

# **TWIN CITIES AREA TRANSPORTATION STUDY (TwinCATS)**

## **UNIFIED PLANNING WORK PROGRAM FISCAL YEAR 2014**

October 1, 2013 – September 30, 2014

Prepared by  
Southwest Michigan Planning Commission  
[www.swmpc.org](http://www.swmpc.org)

Metropolitan Planning Organization  
For the Benton Harbor/St. Joseph Urbanized Area

In Cooperation with  
Twin Cities Area Transportation Study  
[www.swmpc.org/twincats.asp](http://www.swmpc.org/twincats.asp)  
Technical Advisory and Policy Committees

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**Approved**

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# INTRODUCTION

The Fiscal Year (FY) 2014 Unified Planning Work Program (UWP) is a federally required document describing transportation planning projects and activities of the Southwest Michigan Planning Commission (SWMPC) in the Benton Harbor/St. Joseph urbanized area, also known as the Twin Cities Area Transportation Study (TwinCATS), to be undertaken during the period of October 1, 2013 through September 30, 2014.

It is the goal of the TwinCATS Metropolitan Planning Organization (MPO) that the projects developed in this document will benefit community residents and businesses by encouraging maximum interaction and cooperation among local, State, and Federal agencies; and by seeking to improve our transportation decision-making process.

The UWP is a description of the Partners, Projects, Programmatic Tasks, Products, and Budgets adopted by TwinCATS Committees and the SWMPC Board. It is designed to carry out a continuing, cooperative and comprehensive transportation planning process.

On July 6, 2012, President Obama signed into law the Moving Ahead for Progress in the 21st Century Act (MAP-21). Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005. MAP-21 represents a milestone for the U.S. economy – it provides needed funds and, more importantly, it transforms the policy and programmatic framework for investments to guide the growth and development of the country's vital transportation infrastructure.

MAP-21 creates a streamlined, performance-based, and multimodal program to address the many challenges facing the U.S. transportation system. These challenges include improving safety, maintaining infrastructure condition, reducing traffic congestion, improving efficiency of the system and freight movement, protecting the environment, and reducing delays in project delivery. MAP-21 builds on and refines many of the highway, transit, bike, and pedestrian programs and policies established in 1991.

The 2014 TwinCATS UWP demonstrates a desire from the SWMPC to make the transportation planning process transparent and accessible to all. The 2014 UWP focuses on specific projects that the MPO is engaging in.

## **Areas of focus for Fiscal Year 2014 UWP include:**

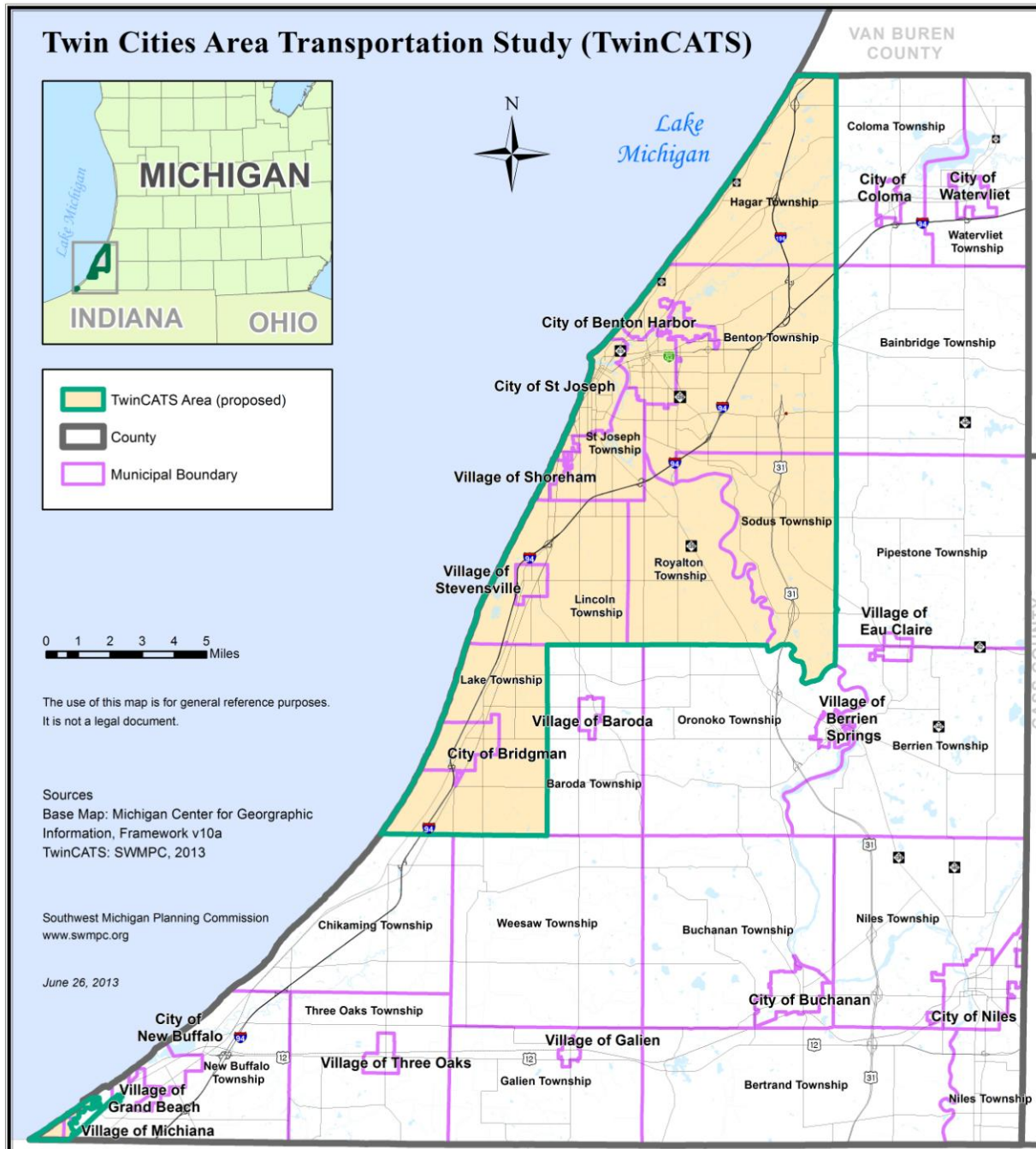
1. Implementation and administration of the 2014-2017 Transportation Improvement Program (TIP).
2. Implementation of the 2013-2040 Long Range Transportation Plan: What Moves You Berrien County: Creating a Transportation Vision for Berrien County.
3. Completion and implementation of the Berrien County Coordinated Transit Consolidation Study.

4. Continued implementation and advancement of the TwinCATS Walk and Roll Plan and Complete Streets Policy.
5. Continued Research and Development of the Importance of Freight in a Multi-Modal Transportation System.
6. Continued emphasis on a multi-modal transportation system that includes rail, transit, and non-motorized transportation.
7. Coordination between the two MPO regions.

The SWMPC program emphasizes the examination of the transportation system with an objective of developing plans and projects that are realistically implementable. This approach places importance on the linkage between planning, programming, and implementation.

# Twin Cities Area Transportation Study Area

The TwinCATS MPO recently reviewed the 2010 urbanized boundary with the assistance of MDOT staff members and one additional jurisdiction is proposed to be included in the new TwinCATS planning boundary: Hagar Township. At the writing of this plan, the adjusted census boundaries were awaiting FHWA approval. If the new proposed boundaries are approved, then Hagar Township will be included in the MPO planning process. The map below shows the proposed planning area with Hagar Township included.



## Local Transportation Issues

The transportation planning program conducted by the SWMPC is designed to be responsive to federal and state regulations and concurrently address local transportation issues. The “local issues” are not unique to the Benton Harbor/St. Joseph area. The study and analysis of the issues fits within the prescribed federal/state transportation planning guidelines.

There is an awareness of the linkages between transportation and economic development, quality of life, and the logical development of urban areas. This awareness has frequently brought transportation issues to the forefront. The following identification of key focus areas is clearly not comprehensive. It includes only a broad identification of current discussion in this urbanized area. As expected, it is a mix of policy, political, financial, and technical concerns.

1. Preservation and Maintenance of the Transportation System
2. Continued Intergovernmental Cooperation in Transportation
3. Continued Focus on Public Participation, Environmental Justice, and Title VI
4. Transportation and Economic Development including Freight Transportation
5. Emphasis on Including Safety in the Transportation Planning Process
6. Transportation Financing Issues and Financial Constraint
7. Public Transportation Service Levels and Delivery Alternatives
8. Multi-Modal Systems Review and Integration to Include Transit, Bikeways and Pedestrian Facilities, and Freight
9. Consideration and Examination of the Inter-relationship Between Land Use, the Services Delivered by the Transportation System, and the Quality of Life in Berrien County
10. Meeting Air Quality Standards Prescribed by the Environmental Protection Agency (EPA) and Identification of Ways to Reduce Climate Impact
11. Consultation with Other Partners in the Development of the Transportation System
12. Review of Potential Environmental Impacts (Mitigation) and Encourage Minimal Impacts Prior To and During Construction
13. Identification of Performance Measures
14. Consideration of Sustainability and Healthy Livable Communities in the Transportation Planning

As presented, there is no order of priority to these issues. The issues will be addressed by the examination, evaluation, and analysis through the transportation planning activities included in this work program. The activities will take place over time and most likely cannot be comprehensively covered in any single program year. Issue identification highlights the interconnectedness that transportation planning has with other areas of planning, such as land use, environmental considerations, economic development and revitalization, and community health.

## BUDGET AND FUNDING SOURCES

### Federal Highway Administration Funding

TwinCATS receives federal funding from the Federal Highway Administration (FHWA) for transportation planning, and legislation requires local match for federal funds. The FHWA contributes 81.85% (\$140,901) to the TwinCATS activities, and the local match required is 18.15% (\$31,869).

