

**MEETING MINUTES  
OF THE DVRPC REGIONAL CITIZENS COMMITTEE  
FEBRUARY 15, 2005**

**APPROVAL OF MINUTES:**

The minutes of the RCC meeting of January 18, 2005 were approved as mailed.

**CHAIRMAN'S REPORT:**

Dennis Winters, Chair, asked that those with email addresses that are not reflected on the membership list give them to Candace Snyder.

**RTC REPORT:**

At the February 8<sup>th</sup> RTC meeting, Warren Strumpfer reported on the RCC's appointments of Vice Chairs and RTC representative. He also noted the actions related to the Lancaster Ave. Closed Loop project, the Ben Franklin Bridge action, and the flex of funding to SEPTA resolution.

**TIP ACTION NJ05-05: TCDI PROJECT FUNDS FOR NEW JERSEY FY06 ROUND (DB #D0204), VARIOUS COUNTIES:**

Mr. Strumpfer, Transportation Subcommittee Chair, explained TIP Action NJ05-05. DVRPC requests to amend the FY2005-2007 TIP for New Jersey by adding the Transportation and Community Development Initiative (TCDI) to FY05 in the amount of 500,000 federal STP-STU funds. TCDI provides funds to selected municipalities, targeting core cities, inner-ring suburbs, and older boroughs of the region that have lost jobs and population. The purpose is to generate growth and redevelopment, and to improve or enhance the regional transportation system. The funding cannot be used for construction or capital improvements, but can support local planning, design, market studies or feasibility analyses that may lead to those improvements. A recent action by the DVRPC Board provided for the \$50,000 administration costs as part of the FY06 DVRPC Work Program. This action allows the funding to be in place for the call for projects that will occur in FY06.

*Discussion: The RCC discussed the question raised by the subcommittee, namely: What type of projects have been funded by TCDI in the past? Does DVRPC monitor program recipients to ensure they involve the public in decision-making and information exchange? Ms. Snyder, DVRPC's Public Affairs Director, explained that all actions related to TCDI projects come to the RCC and that a regional planner is assigned to monitor every TCDI project. Past projects generally include master planning, transportation enhancements, etc.*

**ACTION TAKEN BY COMMITTEE:**

***MOTION*** (by Warren Strumpfer, seconded by John Pawson) to recommend that the DVRPC Board approve TIP Action NJ05-05, DVRPC's request to amend the FY 2005 TIP for New Jersey (FY2005-2007) by adding the TCDI Project Funds for New Jersey (DB #D0204) for the FY06 call for projects, using \$500,000 FY05 STP-STU funds.

**MOTION CARRIED.** (See Item A on voting record.)

**TIP ACTION NJ05-06: PERRY STREET RECONSTRUCTION (DB #D018), CITY OF TRENTON:**

The City of Trenton has requested that DVRPC amend the FY2005-2007 TIP for New Jersey by adding a project back into the TIP, the Perry Street Reconstruction project (DB #D018), using \$997,000 STP-STU funds. Originally programmed in the FY2002 TIP, the project has advanced through design and right of way phases and is now ready to advance to construction. The project will remove concrete channelized medians, which result in hazardous and inadequate conditions. The intersection will be restored to a traditional 4 way intersection with widened approaches to make it safer for both motoring and pedestrian traffic.

*Discussion: Committee members asked how wider roads make it safer for pedestrians? They also questioned whether the median is being taken out and whether that would make it less safe for pedestrians. They believe that an extended light is needed. Elizabeth Schoonmaker, DVRPC TIP Manager, explained that the reason for redoing this intersection is to make it safer. Traffic calming measures are being used to slow down automobiles. Additional answers regarding the actual design will come as the project moves forward. Dr. Shirley Loveless explained a program used in Maryland that uses an audio system to count down the number of seconds remaining in which to cross before the light changes. The RCC believes that future projects that include an interchange should provide a drawing of the proposed design.*

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Warren Strumpf, seconded by John Boyle) to recommend that the DVRPC Board approve TIP Action NJ05-06, the City of Trenton's request to amend the FY 2005 TIP for New Jersey (FY2005-2007) by adding the Perry Street Intersection Reconstruction project (DB #D018) back into the TIP using \$997,000 federal STP-STU funds for a FY05 construction phase. The RCC acknowledges that "traffic calming" is subjective, and that adequate pedestrian safety may, in the committee's opinion, differ from what the City of Trenton believes to be sufficient. For this reason, the RCC would like an explanation of how pedestrian safety will be enhanced in this project and in future projects of this type.

