



CONSOLIDATED ANNUAL WORK PROGRAM & BUDGET

FOR FISCAL YEAR 2027

Including Unified Work Program for The Urban Transportation Planning Process

The preparation of this report was financed jointly by the members of Lake Erie West Regional Council, the Ohio Department of Transportation, the U. S. Department of Transportation, the Federal Highway Administration, the Federal Transit Administration, the Ohio Environmental Protection Agency, and the U.S. Environmental Protection Agency.

Table of Contents

2026 TMACOG OFFICERS	iii
TMACOG STAFF	iii
Operational Activities.....	1
38000 Intermediate Cost Objectives	1
39000 Local Only Restricted Expenditures	1
Regional Collaboration.....	2
45000 Areawide Reviews	2
46200 Toledo Regional Alliance	2
50000 Water Quality Council.....	3
51170 Water Quality Committee Coordination	3
51200 Water Quality Planning and Programming	4
51300 208 Plan Update and Maintenance	5
51305 Mapping Assistance to County Health Departments	5
51510 Water Workforce Coalition Planning	6
52132 TMDL and NPS-IS Coordination	6
52200 Student Watershed Watch	7
52202 PCB Sampling.....	7
54100 Stormwater Coalition (SWC)	8
54400 Stormwater Public Education	9
54500 Stormwater Training.....	9
60000 Transportation Planning.....	10
Element Number 55200 Transportation Air Quality Outreach Program (CMAQ-Funded)	10
Element Number 60120 Highway Project Planning.....	10
Element Number 60123 Safety Studies	10
60125 Safe Streets and Roads for All (SS4A) Planning Grant	10
Element Number 60130 Regional Passenger Rail Planning.....	11
Element Number 60140 Freight Planning.....	11
60142 Freight Conference	11
Element Number 60150 Pedestrian and Bikeways Planning	11
60152 Bike Month	11
60154 Pedestrian and Bikeways Planning (ISATO)	11
Element Number 60160 Regional Public Transportation Planning.....	12
Element Number 60190 Transportation Service	12

Element Number	60210 Transportation Improvement Program Development.....	12
Element Number	60220 Transportation Improvement Program Management (STBG-Funded*)	13
Element Number	60510 Data Collection and Management	13
Element Number	61100 Long Range Planning.....	13
61101	Long Range Planning (ISATO).....	13
Element Number	61520 Modeling and Forecasting	14
Element Number	66520 Smart Transportation & Innovative Mobility Special Study	14
Element Numbers	69710 Transportation Policy Committee Reporting and Administration	14
69720	Transportation Summit	14
Element Number	73100 Share A Ride (CMAQ-Funded).....	14
80000	Economic Development.....	15
81000	Economic Development.....	15
82000	Comprehensive Economic Development Strategy (CEDS)	15
90000	Administration.....	16
99880	General Administration	16
99910	Finance, Audit & Administration	17
99931	Council of Government (COG) Programming.....	18
99940	Leadership, Policy, and Programming Committee.....	19
99950	General Assembly.....	19
99960	Communications.....	20
99970	Information Technology.....	21
99980	Human Resources	21
Fiscal Year 2027 Budget.....		22

2026 Lake Erie West Officers

George Sarantou – Chair
Council Member, City of Toledo

Lisa Sobecki – Vice Chair
Commissioner, Lucas County

Scott Miller – Second Vice Chair
Commissioner, Sandusky County

Lake Erie West Staff

Sandy Spang
Executive Director

SM Ahsanullah
Data Analyst

Jim Kirtland
Manager, Finance

Jennifer Allen
Executive Assistant

Yaw Kwarteng
Planner, Transportation

Marissa Bechstein, MPA, AICP
Program Manager, Regional Development

Annsley Mann
Grants Coordinator

Jodi Cole
Administrative Assistant

Brendan McCauley
Field Data Specialist

David Gedeon, AICP
Director, Transportation

Kevin Merrill
Senior Manager, Communications & Engagement

Kari Gerwin
Director, Environment

Rajesh Nagisetty, MPH
Program Manager, Data Resources

Tiara Gonzalez, MPA
Environmental Education Coordinator

Amira Nur
Planner, Transportation

Rosanna Hoelzle, MPA
Chief of Staff

Lindsey Roehrig
Visual Communications Specialist

Melissa Hopfer, MPA
Program Manager, Water Quality

Sean Sammon
Program Manager, Transportation Planning

Lisa Householder
Program Manager, Transportation Improvement Program

Roger Streiffert
Planner, Transportation

Kingsley Kanjin
Planner, Water Quality

Operational Activities

38000 Intermediate Cost Objectives

Goal: Recover costs for intermediate cost objective by allocating costs to Lake Erie West Regional Council programs.

Objectives:

- Allocate costs for Lake Erie West Regional Council owned/leased vehicles on the basis of miles driven using the GSA Approved POV mileage reimbursement rate.
- Allocate costs for postage used on Lake Erie West Regional Council mailings on the basis of current USPS postage rates.
- Allocate costs for copies made on Lake Erie West Regional Council leased copiers on the basis of a cost per copy updated annually to determine costs for black & white and colored copies.
- Allocate costs for posters and banners made in Lake Erie West Regional Council 's Communications Department on the basis of cost per piece produced updated annually to reflect current costs.

39000 Local Only Restricted Expenditures

Goal: Conduct business that is outside the scope of Lake Erie West Regional Council's water quality and transportation program as directed by Lake Erie West Regional Council membership or account for activities that are not eligible for federal or state funding reimbursement.