### Federal Transit Administration Funding

As with FHWA funding, TwinCATS receives funding from the Federal Transit Administration (FTA) for transportation planning, and legislation requires local match for federal funds. The FTA supports 80% (\$41,297) of the TwinCATS activities, and the local match required is 20% (\$10,509).

### Local Jurisdiction Funding

The thirteen participating local units of government contribute local match based on each jurisdiction's share of the population. The 2010 Bureau of Census population figures are used to determine each jurisdiction's population. The TwinCATS TAC and Policy Committee are responsible for approving the budget.

**FHWA & FTA  
Federal and Local Budget**

	<b>Federal Share</b>	<b>Local Match</b>	<b>Total</b>
<b>FHWA (PL)</b>	\$143,719	\$31,869	\$175,588
<b>FTA (5303)</b>	\$41,297	\$10,324	\$51,621
<b>Total</b>	<b>\$185,016</b>	<b>\$42,193</b>	<b>\$227,209</b>

**Budget by Work Element**

<b>Work Element</b>	<b>Federal Highway and Local Match Funds</b>	<b>Federal Transit and Local Match Funds</b>	<b>Total*</b>
<b>Program Management</b>	\$79,014	\$23,229	\$102,243
<b>Database Management</b>	\$38,630	\$11,357	\$49,987
<b>Long Range Planning</b>	\$29,850	\$8,776	\$38,626
<b>Short Range Planning</b>	\$19,315	\$5,678	\$24,993
<b>Other Planning</b>	\$8,779	\$2,581	\$11,360
<b>Total</b>	<b>\$175,588</b>	<b>\$51,621</b>	<b>\$227,209</b>

*\*The totals shown here are actual totals, rounded to the nearest dollar. Thus they may appear inconsistent throughout the document, by an amount no more than \$1.00.*



**FY 2014 Local Match Calculation**

<b>Jurisdiction</b>	<b>Population*</b>	<b>Percentage of Total Population (2010)</b>	<b>Share of FHWA Local Match</b>	<b>Share of FTA Local Match</b>	<b>Share of Total Local Match</b>
<b>Benton Charter Township</b>	14,749	19.94%	\$6,356	\$2,059	\$8,415
<b>Hagar Township</b>	3,671	4.96%	\$1,582	\$512	\$2,094
<b>Lake Charter Township</b>	2,972	4.02%	\$1,280	\$415	\$1,695
<b>Lincoln Charter Township</b>	13,549	18.32%	\$5,838	\$1,891	\$7,729
<b>Royalton Township</b>	4,766	6.44%	\$2,054	\$665	\$2,719
<b>St. Joseph Charter Township</b>	9,166	12.39%	\$3,950	\$1,280	\$5,230
<b>Sodus Township</b>	1,932	2.61%	\$832	\$269	\$1,101
<b>Village of Shoreham</b>	862	1.17%	\$371	\$120	\$491
<b>Village of Stevensville</b>	1,142	1.54%	\$492	\$159	\$651
<b>Village of Grand Beach</b>	272	0.37%	\$117	\$38	\$155
<b>Village of Michiana</b>	182	0.25%	\$79	\$25	\$104
<b>City of Benton Harbor</b>	10,038	13.57%	\$4,325	\$1,402	\$5,727
<b>City of Bridgman</b>	2,291	3.10%	\$988	\$320	\$1,308
<b>City of St. Joseph</b>	8,365	11.31%	\$3,605	\$1,169	\$4,774
<b>Total</b>	<b>73,957</b>	<b>100.00%</b>	<b>\$31,869</b>	<b>\$10,324</b>	<b>\$42,193</b>

*Source: Population based on 2010 Census*

The Michigan Department of Transportation (MDOT) also uses their funds to provide a variety of staff services. Their budget for FY 2014 follows:

#### **MDOT Funds- State Planning, and Resource Funding (SPR)**

<b>Work Element</b>	<b>Funding Amount</b>
Program Management	\$5,600
Database Management	\$4,446
Long Range Planning	\$15,181
Short Range Planning	\$5,557
Other Planning	\$4,448
<b>Total</b>	<b>\$36,232</b>

The items that follow highlight the project areas that the TwinCATS MPO staff will focus on throughout the fiscal year. It should also be noted that there are many opportunities that come to the MPO staff that may not be specifically listed in the document but may complement the project areas identified.

Each page will identify a particular project area and will discuss the specific work areas, final products, and partners. The right column of the page will focus on more detailed programmatic tasks that the MPO staff will engage in. This list is used for accounting and billing purposes for SWMPC, MDOT, FHWA, and FTA.

### **PROJECT AREAS**

- 1.0 Long Range Transportation Plan Implementation
- 2.0 Transportation Improvement Program Administration
- 3.0 Committee Administration
- 4.0 Public Involvement
- 5.0 Non-Motorized Transportation Planning
- 6.0 Transit and Mobility Planning
- 7.0 Human Service Coordination
- 8.0 Asset Management
- 9.0 Travel Data Collection
- 10.0 Regional Data Management
- 11.0 Environmental Stewardship
- 12.0 Freight Planning
- 13.0 Passenger Rail

## 1.0 Long Range Transportation Plan Implementation

SWMPC staff will continue to engage community members in transportation management practices that improve access and mobility, air and water quality, sustainable land use development, and address the impacts of climate change and mitigation strategies within the TwinCATS area.

### Work Areas

#### 1.1 Document Implementation

Staff will implement the Long Range Transportation Plan entitled What Moves You TwinCATS: Creating a Transportation Vision for Berrien County, monitor current and future projections of populations, household, and employment locations with MPO communities. Key objectives will be outreach efforts to continue to inform and educate the public and other stakeholders about the goals, strategies, projects, and programs in long range plan. Special attention will be placed upon the incorporation of rail, non-motorized, and transit planning.

#### 1.2 Environmental Considerations (Climate Change & Air Quality)

SWMPC Staff will continue to educate Committee members on the new research and information being presented from FHWA, EPA, and others regarding climate, air quality, and water quality. Key objectives will be to include recent research and best practices into the TwinCATS planning process.

#### 1.3 Multi-Modal

Coordinate with the businesses and key agencies in developing a better comprehensive understanding of the various air, water, transit, rail, and freight distribution point in Berrien County. The key objective of this work area will be to utilize funding to coordinate freight discussions in the planning region.

#### 1.4 Performance Measures

Develop measurable objectives to track the progress of the What Moves You Berrien County: Creating a Transportation Vision for Berrien County to better understand what successes the region has achieved. Key objectives will be to monitor the federal and state release of performance measures and targets and to incorporate that information into the TwinCATS planning processes and policies.

### 1.0 Program Tasks

#### Program Management

- Provide staff support at regular TwinCATS TAC and Policy Committee meetings.
- Provide quarterly progress reports to federal and state agencies.
- Continue to update transportation website pages related to plan development.

#### Database Management

- Create maps displaying where key development pressures are located and overlay where sensitive environmental lands are located.

#### Long Range Planning

- Produce a transportation plan that will guide the long-term investments in the region's transportation system.
- Maintain the regional planning process in response to guidance in the metropolitan planning regulation.
- Continue to conduct research to meet the changing needs and demands of the region, i.e. climate change, livability, and freight.
- Continue to convene transportation stakeholders to implement the long term transportation strategies identified in the LRP.
- Identify infrastructure and connection deficiencies within the transportation network.

#### Short Range Planning

- Develop additional projects that meet the needs of the What Moves You Berrien County: Creating a Transportation Vision for Berrien County for inclusion in the 2014-2017 TIP or for the TIP Illustrative List.
- Continue to incorporate the TwinCATS Walk and Roll Subcommittee recommendations into the LRP plan.
- Coordinate planning efforts with the NEPA process.

## Partners

Pokagon Band of Potawatomi Indians, Northwest Indiana Regional Planning Commission (NIRPC), FHWA, FTA, MDOT, Michigan Trails and Greenways Alliance, League of Michigan Bicyclists, Lakeland Health Care, Community members, Disability Network, Senior Citizen agencies, Michigan Association of Railroad Passengers, transit agencies.

Products/Milestones	Schedule
Coordinate with MDOT Model Division in restructuring MPO Model	Ongoing throughout fiscal year
Education and targeted presentations to stakeholders and citizens about purpose of LRP	Ongoing throughout fiscal year
Monitor Federal legislation outlining more detailed guidance on performance measures	Ongoing throughout fiscal year
Review Public Participation Plan Goals Matrix	2 <sup>nd</sup> Quarter
Annual MACOG, IN DOT, MDOT, NATS, SWMPC transportation presentation	2 <sup>nd</sup> Quarter or 3 <sup>rd</sup> Quarter

## 2.0 Transportation Improvement Program (TIP) Administration

SWMPC staff will monitor and coordinate the selection, funding, and development of area federal aid eligible transportation projects. Staff will work to ensure that federal, state, and local transportation funds are used fully and efficiently and that funded projects meet the needs of area communities and fulfill the goals set out in the What Moves You Berrien County: Creating a Transportation Vision for Berrien County.

### Work Areas

#### 2.1 Oversee FY 2014-2017 TIP Project Development

Staff will solicit frequent updates on all active projects listed in the FY 2014-2017, monitoring their progress, providing reminders of important project deadlines, and notifying agencies of newly available funds. The objective of this work area is to ensure the full use of federal, state, and local resources available to area transportation agencies.

#### 2.2 Administer Changes to FY 2014-2017 TIP Project Table

Staff will accept and process amendments to the TIP, including changes to currently listed projects, deletions of these projects, and new project additions. Additionally, when necessary, staff will convene separate meetings to select local agency projects to use newly available federal funds. The objective of this work area is to provide flexibility to local transportation agencies, while ensuring that projects meet state and federal regulations, make best use of available funds, and conform to regional transportation goals.

#### 2.3 Implementation of FY 2014-2017 TIP

Staff will implement and monitor the 2014-2017 TIP. Collaboration with member communities will continue to happen as changes occur and policies or projects may need to change. The objective of this work area is to ensure that the TIP conforms to the region's expressed transportation goals.

