

# *Unified Planning Work Program 2024 End-of-Year Report*

For the Saint Cloud Area Planning Organization



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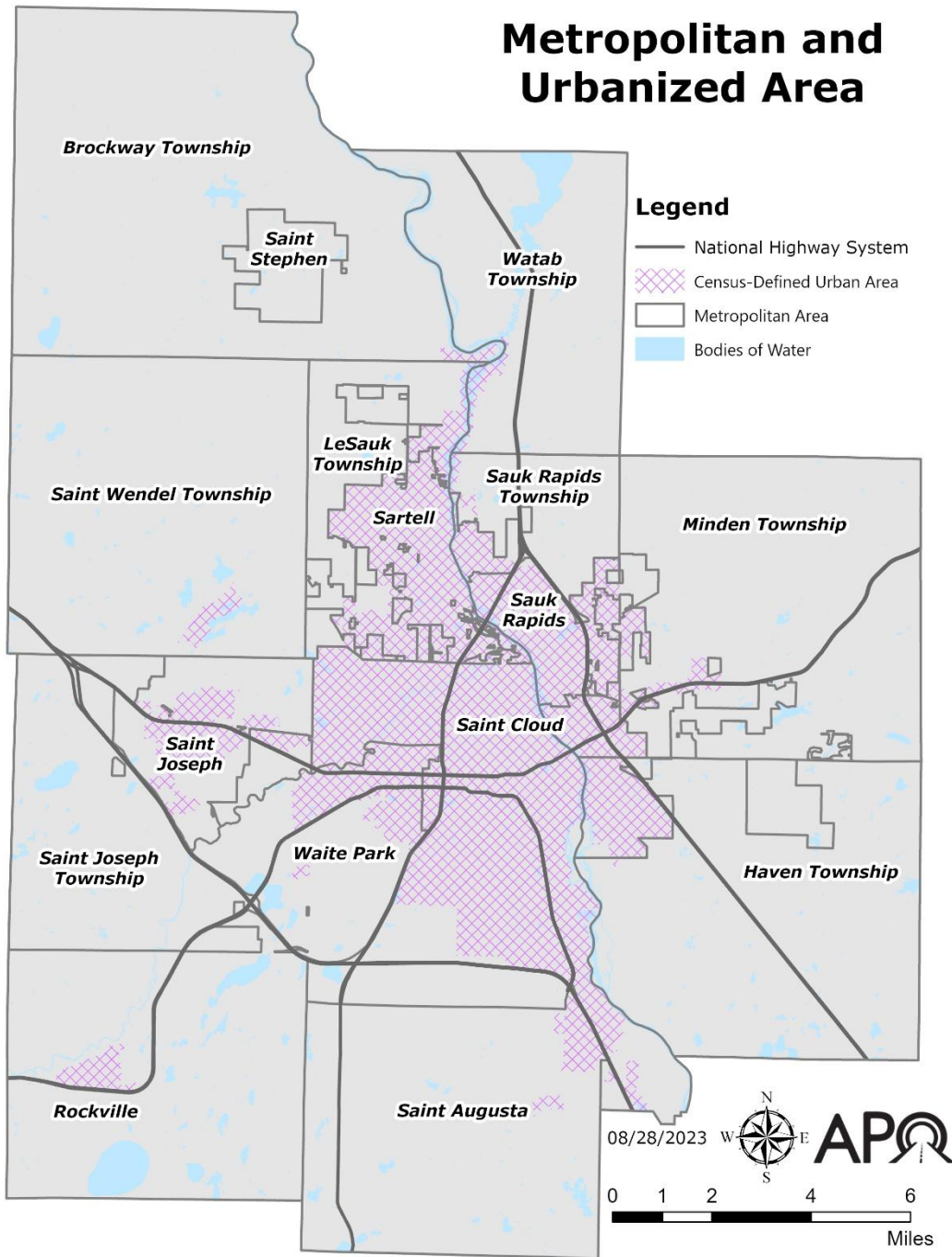
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## Introduction

This report is a summary of the activities, expenditures, and achievements of the Saint Cloud Area Planning Organization (APO) for Fiscal Year (FY) 2024, which began on Jan. 1, 2024 and ended Dec. 31, 2024. The APO is a publicly funded joint-powers authority charged with coordinating and completing planning and programming of surface transportation projects within its planning area.

**Figure 1. Saint Cloud APO Metropolitan Planning Area**



## Purpose and Need

The goals of this report are:

1. To provide a public record of the performance of the APO.
2. To provide a financial summary of budgets and expenditures for the purpose of financial transparency and future budgeting.
3. To provide a management tool for the development of subsequent work plans.

