



Buechner Institute for Governance

*Outcome Assessment and Knowledge
Sharing proposal to the:
Denver Regional Council of
Governments*



School of Public Affairs
UNIVERSITY OF COLORADO DENVER

www.spa.ucdenver.edu/BIG

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Cover Letter

Denver Regional Council of Governments

1290 Broadway, Suite 700

Denver, Colorado 80203-5606

RE: Response to Outcome Assessment and Knowledge Sharing (OAKS)

Statement of interest

The Buechner Institute for Governance (in the School of Public Affairs) and the Planning and Design Department (in the College of Architecture and Planning) at the University of Colorado Denver will partner to provide the services and deliverables required in the February 18, 2014 Request for Proposal for Outcome Assessment and Knowledge Sharing (OAKS) from the Denver Regional Council of Governments (DRCOG). We are committed to fulfilling the requirements of Section II, Project Description, Sections A, B, and C (Tasks 1-5) and to meet the 9-month completion schedule projected to be January 31, 2015. Our proposal includes a highly qualified, integrated team and project approach.

Qualified integrated project team

Our team includes experts in planning, transportation, urban design, public finance and administration, public health, and urban development. Collectively, we have experience in transit-oriented development, transportation corridor planning, accessibility analysis, economic development planning and analysis, public participation, urban design, housing development, policy analysis, local government finance, public health, regional planning, and environmental planning. Members of the project team have worked in the project topic areas in Denver, regions throughout the U.S., and other countries. We will draw upon our extensive networks and knowledge of related activities with fixed rail transit to: 1) select comparison regions, 2) identify practical best practices, 3) evaluate the existing corridors, and 4) propose recommendations for future corridors. Additionally, we are intimately familiar with the Sustainable Communities Initiative and goals and the research and practice that led to the HUD-DOT-EPA partnership.

- Our diverse local, regional, and national knowledge in the topic areas prepares us to:
 - synthesize the vast amount of work already generated for the DRCOG SCI grant
 - interpret existing data collected for the SCI, Metro Vision 2040, and other purposes
 - relate this data/information into the context of experiences around the country, and past regional planning efforts
 - evaluate the findings from our research and identify challenges, barriers, and best practices
- As researchers and practitioners, our team is familiar with identifying meaningful, realistic, and valid performance measures to assess and communicate the benefits of and best practices for sustainable communities.
- In addition to reviewing the existing data and reports, we will:
 - conduct local and national interviews
 - visit the station areas and corridors
 - dedicate a planning project studio course to support the development of the case studies on outcomes related to the four specific target areas; housing, accessibility, site development, and economic and jobs development.
- We will design the case studies to provide concise and practical information, including best practices and performance measures, to be used by local governments, regional planners, business groups, developers, and nonprofit intermediaries in the Denver region.

- We will design the case studies to provide concise and practical information, including best practices and performance measures, to be used by local governments, regional planners, business groups, developers, and nonprofit intermediaries in the Denver region.
- The cases will incorporate evaluation of past planning and implementation activities and ways to revise current planning policies and implementation strategies to support the success of the future corridors. We know from our experience that infrastructure, safety, RTD fare and scheduling policies, TOD plans, intergovernmental cooperation, and funding are just some of the factors influencing the outcomes.
- We will also assess the community outreach and engagement processes to consider:
 - how it was included in the planning
 - to what extent it informed the planning and final outcomes, including improved access to housing, jobs, services, and transit for all people in the final development

Project approach to meet budget and schedule

Our proposed timeline and project approach is included in Section 6: Project Management and Scheduling Expertise of this proposal. In short, we will have a project launch period and then commence Tasks 2 and 3 in parallel so that evaluations of the existing routes and best practices and outcomes in other regions in the U.S. may inform one another.

After developing an initial understanding of the Denver and comparison regions, we'll begin tasks 4 and 5. We see these tasks as complementary rather than sequential and because of our team member's different areas of expertise we can work on them simultaneously so that the deliverables for tasks 4 and 5 happen through an iterative process that allows for refinement with DRCOG input throughout the study.

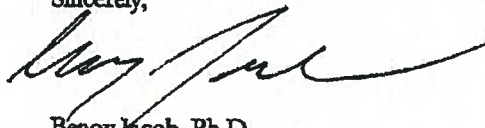
Certifications

As Principal Investigator for this project, I am certifying that the information and data submitted is true and complete to the best of my knowledge. The Buechner Institute DBE Statement is contained in Appendix A.

My contact information is as follows:

Dr. Benoy Jacob, Ph.D.
1380 Lawrence Street, Denver CO 80217
Office: (303) 315-2990 Fax: (303) 315-2229
benoy.jacob@ucdenver.edu

Sincerely,



Benoy Jacob, Ph.D.
Assistant Professor and Director, Center for Local Government Research and Training
Buechner Institute for Governance
School of Public Affairs, University of Colorado Denver

The Regents of the University of Colorado,
a body corporate, for and on behalf of the
University of Colorado, Denver

By: 
Name: Christine Ahearn
Title: Interim Director
Date: 4/14/14

II. Qualifications and Experience of Respondent

The following is a description of our projects and experience over the past three years relevant to the draft scope of services described in Section II of the RFP including projects for which key personnel assigned to this project have either been primarily responsible or have performed substantial work.

Project Team

The Buechner Institute for Governance (in the School of Public Affairs) and the Planning and Design Department (in the College of Architecture and Planning) at the University of Colorado Denver will partner to provide those deliverables and services required in the OAKS RFP from the Denver Regional Council of Governments (DRCOG).

The Buechner Institute for Governance is the applied research arm of the School of Public Affairs – serving as a bridge between practitioner and academic communities and as a resource for policy and development. The Institute provides objective policy research and program evaluation, expert technical assistance, leadership and professional development training, and forums for discussion of public issues. The resources of a highly qualified research and professional development staff are integrated with the SPA faculty as research affiliates of the Institute.

The Center for Local Government, Research and Training in the Buechner Institute for Governance will manage and administer the project in partnership with a research team lead by the Planning and Design Department. Benoy Jacob, PhD., Director of the Center for Local Government Research and Training (The Center) will serve as Principal Investigator to ensure that all institutional resources are committed and properly administered for the project and provide the lead on drafting and developing interim and final reports. Randy Harrison, Senior Fellow, will serve as Project Manager and “Point-of-Contact” accountable to the DRCOG project manager and the DRCOG project team. He will also support the Lead Researcher to ensure that the project proceeds in a timely and efficient manner.

The Department of Planning and Design engages in applied research, teaching, and community engagement throughout the region on issues involving housing, transportation, public health, and economic development. Carrie Makarewicz, PhD., will lead the Project Research Team coordinating the research and data gathering activities in Tasks 2-5 and supporting the drafting of interim and Final Reports.

The three key personnel of the proposed OAKS team, integrates the policy and governance research capabilities and experience of the Buechner Institute for Governance with the research and experience of the Planning and Design Department.

Figure 1 (below) summarizes the projects and relevance experience of the key personnel for the last 3 years.

Figure 1 Projects and Relevant Experience (Last 3 Years)

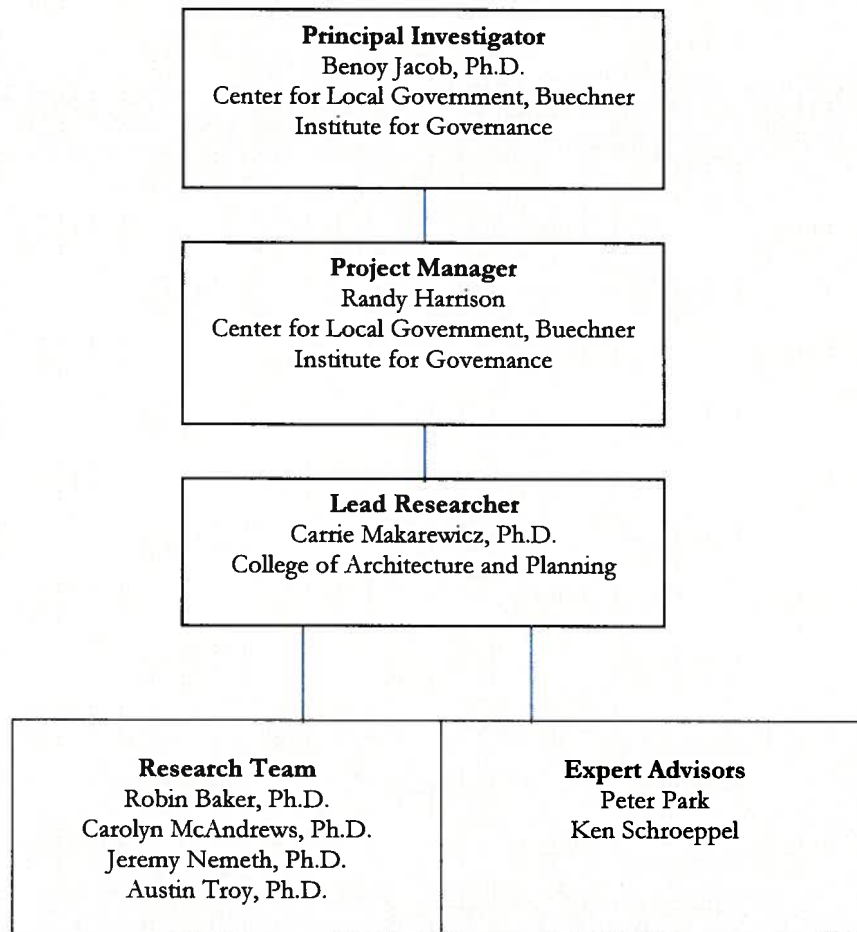
Current Projects	Relevant Experience	Key Staff & Assigned Tasks
Project: Fiscal Conditions Client: Colorado Municipal League Reference: Sam Mamet, Executive Director	Fiscal data research and analysis Fiscal impacts analysis Coordination and communication with local government officials and Department of Local Affairs	Benoy Jacob OAKS Principal Investigator
Budget Conditions and Forecasting for Colorado Counties Client: Colorado Counties Inc. Reference: Chip Taylor, Executive Director	Fiscal data research and analysis Fiscal impacts analysis Coordination and communication with local government officials and Department of Local Affairs	Benoy Jacob, OAKS Principal Investigator
National/Regional Workshop on Public Private Partnerships and P3 Partnership Initiative Client: NCPPP/BIG Partners Reference: Richard Norment former Executive Director and Consultant	Partnership with the National Council of Public Private Partnerships and Colorado local government officials sponsors on PPPs in transportation, social infrastructure, project finance, health, water/wastewater	Randy Harrison OAKS Project Manager
Understanding Household Recovery Following the 2013 Colorado Flash Floods Client: Natural Hazards Center, Boulder, CO Reference: Jolie Breeden, Program Associate Natural Hazards Center Boulder, CO	Housing development and affordable housing funds; state and federal policies for planning and redevelopment; data collection on affordable housing and jobs access in the Front Range	Carrie Makarewicz Research Lead
Other Projects		
Clean Cities, American Lung Association, Analysis of Colorado Electric Vehicles Readiness Plan for Deployment Client: Move Colorado Reference: Ken Rudolph, Treasurer, Move Colorado	Partner Consultant Analysis of Colorado transportation policy and fiscal barriers to electric vehicle deployment and outreach information and educational program on electric vehicle deployment	Randy Harrison OAKS Project Manager
Executive Director, Move Colorado Client: Move Colorado Reference: Jeff Kullman, President	Manager association affairs; deliver education and outreach programs; conduct policy research on transportation finance in Colorado	Randy Harrison OAKS Project Manager

