

# Black Hawk County

Metropolitan Area Transportation Policy Board

# FY26

## Transportation Planning Work Program

**FINAL**

May 8, 2025



**INRCOG**  
Iowa Northland Regional  
Council of Governments

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The Black Hawk County MPO prepared this document with funding from the U.S. Department of Transportation’s Federal Highway Administration and Federal Transit Administration, and in part through local matching funds of the MPO member governments. These contents are the responsibility of the MPO. The U.S. government and its agencies assume no liability for the contents of this report or for the use of its contents.

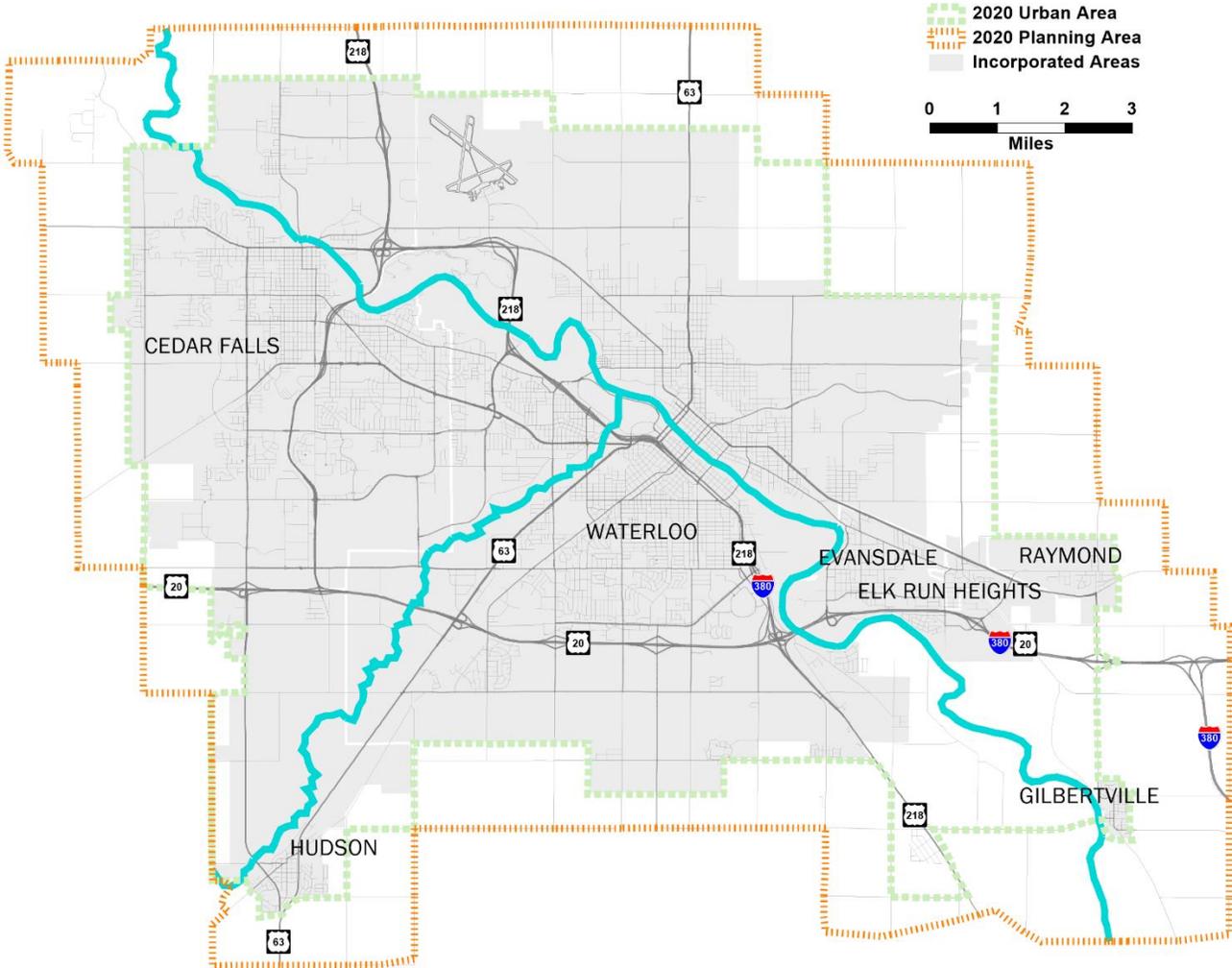
# INTRODUCTION

## OVERVIEW

The Fiscal Year (FY) 2026 Transportation Planning Work Program (TPWP) is the work plan for the fiscal year beginning July 1, 2025 and ending June 30, 2026. The TPWP documents the transportation-related activities and projects that are anticipated to occur in the Black Hawk County Metropolitan Area. The TPWP is a requirement of 23 CFR 450.308 (b) for metropolitan planning organizations (MPOs) to develop a document identifying work proposed for the next one-year period by major activity and task. Within each work element, specific tasks are identified by the objective, a description of the task, previous work performed, and the desired outcome or products.

Federal law requires the formation of MPOs for urbanized areas with a population greater than 50,000. The role of an MPO is to oversee transportation planning and programming to ensure that existing and future federal expenditures on transportation projects are based on a continuing, cooperative, and comprehensive (3-C) transportation planning process. The Black Hawk County MPO consists of the contiguous urbanized area at the center of Black Hawk County, Iowa. The corporate boundaries included in this urbanized area are the cities of Cedar Falls, Elk Run Heights, Evansdale, Hudson, Raymond, and Waterloo. For the purposes of transportation planning, an urban area boundary and study area boundary have been designated (Figure 1). The Black Hawk County MPO study area includes the city of Gilbertville, and parts of unincorporated Black Hawk County.

Figure 1: Black Hawk County MPO Planning Area



## BLACK HAWK COUNTY MPO ORGANIZATION

The Iowa Northland Regional Council of Government (INRCOG) has been designated by the State of Iowa as the MPO for the Black Hawk County Metropolitan Area. Since 1973, INRCOG has served as the regional umbrella agency providing planning services for Black Hawk, Bremer, Buchanan, Butler, Chickasaw, and Grundy Counties.

Three designated committees form the structure of the MPO: The Policy Board, the Transportation Technical Committee (TTC), and the Bicycle and Pedestrian Advisory Committee (BPAC). The Policy Board and TTC meet jointly, monthly.

The Policy Board is the governing body of the MPO. Voting members include the mayors of Cedar Falls, Elk Run Heights, Evansdale, Gilbertville, Hudson, Raymond, and Waterloo, a member of the Black Hawk County Board of Supervisors, and the chairperson of the MET Transit Board and Waterloo Regional Airport Board. In January of each year, INRCOG staff contact Policy Board voting members to obtain the name of up to two designated alternates. The designated alternates must be appointed by the voting members' board or council by formal resolution and must be an elected official, board member, or employee of the respective jurisdiction.

The Transportation Technical Committee consists of local engineers, planners, modal representatives, and interested parties. The TTC advises the Policy Board but does not vote on policy issues. The TTC serves as the advisory body to the MPO on technical matters pertaining to the development of transportation planning documents and comprehensive long- and short-range transportation planning.

The Bicycle and Pedestrian Advisory Committee is directly responsible to the Policy Board to provide guidance and strategies on the planning and implementation of transportation projects related to bicycle and pedestrian travel. The BPAC meets annually to discuss, rank, and program projects for Transportation Alternatives Set-Aside (TASA) funds.

TTC voting members include a representative from Cedar Falls, Elk Run Heights, Evansdale, Gilbertville, Hudson, Raymond, Waterloo, Black Hawk County, MET Transit, and the Waterloo Regional Airport. In January of each year, INRCOG staff contact the Policy Board voting member to obtain the name of the TTC voting member and up to two designated voting alternates. The TTC voting member and designated alternates cannot be a Policy Board member nor their designees.

BPAC voting members include a representative from Cedar Falls, Elk Run Heights, Evansdale, Gilbertville, Hudson, Raymond, Waterloo, Black Hawk County, MET Transit, and George Wyth State Park. In January of each year, INRCOG staff contact each member to obtain the name of the BPAC voting member and up to two designated voting alternates.

The MPO establishes and supports subcommittees and working groups as needed. The standing subcommittee of the Transportation Technical Committee is the Transit Advisory Committee (TAC). This group meets quarterly to discuss passenger transportation and human service agency challenges, opportunities, and coordination, and to help develop the Passenger Transportation Plan (PTP).

**Policy Board Members – Calendar Year 2025**

<b>Representing</b>	<b>Name</b>	<b>Title</b>	<b>MPO Membership</b>
City of Cedar Falls	Danny Laudick	Mayor	Member
	Gil Schultz	Councilperson	1 <sup>st</sup> Alternate
	Chris Latta	Councilperson, Mayor Pro Tem	2 <sup>nd</sup> Alternate
City of Elk Run Heights	Lisa Smock	Mayor	Member <b>(Chair)</b>
	Heather Sallis	Councilperson, Mayor Pro Tem	1st Alternate
			2nd Alternate
City of Evansdale	DeAnne Kobliska	Mayor	Member <b>(Vice-Chair)</b>
	Justin Smock	Councilperson, Mayor Pro Tem	1st Alternate
	Dottie Wear	Councilperson	2nd Alternate
City of Gilbertville	Mark Thome	Mayor	Member
	Scott Becker	Councilperson, Mayor Pro Tem	1st Alternate
			2nd Alternate
City of Hudson	Gail Bunz	Mayor	Member
	Kate Wyatt	Councilperson, Mayor Pro Tem	1st Alternate
			2nd Alternate
City of Raymond	Gary Vick	Mayor	Member
			1st Alternate
			2nd Alternate
City of Waterloo	Quentin Hart	Mayor	Member
	Noel Anderson	Com. Planning & Dev. Director	1st Alternate
	Aric Schroeder	City Planner	2nd Alternate
Black Hawk County	Ritch Kurtenbach	Supervisor	Member
	Tavis Hall	Supervisor	1st Alternate
			2nd Alternate
MET Transit Board	Rosalyn Middleton	Board Member	Member
	Sharon Droste	Chair	1st Alternate
	Stephanie Sheetz	Vice-Chair	2nd Alternate
Waterloo Regional Airport Board	Scott Voight	Chair	Member
	Steven Kjergaard	Director of Aviation	1st Alternate
			2nd Alternate

