related to this project include:

- Review the adopted Bond Bill and other proposed changes to the TIP with DelDOT and determine if an amendment is needed
- Prepare a draft amendment document, including financial constraint, annual listing of projects, and air quality conformity determination
- Subject the draft document to a 30-day public comment period
- Approve amendments to the TIP

**Completion Date: As needed**

### **Products:**

- 1) A published TIP document that meets federal requirements
- 2) A published TIP which is incorporated into the STIP (DelDOT)

**Responsible Agencies:** D/KC MPO staff and member agencies – DelDOT, DTC, City of Dover, Kent County, DNREC, Delaware Division of Small Business, State Planning, City of Milford, Town of Smyrna, Town of Camden, City of Harrington

**Staff Support:** James Galvin, Principal Planner

## **Project 22-05 Data Management**

In order for the D/KC MPO Council and committees to make informed decisions, they need to have access to data about the transportation system and the people who use it. The D/KC MPO maintains a GIS system for organizing and presenting data that has been gleaned from other sources and occasionally helps to fund the collection and analysis of new data. The maps and displays developed through GIS are also an important element of the public participation process.

**22-05.01 Operate and Maintain the Geographic Information System:** This project will maintain and update the D/KC MPO's existing GIS by improving communication and data sharing with other agencies and adding new data as it becomes available from other reliable sources. The activities to complete this project include:

- Work with member governments to identify sources for data that the D/KC MPO will need during the year and the process for accessing the data
- Update GIS data from federal, state and local sources
- Refine/maintain a database that identifies locations of minority, low income and other under-served populations that may be adversely impacted by the construction of or lack of transportation improvement projects
- Integrate survey data from the Center for Applied Demographic Research
- Partner with D/KC MPO member agencies and other organizations to build data sets and collect data
- Integrate visualization techniques into the GIS
- Create maps and displays for D/KC MPO meetings and projects as requested
- Participate in regional, statewide and national committees and organizations pertinent to operating and maintaining a robust GIS system for the D/KC MPO including:
  - Delaware Population Consortium
  - Delaware Geographic Data Committee
  - U.S. Census Bureau

**Completion Date: Ongoing**

**22-05.02 Support the Data and Demographics Working Group:** In FY 2011, the D/KC MPO created the Data and Demographics subcommittee for the purpose of developing small area population and employment projections and revising traffic analysis zone (TAZ) boundaries. It was later changed to a Working Group. The Working Group meets to evaluate county-level projections developed by the Population Consortium and disaggregate them to the TAZ level and to discuss other data of concern to the D/KC MPO.

In addition, the D/KC MPO continually re-examines and redefines analysis zone boundaries based on changes in demographics and the highway system. This project will continue that process and evaluate TAZ boundaries in relation to the 2020 Census results.

**Completion Date: As needed**

**22-05.03 Performance Measures Data:** D/KC MPO staff will work with DelDOT to establish performance measures for UPWP tasks. Performance management is part of the Federal-aid highway program and provides a means to the most efficient investment of Federal transportation funds by refocusing on national transportation goals, increasing the accountability and transparency of the Federal-aid highway program, and improving project decision-making. The D/KC MPO will draft an agreement regarding performance measure data sharing and coordination with the State. Activities to complete this project include:

- Setting of D/KC MPO targets. Within 180 days of States or providers of public transportation setting performance targets, requires MPOs to set performance targets in relation to the performance measures

(where applicable). To ensure consistency, each MPO must, to the maximum extent practicable, coordinate with the relevant State and public transportation providers when setting performance targets. [§1201; 23 USC 134(h)(2)].

