Kokomo Howard County Governmental Coordinating Council

Long Range Transportation Plan for Kokomo and Central Howard County

Adopted: April 10, 2014

Prepared by The Kokomo and Howard County Governmental Coordinating Council in cooperation with the City of Kokomo, Howard County, Indiana Department of Transportation, U.S. Department of Transportation, Federal Highway Administration and Federal Transit Administration.
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Executive Summary

The Long Range Transportation Plan for the City of Kokomo and Central Howard County has been prepared in compliance with federal transportation planning regulations. The Long Range Transportation Plan (LRTP) serves as a review of transportation impacts of expected changes in the population and employment patterns projected for the Kokomo and Howard County area. It discusses currently planned and proposed transportation improvements needed for maintaining safe and efficient transportation in the area. The Plan adopts and schedules actions for implementing the improvements. Revision of the Plan is required in five years.

Road Construction – The Kokomo MPO (also known as the Kokomo Howard County Governmental Coordinating Council, or KHCGCC) plans and programs transportation improvements for the Kokomo Urbanized Area. All federally funded transportation projects in the urban area must be programmed for construction by the KHCGCC/MPO, and be listed in the Transportation Improvement Program and the Long Range Transportation Plan adopted by the KHCGCC/MPO.

Alternatives to road construction – The Plan discusses methods of reducing traffic congestion through encouraging ride sharing, walking and bicycling. It recommends Kokomo, Howard County and INDOT should build sidewalks along all arterials and collectors which are rebuilt or widened within the built-up portion of the urbanized area in the future. They should require construction of sidewalks in all new residential subdivisions and new commercial developments. All commercial developments should be required to have marked walkways connecting their main entrances with street sidewalk. And, when rebuilding or widening arterials within the urban area, they should add an additional two feet of width to the outside lanes or add paved shoulders and route markings for bicyclists.

Public Transportation – The Plan reviews the existing Kokomo public transportation services; City Line Trolley, Spirit of Kokomo and the First City Rider). It discusses possible improvements and other potential funding sources local transit. The Plan recommends Kokomo should work with the Indiana Legislature toward enhancing the Public Mass Transportation Fund to support local efforts, and toward improving local transportation services.

Kokomo to Lafayette to modern standards. They should work with local railroads to maintain service and preserve a railroad connection to Indianapolis for future mass transit service. They should maintain quality service at the Kokomo Municipal Airport and improve airport access, including improving directional signs.
INTRODUCTION

The Long Range Transportation Plan (LRTP) is a 20+year strategic guide for transportation investments throughout the Metropolitan Planning Area here in Howard County. The plan identifies the location, size, and type of improvements in transportation infrastructure and services that can be afforded in Kokomo and Howard County. It is a multi-modal plan, meaning it includes projects for highways, sidewalks, trails, ports and airports, buses and other public transportation.

Because the LRTP is intended to be regional in scale, it focuses on major facilities, such as arterial and major collector roads. It does not consider local or subdivision roads. The plan aims to ensure that both existing development and future growth are well served. The future growth plans for the City of Kokomo and Howard County are documented in their comprehensive plans and can be viewed by visiting their respective web site.

The plan is required by federal law to be financially constrained. The plan can only contain projects for which funding is secured or can reasonably be expected to be available. The projects are selected from a much longer list of projects considered to be needed over the next twenty years. The plan has broad goals, such as promoting safety, reducing traffic congestion, promoting emergency access and preserving the environment. Projects are selected for inclusion in the plan based on how well they move our community towards those goals.

The plan is updated every five years, as required by federal law. To update the plan, population and job growth trends are projected into the future; traffic levels are forecast and compared to the capacity of the road network; the costs of needed transportation projects are estimated and compared with revenue forecasts. Community meetings, when requested, are held to solicit public opinion on transportation needs and priorities. Finally, the MPO Policy Board adopts a list of projects considered to be the highest priority.
The Kokomo and Howard County Governmental Coordinating Council (KHCGCC) is the designated Metropolitan Planning Organization (MPO) for Kokomo and Howard County. KHCGCC is responsible for providing “continuing, cooperative and comprehensive” transportation planning. The Governmental Coordinating Council was created in 1981, in response to a federal mandate that all metropolitan areas have Metropolitan Planning Organizations. The Federal Highway Administration (FHWA), Federal Transit Administration (FTA) and the Indiana Department of Transportation (INDOT) pay a combined ninety percent of the cost of the Coordinating Council. The City of Kokomo and Howard County split the remaining ten percent of the cost equally.

The Coordinating Council is made up of the Policy Board, Technical Advisory Committee and a small staff. The Policy Board includes local elected and appointed officials. The Technical Advisory committee includes representatives of local and state transportation agencies, law enforcement, and private transportation organizations.

Section I - Enabling Legislation, MAP-21

This plan has been developed to comply with the Moving Ahead for Progress in the 21st Century Act (MAP-21). Signed into law on July 6, 2012, 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. Existing programs are simplified, substantially consolidating the program structure into a smaller number of broader core programs. Many smaller programs are eliminated, including most discretionary programs, with the eligibilities generally continuing under core programs. Numerous changes are aimed at ensuring the timely delivery of transportation projects. Changes will improve innovation and efficiency in the development of projects, through the planning, environmental review and project delivery process. MAP-21 builds on and refines many of the highway, transit, bike, and pedestrian programs and policies established in 1991 with the Intermodal Surface Transportation Efficiency Act (ISTEA), and continued with the subsequent Transportation Equity Act for the 21st Century (TEA-21) and Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) legislation. A significant focus of MAP-21’s highway program transformation is the transition to a performance and outcome-based program. MAP-21 mandates the incorporation of eight Planning Factors into the metropolitan transportation planning process, and requires that the MTP address these eight Planning Factors. It includes long and short range actions, strategies and projects for facilitating the efficient movement of people and goods. It covers a period of at least twenty years. Reviews and updates are required every five years.
Metropolitan Planning Area
The Metropolitan Planning Area (MPA) boundary is based on the Census Bureau urbanized area and areas anticipated to be urbanized over the next twenty years. The Area had a population of 70,321 in 2010.