Research on innovations and possible new models of collaboration among cities, school districts, regional transportation districts, and state education agencies. Client: Mile High Connects Reference: Davian Gagne (MHC); Jeff Vincent (Center for Cities & Schools)	Research on transportation policy and financing, and identification of best practices in transport planning and coordination around the country through interviews and literature searches	Carrie Makarewicz Research Lead
Examining the influence of the urban environment on caregivers' time, energy and resources for engagement in their children's learning and development. Client: HUD PD&R Doctoral Dissertation Research Grant Reference: Karen Chapple	Conducting and coding Interviews with households, officials, and planning practitioners; fieldwork and site visits; participant observations, and literature review on the topics of housing policy, TOD, transportation service, jobs access.	Carrie Makarewicz Research Lead
Study of infrastructure planning for schools and businesses Client: University of California Transportation Center Reference: Karen Chapple	Analysis of 15 years of employer location decisions throughout California based on access to employees, housing, and infrastructure, including rail transit; analysis of school districts infrastructure and overlapping jurisdictions	Carrie Makarewicz Research Lead
STAR Communities Technical Advisory Committee, Technical Advisory Group Client: STAR Communities Reference: Daniella Hirschfield	Collaboratively developed goals and objectives for a new national sustainability rating system for local governments.	Carrie Makarewicz Research Lead

III. Qualifications and Experience of Key Staff

The organization of the key personnel (describe in above section two) and the research staff is summarized in Figure 2 (below). The qualifications, experience and related tasks are described in detail in this section. Resumes of all personnel and researchers are included in Appendix B.

Figure: 2 Organization



Project Management Team Key Personnel **Principal Investigator**

The Principal Investigator will ensure that all institutional resources are committed and properly administered for the project and provide the lead on drafting and developing interim and final reports.

Benoy Jacob

Project Tasks (1, 4, 5, and Final Report): Project Oversight, drafting of interim, and final reports.

Previous related experience: Fiscal conditions research cities and counties, equity planning and community economic development

Tenure current firm: 4 yrs

Benoy Jacob, Ph.D., Assistant Professor and Director of Center for Local Government Research, will have overall responsibility for the project. In particular, he will oversee the data collection, analysis/ development of performance measures, Tasks 4 & 5, and the production and presentation of the final report. Dr. Jacob is a nationally recognized expert on local governments and has written on issues relating to: infrastructure, public finance, strategic management, economic development, and community well-being.

Mr. Jacob is currently serving as project manager for the Colorado Municipal League (CML) and Department of Local Affairs (DOLA) Fiscal Conditions project which will annually project, monitor and interpret the fiscal conditions of Colorado Cities using and improving the DOLA local government fiscal data base. He is also directing a similar project for Colorado Counties, Inc., applying (DOLA) data to budget projections for small and medium sized counties on an annual basis. In addition to local government research, Mr. Benoy worked in local government planning and land use consulting completing projects in revitalization, comprehensive planning, downtown needs assessment, and economic impact studies.

Ph.D., Public Administration, University of Illinois - Chicago, IL

M.A., Public Policy and Public Administration, Concordia University - Montreal, PQ

B.A., Urban Studies, Concordia University - Montreal, PQ

Project Manager

The Project Manager will serve as the “Point-of-Contact” accountable to the DRCOG project manager and the DRCOG project team. He will also support the Lead Researcher to ensure that the project proceeds in a timely and efficient manner.

Randy Harrison

Project Tasks (1,3 & 5 and Final Report): Project administration, interview support, drafting of interim and final reports.

Previous related experience: DRCOG project management Metro Forum

Tenure current firm: 1.5 yrs

Mr. Harrison currently serves as a Senior Fellow at the Buechner Institute for Governance for research, program and professional development and training. Most recently, he managed RW Harrison & Associates, a professional service, business and project development company while serving as Executive Director of Move Colorado, a non-profit corporation representing Colorado’s transportation community on transportation finance issues.

In addition to leading major proposals for public-private partnerships on the I-70 Mountain Corridor, the RTD Gold Line, and the C470 Corridor, he served as Project Manager for the Metro Forum Project for the Denver Regional Council of Governments – 2-Year (\$90,000) study of regional governance by a 27-member blue ribbon panel of private and public leaders appointed by DRCOG that recommended the best approach for regional governance in the Denver metro area. Mr. Harrison is a current member, DRCOG Metro Vision Planning Advisory Committee and Regional Transportation District Fiscal Sustainability Task Force; Colorado Reform Roundtable; CDOT Study of Statewide Economic Benefits of Transportation Investment; Denver Chamber of Commerce Transportation Committee

M.A., Public Administration (USC)

B.A., Public Administration (USC)

Lead Researcher

The Lead Researcher will manage the Project Research Team with respect to coordinating the research and data gathering activities in Tasks 2-5 and supporting the drafting of interim and Final Reports.

Carrie Makarewicz

Project Tasks (1, 2, 3, 4, & 5): coordinate research team; lead studio work to provide supplementary information for tasks 2 and 5, and drafting of interim and final reports.

Previous related experience: TOD best practices and studies; co-developed Housing & Transportation Affordability Index; developed courses on transportation and land use theory on access and travel behavior as it relates to TOD, ridership, and development; housing research on needs assessment, policy, and development finance; economic development strategies and analysis on firms and workers

Tenure current firm: 8 months

Ms. Makarewicz is currently engaged in research on community and neighborhood development, transport equity, post-disaster recovery planning, regional planning, and urban school reform and teaches Urban Development, Regional Planning and Policy, and Planning Project Studio. Before coming to the Department of Planning and Design, CU Denver, she conducted research on infrastructure planning and firm location and comparative national transportation policy for the University of California Transportation Center; TOD and energy planning with the Center for Neighborhood Technology as Research Manager and Planner, served as a liaison to the Center for Transit Oriented Development partnership, Chicago; conducted school finance and historic preservation research with the Metropolitan Planning Council, Chicago; and undertook public finance research for the Institute of Government & Public Affairs, Chicago.. She has published and presented extensively on issues and policies in housing, schools, transit-oriented development (TOD) (with Reconnecting America), transportation affordability, and firm and household locational choice.

PhD, City & Regional Planning. University of California, Berkeley

Master of Urban Planning and Public Affairs. University of Illinois-Chicago

Bachelor of Business Administration, Computer Information Systems, and Liberal Arts, University of Michigan, Ann Arbor

Research Team Members

The research team reflects a high-level of expertise with respect to the substantive areas of the project. The research team will conduct the data gathering, interviewing, analysis and research as required in Tasks 2 – 5 of the scope of work.

Carolyn McAndrews

Project Tasks (1, 2 & 5): assessment of integration of public health and safety concerns into site planning; pedestrian and bicycle accessibility in station areas and neighborhoods; experience of public engagement and participation in the planning process.

Previous related experience: transit corridor planning, transportation safety and access, public health as it relates to transportation and the built environment, Robert Woods Johnson Post-Doctoral Fellow, public participation and engagement in transportation planning in a regional context

Jeremy Nemeth

Project Tasks (1, 2, 3 & 5): Analysis of site development (Task 2); Best Practices, literature review and case studies in other regions (Task 3)

Previous related experience: Practicing planner in California specializing in development entitlement, land planning, environmental regulation and community outreach. Currently, he co-chairs the Urban Design program and chairs the Department of Planning & Design at CU Denver. His work looks at impacts of urban design on access to and behavior in public spaces, factors affecting neighborhood development, and issues of environmental justice.