**MOTION CARRIED.** (See Item B on voting record.)

**TIP ACTION NJ05-07: ROUTE 295, TOMLIN STATION ROAD TO ROUTE 45, REHABILITATION (DB #00372A), GLOUCESTER COUNTY:**

NJDOT has requested that DVRPC amend the FY2005-2007 TIP for New Jersey by adding a FY05 final design phase of \$1.5 million federal Interstate Maintenance funds. The project has been identified as one to proceed through NJDOT's new "hyperbuild" process, meaning that the project will advance in an accelerated fashion. This action advances the project from the Study and Development program to the Highway Program of the TIP. This project will address the proposed rehabilitation/reconstruction of I-295 from the vicinity of Tomlin Station Road to Route 45.

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Warren Strumpfer, seconded by Ernest Cohen) to recommend that the DVRPC Board approve TIP Action NJ05-07, NJDOT's request to amend the FY 2005 TIP for New Jersey (FY2005-2007) by adding a FY05 final design phase to the Route I-295, Tomlin Station Road to Route 45 project (DB #00372A) using \$1.5 million federal IM funds.

**MOTION CARRIED.** (See Item C on voting record.)

**TIP ACTION NJ05-08a: ROUTE 38 PEDESTRIAN BRIDGE (DB #00347), CAMDEN COUNTY:**

NJDOT has requested that DVRPC modify the FY2005-2007 TIP for New Jersey by advancing this project from "Concept Development" in the Study and Development section to the Highway program of the TIP by adding a \$640,000 final design phase in FY05. The project has been identified as one to proceed through NJDOT's new "hyperbuild" process, meaning that the project will advance in an accelerated fashion. This project will provide for the Context Sensitive Design and ADA compatible replacement of the pedestrian bridge in the vicinity of the Cherry Hill Mall, which was demolished by a truck.

*Discussion: The RCC asked the following questions: How much and what type of public involvement will be employed on this project? In what manner is NJ DOT seeking restitution? Why and when will restitution be sought? How will the restitution be used? Is enough attention being given to pedestrian/cycling issues? Staff acknowledged that they did not have answers to these questions but stressed the need for the bridge replacement.*

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Warren Strumpfer, seconded by John Boyle) to recommend that the DVRPC Board approve TIP Action NJ05-08a, NJDOT's request to amend the FY 2005 TIP for New Jersey (FY2005-2007) by adding the Route 38 Pedestrian Bridge project (DB #00347) into the Highway program of the TIP, using \$640,000 state funds.

**MOTION CARRIED.** (See Item D on voting record.)

**TIP ACTION NJ05-08b: CAMDEN INFRASTRUCTURE IMPROVEMENT PLAN - CRAMER HILL DEVELOPMENT (DB #02395) CAMDEN COUNTY:**

NJDOT has requested that DVRPC modify the FY2005-2007 TIP for New Jersey by increasing the preliminary design phase of the Cramer Hill Access project (DB #02395) by \$2.5 million state funds in order to commence with an Environmental Impact Statement (EIS) for the project. Cramer Hill is in the northeast area of the City of Camden that has been targeted for redevelopment. The area is bordered by the back channel of the Delaware River, the Cooper River, the Pavonia Railroad, and Pennsauken Township along 36<sup>th</sup> Street. The project currently appears in the Study and Development program in the Feasibility Assessment phase. This action will advance preliminary design to FY05. NJDOT is conducting a traffic study in the area, and has requested that DVRPC prepare traffic forecasts for existing facilities and proposed highway and public transit improvements as part of the FY2005 DVRPC Work Program.