Figure 1: Metropolitan Planning Area
Eight MAP-21 Planning Factors

The Transportation Plan addresses eight planning factors:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency.
2. Increase the safety of the transportation system for motorized and non-motorized users.
3. Increase the security of the transportation system for motorized and non-motorized users.
4. Increase the accessibility and mobility options available to people and for freight.
5. Protect and enhance the environment, promote energy conservation and improve quality of life, promote consistency of transportation plan and transportation improvements with State and local planned growth and economic development patterns.
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
7. Promote efficient system management and operation.
8. Emphasize the preservation of the existing transportation system.

Section II - PAVEMENT MANAGEMENT PLAN

Roads are assets to society and an integral component in the development of the nation's infrastructure. To build and maintain roads; considerable amounts of materials are required which consume electrical and thermal energy for production, processing and application. The resources (materials and the sources of energy) required to implement roads projects should be utilized efficiently to avoid waste and minimize costs during construction but post construction maintenance is equally important in optimizing the long term life cycle of a road infrastructure project. The Kokomo MPO will be working with LPA's in the area to assess local pavement conditions based on the American Society for Testing and Materials (ASTM) International Pavement Condition Index (PCI).

The PCI is a numerical indicator used to rate the surface condition of the pavement. The PCI provides a measure of the present condition of the pavement based on the distress observed on the surface of the pavement, which also indicates the structural integrity and surface operational condition (localized roughness and safety). Once local routes
have been PCI evaluated, the Kokomo MPO will work with LPA's in the area to identify future Pavement Management Plan projects.

**Figure 2: PCI vs Time**

![PCI vs Time graph]

**Section III - METROPOLITAN STATISTICAL AREA**

The Kokomo Metropolitan Statistical Area (MSA) has long had the distinction of being one of the top MSAs in the country in terms of average salary, despite the fact that the Kokomo MSA is the smallest of the 11 MSAs in Indiana.

According to the Indiana Business Research Center, metros change over time. For example, the Anderson metro is no longer a single-county metro. It has amalgamated with the Indianapolis-Carmel-Anderson delineation, indicating Madison County’s close commuting ties with the Indianapolis area.

Five Indiana counties were either completely dropped or added from the metro/micro lists from 2009 to 2013 (see Table 1). Four of the five counties were dropped from metros. Union County was the only county added to a metro that was not included in the 2009 delineations.
Table 1: Counties Added/Dropped from Statistical Area Delineations, 2009 to 2013

<table>
<thead>
<tr>
<th>County</th>
<th>Added to the 2013 Definition</th>
<th>Dropped from the 2013 Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franklin</td>
<td></td>
<td>Cincinnati, OH-KY-IN Metro</td>
</tr>
<tr>
<td>Gibson</td>
<td></td>
<td>Evansville, IN-KY Metro</td>
</tr>
<tr>
<td>Greene</td>
<td></td>
<td>Bloomington Metro</td>
</tr>
<tr>
<td>Tipton</td>
<td></td>
<td>Kokomo Metro</td>
</tr>
<tr>
<td>Union</td>
<td>Cincinnati, OH-KY-IN Metro</td>
<td></td>
</tr>
</tbody>
</table>

Source: Indiana Business Research Center

What does this mean for the areas now included and those counties that were dropped from the groupings? There were eight combined statistical areas (CSAs) in Indiana with the 2009 definitions, but 10 with the new 2013 definitions (see Figure 3). CSAs are just what the name implies: metros and micros that are combined into a single region. How does the Office of Management and Budget (OMB) determine which counties make up a CSA? The answer is by looking at broader social and economic interactions (wholesaling, commodity distribution and weekend recreation activities). CSAs are defined to serve as a useful data set for regional authorities and the private sector, as they are the broader areas that give a better understanding of the overall demographics in an economically and socially connected area. Though the CSA does not affect the Kokomo MPO funding or planning at this point; the MPO recognizes the regional aspect of this OMB determination and how this could affect future projects should MPO's become more regional.

Federal Register / Vol. 75, No. 123 / Monday, June 28, 2010 / Notices

The metropolitan and micropolitan statistical area program, under various names, has provided standard statistical area delineations for approximately 60 years. In the 1940s, it became clear that the value of metropolitan data produced by Federal agencies would be greatly enhanced if agencies used a single set of geographic delineations for the Nation’s largest centers of population and activity. OMB’s predecessor, the Bureau of the Budget, led the effort to develop what were then called “standard metropolitan areas” in time for their use in 1950 census publications. Since then, comparable data products for metropolitan areas have been available.

The general concept of a metropolitan statistical area is that of an area containing a large population nucleus and adjacent communities that have a high degree of integration with that nucleus. The concept of a micropolitan statistical area closely parallels that of the metropolitan statistical area, but a micropolitan statistical area features a smaller nucleus. The purpose of these statistical areas is unchanged from when metropolitan areas were first delineated: The classification provides a nationally consistent set of delineations for collecting, tabulating, and publishing Federal statistics for geographic areas.
Figure 3: Indiana's Combined Statistical Areas, 2013

Source: Indiana Business Research Center, using February 2013 definitions from the OMB
Section IV - TIP PROJECT STATUS

Recently Completed Road Improvement Projects – Kokomo, Howard County and INDOT has several projects underway for major road improvements. They are as follows:

- Dixon Road upgrade, from Sycamore to Judson Road
- Boulevard Street upgrade, from Goyer Road to new US31 interchange
- US35/SR22 East upgrade, from Goyer Road to East of County Road 300 East
- US31 Limited Access Highway; new construction from the Tipton/Howard county line (south) to the US35/US31 interchange (north)
- SR22 (Markland Ave.) turn lane upgrade, at Apperson Way
- Transit Dispatch Center, local property acquisition at 209 S Union St.

Current Road Improvement Projects – Kokomo, Howard County and INDOT has several projects underway for major road improvements. They are as follows:

a) Markland and Park Avenue intersection improvement; round-about project
b) East Morgan Street upgrade, from existing US31 to Touby Pike
c) Touby Pike upgrade, from Morgan Street to new US31 interchange
d) Espanol Drive, South Lafountain and Washington Street intersection improvement
e) LaFountain St Bridge, bridge maintenance and repair with added pedestrian walk
f) Nickel Plate Trail Bridge; over US931 connecting Cassville to Kokomo
g) Bridge Inspection Program; Howard County bridge inspections
h) Wayfinding sign project; attraction and destination signage project
Section V - ADA TRANSITION PLAN

Although MPOs do not have oversight responsibility for ADA compliance of local communities; ADA compliance is a key component of compliance with all federal regulations, including MPO related transportation funding. All LPA's seeking federal funding must have met the ADA Transition Plan milestones to remain eligible for federal transportation funding, FHWA-Indiana is requesting that agencies have an operating ADA Transition Plan completed by December 2012. The 1990 Americans with Disabilities Act (ADA) stipulated that every public agency with more than 50 employees have an ADA Transition Plan completed by January 26, 1995.