**Transportation Technical Committee (TTC) Members- Calendar Year 2025**

<b>Representing</b>	<b>Name</b>	<b>Title</b>	<b>MPO Membership</b>
City of Cedar Falls	David Wicke	City Engineer	Member
	Ben Claypool	Civil Engineer II	1 <sup>st</sup> Alternate
			2 <sup>nd</sup> Alternate
City of Elk Run Heights	Julie Eastman	City Clerk	Member
	Dale Wilson	Councilperson	1st Alternate
			2nd Alternate
City of Evansdale	Chris Schares	Public Works Director	Member
			1st Alternate
			2nd Alternate
City of Gilbertville	Rob Werner	Public Works Director	Member
	Al Even	City Maintenance	1st Alternate
			2nd Alternate
City of Hudson	Chrissi Wiersma	City Administrator/City Clerk	Member
	Jake Hovey	Public Works Director	1st Alternate
			2nd Alternate
City of Raymond	Becky Pint	Councilperson	Member
			1st Alternate
			2nd Alternate
City of Waterloo	Jamie Knutson	City Engineer	Member
	Wayne Castle	Associate Engineer	1st Alternate
	Matt Schindel	Associate Engineer	2nd Alternate
Black Hawk County	Ryan Brennan	Assistant County Engineer	Member
			1st Alternate
			2nd Alternate
MET Transit	David Sturch	General Manager	Member
			1st Alternate
			2nd Alternate
Waterloo Regional Airport			Member
			1st Alternate
			2nd Alternate

**Bicycle and Pedestrian Advisory Committee (BPAC) Members – Calendar Year 2025**

<b>Representing</b>	<b>Name</b>	<b>Title</b>	<b>MPO Membership</b>
City of Cedar Falls	Stephanie Sheetz	Director of Community Dev.	Member
	Chris Sevy	City Planner	1 <sup>st</sup> Alternate
			2 <sup>nd</sup> Alternate
City of Elk Run Heights	Julie Eastman	City Clerk	Member
	Dale Wilson	Councilperson	1st Alternate
			2nd Alternate
City of Evansdale	Chris Schares	Public Works Director	Member
			1st Alternate
			2nd Alternate
City of Gilbertville	Rob Werner	Public Works Director	Member
	Al Even	City Maintenance	1st Alternate
			2nd Alternate
City of Hudson	Chrissi Wiersma	City Administrator/City Clerk	Member
	Jake Hovey	Public Works Director	1st Alternate
			2nd Alternate
City of Raymond	Becky Pint	Councilperson	Member
			1st Alternate
			2nd Alternate
City of Waterloo	Jamie Knutson	City Engineer	Member
	Wayne Castle	Associate Engineer	1st Alternate
	Matt Schindel	Associate Engineer	2nd Alternate
Black Hawk County	Cathy Nicholas	County Engineer	Member
			1st Alternate
			2nd Alternate
MET Transit	David Sturch	General Manager	Member
			1st Alternate
			2nd Alternate
George Wyth State Park	Lori Eberhard	Park Manager	Member
			1st Alternate
			2nd Alternate

**Transit Advisory Committee (TAC)**

<b>Representing</b>	<b>Name</b>
Black Hawk County Emergency Management	Mindy Benson
Black Hawk County Gaming Association	Emily Hanson
Black Hawk County Public Health	Lisa Sesterhenn
Black Hawk County Public Health	Alecia Allen
Black Hawk/Grundy Mental Health	Tom Eachus
Bremer County, East Central Region	Jan Heidemann
Butler County Public Health	Jennifer Becker
Cedar Valley Boys and Girls Club	George Phillips
Cedar Valley United Way	Debbie Roth
Chickasaw County General Assistance	Karen Henry
City of Cedar Falls	Thomas Weintraut
City of Elk Run Heights	Lisa Smock
City of Evansdale	DeAnne Kobliska
City of Waterloo	Aric Schroeder
City of Waterloo	Britni Perkins
Community Foundation of Northeast Iowa	Kaye Englin
Comprehensive Systems Inc.	Carolyn Repp
Exceptional Persons Inc.	Nicole Ericson
Goodwill Industries of Northeast Iowa	Steve Tisue
Grow Cedar Valley	Stephanie Detweiler
Grundy County CPC	Todd Rickert
Hawkeye Community College	Nina Grant
Hawkeye Community College	Norman Coley Jr.
House of Hope	Karin Rowe
House of Hope	Dusky Steele
House of Hope, Pillars	Susan Backes
Iowa DOT, District 2	Krista Billhorn
Iowa DOT, Public Transit Bureau	Emma Simmons
Iowa DOT, Public Transit Bureau	Rebecca Law
Iowa Works Cedar Valley	Karen Siler
League of Women Voters of Black Hawk-Bremer Counties	Cheri Dargan
McElroy Trust	Megan McKenzie
MET Transit	David Sturch
MET Transit, Paratransit	Phil Golden
MET Transit, Board	Lon Kammeyer
MET Transit, Board	Rosalyn Middleton
My Riders Club	Martin Wissenberg
North Star Community Services	Valerie Schwager
Northeast Iowa Food Bank	Shannon Bass
One City United	Dean Feltes
Otto Schoitz Foundation	Cathy Schowalter
The Arc of Cedar Valley	Becky Schmitz
The Larrabee Center	Bonnie Gesell
Tri-County Head Start	Trista Hill
Tyson Food	Katie Schoepske
UnityPoint Clinic Administration	Rick Newlon
Waterloo Community Foundation	Erin Tink
Waterloo Community School District	Sara Mayer
Waterloo Regional Airport	Steven Kjergaard
Waterloo Regional Airport	Sheila Combs
Women's Center for Change	Amy Landers
Youth Advocate	Terrance Hollingsworth
INRCOG	Kyle Durant
INRCOG	Nick Fratzke

## MPO GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

The FY 2026 TPWP outlines transportation planning activities to address the four goals of the MPO *Long-Range Transportation Plan* which are to:

- Increase the safety of the transportation system.
- Strategically preserve the existing infrastructure.
- Support an efficient transportation system.
- Provide a high degree of multimodal accessibility and mobility.

The MPO has adopted several objectives to help achieve these goals and performance measurements to track the progress toward meeting the objectives. The goals, objectives, and performance measurements can be found in **Table 1.2** of the [MPO Long-Range Transportation Plan](#).

The TPWP also contains activities to assist in implementing provisions contained in surface transportation legislation. Planning factors identified in federal transportation legislation, Infrastructure Investment and Jobs Act (IIJA), to be considered in the transportation planning process for the MPO include:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency
- Increase the safety of the transportation system for motorized and non-motorized users
- Increase the security of the transportation system for motorized and non-motorized users
- Increase the accessibility and mobility of people and for freight
- Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight
- Promote efficient system management and operation
- Emphasize the preservation of the existing transportation system
- Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts on surface transportation
- Enhance travel and tourism

## TRANSPORTATION PLANNING PROCESS

The MPO is responsible for completing the following transportation planning documents:

- Transportation Planning Work Program (TPWP) – Outlines the transportation planning activities MPO staff plan to conduct in the next fiscal year and sources of funding; updated annually.
- Transportation Improvement Program (TIP) – Includes all projects programmed for federal transportation funding in the MPO in the next four fiscal years; updated annually.
- Long-Range Transportation Plan (LRTP) – Reviews the current condition and future needs of the transportation system and provides guidance for transportation investment decisions; updated every five years.
- Passenger Transportation Plan (PTP) – Provides coordination between passenger transportation providers and human service agencies and recommends projects to improve passenger transportation; full document update every five years; joint document with the Iowa Northland Regional Transportation Authority.
- Public Participation Plan (PPP) – Details the process the MPO will follow to involve the public in the transportation planning and programming process; updated every five years.

## TRANSPORTATION PLANNING ISSUES

The nation has seen a shift in focus from primarily prioritizing motorists and roadway infrastructure to expanding multimodal planning and addressing high roadway fatalities. Various funding opportunities from the Infrastructure Investment and Jobs Act, also known as the “Bipartisan Infrastructure Law”, and the U.S. Department of Transportation encourage planning agencies to apply for projects to improve roadway safety and implement a Complete Streets approach to our planning processes. The Black Hawk County MPO has been exploring multiple opportunity areas in the region regarding roadway safety, and multimodal transportation options.

Addressing the community’s safety and social issues is a high priority for the MPO. In 2019, the City of Waterloo funded a preliminary study to assess relocating the Canadian National Railway Company’s (CN) railyard in downtown Waterloo. The railyard, situated between E 4<sup>th</sup> Street and Martin Luther King Jr. Drive, is CN’s largest rail yard in Iowa<sup>1</sup>. The location of the rail yard poses longstanding issues related to community connection, and public safety. Stopped trains cause extensively blocked crossings that inhibit a proportion of the population. Public frustration with blocked crossings has led to serious injuries to pedestrians and motorists, resulting in civil lawsuits against CN. The social and safety issues associated with the rail yard’s proximity to residential homes and populations is a common thread across America, inhibiting and disconnecting entire communities.

MPO staff assisted the City of Waterloo in securing a \$750,000 Planning Grant through the Reconnecting Communities Program in FY 2023. The grant is funding the Downtown Waterloo Railyard Relocation and Railroad Crossing Improvement Study, which will analyze the location and impacts of the CN Railyard between E 4<sup>th</sup> Street and Martin Luther King Jr. Drive. The study will focus on critical aspects such as safety, community connectivity, potential relocation, and economic development. MPO staff assisted in developing the Request for Proposals to solicit qualified consultants in FY 2025. The project is anticipated to commence in that same fiscal year and is expected to continue over the next two fiscal years.

Another major focus of the Bipartisan Infrastructure Law is Vision Zero, or the National Roadway Safety Strategy, and the U.S. DOT’s goal of achieving zero deaths and serious injuries on our nation’s roadways. In 2022 alone, 42,514 people in our nation lost their lives in motor vehicle traffic crashes; the top reasons for traffic fatalities were speeding, alcohol-impaired driving, and distracted driving<sup>2</sup>. In the past five years alone (2020-2024), 37 people lost their lives on roadways in the Black Hawk County MPO. To address the nation’s public health crisis, the Bipartisan Infrastructure Law established a discretionary grant program called Safe Streets and Roads for All (SS4A) to implement the goal of zero deaths. The SS4A discretionary grant program funds are to be awarded on a competitive basis to support planning, infrastructure, behavioral, and operational initiatives to improve roadway safety by significantly reducing or eliminating roadway fatalities and serious injuries through safety action plan development and refinement and implementation focused on all users.