*Discussion: Warren Strumpfer stated his discomfort with voting against an EIS. Roxane Shinn noted that McCormick-Taylor is doing a truck traffic study here. She further stated her belief that the reason for this EIS is mitigation, and that this mitigation doesn't always solve environmental issues in the exact location where the improvement is occurring. Ms. Shinn also noted the social injustice of displacing thousands of low income individuals. Ms. Schoonmaker explained that this EIS is for the bridge over the Cooper River and will examine how to lessen the impact.*

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Warren Strumpfer, seconded by Ernest Cohen) to recommend that the DVRPC Board not approve TIP Action NJ05-08b, NJDOT's request to add a \$2.5 million state funded preliminary design phase to FY05 for the Cramer Hill Development/Camden Infrastructure Improvement project (DB #02395). The RCC questions whether the Environmental Impact Study will consider the social impact of this project. The RCC also submits the following statement: "Although this is a small portion of the project, it does advance the study. DVRPC should not be supporting a project that displaces thousands of low-income residents, and is paid for by public dollars, for the benefit of private investors and developers".

**MOTION CARRIED.** (See Item E on voting record.)

**TIP ACTION PA05-14: POTTSTOWN PEDESTRIAN/BICYCLE PROMENADE (MPMS #61709), MONTGOMERY COUNTY:**

PENNDOT has requested that DVRPC amend the FY2005-2008 TIP for Pennsylvania by adding a project back into the TIP, Pottstown Pedestrian/Bicycle Promenade Project (MPMS #61709). Previously approved and funded as a project selected through the Transportation Enhancements program, the project is ready to advance to construction in FY05. \$502,000 TE funds (acknowledging a 20% toll credit match) will be programmed for a FY05 construction phase. Final design is underway. The project provides for land acquisition and construction of a pedestrian promenade connecting Pottstown business district, waterfront, and Montgomery County Community College.

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Warren Strumpfer, seconded by Lorraine Brill) to recommend that the DVRPC Board approve TIP Action PA05-14, PENNDOT's request to add the Pottstown Pedestrian/Bicycle Promenade project (MPMS #61709) back into the TIP with a FY05 \$502,000 TE funded construction phase.

**MOTION CARRIED.** (See Item F on voting record.)

**APPROVAL TO "FLEX" FEDERAL HIGHWAY FUNDS TO SEPTA:**

Chick Dougherty, DVRPC Associate Director, Transportation Planning, explained that SEPTA faces a \$62 million deficit for FY 2005.

A series of drastic service reductions and fare increases have been proposed to cover the shortfall. Following Governor Rendell's lead, the DVRPC Board "flexed" highway funds to

SEPTA to help reduce the deficit. The FY2005-2008 Transportation Improvement Program (TIP) for Pennsylvania was amended by adding a new project. The new project "FHWA Flex for Preventive Maintenance" (MPMS #69529) programs \$9.8 million in Fiscal Year 2005 which SEPTA would apply to federally eligible preventive maintenance expenses for bus and rail vehicles and facilities. "Flexible funding" enables state and local governments and transportation operators to agree on fund transfers between the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). The act of transferring the funds from one agency to the other is referred to as "flexing." Mr. Dougherty noted that a formal request has not yet been received but the DVRPC Board meeting has been moved to February 22 to preclude any SEPTA cuts that may need to take place on February 23.

*Discussion: Pat Horrocks stated that there are more than 70 transit operators in the Commonwealth that need a dedicated funding source. Flexing dollars to SEPTA makes it too easy for the legislators to ignore the situation. Committee members were torn between approving an unknown amount of money for the flex and voting against this action in order to send the message that the legislature needs to deal with this issue on a more permanent basis.*

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by John Pawson, seconded by Sheikh Gardrie) to recommend that the DVRPC Board approve the additional "flexing" of highway dollars to SEPTA to ease the current fiscal crisis. However, the RCC asks the DVRPC Board to urge the Pennsylvania Executive and Legislative branches to create a transit funding plan assuring adequate and predictable funding throughout the state in future years.

***MOTION CARRIED.*** (See Item G on voting record.)

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by Ernest Cohen, seconded by John Boyle) to recommend that the DVRPC Board pursue the amendment of the Pennsylvania Constitution to allow gasoline tax income to be used for transit funding.