## APO Staff Vision, Goal, and Core Values

The performance and behavior that is valued by APO staff is rooted in the internal vision, goal, and values of the organization.

### Vision:

To provide high-quality, high-value public service to our members and the general public.

### Goal:

The logical, informed investment of limited transportation funding.

### Core Values:

- **Working Together** – APO staff shall bring all stakeholders to the table and shall hear and consider all voices in the completion of projects and discussion of future needs. This is true both internally (i.e., teamwork among APO staff members) and externally (i.e., cooperation between APO staff and the staff and elected leadership of the member jurisdictions and the general public). APO staff will do its best to provide meaningful assistance to the member jurisdictions and to create opportunities for cooperation between member jurisdictions. By working together, every APO staff member will be able to learn from others and apply that knowledge throughout their individual area of responsibility. It will also help make the best use of limited resources. APO staff will also work with the general public to provide time and opportunities for meaningful input into the planning process.
- **Integrity** – APO staff shall work openly and honestly with everyone to build trust and respect. They shall also develop and foster a reputation for the timely production of high-quality, accurate, and dependable work products. This will not only help produce trusted products, but by doing it right the first time, the need to redo work will be decreased.
- **Critical Thinking and Problem-Solving** – APO staff members shall develop and continuously sharpen their individual technical skills and shall provide objective, fact-based technical assistance to help individual member jurisdictions and the region as a whole solve problems and achieve their goals. New and creative ideas to solve problems will be sought-out and welcomed. All reasonable ideas will be evaluated.
- **Efficiency** – APO staff shall expend its limited resources as efficiently as possible to provide high-quality, low-cost public service to the individual jurisdictional members and to the residents of the entire region.
- **Positive Work Environment** – APO staff members shall develop and foster a positive, respectful, and supportive work environment in which all staff members

have the opportunity to grow professionally, improve their technical skills, and feel valued for their unique contributions to the team.

## Organization

The APO is governed by a Policy Board of elected and appointed officials from the following jurisdictions:

- Stearns County, MN
- Benton County, MN
- Sherburne County, MN
- City of Saint Cloud, MN
- City of Sauk Rapids, MN
- City of Sartell, MN
- City of Waite Park, MN
- City of Saint Joseph, MN
- LeSauk Township in Stearns County, MN
- Saint Cloud Metropolitan Transit Commission (aka, Metro Bus)

Additionally, there are three incorporated cities of fewer than 5,000 individuals within the APO's planning area – Saint Augusta, Rockville, and Saint Stephen – who are represented on the APO Board by Stearns County.

The APO Board is supported by a staff of six approved positions (5.72 FTEs):