Background:

On August 2, 2012, INDOT sent a letter to all LPAs clarifying the purpose of the Annual Pre-Award Certification and Assurance process and to inform communities of the minimum requirements they must meet with regard to nondiscrimination laws as they relate to persons with a disability.

Here are the milestones of the FHWA/INDOT required ADA Transition plan:

1. Designate an ADA Coordinator
2. Provide public notice of ADA requirements
3. Establish a grievance procedure
4. Develop internal design standards, specifications, and details
5. Assign personnel for the development of the Transition Plan and completing it.
6. Approve a schedule and budget for the Transition Plan.
7. Monitor the progress on the implementation of the transition plan
Figure 4: MPO recommended ADA Priority Area for LPA (Kokomo)
To provide oversight of the American Disabilities Act Transition Plan, INDOT’s Title VI/ADA Program Manager will coordinate with the LPA/MPO Grant Administration Division to monitor LPA compliance. INDOT will use its 18-month letting list to identify LPAs that fail to complete the Pre-Award Certification or do not have an ADA transition plan or inventory. LPAs identified as out of compliance will receive written notification of the need to come into compliance from the Title VI/ADA Program Manager. LPAs will have 10 calendar days to submit their Pre-Award Certification and demonstrate their good faith effort to comply with the ADA and other related nondiscrimination laws. LPAs that fail to voluntarily comply or show a documented good faith effort to comply will receive a final determination of noncompliance, a copy of which the Title VI/ADA Program Manager will forward to the Indiana Division Office of the FHWA. Additionally, INDOT will defer the projects of LPAs that fail to comply pending the LPA coming into compliance.

Section VI – ENVIRONMENTAL MITIGATION

When developing transportation projects, environmental mitigation activities should be utilized to help avoid and minimize potential damage to the environment, particularly in environmentally sensitive areas. Moreover, the projects should be considered an opportunity to perform cost effective environmental mitigation for non-project related sites in the vicinity. A summary of these potential environmental mitigation activities is provided in Table 5.

**Table 2 - Potential Environmental Mitigation Strategies**

<table>
<thead>
<tr>
<th>Resource</th>
<th>Potential Mitigation Strategy</th>
</tr>
</thead>
</table>
| Neighborhoods, communities, homes, businesses, and cultural resources | • Minimize noise impact with sound barriers  
• Prevent the spread of hazardous materials with soil testing and treatment  
• Utilize Context Sensitive Solutions in project development |
| Wetlands and water resources                   | • Replace or restore wetlands  
• Submerge or utilize bottomless culverts  
• Bridge sensitive areas instead of laying pavement directly onto the ground  
• Improve storm water management |
<table>
<thead>
<tr>
<th>Natural resource and environmental agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• City of Kokomo Historic Preservation Commission</td>
</tr>
<tr>
<td>• Howard County Historic Preservation Commission</td>
</tr>
<tr>
<td>• Howard County Soil &amp; Water Conservation District</td>
</tr>
<tr>
<td>• INDOT Greenfield District</td>
</tr>
<tr>
<td>• U.S. Fish and Wildlife Service</td>
</tr>
<tr>
<td>• Indiana Department of Natural Resources</td>
</tr>
<tr>
<td>• Indiana Department of Environmental Management</td>
</tr>
<tr>
<td>• U.S. Environmental Protection Agency Federal</td>
</tr>
</tbody>
</table>

With environmentally sensitive areas in the region such as the Wildcat Creek, Kokomo Bog and natural wetlands, as required by the SAFETEA-LU legislation, the Kokomo MPO will be consulting with natural resource and environmental agencies (below) in the region via the Public Participation Program (PPP) process when developing the Long Range Transportation Plan. Detailed environmental analyses of the recommended projects should occur as projects enter the preliminary development phase, when more specific environmental impacts and mitigation strategies can be better determined on a project by project basis.
Section VII - ILLUSTRATIVE PROJECTS

Future Projects to Consider

These are projects that would be included in the approved Transportation Improvement Program if reasonable additional resources beyond those identified in the financial plan were available. Projects to consider are as follows:

**Dixon Road South** – From the Dixon/Alto Road intersection to SR 26, travel lanes could be added to Dixon Road to accommodate the School and Church related congestion. Additionally, the Alto Fire Department would have a safer emergency route south of the station.

**SR 26** – From Dixon Road to existing US 931, travel lanes could be added to SR 26. This project is considered contingent on the completion of the Dixon Road South project. Ideally, both Dixon Road South and North projects would be complete prior to pursing travel lane funding for this section of SR 26.

**West Lincoln Road** - Traffic volume on Lincoln Road between Webster Street and Berkley Road are projected as growing by some 11,000 vehicles per day. Accommodating the additional traffic will require widening Lincoln Road to four lanes. The Park Road and Berkley Road intersections would require left turn lanes on all approaches. Considerations should be given to extending the four lanes the last half mile to Dixon Road in anticipation of future traffic increases. The Lincoln Road and Dixon Road "T" intersection may have congestion problems. Adding lanes would not help. A rough estimate of project costs for the Webster Street to Berkley Road segment are $2,900,000 for the Berkley Road to Dixon Road segment are $1,500,000, and a total of $4,400,000.

**West Morgan Street** - The proposed extension of Morgan Street would start at Phillips Street; cross the north edge of Northwest Park to Judson Road (Co. Rd. 200 North); and continue west along Judson Road to Dixon Road. It would provide an improved connection for travelers in north Kokomo, to west and southwest Kokomo and Howard County. As mentioned previously, it would benefit Jefferson Street and Phillips St. It is projected as carrying between 7,000 - 8,000 vehicles per day depending on the number of lanes and traffic signals. A rough estimate of project costs is $2,800,000 for a two lane extension.