#### 2.4 Monitoring of Air Quality for the MPO

Key objectives include monitoring the EPA and MDEQ agency reports for changes in air quality standards that would impact the agencies and projects within the 2014-2017 TIP.

### 2.0 Program Tasks

#### *Program Management*

- Provide staff support at regular TwinCATS TAC and Policy Committee meetings.
- Organize and administer additional TIP-related meetings as necessary.
- Publish an Annual Listing of Obligated Projects for FY 2013.

#### *Database Management*

- Maintain publicly available copies of the TIP e-file on the SWMPC website.
- Maintain publicly available copies of the TIP table on the SWMPC website.

#### *Long Range Planning*

- Implement 2013-2040 LRP goals and objectives as they pertain to TIP projects.

#### *Short Range Planning*

- Monitor the financial constraint document for FY 2014-2017 TIP.
- Monitor the status of FY 2014-2017 TIP projects.
- Monitor projects being amended into the TIP for air quality conformity.
- Amend or administratively modify the FY 2014-2017 TIP as needed to incorporate changes in projects.
- Continue to coordinate the local agencies receiving Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds.
- Provide local agencies with assistance in identifying local match funding sources.
- Coordinate community transportation needs with regional transportation goals in the selection and development of transportation projects.
- Continue to improve upon the online SWMPC TIP application.
- Review project changes and their potential impact on environmental justice areas.
- Monitor bid savings on projects.

## Partners

TwinCATS TAC and Policy Committees, TwinCATS member communities, TwinCATS Walk and Roll Subcommittee, MDOT, FHWA, FTA, Inter-Agency Work Group (IAWG), MDEQ, transit agencies.

Products/Milestones	Schedule
FY 2013 Obligation reports	1 <sup>st</sup> Quarter
Completion of a TIP Amendments vs. Administrative Modifications policy	1 <sup>st</sup> Quarter
Manage TIP Amendments and Modifications	Bi-monthly
Monitor EPA Air Quality Standards and its impacts on project implementation in the MPO	Ongoing
Distribute Environmental Mitigation maps and mitigation strategies to agencies with projects in the TIP	1 <sup>st</sup> Quarter
Monitor obligation and letting of TIP projects	Ongoing
Educate public on when transportation projects will be constructed in their area and what they can anticipate	3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
Continue coordination with MDOT, FTA, FHWA, and other partners in the implementation of the web based STIP.	Ongoing

## 3.0 Committee Administration

SWMPC staff will provide the planning and development of TwinCATS Committee meeting information along with the general administration of the Committees.

### Work Areas

#### 3.1 Committee Administration

Staff will develop Committee meeting materials such as agendas, minutes, and special correspondence as requested by members. Staff will review membership and bylaw, work on special tasks as requested by members. Key objectives for this task include monitoring of the membership of the committees and the amending of bylaws as needed. Staff will also work to develop a Committee handbook for members to use as a reference guide.

#### 3.2 Reporting/Documentation

Staff will write documents that need to be approved by the Committee members such as the Unified Planning Work Program and Annual Report. Key objectives for this task include publishing of the annual report, completion of the annual Unified Planning Work program, and the annual evaluations completed by the MPO member communities for the MPO staff.

#### 3.3 Communication

Staff will send at least twice monthly email communications to members of the public and Committees regarding meeting reminders, trainings, and legislative information from the federal and state legislatures. Key objectives for the task include updating of the SWMPC's database, communication with legislative bodies, and maintaining an open forum for discussion with the public.

#### 3.4 Education

Staff will give 4 presentations to members on various transportation topics and new techniques to improve our transportation system. Staff will update Committee members on staff training opportunities. Key objectives of this task will entail seeking training opportunities offered by FTA, FHWA, and MDOT and other similar organizations on emerging planning objectives and providing technical and policy training to members of the public and MPO member communities as well.

#### 3.5 Planning Commission Meetings Review

Staff will work with communities to encourage the incorporation of best practices in land use, transportation, and other key areas. Key objectives of this task will be to monitor the changes conditions of the planning area, supply comments and suggestions on project developments to include transportation accommodations or best practices, make recommendations to Committee members to take necessary action, when needed.

### 3.0 Program Tasks

#### Program Management

- Preparation of meeting items such as agendas and minutes.
- Write fiscal year 2013 Annual Report.
- Write fiscal year 2015 Unified Planning Work Program.
- Write quarterly progress reports.
- Development of Committee handbook.

#### Database Management

- Monitor changes in population, household, and employment changes.
- Maintain Committee web pages.
- Update urbanized area boundary maps to reflect 2010 urbanized boundary changes.
- Update email contact lists monthly.

#### Long Range Planning

- Coordinate with Northwest Indiana Regional Planning Commission.

#### Short Range Planning

- Discussion about the new urbanized boundaries and how that will impact the MPO study area.
- Coordinate with federal and state agencies on the potential inclusion of a new member community within the MPO.

## Partners

TwinCATS communities, MDOT, transit agencies, Disability Network, SWMPC Mobility Manager, Michigan Transportation Planners Association, NIRPC, Michigan Works, Berrien county public schools, planning commissions.

Products/Milestones	Schedule
Quarterly progress reports	End of Each Quarter
Staff MPO Committees	Ongoing
Completion of MPO Committee Handbook	1 <sup>st</sup> Quarter
Bylaw revision	1 <sup>st</sup> , 2 <sup>nd</sup> , and 3 <sup>rd</sup> Quarters
MPO staff evaluation	4 <sup>th</sup> Quarter
FY 2013 Annual report	1 <sup>st</sup> Quarter
Targeted presentations to Committee Members	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , and 4 <sup>th</sup> Quarters



## 4.0 Public Involvement Initiatives

SWMPC staff will actively collaborate with agencies, MDOT, and FHWA to better engage and understand the needs of the citizens in the planning region.

### Work Areas

#### 4.1 Public Participation Plan

Staff will monitor the strategies implemented in the 2012 Plan. In 2014 staff will review the strategies implemented and adjust those accordingly. Staff will continue to strive to engage members of the public. Key objectives of this work area will include the annual evaluation of implementation of the plan and to make sure that the plan reflects the best outreach and engagement strategies available to SWMPC staff.

#### 4.2 Title VI Non-Discrimination Plan

Staff will strive to ensure that no person is discriminated against according to Title VI of the 1964 Civil Rights Act and the 1987 Civil Rights Restoration Act. Key objectives of the work task include the annual completion of the Title VI reporting forms to MDOT Title VI Program or Activity Annual Certification Form, to complete the Title VI Accomplishments for the reporting year, and to provide translation mode for SWMPC website.

#### 4.3 Community Education/Outreach (volunteer coordination)

Staff will seek out opportunities to engage members of the public in the transportation planning process per federal and state guidelines.

## 4.0 Program Tasks

### *Program Management*

- Provide 4 articles a year in Spanish newspapers.
- Provide a translation mode for SWMPC website.
- Attend training activities that focus on civil rights and public involvement initiatives.
- Annual Title VI report to MDOT.
- Update participation and other SWMPC websites.

### *Database Management*

- Update SWMPC database of collected names and organizations.
- Continue to develop graphs and maps to explain transportation process.

### *Long Range Planning*

- Engage citizens, communities, and others in developing new strategies to reach out to the public.
- Assess the effectiveness of the Public Participation's Performance Measures.

### *Short Range Planning*

- Sponsor education and other relevant transportation training
- Coordinate with Volunteer Center of Southwest Michigan on volunteer opportunities with the SWMPC.
- Monthly email updates to interested citizens and stakeholders.

## Partners

TwinCATS communities, MDOT, FHWA, FTA, Disability Network, Volunteer Center, Berrien County School Districts, Lake Michigan College, Southwestern Michigan College, transit agencies.

Products/Milestones	Schedule
Write articles in Spanish to outreach to Environmental Justice populations	Quarterly
Submission of Title VI report to MDOT	1 <sup>st</sup> Quarter
Review Public Participation Plan Goals Matrix	Quarterly
Revise (if needed) Public Participation Plan Goals	1 <sup>st</sup> and 2 <sup>nd</sup> Quarters
Send twice-monthly email communication messages	2 times a month
Mail, email, and post transportation newsletter	1 <sup>st</sup> and 3 <sup>rd</sup> Quarters
Transportation presentations on various issues	Quarterly
Develop targeted outreach materials to schools and church groups	Ongoing

## 5.0 Non-Motorized Transportation Planning

SWMPC staff will promote non-motorized planning within the TwinCATS area with the goal of achieving transportation infrastructure that meets the travel needs of all community members, including pedestrians, bicyclists, users of mass transit, people with disabilities, older adults, and young children. In doing so, staff hope to support the safety and accessibility of area residents while encouraging healthy and environmentally sustainable travel modes and providing for attractive and economically vibrant streetscapes.

### Work Areas

#### 5.1 Walk and Roll Subcommittee Planning

Staff will work with the Walk and Roll Subcommittee of the TwinCATS MPO to continue promoting non-motorized infrastructure within official MPO processes. Key objectives of this task include finalizing the Top Ten List of most important locations for improved non-motorized infrastructure in the area, a fully developed strategy for motivating non-motorized improvements on Top Ten List road locations, and the inclusion of non-motorized items included in updated 2040 Long Range Plan.

#### 5.2 Regional Non-Motorized Transportation Planning

Staff will work to tie TwinCATS member communities into such regional planning efforts as the 9 County Non-Motorized Mapping and the promotion of a federal bike route system running through the area. Key objective areas of this task will be to provide assistance to communities on how they can incorporate non-motorized planning efforts in their community and to continue to educate people on the benefits of a multi-modal transportation system.