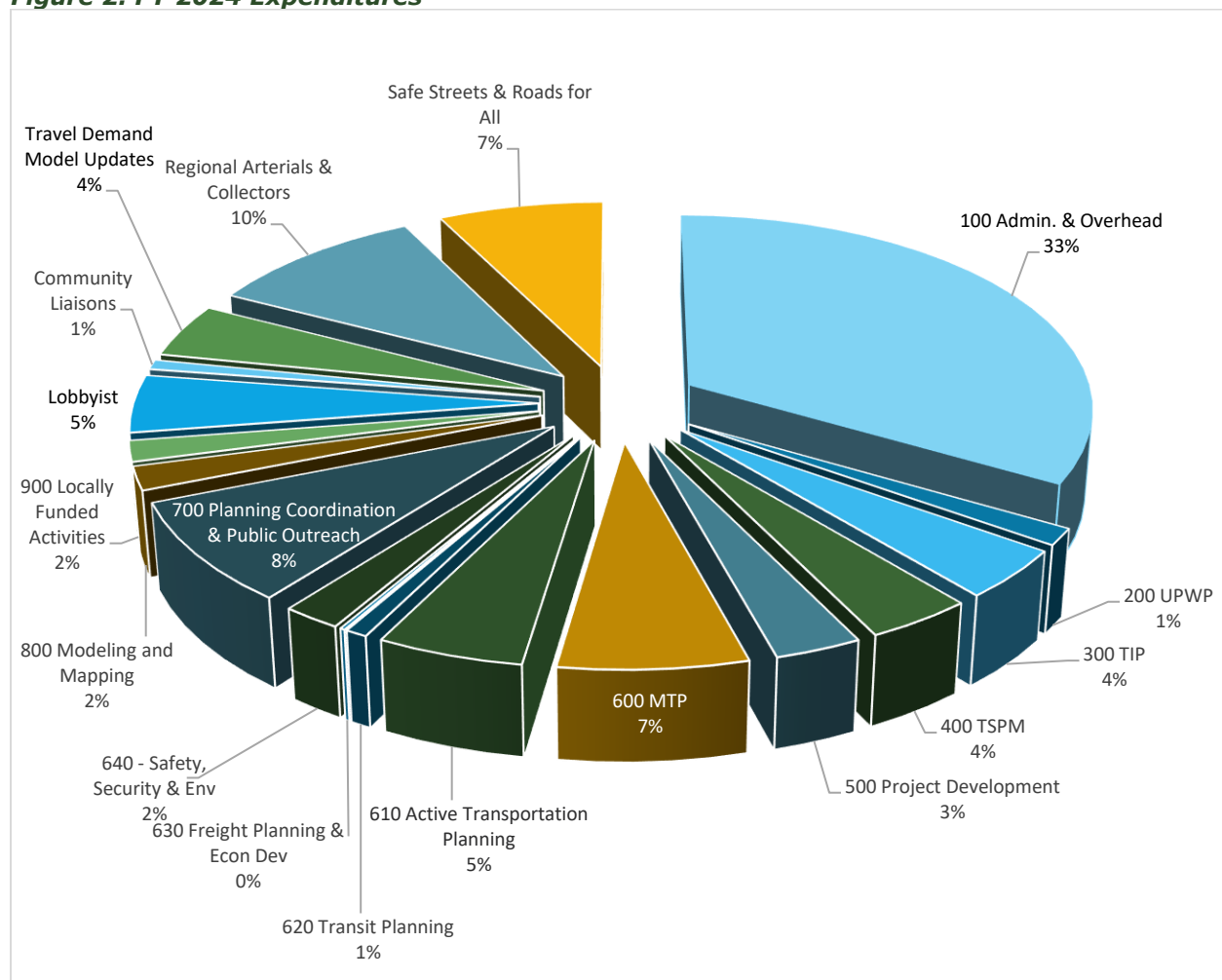
1. **Executive Director** – Responsible for the general supervision, management, and administration of the business and affairs of the APO including the development and keeping of the Unified Planning Work Program (UPWP); has the care and custody of all funds of the APO and has signatory authority for the disbursement of all monies under the direction of the Board; has signatory authority on all contracts, documents, and other official instruments of the APO; keeps the official records and financial accounts of the APO; APO procurement officer and project manager for planning projects completed by consultants; hires and supervises additional staff members for positions approved by the Board; is appointed by an affirmative vote by the majority of Board members.
2. **Planner III (Senior Planner)** – Responsible for the general supervision and direction of the Planner I and Planner II positions; in coordination with the Planner I and II positions is responsible for the timely development and keeping of the Metropolitan Transportation Plan (MTP) and the Transportation Improvement Program (TIP); chairs and is the primary support staff member for the Technical Advisory Committee (TAC); fills in for the Executive Director in her/his absence.
3. **Planner II (Associate Planner)** – Responsible for the development and keeping of the APO's Stakeholder Engagement Plan and Title VI Compliance document(s); is the APO's primary active-transportation planning specialist, including developing and maintaining the regional Active Transportation Plan, Safe Routes to School planning, and serving as the primary coordinator for the Active Transportation Advisory Committee (ATAC); and, as able, supports the Senior Transportation Planner by completing other specific tasks as directed.
4. **Planner I (Transportation Planner)** – (*This position was vacant for the entirety of 2024.*)
5. **Planning Technician** – Responsible for the development and keeping of the APO's transportation performance measures including collection, analysis, and annual

reporting of regional transportation performance data; responsible for the keeping and operation of the regional Travel Demand Model (TDM); provides ArcGIS mapping services and analysis to other planners and jurisdictional members; as able, may complete additional tasks as assigned by the Executive Director or Senior Transportation Planner.

6. **Administrative Specialist** – General support staff for all other positions; answers telephone, opens and distributes mail, copies and files documents as needed; writes minutes for all TAC and Board meetings; monitors and purchases office supplies as needed; works with Executive Director and Accountant on keeping timesheets and records of work effort; writes outgoing correspondence as directed, and assorted other duties; this is a 0.72 FTE position.

## Overall Financial Performance

Figure 2. FY 2024 Expenditures



The FY 2024 UPWP was approved by the Board on August 10, 2023. The document was amended once on January 11, 2024. The budget figures used below represent the approved budgets in the final UPWP after the amendment.