***MOTION CARRIED.*** (See Item H on voting record.)

**YEAR 2030 MUNICIPAL POPULATION AND EMPLOYMENT FORECASTS:**

Kevin Adams, DVRPC Regional Information Specialist, explained that the Commission prepares and utilizes long-range population and employment forecasts as essential elements in all transportation and regional planning analysis, including area corridor studies, air quality modeling, and the long-range plan. Municipal population forecasts for the year 2025 were last updated and adopted by the DVRPC Board in February 2002. Municipal employment forecasts to the year 2025 were also adopted in 2002, but were last revised in 1999. Federal regulations under TEA-21 require that the MPO maintain a 20-year planning horizon for all transportation planning activities, thus it is important that the forecasts be revisited and extended to 2030.

In July 2004 the DVRPC Board adopted county employment forecasts to 2030 and in December 2004, the Board adopted revised and extended municipal employment forecasts for all counties except Bucks and Mercer. The municipal employment forecasts were derived by examining

previously-developed rates of growth, employment trends between 1990 and 2000, land use trends between 1990 and 2000, new or pending infrastructure and access improvements, state and county land use plans, current development proposals, and municipal and county growth management policies. DVRPC developed the preliminary forecasts, which were then reviewed and revised by county planners. Municipal forecasts for Bucks and Mercer counties are now completed.

Municipal population forecasts to the year 2030 are also now completed. The municipal population and employment forecasts will now serve as DVRPC's official forecasts for use in all local area and regional planning studies and analyses. Forecasts may be revised for an individual municipality, county or the region as a whole in the future as additional information becomes available or conditions warrant.

*Discussion: The RCC recognizes the need for this data but urged more caution in extrapolating these numbers.*

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by John Pawson, seconded by Cathy Zukoski) to state the following to the DVRPC Board: The RCC accepts the municipal population and employment forecasts as the likely result of a laissez-faire scenario. However, we believe that the actual outcomes will occur on the basis of the quality of actions we take between now and 2030. Forecasting the future from past trends is only useable in a society that isn't concerned about sustainability.

**MOTION CARRIED.** (See Item I on voting record.)

**PENNSYLVANIA TRANSPORTATION MANAGEMENT ASSOCIATION ASSISTANCE GRANT PROGRAM AND MOBILITY ALTERNATIVES PROGRAM WORK PROGRAM APPROVAL :**

Sarah Oaks, DVRPC Senior Transportation Planner, explained that the RTC tabled action on the Mobility Alternatives Program (MAP); therefore, Stacy Bartels will be at the RCC next month to explain that program.

She noted that PennDOT has annually funded Transportation Management Association(TMA) activities for selected TMAs since 1992. This program was developed to provide operating assistance to these public-private partnerships to support their travel demand management promotional work as a means to mitigate traffic congestion and improve regional air quality. This is an ongoing program, renewable annually. PennDOT requested that DVRPC assume joint oversight of work program development and execution in FY 2002.

There are currently five TMAs serving suburban areas in southeastern Pennsylvania: The Bucks County, Chester County, Delaware County, Greater Valley Forge, and Partnership TMAs, and one which serves central Philadelphia. As part of their assistance grants, each suburban TMA undertakes generally similar work.

The Central Philadelphia TMA's work program is tailored to the particular transportation needs of Center City. The individual Work Programs, in the attached packet, give a description of the work each of them plans to undertake if their application is approved. The work programs have

been reviewed and approved by the respective County Planning Commission staffs, as well as DVRPC, and PennDOT staffs. The TMAs have applied for the maximum of \$160,000 each. The total application package totals \$960,000 ( \$768,000 CMAQ, \$192,000 local match).

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by Warren Strumpfer, seconded by Ajay Creshkoff) to recommend that the DVRPC Board approve and forward to PENNDOT for their approval the FY 2006 TMA Assistance Grant work programs for a total grant of \$160,000 each (\$128,000 CMAQ, \$32,000 local match) to the Bucks County, Chester County, Delaware County, Greater Valley Forge, Partnership, and Central Philadelphia TMAs, for a total program of \$960,000 (\$768,000 CMAQ, \$192,000 local match).