#### 5.3 Non-Motorized Community Outreach

Staff will communicate the importance of good non-motorized infrastructure to TwinCATS member communities and residents, as well as promoting safety. Key objectives of the task area will be to improve knowledge of the importance of complete streets among area residents and local elected officials, improve knowledge of the importance of safe bicycling and walking behavior, and increase the awareness of the availability of existing walking and biking facilities among area residents.

### 5.0 Program Tasks

#### *Program Management*

- Organize and administer Walk and Roll Subcommittee meetings.
- Participate in staff non-motorized training opportunities.
- Maintain non-motorized information on SWMPC website.
- Actively encourage public participation in non-motorized issues.
- Build and maintain area non-motorized outreach contact lists.
- Continue to coordinate and work with SMART Task Force in the 9 county region of southwest Michigan.

#### *Database Management*

- Maintain database of information on area non-motorized crashes.
- Compile relevant population data for non-motorized planning, including rates of vehicle ownership, commuting modes, and population in age groups of particular need.
- Maintain database of road attributes that bear on non-motorized infrastructure development.

#### *Long Range Planning*

- Participate in local and regional non-motorized planning initiatives in accordance with goals laid out in the current Long Range Plan.
- Meet with the Walk and Roll Subcommittee, the full TAC and Policy Committees, local units of government, and the area public to continue developing long range non-motorized planning strategies.

#### *Short Range Planning*

- Develop non-motorized inputs for project selection criteria for upcoming TIP.
- Develop short term implementation strategies for identified high-priority non-motorized locations, looking to make use of CMAQ and other funding sources.
- Collaborate with law enforcement and other relevant agencies to address unsafe walking and biking locations.

## Partners

TwinCATS Walk and Roll Subcommittee, Berrien county public schools, Berrien County Health Department, Southwest Michigan Traffic Safety Committee, Lake Michigan College, Disability Network of Southwest Michigan, League of Michigan Bicyclists, Michigan Trails and Greenways Coalition, MDOT, transit agencies.

Products/Milestones	Schedule
Staff TCATS Walk and Roll Subcommittee	Ongoing
Completion of TCATS Walk and Roll Plan	4 <sup>th</sup> Quarter
Map non-motorized infrastructure for the Walk and Roll Plan	Ongoing
2-3 Public Input Meetings to discuss Walk and Roll Plan	3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
MPO community input meetings for Walk and Roll	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter
Complete selection of TAP funded projects	1 <sup>st</sup> Quarter

## 6.0 Transit & Mobility Planning

SWMPC staff will continue to foster livable communities by ensuring public transportation and mobility options are accessible and integrated throughout the study area.

### Work Areas

#### 6.1 Transit Agency Coordination

Develop recommendations and strategies to improve transit service in the region, to increase access to employment and services, to promote economic development opportunities, and to reduce dependence on single-occupant vehicles. Key objectives will include the coordination with Twin Cities Area Transportation Authority, Berrien Bus, and local jurisdictions to develop strategies for incorporating transit into land and infrastructure planning.

#### 6.2 Transit Policy

Review recommendations of state and local transit plans along with community master plans for best practices policies. Ensure consistency in goals, priorities, and performance criteria throughout the study area. Key objectives to meet will include the promotion of the Federal Transit Administration's policy to encourage private enterprise participation in the planning and provision of transportation services, and to have meaningful engagement with local transit agencies and the public for better coordination and consistent county wide policy development.

#### 6.3 Transit Agency Technical Assistance

Facilitate technical and procedural support to Twin Cities Area Transportation Authority, Berrien Bus, and local jurisdictions in the transit planning process. Key objectives of this task will include the continued exploration of new opportunities to engage transit users in the transit planning process, and to improve understanding of mobility conditions in the region and thereby inform policy discussions.

### 6.0 Program Tasks

#### *Program Management*

- Conduct meetings in the area where appropriate.
- Maintain transportation websites.
- Communicate with jurisdictions via email.
- Provide reports as needed.
- Analyze and map geospatial datasets from 2010 Census.
- Selection, analysis, mapping and dissemination of common origins and destination for transit dependent populations.

#### *Database Management*

- Update mapping applications as needed to assist in visualization.
- Analyze and map geospatial datasets from 2010 Census.
- Perform selection, analysis, mapping and dissemination of common origins and destination for transit dependent populations.

#### *Long Range Planning*

- Review and update past and current transit studies.
- Develop transportation goals and strategies, incorporating input from the agencies and jurisdictions, the public and federal policy guidelines.
- Foster dialogue and information sharing to better serve transit planners and operators in the region.
- Evaluate transit projects and programs proposed for inclusion in the FY 2014-2017 TIP and the long-range transportation plan.

#### *Short Range Planning*

- Provide and participate in workshops, and courses to develop technical skills on transportation-related subjects.
- Review and comment on projects produced by local partners.
- Evaluate all current and potential TCATA transit routes in regard to the efficiency and regional connectivity.
- Recommend changes to TCATA.
- Transit routes and schedules as needed.
- Assist in the development marketing activities to promote utilization of public transit.

## Partners

SWMPC, MDOT, transit agencies, member communities in TwinCATS, Berrien Bus, KFH Consultants.

Products/Milestones	Schedule
Provide technical and procedural support to TCATA in planning process for new fixed routes.	Throughout Fiscal Year
Create criteria and conduct transit needs assessment in areas that receive little or no public transit service to plan for future transit service investments within the county.	First, Second and Third Quarter
Monitor transit system(s) performance	Throughout Fiscal Year
Develop marketing materials to promote the utilization of transit.	Throughout Fiscal Year
Technical and procedural support to TCATA implementing new fixed routes.	Third and Fourth Quarter
Assist TCATA in their transition of JARC (5316) and New Freedom New Rides (5317) funding from SAFETEA-LU to MAP-21	1 <sup>st</sup> & 2 <sup>nd</sup> Quarter

## 7.0 Human Service Coordination

Staff will continue to address the importance of various transportation needs for the elderly, individuals with disabilities, and low-income residents in conjunction with ongoing public transit, para-transit, and community-based transportation planning activities.

### Work Areas

#### 7.1 Community Access

Identify and explore solutions to barriers that presently limit the independent mobility of seniors, persons with disabilities, or low income workers. Continue the coordination of community transportation services in the study area. Coordinate and facilitate the discussion identifying job access areas for low-income individuals. Key objectives of this area include the continued implementation of the Berrien County Coordinated Human Service Transportation Plan.

#### 7.2 Berrien County Transportation Coalition

Provide technical assistance to the Berrien County Transportation Coalition and provide an ongoing forum for members to discuss any local transportation needs, especially those of older adults, people with disabilities and people with lower incomes. Key objectives of this task will include assisting organizations to help establish or expand community-based transportation services, including active transportation, non-emergency medical transportation, senior services center transportation and veteran transportation, and to participate in and provide coordination, outreach, and technical assistance to the local human service agencies including; Berrien County Health Department, Area Agency on Aging, Department of Human Services, Mental Health, local governments, human service agencies and community organizations that seek to enhance and extend safe mobility for the area's rapidly growing elderly population.

### 7.0 Program Tasks

#### *Program Management*

- Organize and administer Berrien County Transportation Coalition meetings.
- Compose quarterly reports for MDOT and FTA.
- Maintain website pages that provide information to the transit community regarding outreach meetings and other information.

#### *Database*

- Research activity patterns and travel characteristics of the elderly.
- Update and manage database of transportation providers in region for MyWayThere mobility website.

#### *Long Range Planning*

- Create and administer surveys as needed.
- Provide technical assistance to agencies to improve coordination of policies, training, procurement and services.

#### *Short Range Planning*

- Maintain MyWayThere mobility website.
- Attend and provide technical assistance to Local Advisory Committees.
- Attend various human service coordination meetings throughout the study area.
- Provide technical assistance to MDOT when needed regarding Statewide Mobility Planning process.
- Assist agencies in composition of grants for FTA programs.
- Coordinate with regional offices of CTAA, MPTA, RTAP for local low cost training opportunities.

### Partners

Public and private transportation providers, MDOT, local jurisdictions, human service and aging agencies, transit agencies, private non-profit, and for-profit organizations

Products/Milestones	Schedule
Provide support to non-profit organizations in maximizing travel options for their elderly, disabled, or low income clients	Ongoing
Participate in meetings to assist with coordination of human services transportation	Ongoing
Assist organizations that could help establish or expand community-based transportation and rideshare services, including active transportation encouragement programs for target populations.	Ongoing
Identify and explore solutions to barriers that presently limit the independent mobility of seniors, persons with disabilities, or low income workers, or the coordination of transit services in the county.	Ongoing



## 8.0 Asset Management

SWMPC staff will promote and assist with the collection of road surface data throughout the TwinCATS area, with the goal of better understanding trends in road quality, communicating these trends to the general public – especially as reduced funding levels lead to lower levels of road maintenance, identifying roads in greatest need of repair, and developing strategies to make the most efficient use of road maintenance and repair funds.

### Work Areas

#### *8.1 Collection and Reporting of Surface Condition Data for Federal Aid Eligible Roads*

SWMPC staff will coordinate with the Berrien County Road Commission and the regional MDOT office to collect PASER ratings for the entire TwinCATS federal aid eligible road network every two years. Staff will then report this data to the state Transportation Asset Management Council (TAMC), in addition to providing data needed for state reimbursement. The data submitted will be used by MDOT to gain an accurate view of state-wide road conditions, and it will also be used by SWMPC and local road agencies to gain a better understanding of local conditions.

#### *8.2 Local Asset Management Rating and Planning*

Staff will publicize the availability of state reimbursements for rating local roads, and will assist localities with the performance of such ratings where needed. Staff will submit the local ratings data to the state TAMC to provide a better understanding of local conditions, and staff will also make the data available to the local agency for their own planning purposes. Additionally, staff will assist localities in preparing local asset management plans where requested. As with state-level asset management planning, the goal of these local plans is to improve the efficiency with which road repair funds are used. In addition, local asset management planning can help communities better integrate road investments with other planned capital improvements, such as sewer and water systems, business corridor initiatives, and facilities for transit and trails.