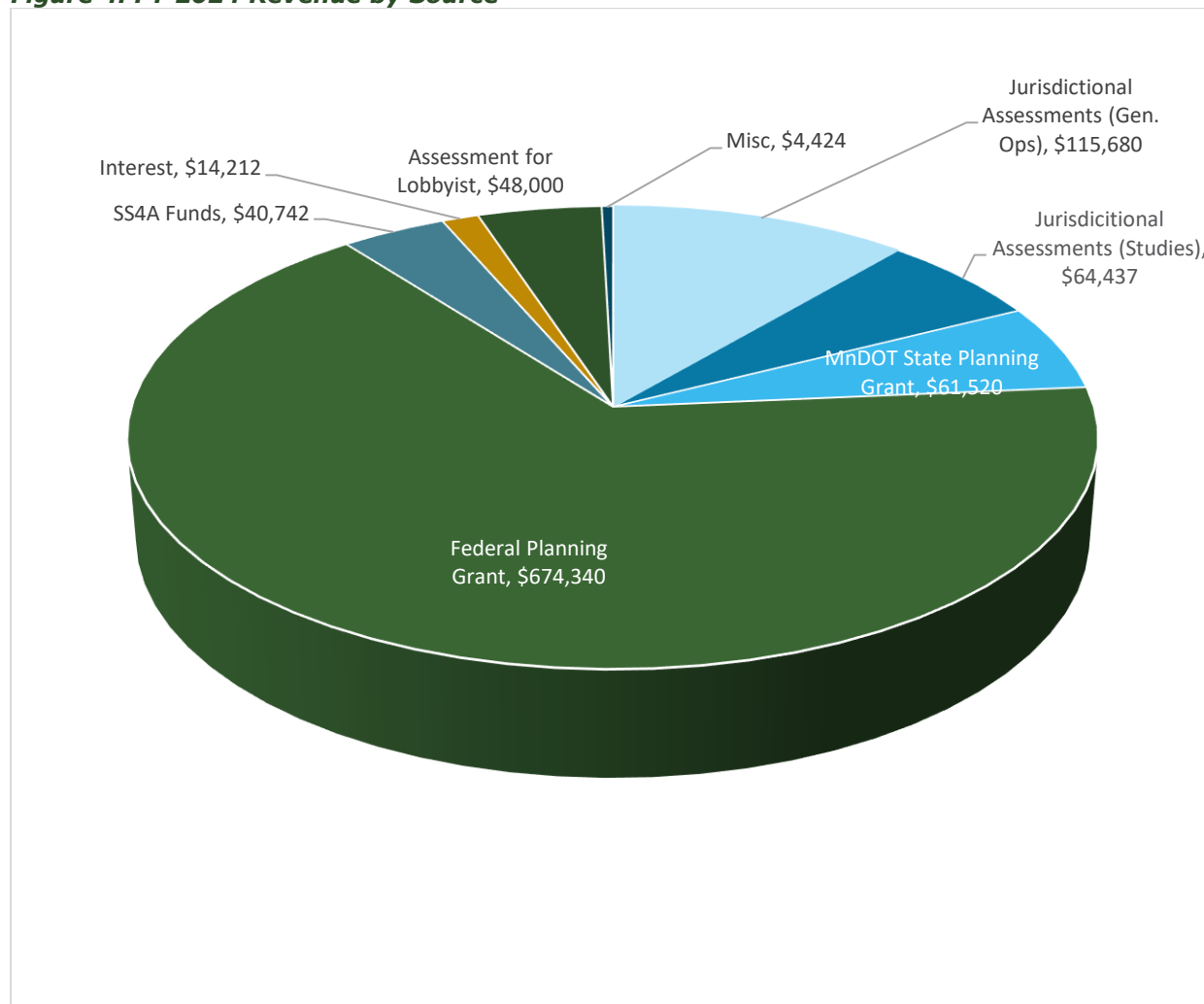
## Unified Planning Work Program 2024 End-of-Year Report