Austin Troy

Project Tasks (2 & 3): task 2 evaluation of sustainability-related performance measures, code review of municipalities, review of reports on accessibility; Task 3, literature review for best practices.

Previous related experience: former planning commissioner, environmental policy and science degree, advanced GIS analysis, past Director of the Transportation Center at University of Vermont.

Robin Baker

Project Tasks (2,3,4,5): final report and administrative support; data gathering, research and analysis as required.

Previous related experience: fiscal policy analysis and fiscal impacts on vulnerable populations, and efficiency analysis in education, and economic development.

Expert Advisors

The expert advisors represent the University's unique position to 'take advantage' of in-house expertise throughout the life of the project. These experts will provide guidance and insight in each task outlined in the scope of work as well as reviewing and commenting on interim and final draft reports.

Peter Park

Project Tasks (support for all tasks): Review preliminary reports; provide background information on FasTracks and TOD planning; identify interview participants

Previous related experience: Director of Planning, City and County of Denver, CO where he led the Denver Blueprint planning process, an integrated transportation and land use plan to guide future development, and the TOD Strategic Plan; Director of Planning, Milwaukee, WI; Planning and Studio Instructor CU Denver, Department of Planning and Design private consultant for several large cities implementing zoning codes to support TOD and accessibility

Ken Schroeppel

Project Tasks (support for all tasks): Background information on Denver metro region; identify interview participants

Previous related experience: Planning and Development Consultant, Matrix; Instructor, Department of Planning & Design, CU Denver; owner Denver Urbanism and Denver Infill blogs; member of the Downtown Denver Partnership

Assignment of Personnel by Task

Task One: Project Initiation and public process

Working with DRCOG, we will identify reports, data sources, comparison regions, and stakeholders to access for each of the four tasks. We'll confirm the staffing, methodology, process, contract schedule, and the interim and final deliverables. In our initial scan, we've identified several government and nonprofit groups working on the related SCI projects and others working on each of the four topic areas of housing, access, jobs, and development in the region, such as the members of the Mile High Connects Working Groups on Jobs, Education, and Health, TMAs, housing authorities, affordable housing developers, workforce development boards, labor, job training programs affiliated with the community colleges and the trades, CHAFA, etc. We will also include interviewees from associations representing local government, business and developers, including Downtown Denver Partnership, Metro Denver Chamber, Denver Small Business Alliance, FRESC, National Association of Home Builders, ULI Denver Chapter, APA Co Chapter, etc.

We expect to complete this task within two weeks of the receipt of the contract, e.g. by June 15th if contract is awarded and signed by June 1.

Leads: Benoy Jacob, Randy Harrison, Carrie Makarewicz

Other Project Team Members: Ken Schroepfel, Jeremy Nemeth, Peter Park, Austin Troy, Carolyn McAndrews

Task Two: Assessment of Experience in Corridors Associated with Existing RTD FasTracks Lines

To conduct the four case studies broken out by corridor and further by the four topic areas, we will use interviews, the current data on housing, jobs, business development, and accessibility from DRCOG, state agencies, and local groups working on the topic areas, and the reports and studies. Through the interviews, we may identify additional resources to inform this study.

In addition, we will devote a Fall semester studio course in the Department of Planning & Design, taught by Carrie Makarewicz, to help evaluate and verify the identified research and other materials. Students will help to summarize the material and provide on the ground evaluation through site visits to the stations and corridors. They also will help to evaluate the plans, development policies, and incentives of several cities along the three existing corridors. The students may accompany faculty and other project team members on key interviews and conduct supplementary interviews with community groups, residents, and employees who work or live in the station areas that were not identified as primary stakeholders or informants. The studio will have 12 advanced Masters students in urban and regional planning. These students will not be official members of the project team, but their work will allow the project team members to focus on the evaluation tasks based on the summary and synthesis of the reports and data compiled by the students. Students will give several updates and presentations to the project team, [and potentially DRCOG members] throughout the fall semester, helping to inform Tasks Two and Five.

Lead: Carrie Makarewicz

Other Project Team Members: Austin Troy, Jeremy Nemeth, Carolyn McAndrews, Peter Park, Ken Schroepfel, Robin Baker

Task Three: Identification of Best Practices and Performance Measures in Other Regions

Upon completion of Task One, Carrie Makarwicz, Jeremy Nemeth, Austin Troy, and Robin Baker will begin this task by mid-June and work on it in parallel with Task Two. These two tasks are complementary and the project team members working on the two tasks will meet regularly to share findings on barriers, plans, approaches, measures and outcomes in Denver and the comparison regions. Potential comparison regions include Salt Lake, Sacramento, Seattle, San Diego, Santa Clara County (light rail within the San Francisco Bay Area), Minneapolis-St. Paul, Dallas, Cleveland, and Miami. These regions, or sub-regions, have new systems that are similar to the Denver region in age and size, suggesting similar challenges to infill and retrofitting existing auto-oriented land use patterns to be more transit supportive. Most are in the Western U.S. and experienced the majority of their development in auto-oriented eras. We will include at least one region with a larger and older system that has actively and successfully pursued transit-oriented development and enhanced accessibility in urban and suburban areas, such as Portland, San Francisco, Washington, D.C., and northeastern New Jersey. Some of these systems have new extensions to their older systems.

In addition to reviewing the literature and reports on these areas, we will interview planners, developers, consultants, and researchers who have worked on or studied these systems and related TOD. The interview participants will include experts who work nationally as well as locally in the comparison regions.

Lead: Carrie Makarewicz

Other Project Team Members: Jeremy Nemeth, Austin Troy, Robin Baker

Task Four: Identification of Key Themes and Messages

As we collect and evaluate the findings in Tasks Two and Three we will begin to identify key themes and messages. By identifying them as we go, we will be able to test these themes and messages in our interviews with stakeholders in the Denver and comparison regions, and hone them based on feedback and input from the interviews. We will submit interim monthly deliverables for discussion with DRCOG staff.

Lead: Carrie Makarewicz

Other Project Team Members: Benoy Jacob, Randy Harrison, Peter Park

Task Five: Assessment of Current Corridor Planning Efforts

In month three (August 1), we will begin to collect and evaluate information on the proposed SCI corridor planning efforts. Some of our team members will begin work on looking at the gaps and will work with the team members working on Tasks Two and Three.

Lead: Benoy Jacob

Other Project Team Members: Carrie Makarewicz, Randy Harrison, Ken Schroepel, Carolyn McAndrews, Austin Troy, Jeremy Németh, Peter Park

Final Report

The final report will include an executive summary including practical information on the findings, gaps, recommendations, for use by local government officials, planners, nonprofit groups, developers, etc.

The report, be written for a policy and general audience and will detail findings for the 4 topic areas for each existing and planned corridor.

Appendices will list our interviews, data sources, additional metrics and summary tables

IV. References

The following references are familiar with the Buechner Institute for Governance, School of Public Affairs ability, experience, and reliability in the performance and management of projects of a similar nature.

Figure 4 References

Reference	Address & Phone
Sam Mamet Executive Director Colorado Municipal League	1144 Sherman Street Denver, CO 80203 (303) 831-6411
Chip Taylor Executive Director Colorado Counties Inc.	800 Grant Street Suite 500 Denver, CO 80204 (303) 861-4076
Karen Chapple, Ph.D. Associate Professor, Department of City & Regional Planning, UC Berkeley	University of California 312A Wurster Hall, #1850 (510) 642-1868
Davian Gagne, Mile High Connects Network Coordinator Mile High Connects	55 Madison Street, 8th Floor Denver, Colorado 80206 303.951.9558
Jeffrey Vincent, Ph.D., Deputy Director Center for Cities+Schools University of California, Berkeley	Center for Cities and Schools Institute of Urban and Regional Development University of California 316 Wurster Hall #1870 Berkeley, CA 94720-1870 510-642-1628

V. Cost Information

The total budget for the project is \$89,926.

For a detailed breakdown of costs see the companion budget breakdown.

CU Denver Hourly Billing Rates

Assistant Professor/PI - \$40.19/hr

Senior Fellow/Business Services Professional - \$32.67/hr

Assistant Professor - \$36.78/hr

Assistant Professor - \$37.16

Assistant Professor, Dept. Chair - \$42.29/hr

Associate Professor - \$40.86/hr

Research Associate (Consultant) - \$98/hr (inc. fringe)

Associate Professor, Adjunct - \$47.60/hr

Instructor - \$29.07/hr

Student - \$15/hr

Revised: [number]
 OGC Proposal No.: [number]
 OGC Routing No.: [number]

PROPOSED BUDGET DETAILS

Institution: School of Public Affairs
 University of Colorado Denver
 1380 Lawrence St. Suite 500
 Denver, CO 80217