The SS4A program provides funding for two main types of grants: Planning and Demonstration Grants for comprehensive safety action plans, and Implementation Grants. Planning and Demonstration Grants are used to develop, complete, or supplement a comprehensive safety action plan, as well as carry out demonstration activities that inform an Action Plan. Implementation Grants are used to implement strategies or projects that are consistent with an existing Action Plan. To apply for an Implementation Grant, an eligible applicant must have a qualifying Action Plan.

On February 1, 2023, the Black Hawk County MPO received an SS4A Action Plan grant award to complete a comprehensive Safety Action Plan for Waterloo’s Central Business District in the downtown area. The estimated cost to complete the Plan was \$60,000 of which the MPO was awarded \$48,000 in federal SS4A funds. A local match of no less than 20 percent of the total project cost was required. The Iowa Department of Transportation is not an eligible applicant but committed to providing \$12,000 in HSIP-SWAP funding as a local match. In FY 2025, the MPO hired an outside consultant to complete the comprehensive Safety Action Plan, and MPO staff administered the project. With completion and local adoption, the comprehensive Safety Action Plan provides an opportunity for the City of Waterloo to seek SS4A Implementation funding to implement strategies or projects that will improve and enhance safety.

An additional approach to improving the safety and mobility of our roadway users is to incorporate Complete Streets policies. Complete Streets means planning, designing, and operating our transportation network in a way that includes all roadway users – pedestrians, bicyclists, public transportation riders, and motorists<sup>3</sup>. MPO staff serve on the Waterloo Complete Streets Advisory Committee which is committed to making the streets a safe, comfortable, and convenient environment for all road users. The committee’s guiding policies pull from the MPO Pedestrian Master Plan<sup>4</sup> and the City of Waterloo’s Complete Streets Policy. MPO staff also serve on the Cedar Falls Bicycle and Pedestrian Commission to improve

the quality of life through the increased opportunity for safe walking and bicycling as viable means of transportation and physical activity. The commission is guided by the Cedar Falls Bike Network Plan, Cedar Falls' Complete Streets Policy, and the MPO Pedestrian Master Plan. The MPO's work affiliated with existing Complete Streets activities aided in developing and adopting an MPO-wide Complete Streets Policy and Project Prioritization Plan.

MET Transit is the primary mass transportation provider for Waterloo and Cedar Falls. Previously, the route structure, travel times, and service hours did not adequately meet many riders' needs, leaving gaps for residents without access to a car in a primarily auto-oriented community. To address these issues, MPO staff collaborated with MET Transit to implement a route restructuring project, transitioning from a loop system to more efficient out-and-back routes. The fixed routes have now been updated, and a Transit Plan has been developed by a consultant. This comprehensive plan analyzed the restructured routes, service hours, after-hours service, community needs, and overall efficiency. MPO staff supported MET Transit throughout this process, including consultant interviews, gathering community and stakeholder input, and assisting with the plan's implementation. These efforts aim to enhance public transportation accessibility and functionality across the region.

The Transit Advisory Committee (TAC) is committed to aiding MET Transit in promoting the newly updated routes and will focus on communication and outreach efforts to ensure community awareness and engagement. To enhance its effectiveness, the TAC is now meeting quarterly instead of the previous minimum of two meetings per year. This increased meeting frequency is intended to strengthen TAC participation, provide more opportunities to address challenges, and focus on identifying practical solutions to improve transit services and meet the needs of the community.

<sup>1</sup> <https://iowadot.gov/iowarail/pdfs/cn.pdf>

<sup>2</sup> <https://crashstats.nhtsa.dot.gov/Api/Public/Publication/813643#:~:text=In%202022%20there%20were%2012%2C151.in%20speeding%2Drelated%20traffic%20crashes>

<sup>3</sup> <https://www.transportation.gov/mission/health/complete-streets>

<sup>4</sup> <https://bhcmmpo.files.wordpress.com/2024/02/mpopedestrianmasterplan.pdf>

## PLANNING ACTIVITIES

This section details the planning activities that the Black Hawk County MPO will be involved in throughout the upcoming state fiscal year. There are seven main work tasks, each of which corresponds to the goals of the MPO *Long-Range Transportation Plan*, one of the ten federal planning factors, or a federal planning requirement.

		Element A: TPWP	Element B: TIP	Element C: PPP	Element D: LRTP	Element E: SRTP	Element F: Complete Streets	Element G: Admin
L RTP Goals	Increase the safety of the transportation system	X	X	X	X	X	X	
	Strategically preserve the existing infrastructure	X	X		X	X		
	Support an efficient transportation system	X	X		X	X		
	Provide a high degree of multimodal accessibility and mobility	X	X	X	X	X	X	
Federal Planning Factors	Support economic vitality	X	X		X	X	X	
	Increase the safety of the transportation system	X	X		X	X	X	
	Increase the security of the transportation system	X	X			X		
	Increase the accessibility and mobility of people and for freight	X	X	X	X	X	X	
	Protect and enhance the environment and promote conservation	X	X	X		X		
	Enhance the integration and connectivity of the system across and between modes	X	X		X		X	
	Promote efficient system management and operations	X	X		X	X		
	Emphasize the preservation of the existing transportation system	X	X		X			
	Improve resiliency and reliability and reduce/mitigate stormwater impacts	X	X			X		
	Enhance travel and tourism	X	X			X	X	
MPO Requirements	Transportation Planning Work Program	X						
	Long Range Transportation Plan				X		X	
	Transportation Improvement Program		X					
	Public Participation Plan			X				
	Passenger Transportation Plan					X		
	Award Federal Funding		X					
	Decision Making Structure							X

# TPWP DEVELOPMENT

## PROCESS

The Black Hawk County MPO begins development of the TPWP in January of each year with internal staff discussions. These initial discussions include a review of federally-required activities, the planning factors required by MPOs as outlined in U.S. Code, and goals of the Long-Range Transportation Plan. Proposals from MPO staff and member communities regarding priority activities for the coming year are also discussed. The draft TPWP is then presented at the MPO Policy Board meeting in March for review and discussion. Proposals for additional activities are also requested from the Policy Board and Transportation Technical Committee, and the public at the meeting.

Following review and comments, the draft TPWP is forwarded to the Iowa DOT, FTA, and FHWA for review and comment. MPO staff make any changes necessary to the document and budget, and the final document is presented to the Policy Board for review and approval at the May meeting. The approved TPWP is then provided to the Iowa DOT, FTA, and FHWA for their records.

The following milestones describe the process in which the Transportation Planning Work Program was developed:

- March 13, 2025: The draft TPWP was presented to the MPO Policy Board and Transportation Technical Committee for review and comment.
- March 14 to May 8, 2025: A public comment period was open for the draft TPWP. The draft document was made available on the [MPO website](#) and at the INRCOG Center. Comments were accepted via letter, email, phone, or in person.
- March 2025: The draft TPWP was submitted to the Iowa Department of Transportation, Federal Highway Administration, and Federal Transit Administration for compliance review and comments.
- May 8, 2025: The MPO Policy Board considered a summary of comments and appropriate responses and adopted the final TPWP.

## PUBLIC INVOLVEMENT

The public involvement process utilized for the development of this TPWP was guided by the [2022 Public Participation Plan \(PPP\)](#). The PPP sets minimum requirements for public involvement opportunities. Public involvement actions required include the following:

- Draft TPWP
  - The draft TPWP will be prepared by INRCOG staff with input from jurisdiction representatives and the Iowa DOT, and oversight by the Policy Board and Transportation Technical Committee.
  - The draft document will be made available at INRCOG, on the INRCOG website, and upon request.
- Public Comment Period
  - The draft TPWP will be presented to the Policy Board and Transportation Technical Committee at a regularly scheduled meeting no later than April.
  - The public will have at least a 15-calendar-day comment period following completion of the draft TPWP and presentation to the Policy Board and Transportation Technical Committee to submit comments via letter, email, phone, or in person.
  - Notices and agendas of MPO meetings will be made available through local media sources, at INRCOG, and on the INRCOG website and Facebook page. Notices may also be sent to organizations serving traditionally underserved populations.
  - All meetings will be held in accessible facilities.
  - Any person with special communication or accommodation needs (i.e., sight, reading, or language barriers, request for online or phone participation, etc.) can contact the MPO (minimum 48 hours prior to the meeting) and arrangements will be made.

- Final TPWP
  - The Policy Board will consider a summary of comments and responses and adopt the final TPWP.
  - The final TPWP will be submitted to the Iowa DOT, FHWA, and FTA.
  - The final TPWP will be made available on the INRCOG website, at INRCOG, and upon request.
- Revisions
  - Revisions to the TPWP will be made as needed.
  - Amendments will require a public hearing to be held at a regularly scheduled Policy Board meeting. A notice of the public hearing will be published no more than twenty (20) calendar days and no less than four (4) calendar days before the date of the hearing.

**REVISIONS**

The Transportation Planning Work Program is developed annually. However, the document can be amended at any time. When doing so, the Black Hawk County MPO will consider the administrative rules outlined by 2 CFR 200 and FTA Circular 5010.1C. The following table outlines the approving agency for various changes to work programs:

Revision Type	Approving Agency
Request for additional Federal funding	Federal
Transfer of funds between categories, projects, functions, or activities which exceeds ten percent of the total work program budget when the Federal share of the budget exceeds \$150,000	Federal
Revision to the scope or objectives of activities	Federal
Transferring substantive programmatic work to a third party (consultant)	Federal
Capital expenditures, including the purchasing of equipment	Federal
Transfer of funds allotted for training allowances	Federal
Transfer of funds between categories, projects, functions, or activities which do not exceed ten percent of the total work program budget, or when the Federal share of the budget is less than \$150,000	Iowa DOT Systems Planning Bureau
Revisions related to work that does not involve Federal funding	MPO Policy Board

All necessary TPWP approvals are required to be in place prior to the commencement of activity, purchasing of equipment, or request for reimbursement. As it relates to procurement of equipment and services, there should be no notification of award, signed contract, placement of an order, or agreement with a contractor prior to receiving the necessary approval.