**Figure 3. FY 2024 Budget vs. Expenditures**

Work Activity Category	Total Budget	Total Expended*	% Expended	% Remaining
100 Administration & Overhead	\$300,000	\$336,003	112.0%	-12.0%
200 Budget & UPWP	\$13,250	\$14,044	106.0%	-6.0%
300 Transportation Improvement Program (TIP)	\$47,250	\$41,353	87.5%	12.5%
400 Transportation System Performance Monitoring (TSPM)	\$35,500	\$38,264	107.8%	-7.8%
500 Transportation Project Development	\$45,250	\$30,862	68.2%	31.8%
600 Metropolitan Transportation Plan (MTP)	\$73,750	\$66,765	90.5%	9.5%
610 MTP – Active Transportation Planning	\$49,000	\$51,896	105.9%	-5.9%
620 MTP – Transit Planning	\$9,000	\$7,783	86.5%	13.5%
630 MTP – Freight Planning, Economic Vitality & Tourism	\$5,000	\$1,704	34.1%	65.9%
640 MTP – Safety, Security & Environmental	\$10,000	\$20,948	209.5%	-109.5%
700 Transportation Planning Coordination & Public Outreach	\$94,750	\$84,953	89.7%	10.3%
800 Transportation Modeling, Mapping & Technical Support	\$20,000	\$19,457	97.3%	2.7%
900 Locally Funded Activities	\$26,500	\$17,160	64.8%	35.2%
<b>Sub-Total for APO Staff, Overhead, and Operations</b>	<b>\$729,250</b>	<b>\$731,192</b>	<b>100.3%</b>	<b>-0.3%</b>
Consultant Services: David Turch & Associates	\$48,000	\$48,000	100.0%	0.0%
Consultant Services: Travel Demand Model Updates	\$45,000	\$44,948	99.9%	0.1%
Consultant Services: Regional Arterials & Collectors	\$100,000	\$99,973	100.0%	0.0%
Consultant Services: Safe Streets & Roads for All	\$150,000	\$75,120	50.1%	49.9%
Community Liaisons for Hard-to-Reach Populations	\$8,000	\$8,000	100.0%	0.0%
<b>Grand Total</b>	<b>\$1,080,250</b>	<b>\$1,007,233</b>	<b>93.2%</b>	<b>6.8%</b>

\*Expenditures rounded to nearest dollar.

Figure 4. FY 2024 Revenue by Source

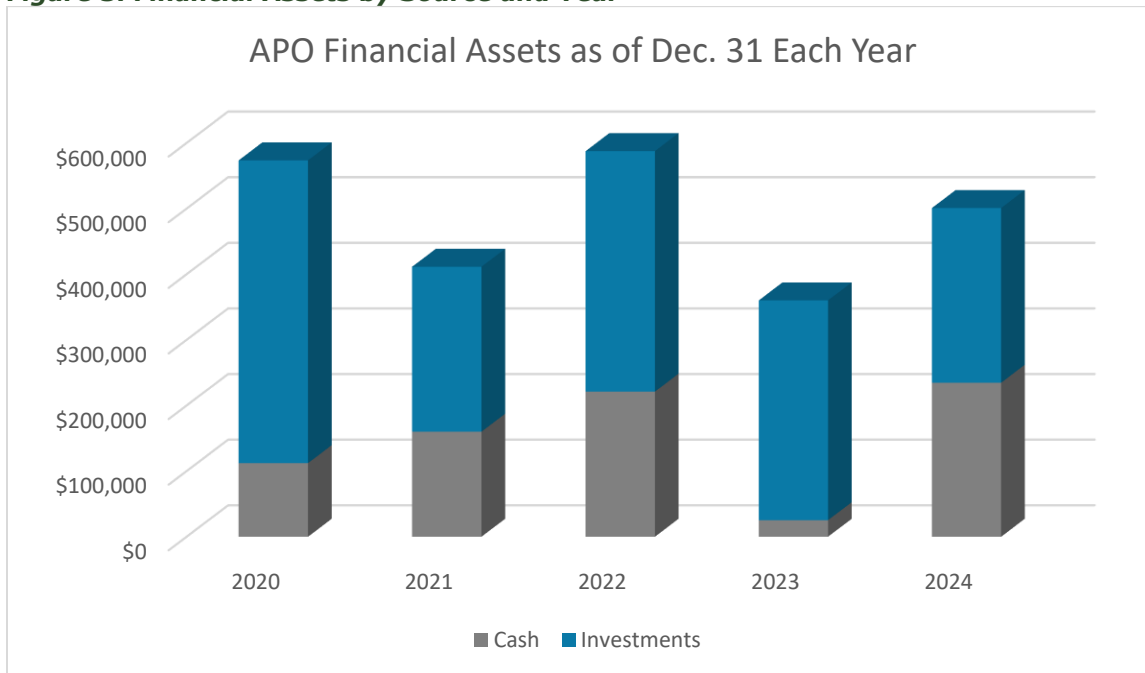


Total APO revenue for FY 2024 was \$1,023,355.