Title: Outcome Assessment and Knowledge Sharing

Principal Investigator: Jacob, Benoy

Duration: 6/1/2014 - 1/31/2015

	WorkMonths	Year 1	WorkMonths	Year 2	WorkMonths	Year 3	WorkMonths	Total
A. Senior Personnel (PI, Co-Is)								
PI (academic mos):	-	\$ -	-	\$ -	-	\$ -	-	\$ -
PI (summer mos):	Jacob, Benoy	2.00	\$ 18,574.67	-	\$ -	-	\$ -	2.00 \$ 18,574.67
Co-I (academic mos):	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Co-I (summer mos):	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Total Senior Personnel	2.00	\$ 18,575	-	\$ -	-	\$ -	2.00	\$ 18,574.67
B. Other Personnel (PostDoc, Graduate & Undergraduate Students)								
Professional Research Asst, FT	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Professional Research Asst, PT	-	\$ -	-	\$ -	-	\$ -	-	\$ -
9 mo Faculty (academic mos):	-	\$ -	-	\$ -	-	\$ -	-	\$ -
9 mo Faculty (summer mos):	-	\$ -	-	\$ -	-	\$ -	-	\$ -
BIG Service Center (Hours)	-	\$ -	-	\$ -	-	\$ -	-	\$ -
12 mo faculty and exempt prof	Harrison, Randy	-	\$ 11,900.00	-	\$ -	-	\$ -	- \$ 11,900.00
Part-Time Faculty	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Hourly Employees (non-student)	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Student (not enrolled)	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Student (enrolled)	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Total Other Personnel	-	\$ 11,900.00	-	\$ -	-	\$ -	-	\$ 11,900.00
C. Fringe Benefits								
28% of direct labor for 9 mo faculty		\$ 5,200.91		\$ -		\$ -		\$ 5,200.91
29% of direct labor for FT professional RA s		\$ -		\$ -		\$ -		\$ -
BIG SERVICE CENTER - FRINGE INCLUDED IN HOURLY RATE		\$ -		\$ -		\$ -		\$ -
29% of direct labor for 12 mo faculty and exempt prof		\$ 952.00		\$ -		\$ -		\$ 952.00
Total Fringe Benefits		\$ 6,152.91		\$ -		\$ -		\$ 6,152.91
D. Equipment in Excess of Capitalization Level								
[piece of equipment]		\$ -		\$ -		\$ -		\$ -
Total Capital Equipment		\$ -		\$ -		\$ -		\$ -
E. Travel								
Domestic		\$ 1,700		\$ -		\$ -		\$ 1,700.00
Foreign		\$ -		\$ -		\$ -		\$ -
Total Travel		\$ 1,700		\$ -		\$ -		\$ 1,700.00
F. Participant Support Costs								
1. Stipends		\$ -		\$ -		\$ -		\$ -
2. Travel		\$ -		\$ -		\$ -		\$ -
3. Subsistence		\$ -		\$ -		\$ -		\$ -
4. Other		\$ -		\$ -		\$ -		\$ -
Total Participant Support Costs		\$ -		\$ -		\$ -		\$ -
G. Other Direct Costs								
1. Materials and Supplies		\$ -		\$ -		\$ -		\$ -
2. Publication Costs (x pages @ \$0/page)		\$ -		\$ -		\$ -		\$ -
3. Consultant Services	Baker, Robin	\$ 3,920.00		\$ -		\$ -		\$ 3,920.00
4. Computer Services		\$ -		\$ -		\$ -		\$ -
5. Subawards		\$ -		\$ -		\$ -		\$ -
6. Tuition (for enrolled student)		\$ -		\$ -		\$ -		\$ -
7. Other		\$ -		\$ -		\$ -		\$ -
Total Other Direct Costs		\$ 3,920.00		\$ -		\$ -		\$ 3,920.00
H. Total Direct Costs (A through G)		\$ 42,247.57		\$ -		\$ -		\$ 42,247.57
I. Indirect Costs (F&A)†								
1. Rate	10.00%							
2. Base		\$ 42,247.57		\$ -		\$ -		\$ 42,247.57
(minus subcontract costs over \$25K)		\$ -		\$ -		\$ -		\$ -
		\$ 42,247.57		\$ -		\$ -		\$ 42,247.57
Total Indirect Costs		\$ 4,224.76		\$ -		\$ -		\$ 4,224.76
J. Total Direct and Indirect Costs (H + I)		\$ 46,472.33		\$ -		\$ -		\$ 46,472.33
K. TOTAL SPA		\$ 46,472						
L. TOTAL SPA & CAP		\$ 89,926						

Institution: College of Architecture and Planning
University of Colorado Denver
1250 14th Street, Suite 330
Denver, CO 80202

Principal Investigator: **Jacob, Benoy**

College of Architecture and Planning

Duration: **6/1/2014 - 1/31/2015**

		Year 1	Year 2	Year 3	Total
		WorkMonths	WorkMonths	WorkMonths	WorkMonths
Faculty					
9 mo Faculty (academic mos):	Makarewicz, Carrie	0.40 \$ 3,400.00	- \$ -	- \$ -	0.40 \$ 3,400.00
9 mo Faculty (summer mos):		0.73 \$ 6,205.00	- \$ -	- \$ -	0.73 \$ 6,205.00
9 mo Faculty (academic mos):	Nemeth, Jeremy	0.11 \$ 1,075.09	- \$ -	- \$ -	0.11 \$ 1,075.09
9 mo Faculty (summer mos):		0.50 \$ 4,886.78	- \$ -	- \$ -	0.50 \$ 4,886.78
9 mo Faculty (academic mos):	Troy, Austin	0.11 \$ 1,038.89	- \$ -	- \$ -	0.11 \$ 1,038.89
9 mo Faculty (summer mos):		0.50 \$ 4,722.22	- \$ -	- \$ -	0.50 \$ 4,722.22
9 mo Faculty (academic mos):	McAndrews, Carolyn	0.11 \$ 944.70	- \$ -	- \$ -	0.11 \$ 944.70
9 mo Faculty (summer mos):		0.50 \$ 4,294.11	- \$ -	- \$ -	0.50 \$ 4,294.11
9 mo Faculty (academic mos):	Schroeppel, Ken	- \$ -	- \$ -	- \$ -	- \$ -
9 mo Faculty (summer mos):		0.15 \$ 1,007.93	- \$ -	- \$ -	0.15 \$ 1,007.93
Total Senior Personnel		3.11 \$ 27,575	- \$ -	- \$ -	1.37 \$ 12,007.86
B. Other Personnel (PostDoc, Graduate & Undergraduate Students)					
Professional Research Asst, FT		- \$ -	- \$ -	- \$ -	- \$ -
Professional Research Asst, PT		- \$ -	- \$ -	- \$ -	- \$ -
9 mo Faculty (academic mos):	Park, Peter	0.10 \$ 1,100.00	- \$ -	- \$ -	0.10 \$ 1,100.00
9 mo Faculty (summer mos):		- \$ -	- \$ -	- \$ -	- \$ -
9 mo Faculty (summer mos):		- \$ -	- \$ -	- \$ -	- \$ -
Classified Staff		- \$ -	- \$ -	- \$ -	- \$ -
Part-Time Faculty		- \$ -	- \$ -	- \$ -	- \$ -
Hourly Employees (non-student)		- \$ -	- \$ -	- \$ -	- \$ -
Student (not enrolled)		- \$ -	- \$ -	- \$ -	- \$ -
Student (enrolled)		2.30 \$ 2,990.00	- \$ -	- \$ -	2.30 \$ 2,990.00
Total Other Personnel		2.40 \$ 4,090.00	- \$ -	- \$ -	2.40 \$ 4,090.00
C. Fringe Benefits					
28% of direct labor for 9 mo faculty		\$ 7,720.92	\$ -	\$ -	\$ 7,720.92
29% of direct labor for FT professional RA s		\$ -	\$ -	\$ -	\$ -
28% of direct labor for 9 mo faculty		\$ 88.00	\$ -	\$ -	\$ 88.00
1% of direct labor for students (enrolled)		\$ 29.90	\$ -	\$ -	\$ 29.90
Total Fringe Benefits		\$ 7,838.82	\$ -	\$ -	\$ 7,838.82
D. Equipment in Excess of Capitalization Level (piece of equipment)					
		\$ -	\$ -	\$ -	\$ -
Total Capital Equipment		\$ -	\$ -	\$ -	\$ -
Total Travel					
		\$ -	\$ -	\$ -	\$ -
F. Participant Support Costs					
1. Stipends		\$ -	\$ -	\$ -	\$ -
2. Travel		\$ -	\$ -	\$ -	\$ -
3. Subsistence		\$ -	\$ -	\$ -	\$ -
4. Other		\$ -	\$ -	\$ -	\$ -
Total Participant Support Costs		\$ -	\$ -	\$ -	\$ -
G. Other Direct Costs					
1. Materials and Supplies		\$ -	\$ -	\$ -	\$ -
2. Publication Costs (x pages @ \$0/page)		\$ -	\$ -	\$ -	\$ -
3. Consultant Services		\$ -	\$ -	\$ -	\$ -
4. Computer Services		\$ -	\$ -	\$ -	\$ -
5. Subawards		\$ -	\$ -	\$ -	\$ -
6. Tuition (for enrolled student)		\$ -	\$ -	\$ -	\$ -
7. Other		\$ -	\$ -	\$ -	\$ -
Total Other Direct Costs		\$ -	\$ -	\$ -	\$ -
H. Total Direct Costs (A through G)		\$ 39,503.55	\$ -	\$ -	\$ 39,503.55
I. Indirect Costs (F&A)†					
1. Rate	10.00%				
2. Base		\$ 39,503.55	\$ -	\$ -	\$ 39,503.55
(minus subcontract costs over \$25K)		\$ -	\$ -	\$ -	\$ -
		\$ 39,503.55	\$ -	\$ -	\$ 39,503.55
Total Indirect Costs		\$ 3,950.36	\$ -	\$ -	\$ 3,950.36
J. Total Direct and Indirect Costs (H + I)		\$ 43,453.91	\$ -	\$ -	\$ 43,453.91
K. TOTAL AMOUNT REQUESTED		\$ 43,454			

† MTDC: all direct costs except capital equipment, tuition, and subcontract costs in excess of the first \$25,000 of each individual subcontract.
Rate agreement dated 11/16/2011, Cognizant Agency: DHHS

IV. Project Management and Scheduling Expertise

The following project management approach and techniques will be used to assure the completion of projects within schedule and budget.

