Individual action plan development worksheet

This worksheet will guide you through the steps necessary to develop your individual action plan, including an overall goal, key tasks and associated timelines, and measures of success.

Although you create and own your action plan, in many cases you will work together to complete your project. As you develop your plan, it may be helpful to think of yourself as the project manager. Among other tasks, project managers typically create a scope of work, identify funding requirements, determine staffing needs, and collect project-related data and information.

The seven-week academy will include scheduled action plan check-ins, but it's likely that the weekly presentations will also help you shape your overall goal, as well as the other aspects you will document. It is important to reflect on your idea weekly. This will allow you to document your plan elements more succinctly and succeed in implementing your plan.

Please keep in mind that Denver Regional Council of Governments staff is a resource. As questions or issues come up, do not hesitate to ask for help. Be prepared to present your action plan in class on the final day. You must email your completed individual action plan (this document) to Angie Shelbourn at ashelbourn@drcog.org two days before the final class.

Project description

Name: Christi Nakajima

What overarching problem are you hoping to address (for example, housing affordability, income inequality, access to opportunity)?

Lack of amenities at the S Peoria St and E Cornell Ave RTD bus stop, served by routes 130 and 121 (northbound). This bus stop has no seating, shelter, lighting, trash bin, or other amenities besides a bus stop sign. Likely due to its proximity to a King Soopers, this stop appears to have high ridership. In the summer, the lack of amenities poses a health risk for those vulnerable to extreme heat. Additionally, I feel that the lack of comfort at stops like this delivers less than what riders deserve, and discourages potential transit riders from switching car trips to bus trips.

In one paragraph, describe your plan to address the issue.

I will connect with the City of Aurora and RTD to determine if either entity has immediate plans to improve the bus stop. If there are no immediate plans, I will determine barriers to implementing improvements at this stop. Likely, the largest barrier is funding. If this is the case, I will connect with the Aurora Urban Renewable Authority to determine if TIF funds could be allocated to this.

If you need digital accessibility assistance, submit a request at drcog.org/access or call 303-455-1000. Please expect a response within 72 hours (three business days).

Overall action plan goal:

My goal is to have 1-2 benches, a shelter, and potentially lighting (depending on a review of existing lighting in the area) installed at this bus stop.

Tasks and timeline

Tasks: List the major tasks that must be performed to implement your plan.	**Timeline: List milestone dates or timing for completing the task (for example, a specific date or "in the third month").**
Assess existing lighting conditions at/near the bus stop at night to determine if stop lighting is a high priority	December 31, 2026
Have a discussion with RTD on existing plans to improve the stop	January 9, 2027
Have a discussion with City of Aurora on existing plans to improve the stop	January 23, 2027
Identify potential funding pathways, or potential solutions to other barriers	February 20, 2027
Secure funding (or, if funding is not a concern, address the primary barrier) to implement bus stop improvements	April 17, 2027
Finalize a timeline for implementation	May 8, 2027

Objectives and success measures

Objectives are results that you expect to achieve within a specific time frame. In general, objectives are more specific and easier to measure than goals.

Objectives: List the measurable objectives you will need to accomplish to reach the overall action plan goal.	**Success measure or measures: Describe each measure and your target for each measure.**
Identify the key barriers to building amenities at this stop	Measure: Number of distinct barriers to building amenities at this bus stop identified Target: 1-3
Obtain benches at the bus stop	Measure: number of benches at the bus stop Target: 1-2
Obtain protection from direct sun and precipitation at the bus stop	Measure: number of shelters at the bus stop Target: 1 shelter
Obtain lighting at the bus stop	Measure: number of light poles within 25 feet of the bus stop Target: 1

What will success look like?

Target: How will you know you have met the success measures for each of your objectives?

I will know that I have met the success measures for each objective once I have identified 1-3 key barriers to building amenities, and once at least one bench, shelter, and potentially light pole have been installed at the bus stop.

Data: How will you collect data for the success measures you established?

For the amenities, I will verify success by visiting the bus stop.

Project implementation details

Consider the funding, expertise or guidance, labor and information you need to implement your plan.

Funding

Estimate the financial cost to implement your plan. What costs will you incur, and how do you plan to obtain funding?

Cost estimate: 45,000

Description:

In June, RTD completed an assessment of over 7,500 bus stops, identified gaps in accessibility and amenities, and categorized stops into four types that represent the vision for each stop. This stop was proposed as a "signature" stop, indicating that it should have an accessible boarding area, seating, shelter, lighting, and a trash receptacle. RTD estimates that a "signature" stop would require $45k-$78k. If the Urban Renewal Authority is unable to allocate TIF dollars, I will reach out to nearby businesses and to DRCOG to ask about closing the gap.

Expertise or guidance

What expertise are you lacking to implement your plan? Do you need business or financial decision-making help? Do you need the help of a mentor? Have you identified potential external partners or supporters?

Description:

I have experience working for a business improvement district, and with a nonprofit that manages TIF districts, but this stop is technically just outside of the Plaza 1 Urban Renewal Area boundaries, so I may need to explore other options, such as private sector funding. I believe that congestion mitigation and air quality (CMAQ) funding can be used to fund bus stop improvements. However, while DRCOG may be able to allocate CMAQ funds to this stop, there are many throughout the region that need upgrades. If needed, I will connect with the Aurora Chamber of Commerce to explore potential private sector partners. Greater Denver Transit may have ideas on potential funding sources.

Labor

Can you implement your action plan by yourself, or do you need help? How much time will be required? If you need help, where and how will you find partners or volunteers?

Time estimate: 40 hours (for me, not including partners)

Description:

RTD and the City of Aurora will be key partners, especially in terms of infrastructure procurement and installation, as well as in identification of barriers. Due to the nature of infrastructure construction, it may not be practical for volunteers to assist in installation, though volunteers can support any public art efforts to help beautify the stop post-installation. Greater Denver Transit may also be supportive in conducting outreach to potential funders.

Information

What information or data will you need that you don’t currently have? Do you know where or how to obtain it? Is there a cost associated with obtaining it? Do you need help obtaining it, and have you identified who can help you?

Description:

I must first determine if there are any immediate plans to improve this bus stop by RTD and the City of Aurora. If there no plans, I must determine if there are barriers besides funding to implementation through conversations with RTD and City of Aurora. Rachel Stevenson suggested that I connect with Aurora's Department of Public Works. Given that Peoria is not a state road, I do not expect right-of-way procurement to be a barrier for Aurora. I don't anticipate any costs associated with obtaining this information.