All revision requests should be submitted electronically to the Iowa DOT Systems Planning Bureau and the agency’s District Planner. Documentation for the revisions shall include the following:

- A resolution or meeting minutes showing the revision’s approval
- Budget summary table with changes highlighted or noted
- Modified section(s) of the plan’s work elements with changes highlighted or noted

If all necessary information is provided, the request will then be forwarded to the FHWA and FTA for review and any necessary approvals. Notification by the approving agency will be in writing.

**Federal Revision Approval**

Revisions where FHWA/FTA is the designated approving agency shall require written approval by FHWA/FTA prior to commencement of activity, purchasing of equipment, or request for reimbursement.

**Iowa DOT Systems Planning Bureau Revision Approval**

Revisions where the Iowa DOT Systems Planning Bureau is the designated approving agency shall require written approval by the Iowa DOT Systems Planning Bureau prior to commencement of activity or request for reimbursement.

**Black Hawk County MPO Revision Approval**

Revisions where the MPO is the approving agency shall be approved by the Policy Board.

# FY 2026 WORK ELEMENTS

## ELEMENT A: TRANSPORTATION PLANNING WORK PROGRAM (TPWP)

### Objective

To prepare the FY 2027 TPWP.

### Project Description

Identify tasks to be performed in FY 2027 and prepare FY 2026 quarterly reports.

### Previous Work

- Adoption and administration of the FY 2025 TPWP
- Prepared draft and final versions of the FY 2026 TPWP in accordance with the MPO Public Participation Plan, INRCOG Title VI Plan, and subject to comments from Iowa DOT, FHWA, and FTA staff

### FY 2026 Activities and Products

- FY 2026 TPWP maintenance and budget monitoring
- Planning funding reimbursement submittals
- Draft FY 2027 TPWP submitted by March 31, 2026
- Final FY 2027 TPWP submitted by June 1, 2026
- MPO Self Certification

### Personnel, Budget, and Funding

	Staff Hours	Cost (\$)
Executive Director	12	1,321
Director of Transportation	5	303
Transportation Planner II	8	416
Personnel Total	25	2,039
Direct Expenses		461
<b>Total</b>	<b>25</b>	<b>2,500</b>

Funding Type	Amount (\$)
FHWA-PL New	1,000
FTA 5305d New	1,000
INRCOG Match	500
<b>Total</b>	<b>2,500</b>

## ELEMENT B: TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

### Objective

To develop and maintain a TIP that is consistent with the goals, objectives, and performance measures established by the MPO Policy Board, and serves as an implementation tool of the MPO Long-Range Transportation Plan.

### Project Description

The MPO is responsible for developing the funding program of transportation projects which use Federal funds or are regionally significant. The MPO carries out a process for soliciting, ranking, and programming regional projects for the Surface Transportation Block Grant (STBG) Program, Transportation Alternatives Set-Aside (TASA), and Carbon Reduction Program (CRP). The MPO also reviews regional projects seeking Iowa Clean Air Attainment Program (ICAAP) funds. The TIP includes four years of programming based on funding estimates provided by the Iowa DOT. Programming will include all pertinent modes of transportation, with emphasis placed on STBG, TASA, CRP, 5307, and 5339 funds. The TIP will be fiscally constrained utilizing year of expenditure dollars. The document will include operations and maintenance information, and a status report on projects in the first year of the current program.

The TIP is developed in coordination with local governments, the State of Iowa, and public transit providers. The submittal of projects and revisions will be conducted through the online program TPMS. To ensure a well-balanced public participation process, all work associated with the TIP will be performed in accordance with the Public Participation Plan and INRCOG Title VI Plan.

### Previous Work

- Prepared the final FY 2025-2028 TIP
- Processed revisions to the FY 2025-2028 TIP
- Updated STBG, TASA, and CRP Guidelines
- Held work sessions to program projects for the draft FY 2026-2029 TIP
- Developed a draft FY 2026-2029 TIP
- Assistance with STBG, TASA, and CRP applications

### FY 2026 Activities and Products

- Assistance with STBG, TASA, and CRP applications
- FY 2025-2028 TIP
  - Maintain program through formal amendments and administrative modifications (as required)
- FY 2026-2029 TIP
  - Final program adopted
  - Maintain program through formal amendments and administrative modifications (as required)
- FY 2027-2030 TIP
  - Resolution(s) supporting regional Iowa Clean Air Attainment Program (ICAAP) grant application(s)
  - Solicit, rank, and program TASA projects
  - Solicit, rank, and program STBG projects
  - Solicit, rank, and program CRP projects
  - BPAC and TTC work sessions to develop draft program
  - Draft FY 2027-2030 TIP submitted by June 15, 2026

### Personnel, Budget, and Funding

	Staff Hours	Cost (\$)
Director of Transportation	2	121
Transportation Planner II	52	2,702
Transportation Planner I	41	1,665
Personnel Total	95	4,488
Direct Expenses		1,762
<b>Total</b>	<b>95</b>	<b>6,250</b>

Funding Type	Amount (\$)
FHWA-PL New	2,500
FTA 5305d New	2,500
INRCOG Match	1,250
<b>Total</b>	<b>6,250</b>

## ELEMENT C: PUBLIC PARTICIPATION PROCESS

### Objective

To incorporate a public involvement process that fosters public participation throughout the transportation planning, programming, and decision-making process.

### Project Description

This task includes conducting public input sessions, public hearings, and public outreach to obtain input and feedback on ongoing activities and plans. The Public Participation Plan, along with other pertinent documents maintained and developed by the MPO, are available on the MPO website, [www.bhcmpo.org](http://www.bhcmpo.org). The 2022 Public Participation Plan was adopted in November 2022 and will be updated as needed.

### Previous Work

- Published 4 public hearing notices (FY 2025 TPWP Amendment, FY 2025-2028 TIP Amendment, FY 2026 TPWP, FY 2026-2029 TIP)
- Two public input sessions relating to the development of the FY 2026-2029 TIP
- Notices of opportunities for public input shared via INRCOG e-newsletter and local media
- Publication of transportation articles in the INRCOG monthly e-newsletter
- News and highlights, transportation plans, and notices of opportunities for public input shared on the MPO website and INRCOG monthly e-newsletter

### FY 2026 Activities and Products

- Publish public hearing notices for federally required documents and TIP amendments
- Materials and staffing for two public input sessions for the draft FY 2027-2030 TIP in June 2026
- Public engagement via surveys, public hearings, public input sessions, public meetings, virtual public involvement, and other methods
- Content for the MPO website
- Content for the INRCOG monthly e-newsletter
- Maintain and update the PPP (as needed)
- Marketing and outreach of MPO planning activities through various outlets and mediums

### Personnel, Budget, and Funding

	Staff Hours	Cost (\$)
Director of Transportation	4	242
Transportation Planner II	43	2,234
Transportation Planner I	60	2,437
Personnel Total	107	4,913
Direct Expenses		1,087
Total	107	6,000

Funding Type	Amount (\$)
FHWA-PL New	2,400
FTA 5305d New	2,400
INRCOG Match	1,200
Total	6,000

## ELEMENT D: LONG-RANGE TRANSPORTATION PLANNING

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### TASK D-1: LONG-RANGE TRANSPORTATION PLAN

**Objective**

To maintain a Long-Range Transportation Plan (LRTP) including maintenance of the Travel Demand Model (TDM) utilizing TransCAD modeling software (annual maintenance fee included) and develop ancillary long-range transportation planning documents as needed.

**Project Description**

The 2050 Long-Range Transportation Plan was adopted in November 2023. The LRTP incorporates all modes of transportation into the planning process. The document is fiscally constrained and serves as the mechanism for identifying and prioritizing projects into the MPO's Transportation Improvement Program. To support activities of the LRTP, the MPO will continue to monitor and update the document as needed. The MPO will provide traffic forecasts and model analysis for projects as needed.

**Previous Work**

- Maintained the 2050 LRTP
- PM1, PTASP, and updated PM2 targets adopted
- Traffic forecasts, model analysis, and select link analysis for corridor studies and project designs
- 2020 U.S. Census Metropolitan Planning Area Boundary adjustment joint process between the MPO and RTA

**FY 2026 Activities and Products**

- Maintain and update the 2050 LRTP (as needed)
- Various reports, traffic projections, and traffic analysis
- Adopt 2022-2026 safety targets (PM1) by February 2026

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### TASK D-2: STATEWIDE PLANNING INITIATIVES

**Objective**

To remain actively involved in various statewide planning efforts.

**Project Description**

Participation in statewide planning initiatives and committees.

**Previous Work**

- Member of the Strategic Highway Safety Plan Advisory Committee
- Participated in Midwest Transportation Model User Group (MTMUG) meetings
- Attended four statewide MPO/RPA Quarterly meetings

**FY 2026 Activities and Products**

- Participation in MTMUG meetings
- Attend MPO/RPA Quarterly meetings
- Participation in regional and statewide coordination meetings

TASK D-3: TRANSPORTATION RELATED STUDIES

**Objective**

To be an active participant in various transportation studies relating to all pertinent modes of transportation as supported by the MPO Long-Range Transportation Plan.

**Project Description**

Further the goals and objectives of the transportation planning process through studies undertaken by the MPO or consultants on behalf of communities in the metropolitan area. MPO staff assisted the City of Waterloo in securing a \$750,000 Planning Grant through the Reconnecting Communities Program in FY 2023. The grant is funding the Downtown Waterloo Railyard Relocation and Railroad Crossing Improvement Study, which will analyze the location and impacts of the CN Railyard between E 4th Street and Martin Luther King Jr. Drive. The study will focus on critical aspects such as safety, community connectivity, potential relocation, and economic development. MPO staff assisted in developing the Request for Proposals to solicit qualified consultants in FY 2025. The project is anticipated to commence in that same fiscal year and is expected to continue over the next two fiscal years.