**Park Avenue and Phillips Street** - Southbound Phillips Street experiences delays waiting for Park Avenue traffic. The traffic flowing from Phillips Street to Park Avenue west of the intersection, is greater than the through traffic flow on Park Avenue; or for Phillips Street to Park Avenue east of the intersection. Changing the stop signs to
require westbound Park Avenue traffic to stop would remove the problem. It would not create excessive problems for Park Avenue. Alternatives are changing the intersection to an all-way stop, adding traffic signals or reconstruction as a roundabout. Improvements would require a field study verifying the sign warrants, adoption of an enacting ordinance and posting of signs. A rough estimate of construction costs is $2,000 for the signs and $55,000 for the signals. The roundabout costs will require an engineering study.

**West Alto Road (Co. Rd. 250 South)** - Traffic volumes on Alto Road from west of Dixon Road (Co. Rd. 200 West) to Park Road are projected as growing by some 5,000 vehicles per day. The additional traffic will require additional lanes on Alto Road for reducing congestion problems. The additional lanes may not eliminate the congestion.

An Alto Road improvement project would start at Park Road. It would continue the four lanes for about one mile to west of Dixon Road. A rough estimate of the project cost is $2,900,000.

**Boulevard** - Traffic volume growth on Boulevard will vary from minor increases to adding 5,000 vehicles per day. There are two intersections which will need improvement.

1. Boulevard and Park Road - The additional traffic on both roads will require improving the intersection. It will need left turn lanes on all approaches; right turn lanes for westbound Boulevard and northbound Park Road; and traffic signals. A rough estimate of the project cost is $220,000.

2. Boulevard and LaFountain Street - The additional traffic on northbound LaFountain Street and westbound Boulevard will require improving the intersection. It will need left turn lanes for Boulevard and LaFountain Street; northbound right turn lanes for LaFountain Street and traffic signals. A rough estimate of the project cost is $225,000.

**West Markland Avenue** - Traffic volumes on Markland Avenue between Washington Street and Park Avenue are projected as growing by some 5,000 vehicles per day. It will need four lanes for accommodating the additional traffic. The intersections with Webster Street and Park Avenue will require left turn lanes on all approaches, and traffic signals. Northbound Park Avenue will need an exclusive right turn lane.

Traffic volume on Markland Avenue from Park Avenue to Berkley Road is projected as growing by some 2,000 vehicles per day. As noted previously, the Markland Avenue intersections with Berkley Road and Park Avenue already have problems. The segment could get by with improving the intersections with turn lanes and traffic signals. Widening the segment to four lanes would be better.

Traffic volumes on Markland Avenue from Berkley Road to Dixon Road are projected as growing by some 5,000 vehicles per day. The existing two lanes are adequate for accommodating future traffic. Widening the segment to four lanes will require replacing
the low, narrow railroad bridge over the road. Widening the segment for automobile traffic is appropriate. It has room for one vehicle at a time from either direction. It impedes traffic. Raising the bridge, or lowering the road for accommodating tall trucks is not technically feasible. Replacing the bridge with fill and a grade crossing is unlikely. Current federal policy encourages removing grade crossings wherever possible. Finding federal aid for adding a grade crossing would be difficult. Fortunately, only a few tall trucks are inconvenienced by the low bridge. Alternate routes exist that are convenient. Better marking of the routes would reduce any inconvenience. Currently, drivers do not see the low bridge warning signs until after they have passed the alternate routes. Additional signs at the Markland Avenue intersections with Park Avenue, Berkley Road and Dixon Road would reduce problems with the low railroad bridge.

A rough estimate of project costs for widening Markland Avenue from Washington Street to Berkley Road is $4,800,000; for just replacing the low railroad bridge is $500,000; for widening from Berkley Road to Dixon Road including replacing the low railroad bridge is $2,000,000; and the total costs are $6,800,000.

**Phillips Street** - Traffic Volumes on Phillips Street from north of Jefferson Street to south of Sycamore Street should increase by between 4,500 vehicles per day to 7,900 vehicles per day. The greatest increase should occur north of Jefferson Street. Most of the existing street can accommodate the increases with traffic signal timing adjustments. The Phillips Street and Jefferson Street intersection will require major improvements. It will require widening both streets to four lanes and adding a southbound right turn lane for Phillips Street. The intersection is projected as having an unusually high number of southbound right turns, and eastbound left turns. They are on an average, forty percent of the approaching traffic. Much of the turning traffic is from the north end of Kokomo. Providing an alternate route, such as extending Morgan Street from Phillips Street to Dixon Road could reduce the turning traffic by an average of sixty percent. Southbound Phillips Street would still require an exclusive right turn lane. Adding it would involve less disruption and cost to the community. A rough estimate of project costs for widening Phillips Street from Jefferson Street to Sycamore Street is $1,500,000.

**West Jefferson Street** - Traffic volumes on Jefferson Street are projected as increasing up to 6,000 vehicles per day between Dixon Road and Phillips Street. Accommodating the additional traffic will require widening Jefferson Street to four lanes. Removing the on-street parking and making intersection improvements would provide sufficient room for the additional lanes between Dixon Road and Berkley Road. Building new lanes is required between Berkley Road and Phillips Street. The Morgan Street extension (as discussed for Phillips Street) would also benefit Jefferson Street for the same reasons. A rough estimate of project costs for widening Jefferson Street to four lanes is $1,500,000.

**East SR 22 (U.S.35, Co. Rd. 00NS, Markland Avenue)** - Traffic volumes are projected as growing by some 6,000 vehicle per day. Accommodating the growth will require
widening SR22 to four lanes; from the end of the existing four lane section, east of Goyer Road in Kokomo to the Wildcat Creek bridge, west of Greentown. INDOT is acquiring the right-of-way for the project now and work is estimated to begin in 2007. A rough estimate of costs is $12,600,000.

Other intersections - There are several intersections which will probably see congestion problems from increased traffic volumes. They are: Albright Road and Southway Boulevard; Park Road (Co. Rd. 100 West) and Center Road (Co. Rd. 300 South); Park Road (Co. Rd. 100 West) and SR26 (Co. Rd. 400 South). They will need traffic signals and turn lanes. The intersection of Dixon Road (Co. Rd. 200 West) and SR26 (Co. Rd. 400 South) will need turn lanes. A rough estimate of costs is $170,000 for each. The intersection of Defenbaugh Street and Webster Street may need an all-way stop. A rough estimate of costs is $1,200.