### Return on Investment

APO member jurisdictions provided \$180,116.67 to the APO through their annual assessments (excluding the Lobbyist Assessment). In return, the member jurisdictions were awarded \$10,906,122 in Federal funds and \$308,000 in State funding through the Transportation Improvement Program (TIP) in FY 2024 (i.e., \$5,168,000 for transit operations and capital projects, \$6,046,122 for roadway projects). That is a 6,055% return on investment.

**Figure 5. Financial Assets by Source and Year**



Financial assets look low in 2023 because by December 31<sup>st</sup> we typically have been reimbursed by MnDOT for Q3 expenses. However, on December 31, 2023 we had not yet received that Q3 reimbursement.

**Figure 6. FY 2024 Expenses by Selected Categories**

	Budget	Expended	% Expended	% Remaining
MnDOT State Grant	\$61,520	\$61,520	100.0%	0%
Federal Planning Grant (CPG)	\$673,359	\$674,340	100.1%	-0.1%
Safe Streets & Road for All (SS4A) *	\$120,000	\$40,742	33.95%	66.05%
Salaries & Benefits**	\$552,004	\$583,264	105.7%	-5.7%
Overhead	\$150,000	\$148,911	99.3%	0.7%
Consultant Studies (excluding SS4A)	\$153,000	\$152,921	99.9%	0.1%

\*SS4A funds (\$120,000) were budgeted in 2024 but will carry over into 2025 when the project will be completed.

\*\*Benefits include Social Security and Medicare.

## Work Elements

### 100 Administration and Overhead – ON-GOING

**Figure 7. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
100 Administration & Overhead	\$300,000	\$336,003	112.0%	-12.0%

**Figure 8. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
101 – General	1,367	1,848.0	135.2%	-35.2%
102 – Human Resources & Personnel	103	56.5	54.9%	45.1%
103 – Building Management & Maintenance	12	0.5	4.2%	95.8%
104 – Staff Development & Training	164	280.3	170.9%	-70.9%
105 – Holiday	624	468.0	75.0%	25.0%
106 – Vacation	376	362.3	96.4%	3.6%
107 – Sick Leave	240	266.3	111.0%	-11.0%
108 - Overhead				
<b>Totals</b>	<b>2,886</b>	<b>3,281.9</b>	<b>113.7%</b>	<b>-13.7%</b>

Category 100 as shown above includes both staff time and overhead expenses such as office supplies, utilities, postage, etc. The budget for 2020 overhead expenses is shown below.

## Unified Planning Work Program 2024 End-of-Year Report

**Figure 9. FY 2024 Overhead Expenses Budget Breakdown**

Line Item	Budget	Expended*	% Expended	% Remaining
Liability Insurance & Workers Comp	\$6,500	\$7,395	113.8%	-13.8%
Office Supplies	\$1,250	\$1,675	134.0%	-34.0%
Accounting Services	\$58,000	\$59,685	102.9%	-2.9%
Telephone/Postage/Internet	\$6,750	\$5,328	78.9%	21.1%
Travel	\$2,500	\$5,544	221.8%	-121.8%
Professional Development	\$2,500	\$3,901	156.0%	-56.0%
Printing/Publishing/Advertising	\$2,000	\$2,285	114.3%	-14.3%
Building Maintenance & Utilities	\$14,850	\$12,777	86.0%	14.0%
Legal Services	\$1,575	\$235	14.9%	85.1%
Multifunction Copier	\$1,500	\$1,546	103.1%	-3.1%
Dues and Subscriptions	\$4,200	\$6,317	150.4%	-50.4%
IT Support & Software	\$30,375	\$36,099	118.8%	-18.8%
Equipment and Hardware	\$18,750	\$5,891	31.4%	68.6%
Miscellaneous	\$0	\$233	-	-
<b>Total</b>	<b>\$150,750</b>	<b>\$148,911</b>	<b>98.8%</b>	<b>1.2%</b>

\*Expenditures rounded to nearest dollar

## 200 Budget and Unified Planning Work Program (UPWP) – ON-GOING

**Figure 10. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
200 Budget and UPWP	\$13,250	\$14,044	106.0%	-6.0%

**Figure 11. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
201 – Prepare Budget and UPWP	156	164.5	105.5%	-5.5%
<b>Totals</b>	<b>156</b>	<b>164.5</b>	<b>105.5%</b>	<b>-5.5%</b>

### 300 Transportation Improvement Program (TIP) – ON-GOING

**Figure 12. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
300 Transportation Improvement Program (TIP)	\$47,250	\$41,353	87.5%	12.5%