#### *8.3 Promotion and Monitoring of Local Agency Investment Reporting*

Staff will promote and monitor local agency participation in the state TAMC's Investment Reporting process. Staff will provide reminders and assistance to local agencies, encouraging them to document their transportation infrastructure investments through the state's Investment Reporting Tool. This work element serves to provide the state with a better understanding of the condition and value of the area transportation network.

### 8.0 Program Tasks

#### *Program Management*

- Attend PASER data collection trainings.
- Publicize PASER and IRT trainings to local agencies, and help organize in person trainings where necessary.
- Publicize the availability of local PASER collection reimbursements, as well as SWMPC's ability to aid in PASER data collection.

#### *Database Management*

- Collaborate with MDOT and Berrien County Road Commission to collect federal aid eligible PASER data.
- Collaborate with local road agencies to collect local road PASER data.
- Process and submit federal aid eligible and local road PASER data to MDOT.
- Generate reports of current and historical PASER ratings, present to TwinCATS committees, and display on SWMPC website.

#### *Long Range Planning*

- Work to incorporate PASER ratings and asset management data into the updated LRP.

#### *Short Range Planning*

- Incorporate PASER ratings into short range planning activities, using the data to help identify areas in greatest need of improvement and to generate full asset management plans.
- Encourage the incorporation of transportation best practices into local master plans.

## Partners

Area transportation agencies, city, village and township managers, other municipal and county officials, State of Michigan Transportation Asset Management Council, MDOT, Berrien County Road Commission.

Products/Milestones	Schedule
MPO asset management mapping	Ongoing
Submit calendar year 2013 asset management data to TAMC	1 <sup>st</sup> Quarter
Collect federal aid PASER ratings in Berrien and Cass County-calendar year 2014	3 <sup>rd</sup> and 4 <sup>th</sup> Quarters
Collect local PASER ratings in Berrien and Cass Counties	Ongoing
Complete local plan for MPO communities as requested	Ongoing

## 9.0 Travel Data Collection

SWMPC staff will assist in collecting information on area travel flows and road attributes. The collected data will provide valuable inputs to state and local planning processes, giving a clearer picture of the usage of area transportation networks and the ability of existing and planned transportation infrastructure to accommodate this usage.

### Work Areas

#### 9.1 Traffic Count Collection

Staff will solicit and fulfill traffic count requests from area transportation agencies and MDOT in order to satisfy local planning requirements and to provide input to state-produced travel demand models. Staff will work to integrate these counts with those performed by other area agencies, and will make the counts publicly available in both map and database form via the SWMPC website.

#### 9.2 Highway Performance Monitoring System (HPMS) Road Observations

Staff will work to fulfill HPMS responsibilities within both the TwinCATS area and the broader three county region. Staff will focus on collecting, organizing, and submitting data on road attributes, verifying state data on such features as lane numbers, posted speed limits, and the presence and type of traffic signals. Staff will also perform and submit HPMS traffic counts where requested by MDOT. Staff will work to meet HPMS requirements, and in so doing will improve state-level knowledge of area transportation resources.

#### 9.3 Seasonal Traffic Count Collection

SWMPC will begin working with MDOT modelers to develop the necessary tools and data collectors to accurately reflect the changes in population, households, and employment numbers during the summer season. SWMPC will also begin to collect traffic count data on a series of roadways where they believe that seasonal traffic patterns change. In addition, a greater emphasis will be placed upon early communication with the Indiana DOT and the MPOs in northern Indiana to coordinate models and planning.

### 9.0 Program Tasks

#### Program Management

- Publicize to local transportation agencies the opportunity to obtain traffic counts through SWMPC.
- Prepare quarterly progress reports.
- Coordinate with MDOT on new data collection for seasonal changes.
- Produce maps that highlight the changes in traffic flows throughout the calendar year.

#### Database Management

- Perform requested local traffic counts, integrating these with counts requested for travel demand modeling and HPMS data.
- Upload collected counts to a publicly available database and display on the SWMPC website.
- Work toward housing and displaying MDOT, county road commission, and SWMPC traffic counts in a single location.
- Organize and submit requested HPMS data to MDOT

#### Long Range Planning

- Incorporate relevant traffic counts in travel demand modeling process for the LRP.

#### Short Range Planning

- Supply area traffic counts where necessary for the short range planning process.
- Utilize traffic count and HPMS data to encourage communities to incorporate this information into their transportation project priorities.

## Partners

Area city and village transportation agencies, township managers, MDOT, Berrien County Road Commission, NIRPC.

Products/Milestones	Schedule
Produce maps that highlight the changes in traffic flows throughout the calendar year.	Ongoing
Conduct traffic counts as requested	Ongoing
Annual transportation presentation with MACOG and IN DOT	3 <sup>rd</sup> Quarter
Completion of traffic counting website	1 <sup>st</sup> Quarter
Complete HPMS samples	1 <sup>st</sup> Quarter

## 10.0 Regional Geographic Data Management

SWMPC staff will work to compile regional transportation, population, economic, and geographic data pertinent to all facets of area transportation planning. Staff will collect this data from a variety of sources, including direct observation, MDOT and other state agencies, the United States Census Bureau and other federal agencies, county departments of planning and health, and a variety of non-governmental organizations. In collecting, hosting, and disseminating regional data, staff will directly support ongoing planning initiatives, in addition to providing the resources necessary for benchmarking and performance measurement.

### Work Areas

#### 10.1 Data Gathering and Hosting

Staff will make use of a number of resources to gather data on area transportation behavior and safety, the state of transportation infrastructure, current population trends and conditions relevant to transportation decisions, and similarly relevant economic conditions. Staff will process and organize this data and will make use of in-house mapping expertise to capture its useful geographic properties.

#### 10.2 Data Analysis and Dissemination

Staff will work to insert regional data as effectively as possible into area transportation planning processes. In particular, staff will work with TwinCATS committees and subcommittees to provide the best possible data inputs for planning decisions. Additionally, staff will use these data to supply the necessary inputs for area benchmarking initiatives and a greater push toward the implementation of performance measurement schemes for both long and short range planning. Staff will also make use of regional data to communicate important transportation related issues to area residents, focusing on mapping and graphical methods to do so. Staff will work on ways to measure regional progress through more frequent updates of data as they become available.

### 10.0 Program Tasks

#### *Program Management*

- Provide ongoing GIS software maintenance and technical support within SWMPC transportation planning activities.
- Coordinate the interchange of regional GIS activities with relevant partners by facilitating area meetings.
- Participate in State GIS professional development activities.
- Continue education in GIS cartographic methods, data analyses, online mapping, and GIS tools.

#### *Database Management*

- Provide technical assistance to staff and outside jurisdictions/agencies for developing maps and information regarding availability of data.
- Provide data that is developed by SWMPC GIS to staff members and externally to regional partners by developing an online access destination.
- Provide maps in a variety of digital formats and printed products for use in presentation, brochures, and posters.
- Use GIS Tools to enhance analyses capabilities for reports and planning transportation needs.
- Collect, process, and analyze socioeconomic and demographic data necessary to develop and implement regional transportation plans and systems.

#### *Long Range Planning*

- Provide ongoing GIS software maintenance and technical support within SWMPC transportation planning activities.

#### *Short Range Planning*

- Develop mapping products for SWMPC reports and plans by collaborating in methods for analyses and the drafting of the maps.
- Provide online maps to support specific projects and facilitate public education and outreach.

## Partners

TwinCATS TAC and Policy Committees, MDOT, area transportation agencies, Berrien County Planning and Health Departments, transit agencies.

Products/Milestones	Schedule
Provide ongoing GIS software maintenance and technical support within SWMPC transportation planning activities.	Ongoing
Coordinate the interchange of regional GIS activities with relevant partners by facilitating area meetings.	Ongoing
Participate in State GIS professional development activities.	Ongoing
Continue education in GIS cartographic methods, data analyses, online mapping, and GIS tools.	Ongoing
Provide maps in a variety of digital formats and printed products for use in presentation, brochures, and posters.	Ongoing
Use GIS Tools to enhance analyses capabilities for reports and planning transportation needs.	Ongoing
Provide online maps to support specific projects and facilitate public education and outreach.	Ongoing
Complete State of the Region Report and disseminate to communities	1 <sup>st</sup> and 2 <sup>nd</sup> Quarters
Promote regional benchmarking through meeting analysis of recent and relevant data sets in the region.	Ongoing

## 11.0 Environmental Stewardship

SWMPC staff will actively engage community members in transportation management practices that improve air and water quality, sustainable land use development, and address the impacts of climate change and mitigation strategies within the TwinCATS area.

### Work Areas

#### 11.1 Water Quality/Habitat

Work with road agencies in the development of transportation projects that minimize the impacts to water quality for the life of the facility. Promote Low Impact Development, Green Infrastructure, and sustainable development practices. Key objectives of this task include mapping stream crossings by watersheds within the MPO area, begin discussions on designing culverts at road stream crossings to reduce erosion and improve fish passage, facilitate a workshop on the effects that roads have on stormwater management, and coordinate with road agencies to improve road stream crossings that inhibit fish passage or cause erosion because of improperly sized or placed culverts/bridges.

#### 11.2 Ox Creek Watershed

The primary goal of the project will be to engage the community to develop a common vision and a detailed implementation plan for incorporating green infrastructure into a core urban area to improve water quality in Ox Creek, enhance open space, provide alternative transportation options, provide easy access to recreational opportunities and promote economic revitalization. Watershed stakeholders will form a public-private partnership and work closely with a landscape architect firm to develop a detailed implementation plan for incorporating green infrastructure in the core urban area in the Ox Creek Watershed. Extensive outreach strategies on green infrastructure will be developed and implemented targeting businesses, residents, and students.