Potential Projects

a) Center Road Bike Lanes and Sidewalk; Library Transit stop to US931
b) Rail Corridor Trail; Center Road to Southway Boulevard
c) Center Road Trail; US931 to Dixon Road
d) Rail Corridor Trail; Defenbaugh Street to West Middleton
e) Lincoln Road (West); Webster Street to Dixon Road; reconstruction w/storm sewer, curb, sidewalk
f) Morgan Street (West); Phillips Street to Dixon Road; reconstruction
g) Park Road Bridge; maintenance and repair
h) Carter Road Bridge; maintenance and repair
i) McCann Street Bridge; maintenance and repair
j) Boulevard (West); Berkley Road to Malfalfa Road; reconstruction
k) Home Avenue; Hoffer Street to Lincoln Road; reconstruction
l) Markland; Dixon Road to Washington Street; reconstruction
m) Berkley; Markland Avenue to Sycamore Road; reconstruction w/storm sewer, curb, sidewalk
n) Smith Road; 50 East to Touby Pike; added travel lanes
o) Smith Road; Webster Street to Davis Road; added travel lanes
p) Goyer Road; Markland Avenue to Boulevard (East); added travel lane

Section VIII – ITS PROJECTS

Intelligent Transportation Systems, or ITS, encompass a broad range of wireless and wire-line communications-based information, control and electronics technologies. When integrated into the transportation system infrastructure, and in vehicles themselves, these technologies help monitor and manage traffic flow, reduce
congestion, provide alternate routes to travelers, enhance productivity, and save lives, time and money.

The Kokomo MPO has recently funded and is in the process of implementing its first ITS project. The Opticom signal interrupter system is being installed in local emergency vehicles to improve the efficiency and safety of emergency vehicle travel along the existing US 31 corridor. The project and equipment is owned by the City of Kokomo and will be a nice amenity to the emergency vehicle operators in Howard County.

Section IX - TRANSPORTATION ALTERNATIVES

Bicycle and Pedestrian Facilities
Bicycling and walking are becoming increasingly important modes of transportation in the Kokomo Urbanized Area. To address this need, the Kokomo MPO has assessed a need and formed a Citizen’s Advisory Committee (CAC) for Alternative Transportation, a multi-modal strategy that includes bicycling and walking as integral parts of the transportation infrastructure. This Alternative Transportation and Greenway Plan (ATGP) is a community vision that the MPO is facilitating and seeks to take advantage of the many benefits that bicycling and walking can offer, such as greater mobility, less traffic congestion, cleaner air, and lower transportation cost. This plan is intended to assist in making the ATGP a reality for Howard County.

Benefits of Bicycling and Walking
Many people own, or have access to a bicycle, and many of these people ride their bikes for transportation. In fact, bicycling is the second-most preferred form of transportation behind the automobile. Similarly, every trip involves some form of pedestrian travel, whether it is walking from your home to the grocery store, or walking from your parked vehicle to the grocery store, or walking from the bus stop to the grocery store. Many of these types of trips are made out of personal choice, but many are also made out of necessity. One in ten U.S. households does not own an automobile, and one-third of all Americans cannot, or do not, drive. Providing safe, convenient, and attractive bicycle and pedestrian facilities provides desirable transportation alternatives to the automobile, thereby encouraging these types of trips and meeting the community’s basic transportation needs.

Less Traffic Congestion
Traffic congestion is becoming an increasing concern for most communities. Traffic congestion results when the traffic demand on a street or roadway network is greater
than the amount of traffic that that street or roadway network was designed to efficiently carry. In addition to interfering with mobility, traffic congestion results in driver frustration, wasted time, wasted energy, and pollution. Traffic congestion, as well as its negative impacts, can be reduced by incorporating bicycle and pedestrian facilities into the transportation network and by encouraging these modes of travel. Converting a portion of motorized trips to bicycling and walking trips is a very realistic goal, especially when one considers that 40% of all trips are less than two miles in length. This distance represents a ten-minute bike ride or a 30-minute walk for most people.

**Cleaner Air**
Approximately 60% of the pollution created by automobile emissions happens in the first few minutes of vehicle operation, before pollution control devices can work effectively. Because of this, shorter automobile trips are actually more polluting than longer trips on a per-mile basis. This is alarming, considering that 40% of all trips are less than two miles in length. By converting a four-mile round trip to bicycling, approximately 15 pounds of pollutants can be kept out of the air. These pollutants, which include carbon dioxide, carbon monoxide, and nitrogen oxides, are contributors to respiratory problems, cardiovascular problems, smog, and acid rain.

**Lower Transportation Costs**
Owning and maintaining an automobile can be very expensive. The average cost of operating an automobile for one year is about $5,170, and families, on average, must work for more than six weeks to pay this cost. In contrast, the cost of operating a bicycle for one year is only about $120, and walking is free. By converting some automobile trips to bicycling and walking, families can eliminate the need for a car or, at least, a second car. In addition to saving families money, bicycling and walking can also reduce transportation related costs for communities. Bicycling and walking trips cause little, if any, wear and tear on roadways, and infrastructure supporting these travel modes can usually be provided with less impact and at a lower cost than infrastructure for motorized travel. Bicycling and walking also require less space per trip than motorized travel. Converting automobile trips to bicycling and walking can reduce traffic congestion and postpone, or even eliminate, the need for roadway widening and construction projects.