**Previous Work**

- Participated in the Eastern Iowa Electric Vehicle Readiness planning initiative meetings
- Administration of the Reconnecting Communities Program Planning Grant for the City of Waterloo
  - Developed a Request for Proposals to solicit qualified consultants
  - Managed the consultant selection process in accordance with federal and local procurement guidelines
  - Coordinated project scoping

**FY 2026 Activities and Products**

- Participation in the Eastern Iowa Electric Vehicle Readiness planning initiative meetings
- Participation in transportation related studies and committees
- Administration of the NAE Program Planning Grant for the City of Waterloo
  - Grant progress monitoring
  - Ensuring compliance with reporting requirements
  - Facilitating communication between the City of Waterloo, the consultant, and other involved agencies

**Personnel, Budget, and Funding**

	Staff Hours	Cost (\$)
Executive Director	200	22,010
Director of Transportation	462	27,951
Data Services Coordinator	595	31,815
Transportation Planner II	288	14,964
Transportation Planner I	345	14,014
Administrative	13	810
<b>Personnel Total</b>	<b>1,903</b>	<b>111,564</b>
Direct Expenses		8,936
TransCAD (Maintenance)		1,800
<b>Total</b>	<b>1,903</b>	<b>122,300</b>

Funding Type	Amount (\$)
FTA 5305d Carryover	2,590
FHWA PL-Carryover	80,250
FHWA PL-New	7,500
FTA 5305d-New	7,500
INRCOG Match	24,460
<b>Total</b>	<b>122,300</b>

## ELEMENT E: SHORT-RANGE TRANSPORTATION PLANNING

### TASK E-1: ADMINISTRATION OF OVERALL MPO ACTIVITIES

#### **Objective**

To provide administration of the MPO activities to ensure a continuous, cooperative, and comprehensive transportation planning process in compliance with applicable State and Federal laws and regulations.

#### **Project Description**

This task includes all administrative work to support activities of the MPO including the following: prepare and submit required documents to the Iowa DOT, FTA, and FHWA; facilitate and provide staff support for MPO meetings; prepare budgets, maintain financial records, and ensure monies are spent appropriately; and coordinate activities with participating agencies and other public and private interests. This task also includes MPO staff participating in conferences, seminars, meetings, and other training opportunities to remain familiar with the latest regulations and techniques related to the transportation planning field.

#### **Previous Work**

- Quarterly submittals for planning funding reimbursement
- Filing and reporting routine items required by the Iowa DOT, FTA, and FHWA
- Conducted 10 Policy Board meetings, and developed meeting materials and minutes
- Conducted one Transportation Technical Committee meeting, and developed meeting materials and minutes
- Conducted one Bicycle and Pedestrian Advisory Committee meeting, and developed meeting materials and minutes
- Attended webinars, trainings, and conferences specific to transportation
- AMPO Active Transportation Interest Group Leadership
- ICOG Staff Retreat 2025
- Association of Metropolitan Planning Organizations (AMPO) membership

#### **FY 2026 Activities and Products**

- Grant writing assistance to member communities (as requested)
- Reports and other materials by Federal, State, or other governmental agencies
- Monthly Policy Board meeting materials, meetings, and minutes
- TTC and BPAC meeting materials, meetings, and minutes
- Attend webinars, trainings, and conferences specific to transportation
- ICOG Staff Retreat 2026
- AMPO Annual Conference 2025
- National Association of Development Organizations (NADO) Rural Transportation Conference 2025
- Association of Metropolitan Planning Organizations (AMPO) membership

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## TASK E-2: DATA SERVICES

### **Objective**

To collect, analyze, and distribute data necessary to sustain and enhance the overall transportation system.

### **Project Description**

This task includes all data collection and analysis to support transportation planning activities.

### **Previous Work**

- Performed data collection and GIS data maintenance, including traffic count and crash data
- Developed and printed maps
- Collected pavement management, safety, and traffic count data for TIP project evaluation and prioritization

### **FY 2026 Activities and Products**

- Data collection and GIS data maintenance, including traffic count and crash data
- Print and/or develop maps for member communities or partner agencies
- Interactive mapping, including web-based mapping and story maps
- Pavement management, safety, and traffic count data for TIP project evaluation, ranking, and programming

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## TASK E-3: MULTIMODAL PLANNING

### **Objective**

To provide support to expand and improve multimodal transportation options in the region to increase the safety and mobility of people and freight.

### **Project Description**

This task includes technical assistance to develop and promote plans and projects to increase the safety and mobility of people and freight. This task also includes continued implementation of a Safe Routes to School (SRTS) program in public and parochial schools throughout the metropolitan area. This is part of the SRTS Partnership with the Iowa Bicycle Coalition and Upper Explorerland. This position is funded through a Statewide TASA/TAP grant via the Iowa DOT, the MPO, and the RTA. The SRTS Coordinator will work with area schools on efforts and initiatives to increase bicycling and walking to school. The MPO Pedestrian Master Plan was adopted in February 2022, and staff will monitor and update the document as needed.

### **Previous Work**

- General multimodal transportation planning assistance
- Safe Routes to School Program in public and parochial schools in the metro area
- Interactive Cedar Valley Trail Map and promotional materials
- Passenger Rail support and outreach efforts, including promoting Iowa to rejoin the Midwest Interstate Passenger Rail Commission

### **FY 2026 Activities and Products**

- Maintain and update the MPO Pedestrian Master Plan (as needed)
- General multimodal transportation planning assistance
- Safe Routes to School Program in public and parochial schools in the metro area
- Upkeep of the Interactive Cedar Valley Trail Map
- Passenger Rail and Rail Safety community engagement

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## TASK E-4: TRANSIT PLANNING

### **Objective**

To enhance a coordinated, accessible, and efficient transit system to ensure all citizens have access to effective and affordable transportation options.

### **Project Description**

Focus on improving operating efficiencies of current services and eliminate service gaps where and when public transportation is not available. The FY 2026-2030 Passenger Transportation Plan (PTP) will be adopted and submitted to the Iowa DOT by May 1, 2025. The Transit Advisory Committee (TAC) is now held quarterly instead of the minimum two meetings per year. The aim of holding more frequent and routine meetings is to focus on addressing challenges, identifying solutions, and enhancing TAC participation.

### **Previous Work**

- Held two TAC meetings
- Passenger transportation provider and public input survey for the FY 2026-2030 PTP
- Draft and Final FY 2026-2030 PTP
- Meetings with MET Transit staff to discuss planning assistance and coordination of services opportunities

### **FY 2026 Activities and Products**

- Maintain and update the FY 2026-2030 PTP (as needed)
- Monitoring projects and initiatives identified in the FY 2026-2030 PTP
- Four TAC meetings (minimum of 2 required)
- Planning assistance for MET Transit
- Public outreach and marketing materials for MET Transit

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## TASK E-5: TRANSPORTATION SAFETY

### **Objective**

To include traffic safety initiatives and designs in all aspects of the transportation planning and project selection process.

### **Project Description**

Provide safety studies, design techniques, and other information to member jurisdictions. On February 1, 2023, the MPO received a SS4A Action Plan grant award to complete a comprehensive Safety Action Plan for Waterloo's Central Business District in the downtown area. The estimated cost to complete the plan is \$60,000 of which the MPO was awarded \$48,000 in federal SS4A funds. The Iowa DOT has committed to providing \$12,000 in HSIP-SWAP funding as the 20 percent local match. In FY 2025, the MPO hired an outside consultant to complete the comprehensive Safety Action Plan, and MPO staff administered the project. With completion and local adoption, the comprehensive Safety Action Plan provides an opportunity for the City of Waterloo to seek SS4A Implementation funding to implement strategies or projects that will improve and enhance safety.

### **Previous Work**

- Provided safety data using the Iowa Crash Analysis Tool
- SS4A Safety Action Plan project administration

### **FY 2026 Activities and Products**

- Safety data provided using the Iowa Crash Analysis Tool
- Crash-related charts and reports

**TASK E-6: EQUIPMENT & SUPPLIES**

**Objective**

To purchase and maintain computer software and equipment to support the transportation planning functions of the MPO.

**Previous Work**

- Maintained ArcGIS licenses for three workstations
- Maintained TransCAD license for one workstation
- Maintained license for Spatial Analyst and 3-D Analyst
- SketchUp Pro license

**Project Description**

This task includes the purchasing and maintenance of computer equipment and software necessary to carry out the transportation planning effort.

**FY 2026 Activities and Products**

- ArcGIS licenses for three workstations
- TransCAD license for one workstation
- Spatial Analyst and 3-D Analyst
- SketchUp Pro license

**Personnel, Budget, and Funding**

	Staff Hours	Cost (\$)
Executive Director	131	14,417
Director of Transportation	375	22,688
Data Services Coordinator	598	31,975
Transportation Planner II	763	39,645
Transportation Planner I	1,101	44,723
Administrative	95	5,886
<b>Personnel Total</b>	<b>3,063</b>	<b>159,333</b>
Direct Expenses		3,150
GIS Software Maintenance/Upgrades		1,620
AMPO Dues		1,030
<b>Total</b>	<b>3,063</b>	<b>165,133</b>

Funding Type	Amount (\$)
FHWA PL-Carryover	87,212
FHWA PL-New	20,000
FTA 5305d-New	24,894
INRCOG-Match	33,027
<b>Total</b>	<b>165,133</b>

## ELEMENT F: COMPLETE STREETS

### Objective

To develop and promote policies, plans, and projects that improve mobility and connectivity; improve health; increase safety; enhance neighborhoods, businesses, and institutions; and advance the quality of life for all users of the transportation system.

### Project Description

Complete Streets are facilities designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders. The concept of Complete Streets encompasses many approaches to planning, designing, and operating roadways and right-of-way with all users in mind to make the transportation network safer and more efficient.

The Black Hawk County MPO embraces the Complete Streets philosophy, and communities have been incorporating design elements in various planning activities. To further promote and advocate for Complete Streets, the MPO developed and adopted an MPO Complete Streets Policy in May 2023. The MPO will research Complete Streets Prioritization Plans that identify a specific list of Complete Streets projects and potential funding sources to improve safety, mobility, and accessibility. This Plan was postponed due to a shift in priorities and the emergence of other critical projects.