A SAW (Stormwater, Asset Management, and Wastewater Program) grant is currently being composed to develop a plan to address these issues. *Tasks associated with this section will only be done if the SAW grant is awarded to the SWMPC.*

#### 11.2 Sustainable Land Use Planning

Encourage TwinCATS communities on the benefits of multi-community land use planning and designing high quality communities that link people and places together through transportation planning. Promote the advantages of this type of planning through case studies and community examples. Key objectives of this

### 11.0 Program Tasks

#### Program Management

- Participate in staff training opportunities.
- Organize and facilitate workshops, presentations, Walk and Roll Subcommittee meetings and other opportunities to address land use, water quality, and infrastructure.
- Maintain information regarding key project areas on website and provide updates to interested stakeholders
- Maintain SWMPC websites that highlight links between transportation and the environment.

#### Database Management

- Map locations of culverts that pose an issue for fish passage and erosion.
- Map locations of road projects in the TIP that are near sensitive river crossings.

#### Long Range Planning

- Research climate change and greenhouse gas reductions and develop strategies for mitigating impacts.
- Hold workshop on how climate change can impact Michigan and the study area.

#### Short Range Planning

- Coordinate the local agencies receiving CMAQ funds
- Develop transportation project applications that highlight the importance of water quality, air quality, and land use planning.
- Incorporate focus area into 2014-2017 TIP application development process and project prioritization.

task will be to build an active member of the sustainability committee being formed at the SWMPC, and educating member communities about the advantages of better coordinated jurisdictional planning outside of their own community.

### 11.3 Climate Change and Air Quality

Research the current conditions that Michigan and the planning region may experience as a result of changing climate forces. Staff will continue to monitor the “attainment/unclassifiable” status for the region for Ozone and Particulate Matter. Staff will analyze the potential impacts that other states’ nonattainment status has on the study area. Key objectives of this area will include the generation of current and future climate change factors and the mitigations strategies for those factors.

### Partners

Pokagon Band of Potawatomi Indians, transit agencies, NIRPC, TwinCATS communities, Berrien County Health Department, MDOT, Michigan Department of Environmental Quality (MDEQ), Friends of St. Joe River, Two Rivers Coalition, and local road agencies.

Products/Milestones	Schedule
Map locations of culverts that pose an issue for fish passage and erosion.	1 <sup>st</sup> and 2 <sup>nd</sup> Quarters
Map locations of road projects in the TIP that are near sensitive river crossings.	1 <sup>st</sup> and 2 <sup>nd</sup> Quarters
Research climate change and greenhouse gas reductions and develop strategies for mitigating impacts.	Ongoing
Finish implementation of the online TIP application.	1 <sup>st</sup> Quarter
Incorporate FHWA and FTA focus area into 2040 LRP and 2014-2017TIP.	Ongoing
Map stream crossings in the MPO	Ongoing
Development of SAW grant	1 <sup>st</sup> Quarter
Participation and development of an SWMPC Sustainability Committee	Ongoing

Products/Milestones of SAW Grant <i>*These products will only be completed if the grant is awarded to the SWMPC</i>	Schedule
A strong and diverse public-private partnership (including local residents, business owners, local, regional and state interests) working collaboratively to advance restoration efforts in the Ox Creek Watershed (number of meetings, number and diversity of partners attending each meeting, level of residents and business owner participation and engagement).	
An Ox Creek restoration webpage on SWMPC’s website which includes all project products (number of	



webpage hits, number of links from partners websites)	
A report on the identified barriers and potential incentives to inform the outcome based education efforts (level of public involvement in focus groups and other solicitation efforts)	
A detailed and visual plan for incorporating green infrastructure including detailed next steps for implementation and potential funding sources (statement of a common vision, list of prioritized areas for implementation; list of strategies for implementation, number of presentations given by partnership to share plans and build support	
An Ox Creek Community Water Festival (number attending, number of partners participating)	
A pilot installation of public art developed by at risk youth to enhance connections between the community and creek plus a detailed plan for additional installations (number of at-risk youth involved)	

## 12.0 Freight Planning

SWMPC staff will continue to incorporate appropriate freight considerations into the transportation planning process to ensure long-term investment decisions that are focused on a balanced, multi-modal system, one which meet the needs of both passenger and freight movements.

### Work Areas

#### 12.1 Freight Plan Development

Staff will begin to develop a multi-phase freight plan with the goal of understanding the economic impacts, type, and volume of freight moves throughout the southwest Michigan region. Key objectives of the will include an analysis of clear definitions of freight, mapping freight movements by all modes, providing county level data regarding material types that move throughout the region, the formation of a freight subcommittee, development of project phases. Potential outcomes may include specific corridor plans that target specific areas or sectors in freight.

#### 12.2 Freight Subcommittee

Through the formation of a subcommittee, MPO staff will build their basic freight knowledge with available data and stakeholder engagement. The subcommittee will focuses on the key issues facing the freight industry, hold discussion with local jurisdictions and freight stakeholders regarding the freight network and the issues facing the industry over the TwinCATS Long Range Transportation Plan. Key objectives to achieve will be to identify the issues facing freight providers, provide maps that outline where freight movement occurs, and where large industries are located that rely upon freight.

#### 12.3 Data Collection

Complete a freight assessment that will assist MPO staff in better understanding the region's freight system, its characteristics, identification of the major freight facilities (interstate, commercial, retail, institutional) and segments of roadway that are important to the flow of freight within Berrien, Cass, and Van Buren Counties. Collect information on the raw and processed materials moving through the region the mode by which it moves.

### 12.0 Program Tasks

#### *Program Management*

- Attend and participate in freight planning and implementation workshops hosted by MDOT or other agencies.
- Research freight plans from around the region that would impact the TwinCATS area.
- Staff the Freight Subcommittee.

#### *Database Management*

- Map locations of important corridors for road, rail, harbor, air.
- Map distribution centers for goods.
- Obtain data from US DOT American Transportation Research Institute.

#### *Long Range Planning*

- Incorporate information collected from freight subcommittee into Long Range Transportation Plan development.

#### *Short Range Planning*

- Meeting preparation and facilitation.
- Prepare committee members for changes that may come from new federal authorizing legislation with emphasis on freight movement.
- Demonstrate the benefits to the public of moving freight by rail for conservation of energy.
- Identify congestion points for the movement of goods throughout the region and Midwest.
- Deficiency analysis of harbor, roads, airport, rail for goods movement.
- Prepare and facilitate freight public workshop to discuss the local impacts of infrastructure deficiencies and how that impacts businesses.

## Partners

TwinCATS communities, NATS communities, St. Joseph River Harbor Authority, Cornerstone Alliance, Berrien County Economic Development Department, Cass County Economic Development, FHWA, NIRPC, MDOT, Michigan State University, MACOG, Van Buren County Economic Development.

Products/Milestones	Schedule
Freight Subcommittee meeting	Ongoing
Develop project phases for plan development	1 <sup>st</sup> Quarter
Implementation of phases	Ongoing
Mapping freight modes	Ongoing
Clearly define scope of work and freight	1 <sup>st</sup> Quarter
Providing county level data regarding material types that move throughout the region	Ongoing
Potential outcomes may include specific corridor plans that target specific areas or sectors in freight.	

## 13.0 Passenger Rail

SWMPC staff value the local importance of keeping the Pere Marquette passenger rail line in service for residents and visitors to southwest Michigan. SWMPC staff will continue to monitor the Midwest Regional Rail Initiative and how it would impact station communities along the Pere Marquette.

### Work Areas

#### 13.1 Westrain

Continuing the preservation and expansion of the Pere Marquette passenger rail line to the Blue Water and Wolverine high speed rail corridors is crucial to the success to interconnected passenger rail service throughout southern Michigan. Key objectives for this task would include the development of yearly marketing and advocacy objectives for the stakeholders, seeking revenue sources to support Westrain objectives, and to raise the overall awareness of the Pere Marquette passenger rail service.

#### 13.2 Blue Water and Wolverine Passenger Rail Lines

Coordinate and collaborate with the marketing directors and station communities along these lines to highlight the interconnected nature of passenger rail service throughout Michigan. Key objectives would be to include representatives from the station communities along these rail lines in the larger stakeholder group for the Pere Marquette line and to learn how they have been able to increase ridership and visibility along their rail service lines.

### 13.0 Program Tasks

#### *Program Management*

- Prepare and facilitate Westrain stakeholder quarterly meetings.
- Create webpage on SWMPC website that promotes the Pere Marquette passenger rail line.
- Expand stakeholder membership of Westrain.
- Develop goals and benchmarks for 2013-2014 marketing campaign.

#### *Database Management*

- Monitor Amtrak ridership data.

#### *Long Range Planning*

- Research funding opportunities for Westrain.
- Encourage the preservation and expansion of passenger rail service to key employment and visitor destinations.
- Explore options to promote passenger rail service on the Pure Michigan website for tourism.
- Coordinate with Blue Water and Wolverine passenger rail lines where appropriate.

#### *Short Range Planning*

- Increase visibility of train transportation as viable option to driving.
- Develop flyers with maps highlighting key destinations close to the community station stops along the Pere Marquette line.

## Partners

TwinCATS communities, Cornerstone Alliance, Michigan Association of Railroad Passengers, Westrain, MDOT, Macatawa Area Coordinating Council, Grand Rapids Metro Council, transit agencies, Amtrak.