**Current Bicycle and Pedestrian Facilities and Planning Efforts**
The Kokomo MPO area currently has only one bicycle and pedestrian transportation facility in the Kokomo urbanized area. This facility, the Wildcat Walk of Excellence (WWE) trails adjacent to the Wildcat Creek through the heart of the city. However, the Nickel Plate Trail is a state priority Rail to Trail project that will be incorporated into the local Alternative Transportation and Greenway Plan and will eventually connect to the WWE in downtown Kokomo. On a local level, the WWE provides connections to
destinations and is used for both transportation and recreational trips. This plan seeks to maximize the transportation impacts of facilities like this by providing regional connections between the facilities and by providing connections to other destinations. The proposed projects that are identified in this plan are intended to make biking and walking safe, convenient, and attractive forms of transportation. Because the presence of well-designed bicycle and pedestrian facilities influences one’s decision to bike or walk for transportation, these facilities will help stimulate single-mode trips (such as a biking or walking trip) as well as multi-modal trips such as walking to a transit stop (future bus or train) and then riding the bus or train for the remainder of the trip.
Figure 5: Trail Network
Recommended Actions
Kokomo, Howard County, and INDOT should build sidewalks along all arterial and collector roads which are rebuilt or widened within the build-up portion of the urbanized area, in the future. Adequate right-of-way should be acquired such that green space can be included in the design or added later. When traffic calming is appropriate, roundabouts should be given consideration. They should require construction of sidewalks in all new residential subdivisions and new commercial developments. All commercial developments should be required to have marked walkways connecting their main entrances with the street sidewalk. And, when rebuilding or widening arterials within the urban area, Kokomo, Howard County and INDOT should add an additional two feet of width to the outside lanes or add paved shoulders for bicyclists. Kokomo with INDOT should begin a low level effort at encouraging ride-sharing. Kokomo should continue efforts to expand the urban trail system. The planning done for the WWE suggests future development opportunities are plentiful in the area.

Section X - PUBLIC TRANSPORTATION
Kokomo provides three public transportation services. The Spirit of Kokomo is a para-transit bus system that provides a call ahead “demand response” system for seniors and disabled residents within the city limits.

The Spirit of Kokomo had over 72,000 passenger boarding’s during 2013 with an annual operating cost of $894,660. The Kokomo First City Rider Program is a “demand response”, user-side subsidy service. It subsidizes patron taxi cab fares within Kokomo and County Roads 500 East and West, County Roads 600 North and 500 South. It is open to any resident of the service area who is at least sixteen years old. The Program subsidizes patron’s trips $3.00 per trip. First City Rider patrons who are disabled receive an additional fifty percent subsidy during off-peak travel hours, the Program also pays the additional cost of transporting wheelchairs of non-ambulatory patrons. It subsidized over 85,000 passenger boarding’s during 2013 with an annual operating cost of $568,947.

The City of Kokomo set out to meet more of the citizen’s transportation needs by starting a fixed route system; The City-Line Trolley began September
10, 2010 and expanded its system July 2013.

City-Line had over 297,000 passenger’s board in 2013 with an annual operating cost of $616,834.00. The three services are funded by the following funding entities: The City of Kokomo, grants from the Federal Transit Administration, U.S. Department of Health and Human Services Area 5 Agency Council on Aging and Spirit of Kokomo patron donations.

Before the City of Kokomo started their fixed route system people that didn’t qualify for the Spirit of Kokomo and who could not drive or afford alternative transportation were isolated and had to depend on the kindness of others for rides. Basic needs, like going to the supermarket, doctors’ office or employment opportunities were often miles away in areas without sidewalks creating an unsafe passage.

There is however a continuing need for public transportation in the Kokomo area; by 2029 (15 years) the last of the “baby Boomers” will turn 65 potentially bringing the senior population to 37,700. Although unemployment in our area has dropped to 6.4% since its peak 20.8% in June of 2009, poverty is still an issue. The current poverty level in our area is above 17% with over 22% of our children living in poverty.

The City-Line Trolley in its design may not meet all the needs for our community, but it does afford an opportunity for many to gain unemployment, visit the clinics instead of emergency rooms, use their food stamps at a grocery store instead of a convenience store, obtain an education and be independent.
Figure 6: Transit Routes

Federal Aid Transit Service

[Map showing transit routes with a legend identifying different lines by color and number (e.g., Blue Line East, Green Line, Red Line, etc.)]
Figure 7: Paratransit Urban & Rural Service Area
Recommended Actions

Kokomo and Howard County should continue support of the Spirit of Kokomo Bus Service and First City Rider programs. Currently in April 2009, Kokomo transportation service providers are being equipped with new dispatch software and mobile data computer (MDC’s) technology in every transit vehicle.

Section XI - Coordinated Public Transit Plan

As part of the SAFETEA-LU reauthorization, grantees under the Elderly Individuals and Individuals with Disabilities (Section 5310), Job Access and Reverse Commute (JARC-Section 5316), and New Freedom Initiative (Section 5317) grant programs; must meet certain requirements in order to receive funding for fiscal year 2007 (October 1, 2006) and beyond.

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a “locally developed Coordinated Public Transit-Human Services Transportation Plan”. This plan must be developed through a process that includes representatives of public, private, and non-profit transportation services, human service providers and the general public. Coordinated transportation is now an eligibility requirement by FTA. The KHCGCC Policy Board adopted the Coordinated Public Transit-Human Services Transportation Plan for Kokomo and Howard County on June 11, 2008 by Resolution 2008-6.

Recommended Actions

On February 11, 2009, Kokomo had their first Meeting of the Citizens Action Committee (CAC) For Transportation. Included were representatives from City of Kokomo; Clinic of Hope; United Way; Info/Ref 211 United Way; Kokomo City Council; Spirit of Kokomo Bus Service; Rhino Taxi Service and KHCGCC (MPO).

Committee members elected a Chairman, Vice Chairman and Recording Secretary. CAC Transportation meetings will be held on the 2nd Wednesday of each month.

Funding limitations, community support levels and population densities create gaps in transit services coverage resulting in persons living in the most outlying areas not having access to public transportation. Due to financial limitations, evening and Sunday service are confined to the First City Rider Program at a reduced cost to the citizen.
Human Service providers focus on serving individuals with specific client groups or populations that, due to a disability or for economic reasons, have fewer transportation options than the general public. Persons with disabilities and persons with limited incomes are “transportation dis-advantaged”.

Since the 1990 passage of the Americans with Disability Act (ADA), public transportation providers have been required to extend service to persons with disabilities by providing complimentary door to door service.

Funding for public and human services transportation has been supplied by local, state and federal support. Recent federal initiatives are focused on ways to make transportation better and create a more efficient use of funding sources. Combining public transportation providers with human service organizations needs, along with a growing need for service that comes with an aging population calls for a new way of addressing transportation needs. Major challenges include coordinating a variety of funding sources with agencies’ own rules, regulations and restrictions while meeting different needs in a cost efficient manner.