- Plans requiring targets. Requires the following plans to include State targets (and/or D/KC MPO targets, as appropriate):
  - Metropolitan transportation plans [§1201; 23 USC 134(i)(2)(B)]
  - Metropolitan Transportation Improvement Program (TIP) [§1201; 23 USC 134(j)(2)(D)]
  - Statewide Transportation Improvement Program (STIP) [§1202; 23 USC 135(g)(4)]
  - State asset management plans under the National Highway Performance Program (NHPP) [§1106; 23 USC 119(e)]
  - State performance plans under the Congestion Mitigation and Air Quality Improvement program [§1113(b)(6); 23 USC 149(l)]
- Ensure the D/KC MPO targets are included in statewide transportation plans [§1202; 23 USC 135(f)(7)]

**Completion Date: Ongoing**

**Products:**

- 1) An updated GIS database that includes all available Census and survey data
- 2) Maps and other visual materials in support of D/KC MPO reports and presentations
- 3) Traffic analysis zones that cover the most useful geographic areas for aggregating data
- 4) Better data upon which decisions can be made
- 5) TAZ-level population and employment projections that will be used to update the MTP
- 6) Performance measures approved by DelDOT

**Responsible Agencies:** D/KC MPO staff and member agencies – DelDOT, DTC, City of Dover, Kent County, DNREC, Delaware Division of Small Business, City of Milford, Town of Smyrna, Town of Camden, City of Harrington

**Staff Support:** James Galvin, Principal Planner  
Mike Ward, GIS/Mapping

## **Project 22-06 Training, Education and Outreach**

The metropolitan planning process brings together a variety of people and organizations involved in shaping the built environment. The consequences of their decisions are far-reaching and long-lasting. Their ability to make sound decisions is sometimes hampered by a lack of understanding of the interrelationships between transportation, the built environment and their daily lives. This project will provide opportunities for people involved in the MPO process to learn about best practices in transportation and land use planning by conducting workshops, seminars and forums on a variety of topics. Activities to accomplish this project include:

**22-06.01 Planner Training:** The D/KC MPO will continue developing partnerships with member governments, the Technology Transfer (T<sup>2</sup>) Center and the Institute for Public Administration at the University of Delaware, WILMAPCO and the DE APA to identify the areas of interest and need. As part of this task, the D/KC MPO may also sponsor training sessions such as the charrette training previously sponsored by the National Charrette Institute.

The activities to complete this project include:

- Participate in Delaware Chapter of the APA, conference calls, meetings, and events
- Participate in Delaware Chapter of ASPA, conference calls, meetings, and events
- Participate in AMPO, conference calls, meetings, and events
- Work with regional and sub regional member agencies to coordinate latest trends and studies regarding D/KC MPO transportation issues
- Webinars and publications

**Completion Date: As needed**

**22-06.02 Air Quality Outreach:** The D/KC MPO will continue its participation on WILMAPCO's Air Quality Subcommittee, the Air Quality Partnership of Delaware, and DNREC's Anti-Idling Working Group to provide these groups with the Kent County region's perspective related to air quality improvement efforts.

**Completion Date: As needed**

**22-06.03 Bicycle Education and Safety:** The D/KC MPO will continue to participate in the annual Walkable/Bikeable Summit planning committee. In addition, the D/KC MPO will assist DelDOT in planning bicycle education and safety events throughout Kent County. The D/KC MPO may also help identify bicycle and pedestrian needs and potential solutions. The D/KC MPO may also participate in committees, subcommittees and events that are for the creation and promotion of walkable and bikeable communities.

**Completion Date: As needed**

**Products:**

- 1) A better-informed public regarding the interrelationships between planning and transportation
- 2) Coordination with Kent County and statewide Planners on D/KC MPO activities

**Responsible Agencies:** D/KC MPO staff and member agencies – DelDOT, DTC, City of Dover, Kent County, DNREC, Delaware Division of Small Business, State Planning, City of Milford, Town of Smyrna, Town of Camden, City of Harrington