**Figure 13. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
301 – ATP Meetings/Subcommittees	73	80.8	110.7%	-10.7%
302 – Annual TIP Development	358	277.0	77.4%	22.6%
303 – TIP Maintenance & Amendments	101	105.3	104.3%	-4.3%
304 – TIP Project Monitoring & Annual Listing of Projects	62	19.3	31.1%	68.9%
305 – Regional Infrastructure Investment Plan Development	152	124.8	82.1%	17.9%
<b>Totals</b>	<b>746</b>	<b>607.2</b>	<b>81.4%</b>	<b>18.6%</b>

### 400 Transportation System Management (TSM) – ON-GOING

**Figure 14. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
400 Transportation System Management	\$35,500	\$38,264	107.8%	-7.8%

**Figure 15. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
401 – Performance Measures, Data Collection, Analysis, and Target Setting	583	630.0	108.1%	-8.1%
402 – Transportation System Performance and Target Achievement Report	240	281.0	117.1%	-17.1%
<b>Totals</b>	<b>823</b>	<b>911</b>	<b>110.7%</b>	<b>-10.7%</b>

## 500 Transportation Project Development – ON-GOING

**Figure 16. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
500 Transportation Project Development	\$45,250	\$30,862	68.2%	31.8%

**Figure 17. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
501 – Planning Assistance for Members	172	74.8	43.5%	56.5%
502 – Consultant Procurement & Contracting	166	185.5	111.8%	-11.8%
503 – Consultant Study Coordination	247	142.0	57.5%	42.5%
504 – Grant Writing & Assistance for Member Jurisdictions	52	10.5	20.2%	79.8%
<b>Totals</b>	<b>637</b>	<b>412.8</b>	<b>64.8%</b>	<b>35.2%</b>

## 600 Metropolitan Transportation Plan (MTP) – ON-GOING

**Figure 18. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
600 Metropolitan Transportation Plan	\$73,750	\$66,765	90.5%	9.5%

**Figure 19. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
601 – MTP Development & Maintenance	1,104	1,029.3	93.2%	6.8%
<b>Totals</b>	<b>1,104</b>	<b>1,029.3</b>	<b>93.2%</b>	<b>6.8%</b>

## 610 Active Transportation Planning – ON-GOING

**Figure 20. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
610 Active Transportation Planning	\$49,000	\$51,896	105.9%	-5.9%

**Figure 21. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
611 – Safe Routes to School and Active Transportation Planning Coordination and Technical Assistance	498	517.8	104.0%	-4.0%
612 – Active Transportation Advisory Committee	48	54.3	113.1%	-13.1%
613 – Regional Active Transportation Plan Development & Maintenance	360	393.3	109.3%	-9.3%
<b>Totals</b>	<b>906</b>	<b>965.4</b>	<b>106.6%</b>	<b>-6.6%</b>

## 620 Transit Planning – ON-GOING

**Figure 22. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
620 Transit Planning	\$9,000	\$7,783	86.5%	13.5%

**Figure 23. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
621 – General Transit Planning, Coordination, and Technical Assistance	176	165.0	93.8%	6.2%
622 – NorthStar Coordination	10	0	0%	100.0%
<b>Totals</b>	<b>186</b>	<b>165.0</b>	<b>88.7%</b>	<b>11.3%</b>

## 630 Freight Planning & Economic Vitality – ON-GOING

**Figure 24. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
630 Transit Planning	\$5,000	\$1,704	34.1%	65.9%

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**Figure 25. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
631 - Freight Planning, Coordination & Technical Assistance	20	4.0	20.0%	80.0%
-18.8%632 - Transportation-Related Economic Development Planning, Coordination & Technical Assistance	44	19.5	44.3%	55.7%
<b>Totals</b>	<b>64</b>	<b>23.5</b>	<b>36.7%</b>	<b>63.3%</b>

### 640 Safety, Security & Environmental – ON-GOING

**Figure 26. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
640 Transit Planning	\$10,000	\$20,948	209.5%	-109.5%

**Figure 27. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
641 - Safety & Security Planning, Coordination & Technical Assistance	103	210.5	204.4%	-104.4%
642 - Transportation Resiliency, Energy Conservation, Environmental Impacts & Mitigation Analysis	50	99.3	198.6%	-98.6%
<b>Totals</b>	<b>153</b>	<b>309.8</b>	<b>202.5%</b>	<b>-102.5%</b>

### 700 Transportation Planning Coordination & Meetings – ON-GOING

**Figure 28. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
700 Transportation Planning Coordination & Meetings	\$94,750	\$84,953	89.7%	10.3%