Products/Milestones	Schedule
Prepare and facilitate Westrain stakeholder quarterly meetings.	Quarterly
Develop goals and benchmarks for 2013-2014 marketing campaign.	Ongoing
Create webpage on SWMPC website that promotes the Pere Marquette passenger rail line. Expand stakeholder membership of Westrain.	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter
Conduct first rail stakeholder meeting	2 <sup>nd</sup> Quarter
Increase visibility of train transportation as viable option to driving.	Ongoing
Develop flyers with maps highlighting key destinations close to the community station stops along the Pere Marquette line.	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter

## APPENDIX

### Appendix A: TwinCATS Committee Members

#### TwinCATS Policy Committee

The purpose of the Technical Advisory Committee shall be to provide technical advice to the Policy Committee. The purpose of the Policy Committee shall be to provide policy level guidance, direction and necessary approvals to all aspects of the continuing, comprehensive and cooperative transportation planning process carried out by the lead planning organization responsible for coordinating the transportation planning process in the Benton Harbor-St. Joseph Urban Area as it relates to TwinCATS. Deliberations, findings and approvals of the Policy Committee shall be made after due consideration of the recommendations of the TwinCATS Technical Advisory Committee. *\*Ex-officio means nonvoting member.*

#### *Policy Committee Members*

*Chair:* Robert Judd, City of St. Joseph

*Vice-Chair:* Lee Scherwitz, Southwest Michigan Regional Airport/St. Joseph River Harbor Authority

Aaron Anthony, City of Bridgman/Alan Smaka Alternate

Michelle Bennett, Sodus Township

\*Bill Brown, Northwest Indiana Regional Planning Commission

\*John Egelhaaf, SWMPC

Tim Fenderbosch, St. Joseph Charter Township

Carolyn Fowler, Benton Charter Township

John Gast, Lake Charter Township/Gloria Payne Alternate

William Hodge, Berrien County Planning Commission

Jason Latham, MDOT-Southwest Region/Darrell Harden Alternate

John Lanum, MDOT - Statewide Planning

Tim Lynch, Berrien County Road Commission/Brian Berndt Alternate

\*Stewart McKenzie - FTA

Debra Panozzo, Berrien County Commission

Bill Purvis, Twin Cities Area Transportation Authority

Roger Seely, St. Joseph Charter Township

Jae Guetschow, Village of Stevensville

Jim Soteriou, Royalton Township

Richard Stauffer, Lincoln Charter Township

\*Andrea Dewey, FHWA

Darwin Watson, City of Benton Harbor

Sarah Woolcock, MDOT Coloma TSC/Erin Jolivette Alternate

Representative, Village of Grand Beach

Representative, Village of Michiana

Representative, Cornerstone Alliance

### *Technical Advisory Committee Members*

*Chair:* Lee Scherwitz, Southwest Michigan Regional  
Airport/St. Joseph River Harbor Authority  
*Vice-Chair:* Tim Zebell, City of St. Joseph  
Aaron Anthony, City of Bridgman/Alan Smaka Alternate  
Michelle Bennett, Sodus Township  
Brian Berndt, Berrien County Road Commission/Tim  
Lynch  
\*Bill Brown, Northwest Indiana Regional Planning  
Commission  
Chris Cook, Abonmarche Consultants for City of Benton  
Harbor  
\*John Egelhaaf, SWMPC  
John Gruchot, Berrien County Planning  
Commission/Katie Montoya Alternate-St. Joe River  
Harbor Authority  
Nora Jefferson, Benton Charter Township  
Jason Latham, MDOT - Southwest Region/Darrell  
Harden Alternate  
Paul Lott, MDOT - Statewide Planning

\*Stewart McKenzie - FTA  
John Olson, Royalton Township  
Debra Panozzo, Berrien County Commission  
Gloria Payne, Lake Charter Township/John Gast  
Alternate  
Bill Purvis, Twin Cities Area Transportation Authority  
Thad Rieder, Cornerstone Alliance  
Jae Guetschow, Village of Shoreham  
Alan Smaka, St. Joseph Charter Township  
Terrie Smith, Lincoln Charter Township  
Representative, Village of Stevensville  
Bruno Trapikas, Village of Shoreham  
\*Andrea Dewey, FHWA  
Darwin Watson, City of Benton Harbor  
Sarah Woolcock, MDOT Coloma TSC/Erin Jolivet  
Alternate  
Representative, Village of Grand Beach  
Representative, Village of Michiana

## Appendix B: TwinCATS MPO Staff

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[manig@swmpc.org](mailto:manig@swmpc.org)  
(269) 925-1137 x 24

Kimberly Gallagher  
Senior Planner  
[gallagherk@swmpc.org](mailto:gallagherk@swmpc.org)  
(269) 925-1137 x 18



## **Appendix C: Public Comments Received**

There were no public comments received.

## Appendix D: Resolution of Approvals

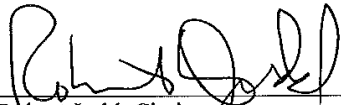
### RESOLUTION TO APPROVE THE TWIN CITIES AREA TRANSPORTATION STUDY UNIFIED PLANNING WORK PROGRAM FOR THE FISCAL YEAR 2014

WHEREAS, the Southwest Michigan Planning Commission (SWMPC) is the designated Metropolitan Planning Organization (MPO) for the Twin Cities Area Transportation Study (TwinCATS) according to the provisions of 23 U.S.C. 134, as amended; and

WHEREAS, the MPO is responsible for the development of a Unified Planning Work Program which is required by both the Federal Highway Administration and Federal Transit Administration; and

WHEREAS, the Fiscal Year 2013 Unified Planning Work Program has been developed pursuant to 23 U.S.C. 134, as amended, and Section 8(f) of the Federal Transit Act;

NOW, THEREFORE, BE IT RESOLVED, that the Twin Cities Area Transportation Study Policy Committee approves the Twin Cities Area Transportation Study Unified Planning Work Program for Fiscal Year 2014.



Robert Judd, Chairperson  
TwinCATS Policy Committee

7-15-13

Date

**Southwest Michigan Planning Commission**

185 East Main Street, Suite 701  
Benton Harbor, MI 49022-4440  
269.925.1137 Voice 269.925.0288 Fax  
e-mail: swmpc@swmpc.org website: www.swmpc.org

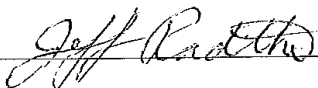
**RESOLUTION TO APPROVE  
THE TWIN CITIES AREA TRANSPORTATION STUDY  
UNIFIED PLANNING WORK PROGRAM  
FOR THE FISCAL YEAR 2014**

WHEREAS, the Southwest Michigan Planning Commission (SWMPC) is the designated Metropolitan Planning Organization (MPO) for the Twin Cities Area Transportation Study (TwinCATS) according to the provisions of 23 U.S.C. 134, as amended; and

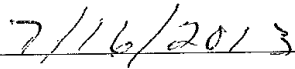
WHEREAS, the MPO is responsible for the development of a Unified Work Program which is required by both the Federal Highway Administration and Federal Transit Administration; and

WHEREAS, the Fiscal Year 2014 Unified Work Program has been developed pursuant to 23 U.S.C. 134, as amended, and Section 8(f) of the Federal Transit Act;

NOW, THEREFORE, BE IT RESOLVED, that the SWMPC approves the Unified Work Program for Fiscal Year 2014.



Jeff Radtke, Chairperson



Date

Southwest Michigan Planning Commission

*Planning that is Credible,*



*Credentialed, and Connected*

## Appendix E: Public Notices

Ad Number: 4404840, Publication: 11111, 1

UWP FY 2014 TwinCATS  
and NATS

Public comment period now open  
-- Fiscal Year 2014

Unified Work Program

The Southwest Michigan Planning Commission (SWMPC) is seeking public comment on the Fiscal Year 2014 Unified Planning Work Program (UWP) for the Twin Cities Area Transportation Study (TwinCATS) and the Niles-Buchanan-Cass Area Transportation Study (NATS). The UWP is a federally required document describing transportation planning projects and activities of the SWMPC for the St. Joseph/Benton Harbor urbanized area and the Niles-Buchanan-Cass urbanized area to be undertaken during the period of October 1, 2013-September 30, 2014. The draft documents are available online in pdf format.

TwinCATS:

[http://www.swmpc.org/downloads/uwp\\_draft\\_6\\_11\\_13.pdf](http://www.swmpc.org/downloads/uwp_draft_6_11_13.pdf)

NATS:

[http://www.swmpc.org/downloads/nats\\_fy\\_2014\\_uwp.pdf](http://www.swmpc.org/downloads/nats_fy_2014_uwp.pdf)

Comments may be submitted June 28 -- July 8 to Transportation Planners Suzann Flowers, - [flowerss@swmpc.org](mailto:flowerss@swmpc.org) - (269)-925-1137 x17 or Gautam Mani, - [manig@swmpc.org](mailto:manig@swmpc.org) - (269)-925-1137 x24.

OR mailed to Southwest Michigan Planning Commission, 185 E. Main St. - Suite 701, Benton Harbor, MI 49022

11: 7: 1

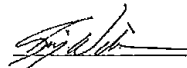
### State of Indiana

#### St. Joseph County ss:

Personally appeared before me, a notary public in and for said county and state, the undersigned Kim Wilson who, being duly sworn says that she is of competent age and is President & Publisher of the South Bend Tribune, a daily newspaper which for at least five (5) consecutive years has been published in the City of South Bend, county of St. Joseph, State of Indiana, and which during the time, has been a newspaper of general circulation, having a bona fide paid circulation, printed in the English Language and entered, authorized and accepted by the post office department of the United States of America as mailable matter of the second-class as defined by the act of Congress of the United States of March 3, 1879, and that the printed matter attached hereto is a true copy, which was duly published in said newspaper.

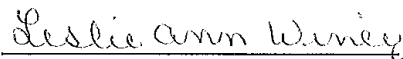
1 time(s), the dates of publication being as follows:

July 1, 2013



Subscribed and sworn to before me this 1st day

of July 2013



Leslie Ann Winey

Notary Public

Resident of St. Joseph County

AFFP  
UWP FY 2014 TwinCATS and NATS

## **Affidavit of Publication**

STATE OF MICHIGAN }  
COUNTY OF BERRIEN } SS

Jennifer Flewellen, being duly sworn, says:

That she is Classified Manager of the Herald Palladium, a Daily newspaper of general circulation, printed and published in St Joseph, Berrien County, Michigan; that the publication, a copy of which is attached hereto, was published in the said newspaper on the following dates:

June 27, 2013

UWP FY 2014 TwinCATS and NATS

Public comment period now open -- Fiscal Year 2014 Unified Work Program  
The Southwest Michigan Planning Commission (SWMPC) is seeking public comment on the Fiscal Year 2014 Unified Planning Work Program (UWP) for the Twin Cities Area Transportation Study (TwinCATS) and the Niles-Buchanan-Cass Area Transportation Study (NATS). The UWP is a federally required document describing transportation planning projects and activities of the SWMPC for the St. Joseph/Benton Harbor urbanized area and the Niles-Buchanan-Cass urbanized area to be undertaken during the period of October 1, 2013-September 30, 2014. The draft documents are available online in pdf format.