Section XII – FREIGHT ANALYSIS

MPOs are required by legislation (MAP-21)) to plan in such a way that promotes economic vitality, enhances connectivity, and increases accessibility and mobility options for people and goods. Analyzing the movement of goods in the region, identifying problems, and working to improve such problems is one way to support the flow of goods in our region while meeting all legislative requirements. The movement of freight in the Kokomo MPO area is accomplished using three modes. Trucks are the primary means of goods movement throughout the region, while rail and air play a lesser role in the transport of goods. The nearest port facility is in Chicago, Illinois approximately 170 miles northwest of Kokomo. Kokomo Municipal Airport is the nearest air facility and is approximately 5 miles northeast of the MPO study area.

FREIGHT MOVEMENT BY MODE

Highways
The US 31 highway has been constructed as a limited access highway to the east of the MPA. This new highway (2013) will alleviate freight from the US 931 highway. US 931 highway is an original 1926 US highway and has been a major road through Indiana since long before the advent of the Interstate System. The US 931 highway intersects with SR 26 south of Kokomo and US 35 north of Kokomo. The US 931 highway has a major intersection by way of SR 26/US 35 within the Metropolitan Planning Area (MPA).
Railroads
Railroad access for Kokomo has changed recently. At the end of World War II, Kokomo was served by two major companies. Rail lines entered the city from six directions. Kokomo is fortunate that, by the mid 2000's, it still has service on two of the rail lines. The lines servicing Kokomo are considered secondary. The Central Railroad Company is considered a short line railroad. Kokomo and Howard County can support continued service by working cooperatively with the Central Railroad Company, and by insuring their actions do not interfere with railroad services. Also, local officials should work to preserve a railroad line to Indianapolis for use as a future transit corridor.

Air Transportation
Direct aircraft access for Kokomo is provided by the Kokomo Municipal Airport. The Kokomo Municipal Airport has had irregular commercial airline service. The airport was recently extended to accommodate larger aircraft in an effort to stimulate economic vitality and the future business in the Kokomo area.

Section XIII - CONSIDERATION OF OTHER PLANS
The KHCGCC will work cooperatively with Kokomo and Howard County as they both have comprehensive plans. Any transportation related components of these plans will be coordinated with LRTP projects and initiatives. Furthermore, studies completed in compliance with SAFETEA-LU planning factors should be considered for inclusion within the City and County comprehensive plans.

Recommended Action
The land use plans of all jurisdictions will be considered in any actions taken with regard to the Long Range Transportation plan. Kokomo and Howard County are encouraged to maintain updated comprehensive land use plans.
Section XIV - PUBLIC PARTICIPATION

The Long Range Transportation Plan for Kokomo and Central Howard County was developed in accordance with the Public Participation Policy (PPP) process adopted by KHCGCC’s Policy Board on August 2, 2007. The PPP is consistent with the requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21) and the 1990 Clean Air Act Amendments, where applicable, as established with their passage.

Public participation for the 2040 Long Range Plan involved placing public notices in the two local papers. The notices and mailings included the Executive Summary of the draft plan which is composed of the previous LRTP and all associated Amendments. Included in the notices was the offer to conduct public hearings if requested. Comments are documented along with KHCGCC’s response and included in Appendix A.

When the Policy Board approved the final draft of the plan, it was announced in Public Notice section of the two local papers that public comment was sought on the final version of the plan. The plan was made available for comment for one month and no public recommendations were received and as a result there were no further modifications made to the 2010 to 2040 LRTP. Therefore, on May 8, 2014 the Executive Board accepted and adopted this document as the Long Range Transportation Plan for the Kokomo Urbanized Area.

Social Equity and Environmental Justice
Ensuring the meaningful involvement of low income, minority, disabled, senior, and other traditionally underrepresented communities is a key component of the Council’s public participation activities. The Council’s policies, procedures, and programs are consistent with federal and state environmental justice laws, regulations, and requirements, Title VI, related nondiscrimination requirements, and reflect the principles of social equity and environmental justice. Social equity means ensuring that all communities are treated fairly and are given equal opportunity to participate in the planning and decision-making process, with an emphasis on ensuring that traditionally disadvantaged groups are not left behind. Environmental justice means ensuring that plans, policies, and actions do not disproportionately affect low income and minority communities.

Generalities of the Public Participation Process (PPP)
The KHCGCC shall engage in a public collaborative planning process;
recommendations from that process shall be made available and considered for integration into the *Long Range Regional Transportation Plan* (LRRTP) or Transportation Improvement Program (TIP). A procedure to carry out this process including a method of addressing and responding to recommendations from the public shall be adopted.

**Scope of the PPP**

The policy addresses public participation policies and public information efforts in the following areas:

A. Overall Public Participation Process, including Planning Studies, the LRTP, the Statement of Work (SOW) & the TIP
B. Development Planning
C. Design and Construction
D. Short Range Transit Service Planning and Fare Changes
E. Interagency Consultation

**Section XV – CONGESTION MITIGATION & AIR QUALITY**

**Background**

In 1990, Congress amended the Clean Air Act (CAA) to bolster America’s efforts to attain the National Ambient Air Quality Standards (NAAQS). The amendments required further reductions in the amount of permissible tailpipe emissions, initiated more stringent control measures in areas that still failed to attain the NAAQS (nonattainment areas), and provided for a stronger, more rigorous linkage between transportation and air quality planning. In 1991, Congress adopted the Intermodal Surface Transportation Efficiency Act (ISTEA). This law authorized the CMAQ program, and provided $6.0 billion in funding for surface transportation and other related projects that contribute to air quality improvements and reduce congestion. The CAA amendments, ISTEA and the CMAQ program together were intended to realign the focus of transportation planning toward a more inclusive, environmentally-sensitive, and multimodal approach to addressing transportation problems.

The CMAQ program, jointly administered by the FHWA and the Federal Transit Administration (FTA), was reauthorized in 2005 under the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The Kokomo Metropolitan Planning Area is in attainment for all Federal air quality standards that have been reauthorized in SAFETEA-LU and therefore has not developed
transportation control measures (TCMs) in a State Implementation Plan (SIP).

**Local Air Quality**

The primary purpose of the CMAQ program is to provide funding for transportation projects and programs that will reduce transportation related emissions. CMAQ program expenditures are geographically restricted to US EPA designated non attainment and maintenance air quality areas. The Kokomo MPO is not one of those areas and is considered to be in “attainment” status. The Kokomo MPO does not receive CMAQ federal funds. Future attainment will be dependent on local growth factors such as population and employment.