### Previous Work

- Served on the Waterloo Complete Streets Advisory Committee and Cedar Falls Bicycle and Pedestrian Commission
- Green Bike Lanes educational webpage, flyer, and poster
- Bicycle Road Markings & Safety webpage
- Walnut/3<sup>rd</sup> Street streetscape enhancements planning and coordination

### FY 2026 Activities and Products

- Development of an MPO Complete Streets Prioritization Plan
- Planning technical assistance to improve the metropolitan network of active transportation facilities, including sidewalks, pedestrian and bicycle trails, and to connect neighborhoods with destinations
- Serve on the Waterloo Complete Streets Advisory Committee and Cedar Falls Bicycle and Pedestrian Commission

### Personnel, Budget, and Funding

	Staff Hours	Cost (\$)
Director of Transportation	4	242
Transportation Planner II	50	2,598
Transportation Planner I	75	3,046
Personnel Total	129	5,886
Direct Expenses		91
Total	129	5,977

Funding Type	Amount (\$)
FHWA PL Set-aside	5,977
Total	5,977

**ELEMENT G: ADMINISTRATION**

**Objective**

To provide for the overall management and support of INRCOG’s programs.

**Previous Work**

Budget, audit, and other financial documents required for the fiscal year ending June 30, 2025.

**Project Description**

This task includes overhead and indirect expenses which are not attributable to direct expenses reflected under individual work tasks. Administrative salaries and overhead expenses are charged on an indirect basis according to the agency’s approved cost-allocation plan (attached).

**FY 2026 Activities and Products**

- Quarterly progress reports and invoices
- Budget, audit, and other financial documents required for the fiscal year ending June 30, 2026.

**Personnel, Budget, and Funding**

	Staff Hours	Cost (\$)
Administration	108	108,930
<b>Total</b>	<b>108</b>	<b>108,930</b>

Funding Type	Amount (\$)
FHWA-PL Carryover	40,000
FHWA-PL New	27,144
FTA 5305d New	20,000
INRCOG Match	21,786
<b>Total*</b>	<b>108,930</b>

\*This budget reflects the estimated transportation program share of administrative expenses based on an estimated FY 2026 agency budget of \$2,600,000.

# SCHEDULE OF ACTIVITIES

Description	1 <sup>st</sup> Quarter (July – Sept.)	2 <sup>nd</sup> Quarter (Oct. – Dec.)	3 <sup>rd</sup> Quarter (Jan. – Mar.)	4 <sup>th</sup> Quarter (April – June)	MPO LRTP Goals Supported
<b>(A) Transportation Planning Work Program</b>					
FY 2026 TPWP maintenance and budget monitoring	X	X	X	X	
Planning funding reimbursement submittals	X	X	X	X	
Draft FY 2027 TPWP submitted by March 31, 2026			X		1, 2, 3, 4
Final FY 2027 TPWP submitted by June 1, 2026				X	
MPO Self Certification				X	
<b>(B) Transportation Improvement Program</b>					
Assistance with STBG, TASA, and CRP applications			X	X	
FY 2025-2028 TIP maintenance	X				
FY 2026-2029 TIP final program adopted	X				
FY 2027-2030 TIP maintenance	X	X	X	X	
Draft FY 2027-2030 TIP submitted by June 15, 2026		X	X	X	
<b>(C) Public Participation Process</b>					
Publish public hearing notices for federally required documents and TIP amendments	X	X	X	X	
Materials and staffing for two TIP public input sessions for the draft FY 2027-2030 TIP in June 2026				X	
Public engagement via surveys, public hearings, public input sessions, public meetings, virtual public involvement, and other methods	X	X	X	X	1, 4
Content for the MPO website	X	X	X	X	
Content for the INRCOG monthly e-newsletter	X	X	X	X	
Maintain and update the PPP (as needed)		X		X	
Marketing and outreach of MPO planning activities through various outlets and mediums	X	X	X	X	
<b>(D) Long-Range Transportation Planning</b>					
Maintain and update the 2050 LRTP (as needed)	X	X	X	X	
Various reports, traffic projections, and traffic analysis	X	X	X	X	
Adopt 2022-2026 safety targets (PM1) by February 2026			X		
Participation in MTMUG meetings	X		X		
Attend MPO/RPA Quarterly meetings	X	X	X	X	1, 2, 3, 4
Participation in regional and statewide coordination meetings	X	X	X	X	
Participation in the Eastern Iowa Electric Vehicle Readiness planning initiative meetings	X	X	X	X	
Participation in transportation related studies and committees	X	X	X	X	
Administration of the NAE Program Planning Grant for the City of Waterloo	X	X	X	X	

Description	1 <sup>st</sup> Quarter (July – Sept.)	2 <sup>nd</sup> Quarter (Oct. – Dec.)	3 <sup>rd</sup> Quarter (Jan. – Mar.)	4 <sup>th</sup> Quarter (April – June)	MPO LRTP Goals Supported
<b>(E) Short-Range Transportation Planning</b>					
Grant writing assistance to member communities (as requested)	X			X	
Reports and other materials by Federal, State, or other governments agencies	X	X	X	X	
Monthly Policy Board meeting materials, meetings, and minutes	X	X	X	X	
TTC and BPAC meeting materials, meetings, and minutes				X	
Attend webinars, trainings, and conferences specific to transportation	X	X	X	X	
ICOG Staff Retreat 2026				X	
AMPO Annual Conference 2025	X				
NADO Rural Transportation Conference 2025	X				
Association of Metropolitan Planning Organizations (AMPO) membership	X				
Data collection and GIS data maintenance, including traffic count and crash data	X	X	X	X	
Print and/or develop maps for member communities or partner agencies	X	X	X	X	
Interactive mapping, including web-based mapping and story maps	X	X	X	X	
Pavement management, safety, and traffic count data for TIP project evaluation, ranking, and programming			X	X	
Maintain and update the MPO Pedestrian Master Plan (as needed)		X		X	1, 2, 3, 4
General multimodal transportation planning assistance	X	X	X	X	
Safe Routes to School Program in public and parochial schools in the metro area	X	X	X	X	
Upkeep of the Interactive Cedar Valley Trail Map	X	X	X	X	
Passenger Rail and Rail Safety community engagement	X	X	X	X	
Maintain and update the FY 2026-2030 PTP (as needed)		X		X	
Monitoring projects and initiatives identified in the FY 2026-2030 PTP	X	X	X	X	
Four TAC meetings (minimum of 2 required)	X		X		
Planning assistance for MET Transit	X	X	X	X	
Public outreach and marketing materials for MET Transit	X	X			
Safety data provided using the Iowa Crash Analysis Tool	X	X	X	X	
Crash-related charts and reports	X	X	X	X	
ArcGIS licenses for three workstations			X		
TransCAD license for one workstation		X			
Spatial Analyst and 3-D Analyst			X		
SketchUp Pro license		X			
<b>(F) Complete Streets</b>					
Development of an MPO Complete Streets Prioritization Plan			X	x	
Planning technical assistance to improve the metropolitan network of active transportation facilities	X	X	X	X	1, 4
Serve on the Waterloo Complete Streets Advisory Committee and Cedar Falls Bicycle and Pedestrian Commission	X	X	X	X	
<b>(G) Administration</b>					
Quarterly progress reports and invoices	X	X	X	X	
Budget, audit, and other financial documents required for the fiscal year ending June 30, 2026	X	X	X	X	

# FY 2026 BUDGET & FUNDING SOURCES

**FY 2026 Transportation Budget Summary**

Work Element	PL Carryover (\$)	PL New (\$)	PLCS New (\$)	FEDERAL			LOCAL	TOTAL
				5305d Carryover (\$)	5305d New (\$)	Federal Total (\$)	INRCOG Match (\$)	Total (\$)
(A) TPWP	0	1,000	0	0	1,000	2,000	500	2,500
(B) TIP	0	2,500	0	0	2,500	5,000	1,250	6,250
(C) Public Participation Process	0	2,400	0	0	2,400	4,800	1,200	6,000
(D) Long-Range Transportation Planning	80,250	7,500	0	2,590	7,500	97,840	24,460	122,300
(E) Short-Range Transportation Planning	87,212	20,000	0	0	24,894	132,106	33,027	165,132
(F) Complete Streets	0	0	0	0	0	5,977	0	5,977
(G) Administration	40,000	27,144	0		20,000	87,144	21,786	108,930
<b>Total</b>	<b>207,462</b>	<b>60,544</b>	<b>5,977</b>	<b>2,590</b>	<b>58,294</b>	<b>334,867</b>	<b>82,223</b>	<b>417,090</b>

*FHWA Metropolitan Planning (PL) program funding is transferred to FTA 5305d program funding in a consolidated planning grant application*

**FY 2026 INRCOG Personnel Assignments Direct Planning Tasks**

Work Element	Total Budget (100%) (\$)	Direct Expense (\$)	Salary and Fringe (\$)
(A)	2,500	461	2,039
(B)	6,250	1,762	4,488
(C)	6,000	1,087	4,913
(D)	122,300	10,736	111,564
(E)	165,133	5,800	159,333
(F)	5,977	91	5,886
(G)	108,930	0	108,930
<b>Total</b>	<b>417,090</b>	<b>19,937</b>	<b>397,153</b>

**FY 2026 Staff Time (in hours)**

Work Element	Executive Director	Director of Transportation	Data Services Coordinator	Transportation Planner II	Transportation Planner I	Administrative Staff	Total
(A)	12	5	0	8	0	0	25
(B)	0	2	0	52	41	0	95
(C)	0	4	0	43	60	0	107
(D)	200	462	595	288	345	13	1,903
(E)	131	375	598	763	1,101	95	3,063
(F)	0	4	0	50	75	0	129
Total	<b>343</b>	<b>852</b>	<b>1,193</b>	<b>1,204</b>	<b>1,622</b>	<b>108</b>	<b>5,322</b>



**INRCOG**

Iowa Northland Regional  
Council of Governments

# INRCOG COST ALLOCATION PLAN

Contact: Brian Schoon, Executive Director

[bschoon@inrcog.org](mailto:bschoon@inrcog.org)

## A. Introduction

Iowa Northland Regional Council of Governments (INRCOG) is a state/local government located in Waterloo, Iowa. The classification and allocation of direct and indirect costs of INRCOG are allowable in accordance with 2 CFR Part 225 (formerly OMB Circular A-87), "Cost Principles for State, Local and Indian Tribal Governments," or 2 CFR Part 230 (formerly OMB Circular A-122), "Cost Principles for Non-profit Organizations."