TwinCATS: [http://www.swmpc.org/downloads/uwp\\_draft\\_6\\_11\\_13.pdf](http://www.swmpc.org/downloads/uwp_draft_6_11_13.pdf)

NATS: [http://www.swmpc.org/downloads/nats\\_fy\\_2014\\_uwp.pdf](http://www.swmpc.org/downloads/nats_fy_2014_uwp.pdf)

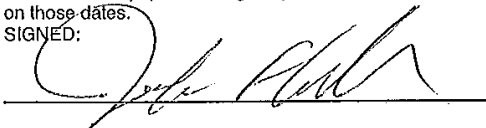
Comments may be submitted June 28 -- July 8 to Transportation Planners Suzann Flowers, -- [flowerss@swmpc.org](mailto:flowerss@swmpc.org) -- (269)-925-1137 x17 or Gautam Mani, - [manig@swmpc.org](mailto:manig@swmpc.org) - (269)-925-1137 x24.

OR mailed to Southwest Michigan Planning Commission, 185 E. Main St. -- Suite 701, Benton Harbor, MI 49022

Publisher's Fee: \$ 101.28

That said newspaper was regularly issued and circulated on those dates.

SIGNED:



Subscribed to and sworn to me this 27th day of June 2013.

  
Karin Crawford, Notary Public Berrien Co, Michigan

## Appendix F: SWMPC Indirect Cost Rate

Based on FY 2011 Costs					
	<b>Direct Costs</b>		<b>Indirect Costs</b>		<b>Total Costs</b>
SALARIES AND WAGES	\$313,622	(Y)	\$99,924		\$413,546
FRINGE BENEFITS	\$129,353	(Y)	\$37,960		\$167,313
TRAVEL	\$24,167		\$0		\$24,167
TELEPHONE	\$2,012		\$0		\$2,012
PRINTING AND POSTAGE	\$20,522		\$1,648		\$22,170
ADVERTISING	\$1,179		\$0		\$1,179
DUES AND SUBSCRIPTIONS	\$2,189		\$353		\$2,542
SUPPLIES AND MATERIALS	\$14,544		\$2,891		\$17,435
COMPUTER SERVICES	\$5,759		\$18,879		\$24,638
CONFERENCES/TRAINING	\$4,215				\$4,215
CONTRACTUAL SERVICES-OFF SITE	\$43,950		\$0		\$43,950
CONTRACTUAL PERSONNEL-ON SITE	\$42,506		\$0		\$42,506
DIRECT EQUIPMENT	\$481	(Y)	\$0		\$481
PASS THRU	\$8,183		\$0		\$8,183
COMM. EXP.,PER DIEM,MILG.	\$13,035		\$0		\$13,035
CONTENTS,BLDG,LIABILITY,BOND INS.	\$0		\$0		\$0
CONTRACTUAL - LEGAL	\$34,435		\$0		\$34,435
CONTRACTUAL - AUDIT	\$5,300		\$0		\$5,300
RENT/JANITORIAL/RECYCLING	\$0		\$35,290		\$35,290
DEPRECIATION	\$0		\$1,551		\$1,551
EQUIPMENT MAINTENANCE	<u>\$0</u>		<u>\$1,260</u>		<u>\$1,260</u>
<b>Total Expenditures</b>	<b><u>\$665,452</u></b>		<b><u>\$199,756</u></b>		<b><u>\$865,208</u></b>
<b>Total Direct Base (Y)</b>	<b>\$485,481</b>				
<b>Total Indirect Costs (I)</b>			<b>\$199,756</b>		
<b>Indirect Cost Rate Formula:</b>					
<b>Total Indirect Cost(I)</b>	<b><u>\$199,756</u></b>				
<b>Total Direct Base(Y)</b>	<b><u>\$485,481</u></b>				
<b>Indirect Cost Rate Percentage</b>	<b>41%</b>				

## Appendix G: Certificate of Indirect Cost Rate

### CERTIFICATE OF INDIRECT COSTS

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

- 1) All costs included in this 2013 proposal to establish billing or final indirect cost rates for FY 2013 are allowable in accordance with the requirements of the Federal award to which they apply and per 2 CFR 225, "Cost Principles for State, Local, and Indian Tribal Governments." Unallowable costs have been adjusted for in allocating costs as indicated in the cost allocation plan.
- 2) 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 agreements 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 and the Federal Government will be notified of any accounting changes that would affect the predetermined rate.

I declare that the foregoing is true and correct.

Governmental Unit: Southwest Michigan Planning Commission

Signature:



Name of Official: K. John Egelhaaf

Title: Executive Director

Date of Execution: July 10, 2013

## Appendix H: Work Completed in FY 2012

- 1.0 What Moves You Berrien County: Creating a Transportation Vision for Berrien County
  - Completed 2013-2040 Long Range Transportation Plan
  - Collaborated with MDOT in the development of the travel demand model with analysis of proposed changes to the employment, household, and population shifts projected over the next 25 years
  - Develop goals, with corresponding performance measures, for Long Range Plan 2040.
  - Monitored state and federal legislative actions that impacted the planning region
  - Coordinated with MDOT in the development of a travel demand model for Berrien County.
- 2.0 Transportation Improvement Program Administration
  - Published Annual listing of obligated transportation projects
  - Administered the 2011-2014 TIP
  - Monitored the 2011-2014 fiscal constraint table for the region
  - Wrote 2014-2017 TIP
  - Created online TIP submission application
  - Conducted project selection for 2014-2017 TIP
  - Conducted project evaluation for 2011-2017 TIP
- 3.0 Committee Administration
  - Conducted and prepared for monthly Committee meetings
  - Performed member community presentations to community boards
  - Wrote the FY 2012 Annual Report
  - Wrote the FY 2014 UWP
  - Conducted and prepared for standing subcommittees
- 4.0 Public Involvement
  - Provided public notices for TIP Amendments
  - Provided public notices for LRP developments
  - Published Annual Meeting Schedule
  - Public Participation Plan administration
  - Regularly updated over 15 transportation related websites
  - Maintained database of public involvement activities
  - Updated monthly public outreach, media, and consultation mailing lists
- 5.0 Non-Motorized Transportation Planning
  - Conducted and prepared for 6 Walk and Roll Subcommittee meetings
  - Implemented TwinCATS Completes Streets Policy
- 6.0 Transit and Mobility Planning



- Reviewed and analyzed transit data from Twin Cities Area Transportation Authority (TCATA)
- Provided staff support to Berrien County Transit Consolidation Feasibility Study
- Managed the Rideshare program using CMAQ funds

## 7.0 Human Service Coordination

- Entered data from handwritten TCATA driver logs for a thirty day period with approximately 12,000 entries that include origin/destination locations, times, passenger type, and no shows
- Analyzed data to look at the feasibility of adjusting or creating new fixed route service(s)
- Provided maps of potential new and revised routes to TCATA management for consideration
- Facilitated the production of a video to educate transit users and human service agencies on the benefits of utilizing TCATA's fixed route services
- Assisted in the expanded use of technology, specifically, the creation of a new website called MyWayThere.org
- Regional Reduced Fare Card for seniors and people with disabilities
- Standardized Operating Policies for future adoption by all Berrien County transit agencies
- Hosted workshops on Determining ADA Para-Transit Eligibility, Coordinating Non-Emergency Medical Transportation Into the Mix, ADA Essentials for Transit Board Members and Local Advisory Committees, FTA Civil Rights Training

## 8.0 Asset Management

- Collaborated with local entities in meeting the goals of the Asset Management Council established under P.A. 499
- Scheduled, coordinated, and attended Investment Reporting Tool training
- Attended PASER road rating webinar and PASER road rating training
- Conducted PASER rating on all federal aid eligible roads in the northern half of Berrien County
- Assisted local communities with information about local road rating eligibility and local asset management plans
- Began coordinating the development of a local asset management plan with the City of Benton Harbor

## 9.0 Travel Data Collection

- Performed local traffic count requests
- Coordinated with MDOT in the developed of Highway Performance Monitoring System road observations, which were documented in map and report formats
- Maintained an accurate TAZ delineation and road network database

## 10.0 Regional Data Management

- Researched variables that would be needed for regional and state comparisons
- Selected and retrieved data files from the U.S. Census Bureau
- Coded selected variables to be mapped in Geographic Information Systems (GIS) software
- Displayed selected variables in different graphic representations that would be more usable to government agencies, businesses, and the general public
- Continued to upload regional data to the SWMPC website

## 11.0 Environmental Stewardship

- Performed air quality conformity analysis in cooperation with MDOT for pertinent parts of the Transportation Improvement Program (TIP)
- Received Great Lakes Integrated Sciences and Assessments (GLISA) grant to evaluate the impacts of climate related changes to the Berrien County region.
- Researched potential impacts of climate change on Southwest Michigan and developed strategies for addressing climate change, including planning a “Transportation & Environment” workshop

## 12.0 Freight Planning

- Participated in the collection of key freight providers in southwest Michigan
- Participated in training events and workshops that aided in SWMPC transportation staff’s knowledge in freight planning

## 13.0 Passenger Rail

- Conducted and prepared for 4 Westrain (Pere Marquette) stakeholder meetings
- Developed FY 2013 marketing budget and outcomes
- Expanded the Westrain stakeholder outreach contact list
- Developed outline of Goals and Objectives for Westrain stakeholder group