Project Management

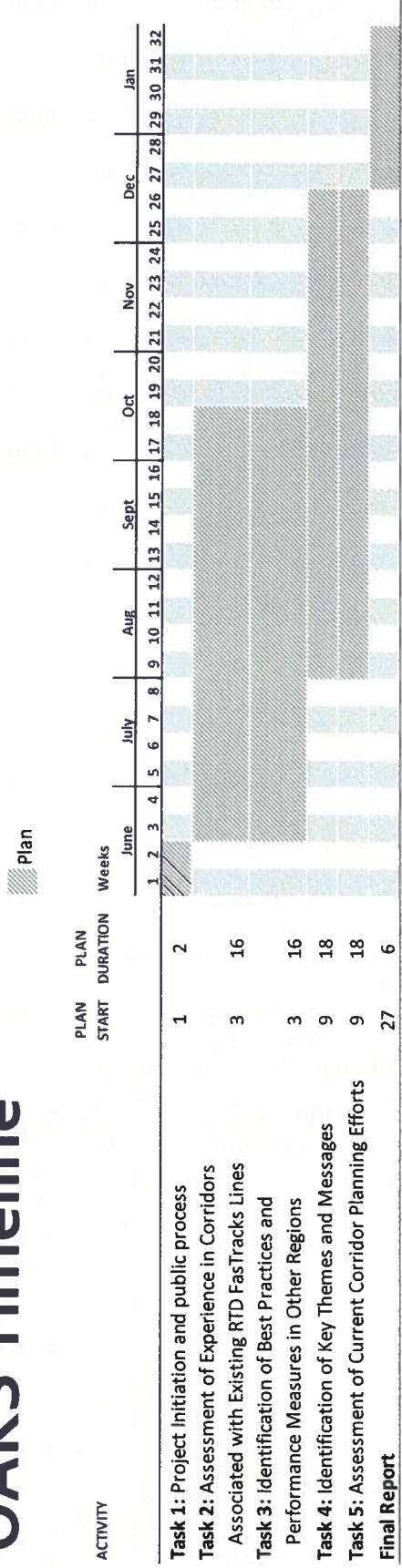
As the Point-of-Contact and Project Manager, Randy Harrison will be responsible for completion of projects within schedule and budget working with the Director of Grants and the Budget Officer School of Public Affairs consistent with University of Colorado Denver policies, procedures and systems. These procedures will be coordinated with the requirements for administering the project with DRCOG in accordance with the requirements of the Request for Proposal and administration of SCI Grant as established by DRCOG procedures.

In accordance with Task #1 of the RFP, the scope of work the schedule will be finalized in the Project Initiation with the DRCOG SCI Project Manager and the Task 1 Deliverable: a detailed project work plan including time line, specific deliverables (interim and final), management strategy, and methodologies and assumptions. Included in this section is a preliminary monthly schedule based on the required 9 month time line for data gathering, interim and final deliverables in the scope of work. This draft schedule sets the framework for the draft detailed work plan and cost data included in sections 5 and 6.

The Project Team has established the following project timeline and project approach to complete projects within schedule and budget. The project manager will report to DRCOG on a regular basis on progress on all tasks and work in progress. Invoicing will be submitted to DRCOG monthly.

Figure 5 Proposed project timeline

OAKS Timeline





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/07/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER 1-303-773-9999
Arthur J. Gallagher Risk Management Services, Inc.

6399 S. Fiddlers Green Cir
Suite 200
Greenwood Village, CO 80111
Karen Graham

CONTACT NAME: Anita Bruner
PHONE (A/C No. Ext): 303-889-2574 FAX (A/C No.): 303-889-2575
E-MAIL ADDRESS: anita_bruner@ajg.com

INSURED
Board of Regents of University of Colorado
University of Colorado Denver
Attn: Mary Beacom
1945 N Wheeling St, Campus Mail Stop F-418
Aurora, CO 80045

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: PRINCETON EXCESS & SURPLUS LINES INS	10786
INSURER B: ARCH INS CO	11150
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 36291670

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY		N3A3RL000001007	10/01/13	10/01/14	
	☒ COMMERCIAL GENERAL LIABILITY					EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ Excluded
	☒ Educ Legal Liab.					MED EXP (Any one person) \$ Excluded
	☒ SIR - \$1,250,000					PERSONAL & ADV INJURY \$ Included
	GEN'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE \$ None
	☐ POLICY ☐ PRO-JECT ☐ LOC					PRODUCTS - COMP/OP AGG \$ Included
						\$
A	AUTOMOBILE LIABILITY		N3A3RL000001007	10/01/13	10/01/14	
	☒ ANY AUTO					COMBINED SINGLE LIMIT (Ea accident) \$ Included
	☐ ALL OWNED AUTOS	☐ SCHEDULED AUTOS				BODILY INJURY (Per person) \$ InAbove
	☐ HIRED AUTOS	☐ NON-OWNED AUTOS				BODILY INJURY (Per accident) \$
	☒ SIR Limit	☒ \$1,250,000				PROPERTY DAMAGE (Per accident) \$
						\$
	UMBRELLA LIAB	☐ OCCUR				EACH OCCURRENCE \$
	EXCESS LIAB	☐ CLAIMS-MADE				AGGREGATE \$
	DED	RETENTION \$				\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		WCX002954805	10/01/13	10/01/14	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	☐ Y/N				☒ WC STATUTORY LIMITS ☐ OTHER
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				E.L. EACH ACCIDENT \$ 2,000,000
						E.L. DISEASE - EA EMPLOYEE \$ 2,000,000
						E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

For WC Coverage - SIR - \$1,250,000.

CERTIFICATE HOLDER

Evidence of Insurance

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Karen L. Graham

Orens, David

From: Ahearn, Christine
Sent: Monday, April 14, 2014 4:29 PM
To: Orens, David
Cc: Williams Helm, Alison
Subject: E-verify

David-

Please accept this e-mail as confirmation of the University of Colorado's participation in the Federal E-verify program. If you need additional information please let me know.

Thanks-

Christine

Christine Newton Ahearn, JD | Interim Director
University of Colorado Denver | Office of Grants and Contracts
Anschutz Medical Campus, Bldg. 500, W1126
13001 E. 17th Place
Aurora, CO 80045
303.724.0245 (p)
303.724.0814 (f)



University of Colorado
Denver | Anschutz Medical Campus

Appendix A: DBE Information

**ATTACHMENT B
DENVER REGIONAL COUNCIL OF GOVERNMENTS
DISADVANTAGED BUSINESS ENTERPRISE PROGRAM
INFORMATION REQUEST FORM**

It is the policy of DRCOG to request and maintain the following data on **all Respondents** to the solicitation. Please complete this form and include it with proposal.

General Information

Business Name Regents of the University of Colorado

Business Address University Of Colorado Denver, Office of Grants & Contracts,
Mail Stop E428, Anschutz Medical Campus, Bldg. 500
Room W1126, 13001 E. 17th Place, Aurora, CO 80045

Phone 303-724-0090 Fax 303-724-0814

E-mail xenia@ucdenver.edu

This firm was established on ____/____/1883

Specify the gross annual receipts of the firm:

- ☐ Under \$100,000
- ☐ \$100,000-\$500,000
- ☐ \$500,000-\$1,000,000
- ☒ Over \$1,000,000

Is your company certified as a Disadvantaged Business Enterprise under the Colorado Unified Certification Program (UCP)?

☐ Yes

☒ No

Ryan Holland
RESPONDENT

Manager Pre-Award, Grants & Contracts
TITLE

4/14/14
DATE

Appendix B: Resumes

Key Personnel



Benoy Jacob

Assistant Professor

School of Public Affairs

University of Colorado Denver (303) 315-2990

1380 Lawrence Street, Denver CO 80217

Email benoy.jacob@ucdenver.edu

SUMMARY

Benoy Jacob, Assistant Professor, School of Public Affairs, University of Colorado, Denver and is currently serving as the Director of the Center for Local Government Research and Training, Buechner Institute for Governance, School of Public Affairs, University of Colorado at Denver. His areas of expertise include local government, land use, infrastructure, finance, economics, tax policy, and community and economic development.

Mr. Jacob is currently serving as project manager for the Colorado Municipal League (CML) and Department of Local Affairs (DOLA) Fiscal Conditions project which will annually project, monitor and interpret the fiscal conditions of Colorado Cities using and improving the DOLA local government fiscal data base. He is also directing a similar project for Colorado Counties, Inc., applying (DOLA) data to budget projections for small and medium sized counties on an annual basis. In addition to local government research, Mr. Benoy worked in local government planning and land use consulting completing projects in revitalization, comprehensive planning, downtown needs assessment, and economic impact studies. He has conducted numerous presentations, briefings, panels, briefings, and public reports to local government officials, staff, and the public.