## B. Cost Allocation Methodology

This proposal is for a Cost Allocation Plan (Plan) to cover the period beginning July 1, 2025 and ending June 30, 2026. This proposal is based on INRCOG's actual costs reconcilable to the audited financial statements for its fiscal year ending June 30, 2026. The status of our cost allocation plan is:

- (a) This is our initial request for the approval of our cost allocation plan. None of the federal agencies have ever officially approved of our cost allocation plan.
- (b) We have received an official written approval of our cost allocation plan from the Economic Development Administration.
- (c) We have received written approval of our cost allocation plan from Iowa Department of Transportation multiple times. However, we have been unable to obtain Federal Cognizant approval of our Indirect Cost Proposal.

This proposal addresses all elements of cost incurred by INRCOG and identifies shared costs that require allocation. INRCOG treats all costs as direct costs except general administration and general expenses. Joint costs are prorated individually as direct costs to each category and to each award using a base most appropriate to the particular cost being prorated. Therefore, the direct allocation method has been used in allocating indirect costs.

INRCOG maintains adequate internal controls to ensure that no cost is charged both directly and indirectly to Federal contracts or grants.

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### **C. Direct Costs**

Direct costs are those that can be identified specifically with a particular program. These costs may be charged directly to grants, contracts, or to other programs against which costs are finally lodged.

Typical direct costs chargeable to programs include:

- Compensation of employees for the time and effort devoted specifically to the execution of grant programs.
- Costs of materials acquired, consumed, or expended specifically for a particular program.
- Equipment and other approved capital expenditures.
- Other items of expense incurred specifically to carry out the program.
- Services furnished specifically for the program by other agencies.

### **D. Indirect Costs**

Indirect costs are those incurred for common or joint objectives and therefore cannot be readily and specifically identified with a particular project or activity. Indirect costs include salaries, fringe benefits, travel, utilities, rent, postage, office supplies, and printing not identified specifically with a program. Indirect costs are incurred for a common or joint purpose benefiting more than one cost objective and not readily assignable to the cost objectives specifically benefited without effort disproportionate to the results achieved. These costs are distributed equally to all programs against the base of direct time spent on specific programs which produces an equitable result in consideration of relative benefits derived.

Indirect costs include:

- Work relating to the project operation and general supervision of programs.
- Work activities conducted relating to the organizational functioning of the agency.

### **E. Cost Pool and Base for Distribution**

INRCOG uses two pools in the distribution of its indirect costs. The Fringe Benefit Pool consists of employee vacations, sick leave, holidays, health/life insurance, the employer's share of FICA and retirement costs, and reimbursable unemployment expense. The Administrative Pool consists of all other indirect costs as described above. These two pools are based on direct program salary expense and allocated to all agency programs equally as follows:

- Fringe Benefit Allocation = Total Fringe Pool / Total Direct Salaries x Direct Program Salaries
- Administrative Allocation = Total Administrative Pool / Total Direct Salaries x Direct Program Salaries

#### Predetermined Fixed Rates

A predetermined fixed rate for computing indirect costs applicable to a grant may be negotiated annually in situations where the cost experience and other pertinent facts available are deemed sufficient to enable the contracting parties to reach an informed judgement (1) as to the probable level of indirect costs in the grantee department during the period to be covered by the negotiated rate, and (2) that the amount allowable under the predetermined rate would not exceed actual indirect costs.

#### Negotiated Lump Sum for Overhead

A negotiated fixed amount in lieu of indirect costs may be appropriate under circumstances where the benefits derived from a grantee department's indirect services cannot be readily determined as in the case of small, self-contained or isolated activity. When this method is used, a determination should be made that the amount negotiated will be approximately the same as the actual indirect cost that may be incurred. Such amounts negotiated in lieu of indirect costs will be treated as an offset to total indirect expenses of the grantee department before allocation to remaining activities. The base on which such remaining expenses are allocated should be appropriately adjusted.

#### **F. Supporting Financial Statements, Summary Schedule, and Unallowable Costs**

NOTE: Organization must include a complete copy of the audited financial statements with their proposal submission.

Unallowable and Excludable Costs – The following costs are excluded from the allocation process: capital outlay over the threshold of \$500, awards and gifts, bad debts, and food costs.

#### **G. Description of Accounting System**

INRCOG uses an accrual system of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenditures are recorded when the related liability is incurred.

INRCOG uses Quick Books 2023 per our accountant's recommendation.

#### **H. Indirect Salaries**

The number of hours of work performed by INRCOG employees for the general supervision of programs and organization functioning of the agency (Administrative Pool) varies each month. Employees record the amount of time for work performed for the administration of the agency and also for work performed for a specific program. Administrative time is then distributed equally each month to all programs against the base of direct time spent on specific programs during that month (refer to Section E, Cost Pool and Base for Distribution).

#### **I. Indirect Fringe Benefits**

Refer to "Section E, Cost Pool and Base for Distribution" and "Section H, Indirect Salaries" for description of allocation of fringe benefits.

#### **J. Organization Chart**

See Schedule B

#### **K. Cost Allocation Plan Certification**

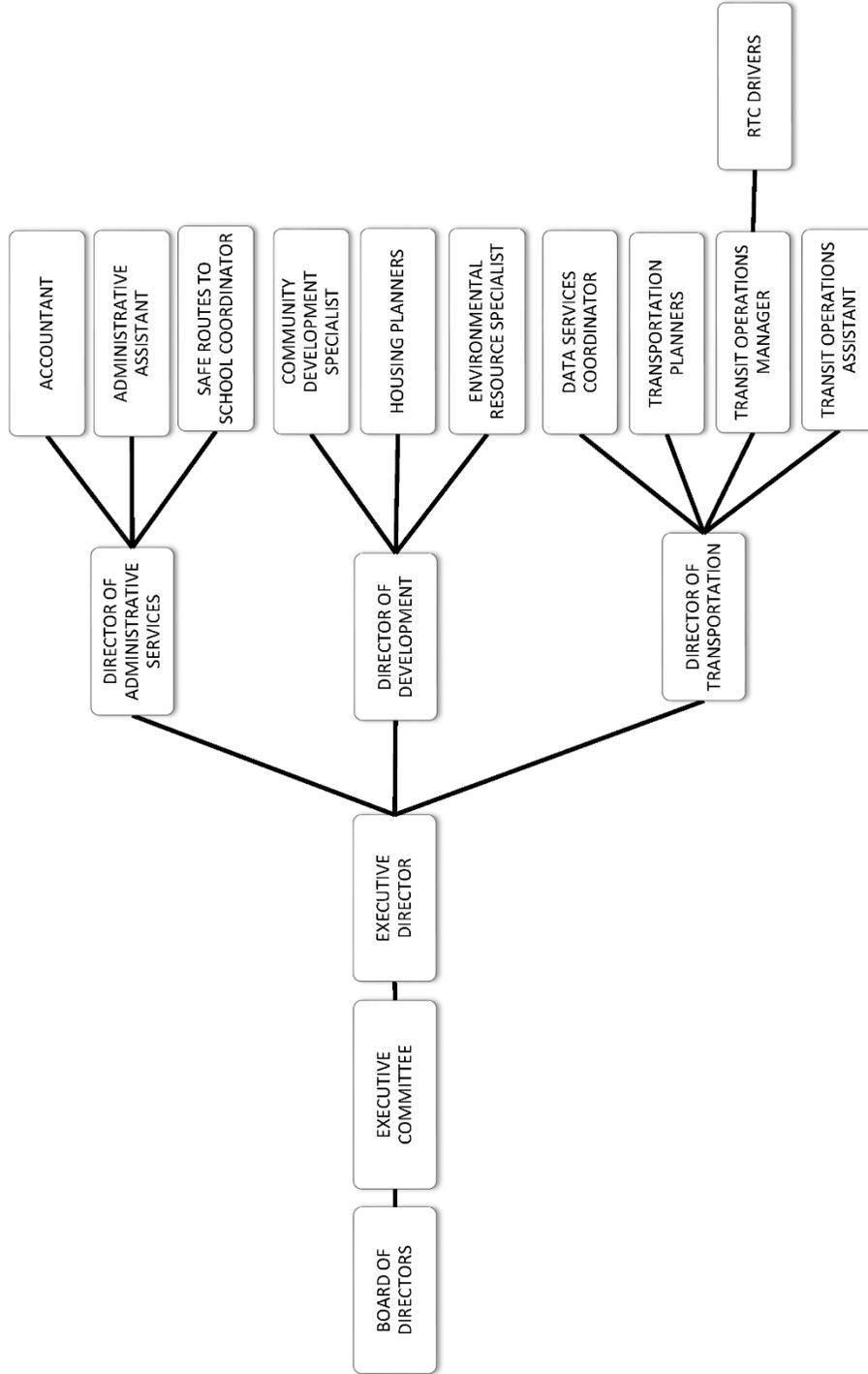
See attached

## Schedule A – Elements of Cost

Elements of Cost	Allocation Methodology	Item Description
Salaries & fringe benefits	Direct/Indirect	Direct when specific to program, indirect for general admin.
Travel	Direct/Indirect	Direct when specific to program, indirect for general training and admin.
Meals	Direct	Program specific for allowable meals
Seminar	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.
Telephone/Internet	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.
Contracted Services	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.
Office Supplies	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.
Program Supplies	Direct	Direct when specific to program
Miscellaneous	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.
Postage	Direct/Indirect	Direct when specific to program, indirect for general admin.
Bad Debt	Direct/Unallowable	Uncollectable notes receivable/accounts receivable
Copy	Direct/Indirect	Direct when specific to program, indirect for general admin.
Advertising & Notices	Direct/Indirect	Direct when specific to program, indirect for general admin.
Professional Memberships	Direct/Indirect	Direct when specific to program, indirect for general admin.
Recording Fees	Direct	Program specific for recording liens on homeowner's notes
Administrative Overhead	Indirect	Costs that are not specific to direct programs, included as indirect allocation of all other elements of costs
Administrative expense – EDA RLF	Direct	Costs that are specific to operating the EDA RLF Fund
Provision for forgivable loan	Direct	Program specific for forgivable loans
Administrative expense – INRHC	Direct	Costs that are specific to operating the INRHC RLF Fund
Relocation	Direct	Expenses specific to the relocation of homeowner's
Insurance	Indirect	Bonding insurance, building insurance, etc.
Equipment maintenance/expense	Direct/Indirect Cost	Rental and maintenance on equipment used in administrative office or specific to programs
Legal and Accounting	Direct/Indirect Cost	Direct when specific to program, indirect for general admin.