## Unified Planning Work Program 2024 End-of-Year Report

**Figure 29. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
701 – General Meeting Coordination and Attendance	405	343.8	84.9%	15.1%
702 – APO Committee & Board Meetings	530	533.0	100.6%	-0.6%
703 – Public Outreach, Engagement, Website & Social Media	422	238.8	56.6%	43.4%
704 – Evaluation and Coordination of Plans from Member Jurisdictions	105	6.0	5.7%	94.3%
705 – Develop & Maintain Stakeholder Engagement Plan & Title VI Compliance Plan	76	17.0	22.4%	77.6%
706 – Annual Report for SEP and Title VI Compliance/Effectiveness	182	124.5	68.4%	31.6%
<b>Totals</b>	<b>1,720</b>	<b>1,263.1</b>	<b>73.4%</b>	<b>26.6%</b>

### 800 Transportation Data – ON-GOING

**Figure 30. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
800 Transportation Data	\$20,000	\$19,457	97.3%	2.7%

**Figure 31. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
801 – Network & TAZ Data Collection & Analysis	64	48.5	75.8%	24.2%
802 – CUBE Travel Demand Model Development & Operations	57	53.5	94.0%	6.0%
803 – GIS Database Development & Mapping	338	366.5	108.4%	-8.4%
<b>Totals</b>	<b>459</b>	<b>468.5</b>	<b>102.1%</b>	<b>-2.1%</b>

## 900 Locally Funded Activities – ON-GOING

**Figure 32. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
901 – Legislative Communications	\$6,500	\$5,433	83.6%	16.4%
902 – Travel for Legislative Communications	\$5,000	\$5,544	110.9%	-10.9%
903 - Audit	\$15,000	\$11,616	77.4%	22.6%
<b>Totals</b>	<b>\$26,500</b>	<b>\$17,160</b>	<b>64.8%</b>	<b>35.2%</b>

**Figure 33. FY 2024 Staff Hours Budgeted vs. Staff Hours Spent**

	Hours Budgeted	Hours Expended	% Expended	% Remaining
901 – Legislative Communications	75	63.5	84.7%	15.3%
<b>Totals</b>	<b>75</b>	<b>63.5</b>	<b>84.7%</b>	<b>15.3%</b>

## Travel Demand Model Updates - COMPLETED

**Figure 34. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
Travel Demand Model Updates	\$45,000	\$44,948	99.9%	0.1%

## Regional Arterials and Collectors - COMPLETED

**Figure 35. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
Regional Arterials & Collectors	\$100,000	\$99,973	100.0%	0.0%

## Community Liaisons for Hard to Reach Populations - COMPLETED

**Figure 35. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
Community Liaisons	\$8,000	\$8,000	100.0%	0.0%

## Safe Streets and Roads for All – On-Going

**Figure 37. FY 2024 Funds Budgeted vs. Funds Expended**

Work Activity Category	Total Budget	Total Expended	% Expended	% Remaining
2024	\$150,000	\$75,120	50.1%	49.9%
2025		\$TBD		
<b>Total</b>	<b>\$150,000</b>	<b>\$75,120</b>	<b>50.1%</b>	<b>49.9%</b>

### Summary and Conclusions

Overall, the APO continues to perform well and provides a remarkable value for its member jurisdictions who paid about 17.6% of the total cost of staff and operations in 2024. In return, those same member jurisdictions gain access to millions of Federal dollars for transit, roadway, and active transportation projects.

- Expenditures for Administration (100) exceeded the budget by 12%. Further, while APO staff tries to hold the cost of Administration and Overhead to no more than 25% of the total budget, in 2024 costs for A&O were 33%. This was partly due to a new accounting contract at a cost that is much higher than the previous contract. Going forward, the Executive Director will look for ways to cut the cost of A&O without significantly impacting the APO’s ability to meet its goals and mission.
- Expenditures for Safety, Security & Environmental (640) were more than double budgeted funds. This was partly due to 2024 being a year in which the Metropolitan Transportation Plan went through final evaluation and approvals. But going forward, more funding for Safety & Security (641) is probably necessary as staff has become very active in the regional Toward Zero Deaths (TZD) committee.
- For the first time in the last 9 years, the APO expended 100% of its Federal planning grant. In order to do that, it is necessary to expend a bit more locally generated dollars to fill in for when the Federal dollars are gone. Going forward, the Executive Director will over-budget a bit for local dollars to make sure there is enough to pay all of the agency’s bills for the entire year.