EDUCATION

Ph.D., Public Administration, University of Illinois - Chicago, IL

M.A., Public Policy and Public Administration, Concordia University - Montreal, PQ

B.A., Urban Studies, Concordia University - Montreal, PQ

EMPLOYMENT

Assistant Professor, and Director, Center for Local Government Research and Training
School of Public Affairs, University of Colorado – Denver

Assistant Professor, School of Politics and Economics, Claremont Graduate University, CA

Summer Associate, RAND Corporation, Santa Monica, CA

Land Use & Development Consultant, Ferrandino & Associates, Westchester, NY

Land Use Planner, Rockland County Department of Planning, Rockland County, NY

AWARDS, GRANTS & FELLOWSHIPS

YUMPS Faculty Development Grants Award, 2013 - 2014

American Political Science Association - Stone Scholar Award for Emerging Scholar in Urban Politics

Fletcher Jones Faculty Grant Award

Lincoln Institute of Land Policy Dissertation Fellowship

Dr. Jacob has presented at the Urban Economics and Public Finance Seminar: Lincoln Institute of Land Policy, Cambridge, MA (May 2011); City of Lakewood, Colorado, City Council Planning session 2013; Alliance for Innovation: BIG Ideas Conference, Williamsburg, VA and Research Advisory Committee 2012 – present; at the Colorado Municipal League 2012, Buechner Institute Forums on RTD Financing and Expansion 2012 and Local Government Fiscal Crisis 2010, Nevada Local Government Managers Association Conference 2011.

His publications, articles and research include strategic management, measurement of fiscal health and sustainability in public organizations, property and land taxation, a case study of alternative fuel vehicles, local autonomy in rural communities, and tax competition among municipal governments. He is currently doing research on local administration of sales taxes, big data in the public sector, and land-use decisions in the context of inter-jurisdictional competition and tax influence on land use decisions across state boundaries. Mr. Jacobs consulting and project reports include Town of Southampton Flanders /Northampton/Riverside Revitalization Study; the Town of Wallkill Comprehensive Plan. Wallkill, New York, Downtown Needs Assessment Study; the Plainville, Connecticut, Economic Impact Study – Rockland Economic Development Corporation, Department of Planning, Rockland County, New York.



Randy Harrison

Senior Fellow

Buechner Institute for Governance

School of Public Affairs, University of Colorado Denver

(303) 315-2488

Email randy.harrison@ucdenver.edu

SUMMARY

Mr. Harrison currently serves as a Senior Fellow at the Buechner Institute for Governance for research, program and professional development and training. Most recently, he managed RW Harrison & Associates, a professional service, business and project development company while serving as Executive Director of Move Colorado, a non-profit corporation representing Colorado's transportation community on transportation finance issues.

EXERIENCE

Mr. Harrison served two major architecture, engineering, environmental construction management consulting firms - URS and AECOM responsible for business and program development for corporate and regional management. In addition to leading major proposals for public-private partnerships on the I-70 Mountain Corridor, the RTD Gold Line, and the C470 Corridor, he served as Project Manager for the Metro Forum Project for the Denver Regional Council of Governments – 2-Year (\$90,000) study of regional governance by a 27-member blue ribbon panel of private and public leaders appointed by DRCOG that recommended the best approach for regional governance in the Denver metro area.

As Director of State Planning in the Office of State Planning and Budgeting, Mr. Harrison managed strategic initiatives and special projects. He initiated and directed the state's first statewide economic development initiative for the Governor's Cabinet Council for Economic Development- a 5-year Economic Plan and Implementation program. He managed the Colorado Superconducting Super Collider (SSC) Project to locate a \$5 billion DOE high-energy physics laboratory near Ft Morgan; served as Executive Director of the Colorado Commission on Local Government Finance; and Executive Director of the Governor's Blue Ribbon Panel on Capital Infrastructure.

Special projects included workforce education through the community colleges, Chair of the State Occupational Coordinating Committee (SOICC); service delivery studies of community corrections and nursing homes, and state department management and efficiency studies.

Before coming to Colorado, Mr. Harrison served as Assistant Dean and Director, Civic Center Campus, USC; and Assistant Director and Manager of the Los Angeles Office, League of California Cities

EDUCATION

M.A., Public Administration (USC)

B.A., Public Administration (USC)

PROFESSIONAL AND COMMUNITY

Mr. Harrison is a current member, DRCOG Metro Vision Planning Advisory Committee and a former member: Regional Transportation District Fiscal Sustainability Task Force; Colorado Reform Roundtable; CDOT Study of Statewide Economic Benefits of Transportation Investment (2007); Denver Chamber of Commerce Transportation Committee; Member, City of Columbine Valley Planning Commission; National Governor's Association (NGA) Working Group on State Initiatives in Applied Research (1991-98) and Working Group on Federalism.

TEACHING

Masters level courses in public administration and public affairs: USC, Los Angeles; Cal State University Long Beach, Golden Gate University, San Francisco; and University of Colorado Denver Public Affairs.



Carrie Makarewicz

Assistant Professor

Department of Planning and Design UC Denver
(303) 315-1008

Email carrie.makarewicz@ucdenver.edu

SUMMARY

Ms. Makarewicz is currently engaged in research in community development, transport equity, regional planning, post-disaster recovery planning for affordable housing, and urban school reform. She teaches Urban Development, Regional Planning and Policy, and Planning Project Studio. Before coming to the Department of Planning and Design, CU Denver, she was a PhD Student and researcher at the University of California, Berkeley, Department of City & Regional Planning. She has worked as a practicing planner for the City of Chicago and a planner and researcher with the Center for Neighborhood Technology and Center for Transit Oriented Development where she published and presented extensively on issues and policies in housing, transit-oriented development (TOD), housing and transportation affordability, and locational choice. She was a co-developer of the Housing & Transportation Affordability Index that was the bases for the transportation affordability measures used by HUD in the Sustainable Communities grants and programs.

Her research policy analysis experience includes work with the University of California Transportation Center; Center for Cities & School, UC Berkeley; Center for Neighborhood Technology and Center for Transit Oriented Development, Chicago; Metropolitan Planning Council, Chicago; Institute of Government & Public Affairs, Chicago; and City of Chicago Office of Budget and Management, Chicago.

EDUCATION

PhD, City & Regional Planning, University of California, Berkeley

Master of Urban Planning and Public Affairs, University of Illinois-Chicago

Bachelor of Business Administration, Computer Information Systems, and Liberal Arts, University of Michigan, Ann Arbor

PUBLICATIONS

Carrie Makarewicz. "Vouchers, magnets, and charters: analyzing the effects of school and housing choices on the mode choice to school." *Transportation Research Record*, August 2013.

Haas, P., C. Makarewicz, A. Benedict, and S. Bernstein. "Estimating Transportation Costs for Households by the Characteristics of the Neighborhood and Household." *Transportation Research Record*, 2009.

Chapple, Karen, and Carrie Makarewicz. "Restricting new infrastructure: Bad for Business in California?." *Access*, Number 36, Spring 2010. Berkeley, CA: University of California Transportation Center.

McKoy, D., J. Vincent, and C. Makarewicz. "Integrating Infrastructure Planning: The Role of Schools." *Access*, Fall 2008.

Center for Transit-Oriented Development. *The Affordability Index: A New Tool for Measuring the True Affordability of a Housing Choice*. Washington DC: Brookings Institution's Urban Markets Initiative, 2006.

AWARDS AND HONORS

2013 CU Denver: Young Upwardly Mobile Professors Grant Program – the Center for Faculty Development and the Department of Planning & Design

2011 HUD: Doctoral Dissertation Research Grant

2010-07 Dwight D. Eisenhower Graduate Transportation Fellowship

2011 Women's Transportation Seminar: Helene Overly Memorial Scholarship
2011 University of California, Berkeley: Graduate Summer Research Grant
2011 University of California, Berkeley: Outstanding Graduate Student Instructor
2009 American Collegiate Schools of Planning, Ph.D. Summer Workshop
2007 Eno Foundation: Leadership Development Fellow & Rodney E. Slater Award

PROFESSIONAL ACTIVITIES

Ms. Makarewicz is currently Faculty Board member of the Colorado Chapter of the American Planning Association, Member of the Mile High Connects Education Working Group, Faculty liaison to the CU Denver MURP Alumni Association, Technical Advisory Group Member for STAR Communities, Reviewer for the Journal of Transport Policy & Research, and member of Women's Transportation Seminar. Previously, she was the Planners Network National Conference: Mobile Workshops Chair, Berkeley, CA; Ph.D. Colloquium Coordinator, Berkeley, Dept. of City & Regional Planning; and Editorial Board of the Berkeley Planning Journal.

PROFESSIONAL PAPERS AND PRESENTATIONS

2013 "If you could live anywhere in Oakland or the Bay Area, where would it be? The location choices and desires of 70 families in Oakland, CA". Urban Affairs Association Annual Conference, San Francisco, CA.

2013 "Vouchers, Magnets, Charters, and Options: Analyzing the effects of school and housing choices on mode choice to school" Poster Session at Transportation Research Board Annual Meeting. Washington DC.

2012 "Adding the issues of transportation, employment, housing and neighborhoods to the debate on urban school reform". American Collegiate Schools of Planning Annual Conference, Cincinnati, OH.

2012 "Work, housing, school and transportation options in post-industrial Oakland, CA". Urban Affairs Association Annual Conference, Pittsburgh, PA.

2012 "Transportation Costs, Inequities and Tradeoffs." Poster Session at Transportation Research Board Annual Meeting. Washington DC.

2007 Makarewicz, Carrie, Albert Benedict and ChaNell Marshall. *Communicating the Benefits of TOD: The City of Evanston's Transit Oriented Redevelopment*. Washington DC: US Environmental Protection Agency.

2003 Albert Benedict, Carrie Makarewicz, and David Hoyt. *Prospects for TOD at Chicago's Underutilized Stations*. Paper and Poster Presentation at the Transport Chicago Conference. Chicago.