***MOTION CARRIED.*** (See Item J on voting record.)

**PENNVEST REQUESTS IN BUCKS AND MONTGOMERY COUNTIES :**

Cathy Zukoski, Environmental/Legislative Subcommittee Chair, explained that PENNVEST is an independent agency of the Commonwealth of Pennsylvania managed by a 13-member Board of Directors and chaired by the Governor, which provides funding for drinking water, wastewater treatment and stormwater management projects. The Program provides long-term loans through a revolving loan fund to municipalities, authorities and some private entities at below-market interest rates. PENNVEST has recently begun a program to provide loans for brownfield assessments and remediation.

PENNVEST has forwarded three applications to DVRPC for review for consistency with the regional plan.

Bucks County

- Sellersville Borough requests a PENNVEST loan in the amount of \$1,453,000 to upgrade and renovate the existing water filtration plant serving the Borough and West Rockhill Township. The upgrade is necessary to meet the surface water turbidity rules of PADEP. No increase in capacity or service area is included.

Montgomery County

- West Conshohocken Municipal Authority requests a \$604,000 PENNVEST loan to create a new sanitary sewer collection system to serve the properties located in the Portland Road area of the Borough. There are currently on-lot failing systems in this area, which is the last remaining unsewered area in the Borough. Sewage from this area would then be transported to the Borough of Conshohocken Wastewater Treatment Plant for treatment.
- East Norriton Township - Request for PENNVEST loan in the amount of \$500,000 to install public water main line extensions along Rahway Avenue and connections to 51 existing homes. This project will also cap off the contaminated wells of these 51 homes.

The projects in Sellersville, West Conshohocken and East Norriton all serve to alleviate existing problems and are in areas already developed or identified as Future Growth Areas as designated in the DVRPC Year 2025 Plan. As such, these projects are consistent with the goals and policies of the regional plan.

*Discussion: The RCC discussed the contamination of groundwater relative to the East Norriton project. Mr. Winters explained that contaminants are shared by the whole watershed.*

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Cathy Zukoski, seconded by Lorraine Brill) to recommend that the DVRPC Board authorize the Executive Director to send a letter to the PennVest Board approving the Sellersville Borough project.

**MOTION CARRIED.** (See Item K on voting record.)

**ACTION TAKEN BY COMMITTEE:**

**MOTION** (by Cathy Zukoski, seconded by Lorraine Brill) to recommend that the DVRPC Board authorize the Executive Director to send a letter to the PennVest Board approving the West Conshohocken Municipal Authority project and the East Norriton Township project.

**MOTION CARRIED.** (See Item L on voting record.)

**FEDERAL TRANSIT ADMINISTRATION (FTA) TRANSPORTATION ENHANCEMENT (TE) FUNDING FOR THE KENSINGTON DEPOT WALKWAY, PHILADELPHIA :**

Jacob Mallikal, DVRPC Project Implementation Coordinator, explained that in the Philadelphia region, \$2,000,000 of FTA funds was available for the Transportation Enhancements program for transit-related projects. The Norris Square Civic Association (NSCA) submitted the Kensington Depot Walkway project in FY 2001 for FTA TE funding. The Pennsylvania TE Subcommittee reviewed and approved this application in FY 2001. In a letter dated October 1, 2004, the NSCA informed DVRPC that the School District of Philadelphia and commercial developers were interested in the purchase of the Kensington Depot property. Therefore, NSCA requested the original scope of this project be modified to remove the construction of a "Walkway" through the Kensington Depot Property connecting Frankford Avenue to the Market Frankford Subway Elevated Berks Street Station. Due to the uncertainties surrounding this project the Pennsylvania TE Subcommittee and the Regional Transportation Committee (RTC) recommended the cancellation of this project at the October 12, 2004 meeting. At the request of the Philadelphia City Planning Commission it was decided by the Board to table the recommendation to cancel this project pending further review and discussion.

At the request of the Governor's Office of Housing and Revitalization and the Philadelphia City Planning Commission (CPC) a meeting was held on January 20, 2005 with NSCA, SEPTA, CPC, and DVRPC at the Governor's Policy Office. It was decided that federal funds will be made available for construction of sidewalks, lighting, and street trees for this project. Improvements to the vacant lot owned by the NSCA will be completed with non-federal funds.

The new scope will reduce the funds for this project from \$675,000 to approximately \$400,000 including the local match.