**Schedule B – INRCOG Organization Chart (as of January 2023)**

**Iowa Northland Regional Council of Governments**  
Organizational Chart



## APPENDIX A – RESOLUTION

### **RESOLUTION OF THE BLACK HAWK COUNTY METROPOLITAN AREA TRANSPORTATION POLICY BOARD**

**WHEREAS**, the Black Hawk County Metropolitan Area Transportation Policy Board has been designated as the Metropolitan Planning Organization (MPO) for the Black Hawk County urbanized area; and

**WHEREAS**, the Policy Board, in cooperation with the state, is conducting a continuing, cooperative, and comprehensive (3-C) transportation planning process pursuant to 23 CFR 450 (c); and

**WHEREAS**, the Policy Board has reviewed the Transportation Planning Work Program (TPWP) for Fiscal Year 2026; and

**WHEREAS**, the Iowa DOT requires that the MPO commit a twenty (20) percent local share to the TPWP budget for FY 2026.

**NOW, THEREFORE BE IT RESOLVED** that the Black Hawk County Metropolitan Area Transportation Policy Board hereby approves the FY 2026 Transportation Planning Work Program and execution of the INRCOG/Iowa DOT agreement, and commits the required twenty (20) percent local share to the TPWP budget for FY 2026.

Passed and adopted this 8<sup>th</sup> day of May, 2025.



Lisa Smock, Chair

ATTEST:



Brian Schoon, INRCOG Executive Director



**INRCOG**

Iowa Northland Regional  
Council of Governments

## Certificate of Indirect Cost Proposal and Indirect Costs

This is to certify that I have reviewed the indirect cost proposal submitted herewith and to the best of my knowledge and belief:

- 1) All costs included in this proposal of May 8, 2025 to establish a:  
 Cost Allocation Plan  
 Indirect Cost Rate  
for July 1, 2025 to June 30, 2026 are allowable in accordance with the requirements of the Federal awards to which they apply and with Subpart E – Cost Principles of Part 200 as they apply to my:  
 Governmental Organization  
 Non-profit Organization
- 2) This proposal does not include any costs which are unallowable under Subpart E – Cost Principles of Part 200 such as (without limitation): public relations costs, contributions and donations, entertainment costs, fines and penalties, lobbying costs, and defense of fraud proceedings; and
- 3) All costs included in this proposal are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the Federal awards to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently.

Subject to the provisions of the Program Fraud Civil Remedies Act of 1986 (31 USC 3801 et seq.), and the Department of Labor's implementing regulations (29 CFR Part 22), the False Claims Act (18 USC 287 and 31 USC 3729); and the False Statement Act (18 USC 1001), I declare to the best of my knowledge that the foregoing is true and correct.

Signature

Signed by the official having the authority to negotiate indirect cost rates for the organization or by a higher-level official

Brian Schoon

Printed Name

Executive Director

Title

Iowa Northland Regional Council of Governments

Name of Organization

May 8, 2025

Date Signed

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## APPENDIX B – MPO SELF-CERTIFICATION

### MPO Self-Certification of Procurement and Consultant Selection Procedures

This is to certify that I have reviewed the Iowa DOT Purchasing Rules (Iowa Administrative Code 761, Chapter 20) and will ensure procurements or the selection of consultant firms for projects to be reimbursed with federal transportation planning funds will follow the policies and procedures outlined in the above-referenced purchasing rules.

Further, I certify that the following requirements will be adhered to for procurements and consultant services to be reimbursed with federal transportation planning funds:

- Capital expenditures, including the purchase of equipment, will be a separate line item in an approved Transportation Planning Work Program (TPWP) if the anticipated total cost exceeds \$5,000.
- An approved TPWP will specify that a project will involve consultant services prior to initiating the consultant selection process.
- Our agency will document the procedures utilized for the procurement or consultant selection, and will retain this documentation on file for a minimum of three (3) years.
- When reimbursement is requested for capital expenditures or consultant services, we will provide our District Planner and the Systems Planning Bureau through email or hard copy, invoices documenting the expenditure(s) at the time the associated reimbursement request is submitted.

I declare to the best of my knowledge and ability that we will adhere to the above requirements.



\_\_\_\_\_  
Signature

Brian Schoon

\_\_\_\_\_  
Printed Name

Executive Director

\_\_\_\_\_  
Title

Iowa Northland Regional Council of Governments

\_\_\_\_\_  
Name of Organization

May 8, 2025

\_\_\_\_\_  
Date Signed

Signed by the official having the authority to initiate procurements or consultant selection for the organization or by a higher-level official

# APPENDIX C – PERFORMANCE MANAGEMENT AGREEMENT

## Performance Management Agreement between MPOs and the Iowa DOT

The Iowa DOT and the **Black Hawk County Metropolitan Area Transportation Policy Board (MPO)** agree to the following provisions. The communication outlined in these provisions between the MPO and Iowa DOT will generally be through the statewide planning coordinator in the Systems Planning Bureau.

- 1) **Transportation performance data**
  - a. The Iowa DOT will provide MPOs with the statewide performance data used in developing statewide targets, and, when applicable, will also provide MPOs with subsets of the statewide data, based on their planning area boundaries.
  - b. If MPOs choose to develop their own target for any measure, they will provide the Iowa DOT with any supplemental data they utilize in the target-setting process.
- 2) **Selection of performance targets**
  - a. The Iowa DOT will develop draft statewide performance targets for FHWA measures in coordination with MPOs. Coordination may include in-person meetings, web meetings, conference calls, and/or email communication. MPOs shall be given an opportunity to provide comments on statewide targets and methodology before final statewide targets are adopted.
  - b. If an MPO chooses to adopt their own target for any measure, they will develop draft MPO performance targets in coordination with the Iowa DOT. Coordination methods will be at the discretion of the MPO, but the Iowa DOT shall be provided an opportunity to provide comments on draft MPO performance targets and methodology prior to final approval.
- 3) **Reporting of performance targets**
  - a. Iowa DOT performance targets will be reported to FHWA and FTA, as applicable. MPOs will be notified when Iowa DOT has reported final statewide targets.
  - b. MPO performance targets will be reported to the Iowa DOT.
    - i. For each target, the MPO will provide the following information no later than 180 days after the date the Iowa DOT or relevant provider of public transportation establishes performance targets, or the date specified by federal code.
      1. A determination of whether the MPO is 1) agreeing to plan and program projects so that they contribute toward the accomplishment of the Iowa DOT or relevant provider of public transportation performance target, or 2) setting a quantifiable target for that performance measure for the MPO's planning area.
      2. If a quantifiable target is set for the MPO planning area, the MPO will provide any supplemental data used in determining any such target.
      3. Documentation of the MPO's target or support of the statewide or relevant public transportation provider target will be provided in the form of a resolution or meeting minutes.
  - c. The Iowa DOT will include information outlined in 23 CFR 450.216 (f) in any statewide transportation plan amended or adopted after May 27, 2018, and information outlined in 23 CFR 450.218 (q) in any statewide transportation improvement program amended or adopted after May 27, 2018.
  - d. MPOs will include information outlined in 23 CFR 450.324 (f) (3-4) in any metropolitan transportation plan amended or adopted after May 27, 2018, and information outlined in 23 CFR 450.326 (d) in any transportation improvement program amended or adopted after May 27, 2018.
  - e. Reporting of targets and performance by the Iowa DOT and MPOs shall conform to 23 CFR 490, 49 CFR 625, and 49 CFR 673.
- 4) **Reporting of performance to be used in tracking progress toward attainment of critical outcomes for the region of the MPO**
  - a. The Iowa DOT will provide MPOs with the statewide performance data used in developing statewide targets, and, when applicable, will also provide MPOs with subsets of the statewide data, based on their planning area boundaries.
- 5) **The collection of data for the State asset management plans for the National Highway System (NHS)**
  - a. The Iowa DOT will be responsible for collecting bridge and pavement condition for the State asset management plan for the NHS.

## APPENDIX D – SRTS PROPOSED SCOPE OF WORK

**Project Number:** TAP-R-000T()-8T-00

**Project Title:** Safe Routes Partnership

**Project Objective:** To assist communities with increasing the number of students choosing active transportation as their first choice for transportation and to increase overall health and safety.

### **Tasks and Deliverables:**

TASK 1: Build and strengthen new and existing Safe Routes relationships within school system and community. The goal of Task 1 is to maintain relationships while inviting new stakeholders to support Safe Routes. Meetings and discussions with stakeholders will be held to ensure the Safe Routes message is shared. Safe Routes partners will be educated on the benefits of Safe Routes to help promote throughout their respective communities and networks.

- Deliverable 1: Collaborate with partners
- Deliverable 2: Strengthen Safe Routes message
- Deliverable 3: Communicate about the benefits of Safe Routes

TASK 2: Support new and existing Safe Routes efforts. The goal of Task 2 is to maintain programming success with proper equipment to perform duties of the program. Additionally, this task encourages program development in new communities, schools and families. Safe Routes coordinators will work towards sustainability of programs. As necessary, data collection will be used to evaluate programs and shape future planning.

- Deliverable 1: Acquire necessary program equipment and supplies to conduct programs
- Deliverable 2: Conduct programming
- Deliverable 3: Expand Safe Routes efforts into new communities, schools and families
- Deliverable 4: Collect student data to support future Safe Routes efforts

TASK 3: Support active transportation efforts related to Safe Routes. The goal of Task 3 is to ensure that the Safe Routes message is evolving with current active transportation trends to meet the needs of each community. By attending trainings, webinars and other learning opportunities, coordinators can continue to stay up to date on Safe Routes related topics and identify new supporters of the program.

- Deliverable 1: Develop Safe Routes messaging and materials
- Deliverable 2: Promote and support community efforts at all levels
- Deliverable 3: Attend trainings to support active transportation i.e. webinars, seminars, council meetings, etc.

TASK 4: Continue professional development and networking opportunities. The goal of Task 4 is to grow active transportation knowledge and skills by identifying best practices through networking at all levels. Conferences will encompass active transportation and health promotion topics related to infrastructure and non-infrastructure Safe Routes efforts. Learning about current issues and best practices at conferences is important and needed to grow Safe Routes throughout the state. However, attending conferences with the focused purpose of networking and educating potential advocates on Safe Routes efforts is also a crucial component to long term success.

- Deliverable 1: Attend conferences to grow active transportation and Safe Routes knowledge and skill sets