OTHER PRESENTATIONS

2008 "Investing in California's Intercity Transportation Future" Presentation to the State of California Legislative Staff. Sacramento, CA April 25.

2007 "What are we trying to achieve with TOD, and are we succeeding?" Guest Speaker, TRB Transit Research Analysis Committee, National Academy of Sciences Building. Washington DC, June. 2007

Kevin Nelson and Carrie Makarewicz. "Communicating the Benefits of Transit Oriented Development." Presentation at the National Conference of the American Planning Association. Philadelphia, PA, April.

2006 Carrie Makarewicz and Peter M. Haas. "Housing & Transportation Affordability Index." Presentation at the 2006 National Conference of the American Planning Association. San Antonio, TX, April.

2007 Center for Transit Oriented Development. *Realizing the Potential: Expanding Housing Opportunities Near Transit*. Oakland: Reconnecting America.

2006 Center for Neighborhood Technology. *Paved Over: Surface Parking Lots or Opportunities for Tax-Generating, Sustainable Development?* Chicago: Center for Neighborhood Technology.

2006 Center for Neighborhood Technology and Center for Transit Oriented Development. *Preserving and Promoting Diverse Transit Oriented Neighborhoods*. Chicago: Center for Neighborhood Technology.

2006 Peter M. Haas, Carrie Makarewicz, Thomas W. Sanchez, Casey Dawkins, and Albert Benedict. *Housing and Transportation Cost Trade-offs and Burdens of Working Families in 28 Metros*. Washington DC: Center for Housing Policy.

2005 Bernstein, Scott and Carrie Makarewicz, *Rethinking Affordability: The Inherent Value of TOD*, Newsletter of the Center for Transit Oriented Development, August 1.

2004 New Growth In Older Communities: *Selecting Potential Sites for Transit & Cargo-Oriented Development in South and West Cook County to Spur Economic Development*. Chicago: Center for Neighborhood Technology.

2003 Scott Bernstein, Kara Heffernan, Carrie Makarewicz, and Albert Benedict. *Increasing Affordability Through Reducing the Transportation and Infrastructure Cost Burdens of Housing*. Atlanta: ANDP, Inc.

Research Team



Carolyn McAndrews

Assistant Professor

Department of Planning and Design UC Denver

(303) 315-0028

Email carolyn.mcandrews@ucdenver.edu

SUMMARY

Ms. McAndrews current research is in public health, safety and environmental considerations in transportation and land use decision-making, planning and design and she is teaching courses in Planning Issues and Processes, Transportation Planning and Policy, Transportation and Land Use.

Her research agenda focuses on how planning and policy communities bring health, safety, and environmental considerations into transportation and land use decision-making and design. The objective of her research is to understand how a combination of political and technological factors shape transportation systems, and how planners can help create the institutional contexts that support more sustainable and socially just urban development.

EDUCATION

PhD, City and Regional Planning with a designated emphasis in Global Metropolitan Studies, University of California, Berkeley

MCP, City and Regional Planning, University of California, Berkeley

MS, Civil and Environmental Engineering, University of California, Berkeley

BA, Economics, Brown University

AWARDS

Dr. McAndrews was a Robert Wood Johnson Foundation Health and Society Scholar at the University of Wisconsin-Madison from 2010 to 2012.



Jeremy Nemeth
Associate Professor/Department Chair
Department of Planning and Design UC Denver
(303) 315-1069
Email jeremy_nemeth@ucdenver.edu

SUMMARY

Mr. Nemeth Urban research includes design, public space, urban politics, land use, and he is currently teaching courses in City Building, City Design Policy, Planning Methods, Planning Studio II, Urban Form Theory, and Urban Design Studio. Prior to coming to the Department of Planning and Design, he served on the faculties of Planning and Public Policy at Rutgers University; Community Planning at Temple University; and an Urban Planner and Designer for The Planning Associates, Costa Mesa, California.

EDUCATION

PhD, Planning and Public Policy - Rutgers University
MS, Planning and Development - University College London
BA, Architecture - University of California Berkeley

PUBLICATIONS

Németh, J. and J. Langhorst. Rethinking urban transformation: Vacant land and the temporary use model. Forthcoming in *Cities: The International Journal of Urban Policy and Planning*.

Németh, J. Control in the commons: How public is public space? *Urban Affairs Review*, 48(6): 814-838.

Németh, J. and J. Long. Assessing learning outcomes in US studio courses. *Journal of Planning Education and Research*, 32(4): 476-492.

2011 Schmidt, S., J. Németh and E. Bostford. The evolution of privately owned public spaces in New York City. *Urban Design International*, 16(4): 270-284.

Jeremy Németh, PhD page 2 of 14

2011 Hollander, J. and J. Németh. The bounds of smart decline: A foundational theory for planning shrinking cities. *Housing Policy Debate*, 21(3): 349-367.

Comment: Mallach, A. 2011. Comment on 'The bounds of smart decline: a foundational theory for planning shrinking cities'. *Housing Policy Debate*, 21(3): 369-375.

2011 Németh, J. and S. Schmidt. The privatization of public space: Modeling and measuring publicness. *Environment and Planning B*, 38(1): 5-23.

2010 Németh, J. Security in public space: An empirical assessment of three US cities. *Environment and Planning A*, 42(10): 2487-2507.

2010 Schmidt, S. and J. Németh. Space, place and the city: Emerging research on public space design and planning. *Journal of Urban Design*, 15(4): 453-457.

2010 Németh, J. and J. Hollander. Security zones and New York's shrinking public space. *International Journal of Urban and Regional Research*, 34(1): 20-34.

PROJECTS AND REPORTS

Németh, J. *Security and the production of privately owned public space*. PhD Dissertation, Bloustein School of Planning and Public Policy, Rutgers University.

Németh, J. and J. Wells. *Transit village monitoring research*. Report prepared for the New Jersey Transit. New Brunswick, NJ: Voorhees Transportation Center, Rutgers University.

Lichtenstein, A. and J. Németh. *A before-and-after evaluation of bypass roads in New Jersey*. Report prepared for the New Jersey Department of Transportation.

New Brunswick, NJ: Voorhees Transportation Center, Rutgers University. With Allan Lichtenstein.

Németh, J., R. Ramey and J. Turner. *Final Environmental Impact Reports (EIR): Monte Sereno Project, Palm Springs, California and Gateway Residential Project, Corona, California*. Prepared for the U.S. Army Corps of Engineers. Costa Mesa, CA: The Planning Associates.

PROFESSIONAL AND COMMUNITY ACTIVITIES

Mr Nemeth is currently a member of the Editorial Board, Journal of Urban Design, the Environmental Design Research Association (EDRA); American Planning Association (APA); Association of Collegiate Schools of Planning (ACSP); Urban Affairs Association (UAA); and the Association of American Geographers (AAG). He is currently serving on the Amendment 64 Regulatory Framework Subcommittee; Board of Directors, APA Colorado; Downtown Denver Partnership Public Realm Committee; AIA Urban Design Committee (UDC) and was a member of the Community design workshop, Denver Union Station development

RECOGNITIONS AND HONORS

2012 Faculty Award for Excellence in Teaching. College of Architecture and Planning, University of Colorado Denver.

2011 Faculty Award for Excellence in Research. College of Architecture and Planning, University of Colorado Denver.



Troy Austin

Associate Professor

Department of Planning and Design UC Denver

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SUMMARY

Mr. Austin Land current research is in land use policy, environmental planning, GIS, spatial analysis, remote sensing, land use change modeling and simulation, and is teaching courses in Natural and Built Environments, Advanced Geo-Spatial Methods, Environmental Management.

EDUCATION

PhD, Environmental Policy and Economics, University of California, Berkeley, Department of Environmental Science, Policy and Management.

Master of Forestry, Yale School of Forestry and Environmental Studies.

BA, Anthropology, Yale University.

PUBLICATIONS

A. Troy. 2012. *The Very Hungry City*. New Haven: Yale University Press. (Honorable Mention Recipient, New York Book Festival). For other information on reviews, honors, interviews, keynote speeches, and media, see www.theveryhungrycity.com).

A. Troy and R. Kennedy, editors. 2007. *Living on the Edge: Economic, Institutional and Management Perspectives on Wildfire Hazard in the Urban Interface*. Amsterdam: Elsevier Science Publishers.

B. Voigt and A. Troy. The influence of transportation infrastructure investment on development location choice decisions in a small metropolitan region. *Environment and Planning B*.

D. Azaria, A. Troy, B. Lee, C. Ventriss, and B. Voigt. 2013. Modeling the effects of an urban growth boundary on vehicle travel in a small metropolitan area. *Environment and Planning B*.

A. Troy, D. Azaria, B. Voigt and A. Sadek. 2012. Integrating a traffic router and micro simulator into a land use and travel demand model. *Transportation Planning and Technology*.

PROJECTS AND REPORTS

Director, University of Vermont Transportation Research Center. Employing between 9 and 14 full time staff equivalents, the TRC hosts a \$16 million University Transportation Center grant from US Department of Transportation. Since its creation in 2006, it has raised millions in additional funding, awarded 85 research projects totaling over \$8 million, funded 60 graduate research assistantships, supported the hiring of three transportation-related faculty, and hosted seminars and conferences reaching over 5,500 people.