**Staff Support:** James Galvin, Principal Planner  
Helen Wiles, Public Outreach Manager

## **Project 21-07 Metropolitan Transportation Plan (MTP)**

The Metropolitan Transportation Plan (MTP) provides a guide for how the region's transportation system should evolve over a 20-year period. It describes how all of the region's plans fit together to ensure managed growth in the region. The latest update to the MTP "Innovation 2045," was approved by the D/KC MPO Council in January 2021. This plan reflects the region's proposed transportation priorities over the next 20-plus years in consultation with DelDOT (which updated their Long-Range Plan in May 2019) and with 20 local municipalities and Kent County updating their comprehensive plans. Activities related to this project include:

The MTP is continuously monitored. Should a new project be proposed that's not in the current MTP, the document would need to be amended to include the proposed project to ensure Federal funds can be expended on that particular project. This task covers any potential amendments to the current MTP, as may be required.

### **Completion Date: As needed**

**Staff Support:** Marilyn J. Smith, Executive Director  
James Galvin, Principal Planner  
Michelle Vinson, Executive Assistant  
Helen Wiles, Outreach Manager  
Mike Ward, GIS/Mapping

## **Project 22-08 Transportation Planning Projects**

**22-08.01 Provide Technical Assistance to D/KC MPO Members:** The D/KC MPO has the ability to provide services to the D/KC MPO's members, particularly local municipalities. Activities to accomplish the effort include:

- Assist local municipalities with identifying and prioritizing transportation needs
- Develop workshops and presentations on various planning concepts such as Transit Oriented Development, Form-based codes, traffic calming, and others
- Participate in the Development Advisory Committee (DAC) and Preliminary Land Use Service (PLUS) processes to provide the D/KC MPO perspective about proposed projects
- Develop small transportation concepts, such as access management plans, intersection studies, etc.

**Completion date: Ongoing**

**22-08.02 Comprehensive Plan Assistance:** As part of this task, the D/KC MPO will provide financial and/or technical assistance to local municipalities that are updating or developing their comprehensive plans. Municipalities that are interested in such assistance would contact the D/KC MPO. The technical assistance would be limited to the development of the transportation-related elements of the comprehensive plan. Financial assistance could be provided to a municipality as well, to cover costs related to professional services necessary to develop the transportation-related elements of the comprehensive plan. Available funding maybe budgeted for financial assistance as part of this task.

**Completion date: As needed**

**22-08.03 Delaware Population Consortium Projections:** The purpose of this project is to provide funding for the Delaware Population Consortium (DPC) to develop its annual statewide and countywide projections. These projections are used by the D/KC MPO, DelDOT and other state agencies for a wide variety of land use and transportation purposes, including transportation modeling, scenario planning, and the development of area-wide master land use/transportation plans.

The project is a joint effort with WILMAPCO and other planning and land use agencies in Delaware. The majority of funding towards the project comes from state agencies. The D/KC MPO may budget some of its available funding for this initiative.

**Completion date: Ongoing**

**22-08.04 Congestion Management Process:** Funding allocation will be considered for future work in conjunction with DelDOT's and WILMAPCO's proposal to expand the Congestion Management Process (CMP) into Kent County. This task will involve obtaining traffic count data at key intersections throughout the County. Available funding may be budgeted for financial assistance as part of this task.

**Completion Date: Summer 2021**

**22-08.05 Other Planning Studies:** The D/KC MPO may undertake additional transportation planning studies as funding is available and as requested by state agencies and member municipalities throughout the year. UPWP amendments may be required to accommodate the additional planning studies, depending on the scope of the project and the need for professional services. Approximately **\$313,323.00** in FY22 funding is available if required. Studies will be classified to include but not be limited to the following categories:

- **22-08.05.a** - Bicycle and Pedestrian Feasibility Study
- **22-08.05.b** - Parking Study

- **22-08.05.c** - Transportation Corridor Study
- **22-08.05.d** - Transportation Improvement District Study
- **22-08.05.e** - Transit Study
- **22-08.05.f** - Freight (Rail or Truck) Study
- **22-08.05.g**- Performance Measures
- **22-08.05.h** - Miscellaneous Transportation Study

Transportation Studies and Plans suggestions were solicited from D/KC MPO Partners in January 2020. The D/KC MPO received nine requested studies. The list was reviewed by D/KC MPO staff and prioritized using the "Decision Lens" software before being forwarded to the D/KC MPO Public Advisory Committee (PAC) and Technical Advisory Committee (TAC) along with the UPWP for consideration before the UPWP is approved by the Council during the month of May 2021.