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by John Pawson, seconded by John Boyle) to recommend that the DVRPC Board approve the change in scope, including the reduction in funds from \$675,000 to \$400,000 (320,000 TE / \$80,000 Local Match), and change the project title from Kensington Depot Walkway project to the Berks Street Station Enhancement project. The FTA TE line item on the TIP (MPMS #60619) will be modified (TIP Action PA05-04) to reflect these changes at the appropriate time.

***MOTION CARRIED.*** (See Item M on voting record.)

**CURRENT STATUS OF PROJECTS MANAGED BY DVPRC FOR PENNDOT DISTRICT 6-0:**

Ryan Gallagher, DVRPC Project Implementation Coordinator, explained the chart showing the status of projects managed by DVRPC for PennDOT, as well as how to locate this information on DVRPC's website.

**OTHER BUSINESS:**

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by Roxane Shinn, seconded by John Boyle) to recommend that the departments of transportation, the City Streets Department, and their respective consultants make detailed information available on their websites regarding specific projects, if they do not do so already.

***MOTION CARRIED.*** (See Item N on voting record.)

**SUBCOMMITTEE REPORTS AND ACTIONS:**

**25-Year Task Force:** Ernest Cohen reported that he had been reelected chair of the task force.

**Transportation Subcommittee:** Warren Strumpfer reported that the subcommittee requests that the appropriate DVRPC staff make a presentation to the RCC, detailing the specifics of Environmental Impact Statements. In addition, Kendall Miller volunteered to set up a presentation by NJDOT on the Cramer Hill issue. Mr. Strumpfer stated that DVRPC made a request to NJ Transit, that the agency give DVRPC a detailed account of funds that will be expended under the TIP in the DVRPC MPO area. An initial presentation at the NJ Subcommittee meeting did not include this information.

Finally, the subcommittee inquired as to when they will receive answers to their TIP Rebuttal. Ms. Snyder reported that her understanding was that responses would be reported shortly by staff.

**OTHER BUSINESS:**

Mr. Winters mentioned that Ken Edmonds had forwarded a concern to him about non-motorized facilities on PA Turnpike bridges. Representative Keith McCall, who sits on the House Democratic Transportation Committee, has proposed a bill dealing with various transportation concerns. Mr. Edmonds has drafted a letter asking Rep. McCall to consider allowing non-motorized vehicles on PA Turnpike infrastructure. It is believed that the Turnpike charter must be changed to allow an amendment for pedestrian and bicycle facilities.

***ACTION TAKEN BY COMMITTEE:***

***MOTION*** (by Dennis Winters, seconded by John Pawson) to recommend that the DVRPC Board contact Representative Keith McCall urging him to amend the PA Turnpike Charter to allow for non-motorized traffic on turnpike infrastructure.

***MOTION CARRIED.***

**2030 WORKSHOP:**

Richard Bickel, DVRPC Deputy Director, Regional Planning, and John Ward, DVRPC Associate Director, Regional Planning, outlined a number of materials that were distributed to the RCC, including the Vision Statement, Evaluation Criteria, the Financial Plan, listings of proposed projects and new capacity projects, and a survey that serves as a draft of a telephone survey that will be conducted by The Ivy Group later this month. Mr. Ward explained that there will also be an aspirations plan, which will show the remaining projects that cannot be accommodated in the fiscally constrained plan. He also detailed how funding has been estimated and allocated thus far. He noted that some assumptions have been made since there is no federal transportation bill in place at this time; since the amount of available funding through the NJ Trust Fund is uncertain; and because transit funding and a possible gasoline tax hike in PA are not known. It is estimated that the region will have about \$58.2 billion between now and 2030 for transportation infrastructure. (The Transportation Subcommittee will look at prioritizing projects when it meets next month.)

*Discussion: Ajay Creshkoff offered a series of pages that he had written as the basis for discussion. RCC members will review this document over the next month. He questioned whether phasing is being done throughout the process. Mr. Ward stated that the plan will break into various segments to show priorities throughout the years. Mr. Creshkoff also suggested that a goal matrix be developed, although this is mostly included in the listing of projects. Members discussed the goals, believing that more should be said about social justice. Comments regarding the goals should be sent to Mr. Winters ASAP. Sustainability is also a concern that is not being addressed in the plan.*