The Metropolitan Planning Area (MPA) of the Kokomo and Howard County Governmental Coordinating Council covers Kokomo and the central third of Howard County. The MPA had a population of 70,321 in 2000. The current forecast projects an Area population between 76,857 to 77,893 by 2035. The number of workers from the Area is projected as growing from 32,411 to between 35,954 to 36,285. In addition, the number of jobs in the area is projected as growing from 48,177 to 62,453.

**Section XVI - TRAFFIC CONGESTION**

Traffic congestion is a function of traffic volume and road capacity. Road capacity depends on: 1. The number of lanes. 2. Traffic control. 3. Cross street traffic. 4. Turning traffic and; 5. On-street parking.

A single lane can easily carry some 1,800 vehicles per hour, as long as no one slows down or stops. Slowing or stopping traffic for turning or parking vehicles or for cross street traffic at intersections quickly reduces the capacity of a road. It is these kind of “friction factors” that necessitate local road improvements.

The Kokomo Road Network Model uses generalized values for road capacities. The values are based on Federal Highway Administration research. The values are adjusted for the number of lanes, and of traffic control devices. The ratio of the traffic volume to the road capacity is an indicator of the level of service (LOS). The LOS is generalized using A through F scale. Values A through C are considered uncongested with more or less unimpeded, free flowing travel. Values D through F are considered congested with increasing degrees of traffic delays. Actual levels of service will vary during the day as traffic volumes change. Typically, transportation planning aims for a
road system with a level of service of at least C during peak travel periods. Level D is accepted where the cost and other impacts of improving to level C are judged excessive.

Section XVII - ROAD NETWORK MODELING

Road network modeling is a collection of techniques and formulas which use social, economic, and roadway data for calculating trips and traffic flowing into, out of, and within an area. The model permits identifying congested roads and testing of the effectiveness of proposed solutions. Repeating the model, with socioeconomic projections, permits the identification of future congestion and testing for solutions.

The modeling starts by identifying the road network. The Kokomo model uses all roads functionally classified as arterials or collectors. Roads are functionally classified on the basis of their principal use. Local streets provide local access to land. Arterial roads provide travel mobility. Collectors provide both access and mobility. The arterial and collectors are further divided into primary and minor arterial, and major and minor collectors. The differences are based upon the role of the road with its class. Another division is between urban and rural roads. Urban roads are within the urbanized area. The urbanized area is initially designated by the U.S. Census, after each decennial census, using population density. The area boundaries are refined by local agencies to reflect practical considerations. Detailed traffic count, travel time and road character data, such as number of lanes, types of traffic control and speed limits is collected for the road network.

The next step is dividing the study area into traffic analysis zones. Zone boundaries are the road network, natural boundaries like streams and railroads, and land use boundaries, such as between residential and industrial areas. Population, household income, employment, school attendance, and vehicles available data is collected for each zone. Other data on vehicle occupancy and travel into and out of the area are collected through special surveys.

The data is then used for calculating the person and vehicle trips of various types produced and attracted by each zone and the routes taken between origin and destination. The results are compared to traffic count data, adjusted, and recalculated until the model faithfully reproduces traffic flows for the study area. The final Kokomo
Road Network Model reproduces travel in the area to within an average of *ten percent* of actual vehicle miles traveled (VMT).

The modeling was repeated using population and economic projections for the year 2035. Comparing the base year model (2005) with the future year model (2040) assists in identifying current and future traffic conditions. Recalculating the models with changes, such as additional or widened roads, allows a reasonable assessment of the impact of proposed changes.

**Local Travel Demand**

*Current Conditions* shows the location of peak hour congested road segments for 2005 as calculated by the Kokomo Road Network Model. Most roads are uncongested (approx 1000). Less than seventy road segments are congested; these segments are considered to be at a Level of Service D. Most congestion occurs at a few, scattered intersections or along existing US 31 during peak travel hours. *This scenario is defined as Existing and Committed and is detailed in the map on page 44.*

*Projected Conditions* by 2035 without planned improvements shows peak hour road congestion occurring with the higher forecasted population and employment growth and shifts. It assumes no road system improvements beyond the existing and committed projects from the *Current Conditions* scenario above. Congestion is greater, more widespread and occurs for a longer period of time during the day. *This scenario is defined as Future w/o improvements.*

*Projected Conditions* by 2035 with planned improvements indicates that peak hour road congestion does not occur with the higher forecasted population and employment growth and shifts. It assumes all proposed improvements to the current road system have been completed. Congestion is minimized, and only occurs at select intersections and road segments for a short period of time during the day. *This scenario is defined as Future w/ improvements.*
Appendix A – Public Comments

No public comments were submitted as of 4-15-2014.
Appendix B – Public Notice

Notice appeared in the Kokomo Tribune and the Kokomo Herald newspapers.
Appendix – Resolution to adopt LRTP

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RESOLUTION 2014-7

RESOLUTION FOR ADOPTION
OF THE 2015-2040 LONG RANGE TRANSPORTATION IMPROVEMENT PLAN

WHEREAS, the Kokomo/Howard County Governmental Coordinating Council (KHCGCC) is the designated Metropolitan Planning Organization, responsible for the Long Range Transportation Improvement Program (LRTP) in the Kokomo and Howard County area, and

WHEREAS, development of the LRTP, describing the communities transportation needs within the Metropolitan Planning Area is a requirement of the U.S. Department of Transportation, and

WHEREAS, the LRTP was developed by the staff of the KHCGCC and the Indiana Department of Transportation (INDOT), and

WHEREAS, the Technical Advisory Committee of the KHCGCC has given the proposed LRTP its favorable recommendation.

NOW THEREFORE BE IT RESOLVED by the Policy Board of the KHCGCC that the 2015-2040 LRTP be adopted as indicated below:

With this Resolution, the KHCGCC controlled document titled Long Range Transportation Improvement Plan will be forwarded to INDOT & FHWA for approval as a “living document” where Amendments are both necessary and expected to maintain compliance.

Adopted this 10th day of April, 2014

[Signature]

President, KHCGCC Policy Board

[Signature]
Attorn KHCGCC Policy Board Member