All study proposals must support the most recent D/KC MPO Metropolitan Transportation Plan (MTP). **Priority** of proposed studies will go towards those studies specifically recommended in the MTP. **Secondary** priority goes to proposed studies which support specific goals annotated within the MTP. **Tertiary** priority goes to recommended studies and plans supporting our D/KC MPO Partners missions/plans which indirectly also support the MPO mission.

Dover/Kent MPO FY22 Transportation Planning Projects (as of 23 March 2021)										
Project Name	Strategic Contract Study Category	Assigned FY22 UPWP Task Number	MPO Partner	SOW completed and estimate received - due 2/19/21	Study Cost Estimate	Primary, Secondary, or Tertiary Classification	Decision Lens Score	Decision Lens Rank	Contractor	Notes
Delmarva Freight Plan Update	Freight Study		DelDOT		\$50,000.00		n/a			MPOs contributing to match DelDOT contribution
East-West Freight Route Feasibility Analysis	Freight (Rail or Truck) Study	20-08.05.f.1	Kent County	X	\$80,000.00	Tertiary	n/a		WRA	carry-over from FY21, 56% of work completed
McKee Road / Saulsbury Road Corridor	Transportation Corridor Study		DelDOT	X	\$84,000.00	Primary	0.85	1	Century	reconsidering scope of work to phase the project; phase 1 in FY22, phase 2 in FY23 \$80,000
Transportation Improvement District (TID) Program Support	Transportation Improvement District (TID) Study		DelDOT	open-ended	\$13,945.68	Primary	0.75	2	WRA	whatever is available
Rail Corridor Industrial Land Use	Freight Study		Kent Economic Partnership	X	\$39,000.00	Primary	0.64	3	WRA	
Camden Bike & Pedestrian Plan	Bicycle and Pedestrian Feasibility Study		Town of Camden		\$46,000.00*	Primary	0.59	4	DKMPO	Jim writing the MPO scope of work
Bowers Road (Rt. 18) & Main Street Bike Ped Improvements	Bicycle and Pedestrian Feasibility Study		Town of Bowers	partial	\$46,000 (MPO)* \$40,000 (WRA)	Secondary	0.59	4	DKMPO & WRA	Jim writing the MPO scope of work
				*MPO in-house	\$92,000.00					
				<b>Total Expenditure</b>	<b>\$306,945.68</b>					

Should other study/plan ideas come forward during the fiscal year after the FY22 UPWP has been approved, those may be considered as well. Should these study/plan ideas meet any of the three priorities listed above, those will be briefed to the PAC, TAC, and Council for funding consideration before actual work on those plans.

Should any D/KC MPO partner **contribute 20%** or more of the estimated transportation study/plan cost, those transportation study/plans will receive higher priority over those study/plans with no contributions. Should two or more D/KC MPO partners wish to contribute 20% or more, then the study scoring highest on decision lens will be considered priority over the secondary study/plans. The D/KC MPO will utilize their strategic planning contract mechanism for any transportation studies using FY22 approved operational funding, ensuring that each study is invoiced according to the specific funding stream contracted against.

**Completion Date: As Needed**

**Staff Support:** Marilyn J. Smith, Executive Director  
James Galvin, Principal Planner  
Michelle Vinson, Executive Assistant  
Helen Wiles, Outreach Manager  
Mike Ward, GIS/Mapping