Director, University of Vermont Spatial Analysis Lab (<http://www.uvm.edu/rsenr/sal/>). As Director, I was responsible for three full time research staff plus a large number of part time workers. The SAL is one of seven university centers world-wide selected by the remote sensing software company Definiens as a Center of Excellence. To date the SAL has completed over seventy land cover mapping projects, encompassing 300 individual communities in the US and Canada as part of the USDA Forest Services Urban Tree Canopy assessment program (<http://nrs.fs.fed.us/urban/utc/>).

PROFESSIONAL AND COMMUNITY ACTIVITIES

Associate Editor, Wiley Interdisciplinary Reviews: Energy and Environment, 2013-present.

Member, Lake Champlain Basin Program Technical Advisory Committee, October 2004-Sept 2007.

City of Burlington Planning Commission (appointed), 6/2002 to 8/2006. Vice Chair 10/2005 to 8/2006.

Chair, City of Burlington Long Range Planning Committee, 8/2004-8/2006.

One of two faculty organizers of a two-day symposium at UVM in October 2005: Ecological Complexity and Ecosystem Services: Opportunities for China-US Collaboration. This was part of a reciprocal visit of a Chinese Academy of Sciences delegation to the United States following my participation in an NSF delegation to China the year before.

Co-PI, Baltimore Ecosystem Study, Long-Term Ecological

Robin Baker

Research Associate

Buechner Institute for Governance

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SUMMARY

Robin Baker assists in all phases of research projects and program evaluations from design to analysis and finalization of report. She is skilled in state fiscal policy analysis and fiscal impacts on vulnerable populations. At the Buechner Institute, Robin has worked on a number of projects including fiscal analysis of state children's programs in Colorado, conducted an efficiency analysis of Colorado's P-12 education, directed a federal education policy analysis to identify regulatory barriers in Colorado due to the federal Elementary and Secondary Education Act (ESEA), and examined the benefits and challenges of Colorado turnaround schools, a six-state analysis of charter school and district relationships in districts with a high charter market share.

EDUCATION

Ph.D., Social Work, University of Denver

M.A., Sociology, Utah State University

B.A., Colorado Mesa University

EXPERIENCE

Dr. Baker came to the Buechner Institute for Governance after 10 years of working in non-profit organizations conducting policy research and analysis of policies that promote opportunity for Colorado citizens. In this role she has worked with research teams on state fiscal policy and budget trends in health and human services, childcare, health insurance reform, immigration and self-sufficiency. She has researched and prepared numerous reports, policy issue briefs, fact sheets and legislative testimony including:

- Principal (2013-current) Charter Competition in six large urban districts (ongoing) to design and conduct a study about the relationship between public charter and traditional public schools in six large school districts across the nation to understand how the two sectors interact as charter market share increases; study design includes developing interview protocol and collecting achievement data to generate six district-specific case studies identify trends across the districts, and identify best practices.
- Principal (2012-2013) designed and conducted an evaluation of ways in which federal Elementary and Secondary Education Act of 1965 (ESEA) regulation affects innovation and productivity in school districts and schools, to gain a better understanding of regulations and practices that discourage innovation in quality education, and identify policy recommendations based on best practices. The study design included identifying an expert work group, interviews, survey, and case study of one urban and one rural school district in Colorado.
- Principal – Health care for low-income or working poor Identifying and researching health related issues including but not limited to health system reforms that impact workers, Medicaid, the intersection of public health and private health insurance markets, and public/private funding; case studies assessing the county impact of state health care budget cuts among vulnerable populations in San Luis Valley, Pueblo, Larimer, Glenwood Springs, Mesa County and Weld County;

- Principal -- Housing working with the Colorado Enterprise Foundation, analyzed data and conducted multiple interviews in the Denver-metro area to identify and examine the impact of the TABOR on Affordable Housing.
- Associate -- Economic analysis researching, analyzing and forecasting state budget trends in Health and Human Services and the impact of the Taxpayer's Bill of Rights (TABOR) and the resulting consequences for vulnerable populations such as working poor, minorities, and children.
- Research Assistant - Workforce development As part of 9-state research team, coordinated interview protocol, common survey measures, statistical analysis, and data reporting; issue area focus was on jobs, workforce development, families and sociological and psychological adjustment to shift from rural to urban living among families in the Western United States.
- Economic Development Assistant -- Delta, Colorado Assisted economic developer assess current small business sustainability and potential private market opportunities and barriers to economic development in a rural Western Colorado town.

Expert Advisors



Peter Park

Associate Professor Adjunct

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SUMMARY

Mr. Park was the 2012 Lincoln Loeb Fellow at the Harvard Graduate School of Design and Lincoln Institute of Land Policy. During his fellowship, he researched opportunities for replacing elevated highways in cities with reconnected and enriched street networks, application of Form-based codes at citywide scales, and new technologies for community engagement.. Over the last 20 years, he has focused on integrating teaching and practice. The work explored in his urban design studios has significantly influenced real world planning and development outcomes such as the removal of the Park East Freeway in Milwaukee and adoption of the Denver Zoning Code. He previously taught at the University of Wisconsin-Milwaukee and coordinated the Joint Master of Architecture/Master of Urban Planning program and his most recent teaching includes Planning Studio II, Urban Design Studio, Planning Issues and Processes, and Design Policy and Regulation.

EDUCATION

Master of Architecture and Master of Urban Planning, University of Wisconsin-Milwaukee Bachelor of Architectural Studies, Arizona State University

PROFESSIONAL ACTIVITIES

Peter J. Park is a city planner who has led innovative private and public sector practice for over 20 years. He served as the Manager of the Community Planning and Development Department for the City and County of Denver and was responsible for Denver's planning, zoning, construction permit and inspection services. Prior to his post in Denver, he served as City Planning Director in Milwaukee where he was instrumental in establishing a disciplined approach to comprehensive planning, raising awareness of design, creating the Milwaukee Development Center (consolidating planning, zoning and construction permit functions), and streamlining development review procedures.

Mr. Park specializes in innovative solutions that balance development needs with unique context, site, and design quality concerns. His integrated approach to comprehensive planning, urban design, and development review has created clear visions for sustainable urban development, places of high quality design, and streamlined permitting systems. He has overseen preparation of numerous plans, comprehensive zoning code updates, and implementation of major infrastructure and development projects.

In Denver, he led major initiatives that implement BlueprintDenver, the city's integrated land use and transportation plan. Major accomplishments include the Denver Transit Oriented Development Strategic Plan that serves as the foundation for Denver's future growth around FasTracks (the nation's largest regional transit expansion project); an innovative Context and Form-based Zoning Code applied citywide; numerous corridor, neighborhood, and transit-station area plans; and a new vision for Downtown Denver that ensures it remains the sustainable heart of the Denver region. In 2010, his team led a multi-agency effort that was awarded nearly \$3million in HUD Community Challenge and DOT TIGER II funding for work related to TOD implementation, affordable housing, healthy eating/living, and community capacity building.

In Denver and Milwaukee, Mr. Park oversaw comprehensive zoning code and map replacements that deliver innovation with practical results. The updated zoning codes in Milwaukee and Denver streamline development permitting, guide high quality design, and implement the urban vision identified in the Comprehensive Plans in both cities. The crafting of Denver's Context and Form-based code involved detailed urban form analysis and mapping at citywide, neighborhood, block, and building scale. Mr. Park oversaw the conception and execution of various methodologies for evaluating existing built form relative to applicable zoning regulations and creating new standards that more effectively implement adopted city plans. Through extensive interdepartmental coordination and public engagement, both zoning codes received broad community support and were unanimously adopted.



Ken Schroepfel

Instructor

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SUMMARY

Ken Schroepfel teaches in Form and Formation of Cities, Planning Project Studio, Planning Methods, The Planning Profession, and Urban Spatial Analysis and he continues to conduct research in Urbanism, urban infill development, professional engagement, downtowns, Denver urban history

EDUCATION

- Bachelor's degree in Business/Marketing, Ferris State University (Michigan)
- Master of Urban and Regional Planning, University of Colorado Denver

PROFESSIONAL ACTIVITIES

Mr. Schroepfel is a member of the American Institute of Certified Planners. Prior to his appointment to the CU Denver faculty, Ken worked for 12 years as a planning consultant and project manager for URS Corporation and Matrix Design Group, where he specialized in redevelopment and urban renewal planning, community planning, and military base planning.

Ken is possibly best known as the founder and administrator of the [DenverInfill](#) and [DenverUrbanism](#) website and blogs, which offer news, ideas and commentary on infill developments and other aspects of sustainable design and urbanism in central Denver. Launched in 2005, Ken's website and blogs enjoy over 40,000 visits per month and is regarded as Denver's leading online resource for pro-urban information and advocacy.

Ken is very active in Denver's downtown and planning communities. He serves on the Board of Directors of the Downtown Denver Partnership's Denver Civic Ventures organization and is the past Chair of the Partnership's Transportation and Development Council. He also serves on the Board of Directors of Union Station Advocates, and recently served as a member of the Executive Committee of Urban Land Institute-Colorado (ULI). Ken frequently presents on Denver's urban history and its current growth and development to civic, educational, and corporate organizations throughout the region.

AWARDS AND HONORS

Ken has been honored for his work with DenverInfill/DenverUrbanism, receiving the prestigious Denver Mayor's Design Award, the Downtown Denver Award from the Downtown Denver Partnership, and is a two-time Best of Denver award winner from *Westword*.

For more information on the Buechner Institute for Governance, please visit our website and learn more about:

- Current research projects
- Areas of expertise
- Leadership and professional development programs
- Our public policy forum series and other hosted events
- Solutions—Health policy journalism, ideas and analysis
- The Buechner Institute for Governance Advisory Board

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