Objectives:

- Respond to requests made by members for assistance with project coordination, funding, or partnership development outside the functional areas of water quality and transportation.
- Educate the legislature on issues of importance to Lake Erie West Regional Council and the Lake Erie West Regional Council region.
- Perform any other activity as directed by the Lake Erie West Regional Council membership and the Lake Erie West Regional Council leadership.

Regional Collaboration

45000 Areawide Reviews

Goal: Conduct Intergovernmental Reviews (formerly known as A-95 reviews) on applications requesting federal funding for regional consistency to best utilize public resources.

Objectives:

- Review applications based on consistency with regional plans and goals when related to Lake Erie West Regional Council programs.

46200 Toledo Regional Alliance

Goal: To more effectively address shared challenges, strengthen coordination throughout Northwest Ohio, and foster collaboration through joint advocacy efforts, strategic outreach, and information sharing.

Objectives:

Lake Erie West will:

- Convene the Toledo Regional Alliance members to advocate for strategic investment in our region as well as collaboration and coordination for our community.
- Enter into an annual contract with an independent government affairs firm for the purpose of providing legislative updates and organizing an annual fly in for Toledo Regional Alliance members
- Serve as the convener, facilitator, fiscal agent, and administrative liaison with an independent government affairs firm that provides strategic planning, public policy, public relations, and communications services to a wide range of businesses, state and local governments, nonprofits, and associations.
- Facilitate the invoicing of the Alliance and any related costs associated with the independent government affairs firm and any additional expenses incurred collectively by The Alliance.

50000 Water Quality Council

Purpose: To protect and improve the water quality of the Lake Erie West region's streams and lakes, for the economy, recreation, and safe, reliable public water supplies by providing technical expertise. The Water Quality Council (WQC) will serve as a regional forum for education, information sharing, and collaboration for our members and stakeholders.

51170 Water Quality Committee Coordination

Goal: To facilitate cooperation and build consensus among decision-makers and subject matter experts in the Lake Erie West region to improve and protect water quality and ensure the sustainability of the region's water systems

Objectives:

- Provide administration and staff support for Water Quality Council and its advisory groups. Develop and update operating procedures, rosters, contact lists; create meeting agendas, minutes, and notes; notify stakeholders of meetings; and maintain public records.
- Recruit Lake Erie West members and regional stakeholders to ensure representation of diverse perspectives, interests, and expertise on Water Quality Council and its advisory groups.
- Coordinate and convene Water Quality Council to:
 - Provide guidance and regional context to Lake Erie West's water quality programs and planning documents.
 - Recommend positions on issues and policies to the Lake Erie West Governing Board to improve and protect water quality in our region and Lake Erie.
 - Set and advance regional water quality priorities (short- and long-term).
 - Educate and advise public officials and decision-makers on current and emerging water quality issues impacting watersheds, wastewater, drinking water, and stormwater systems and the intersection of water quality issues with economic and workforce development.
 - Identify opportunities for regional coordination on water-related projects and programs.
 - Stay current on issues, policies, technologies, pollutants, and regulations related to water quality in the Lake Erie West region.
- Coordinate Water Quality advisory groups to facilitate regional coordination and provide subject matter expertise to Water Quality Council and Lake Erie West's ongoing planning and policy work.
 - *Community Water Resources Advisory Group*
 - Provide a regional forum for collaboration and information-sharing on drinking water, wastewater, and home sewage treatment systems (HSTS).
 - Share best practices for project planning, water and wastewater capital improvements, treatment processes, and infrastructure funding and rate structures
 - Identify opportunities to advance cost-saving regional cooperation (joint purchasing; shared equipment, staff, and technology).
 - Promote redundancy and emergency management planning.
 - Collaborate with regional partners to address source water protection and drinking water system resiliency.
 - Recommend ways to avoid unnecessary/duplicative public expenditures.
 - Provide input on relevant state policies, programs, and initiatives.

- Promote public awareness of drinking water, wastewater treatment, and proper septic system management.
- Support the Water Workforce Coalition's (51510) efforts to recruit, train, and employ new water and wastewater operators by providing feedback and sharing program information
- *WLEB Water Quality Advisory Group*
 - Build cross-sector communication and cooperation on WLEB watershed restoration, non-point source pollution, and other water quality priorities.
 - Set project and policy priorities to meet TMDL targets and water quality standards.
 - Inform development of 9-Element NPS Implementation Strategies (NPS-IS).
 - Coordinate funding opportunities and regional efforts to protect and improve water quality and recreation.
 - Increase public awareness and promote stewardship of the Lake Erie watershed.
 - Partner public water utilities and watershed partners to protect drinking water source water.
 - Share and stay current on restoration projects, nutrient reduction practices, and research across the Great Lakes region.
 - Provide feedback on state policies, programs, and funding for watershed restoration and nonpoint source pollution.

51200**Water Quality Planning and Programming**

Goal: To develop, manage, implement and secure funding for planning programs that support the water quality priorities of the Lake Erie West region, specifically in the areas of – wastewater, drinking water, home sewage treatment systems, watershed restoration, non-point sources, stormwater management, and drainage

Objectives:

- Develop scopes of work and budgets for Lake Erie West's water quality programs
- Monitor legislation and rules related to Lake Erie West's water quality priorities and build consensus around policy recommendations.
- Identify sources for funding for drinking water, wastewater, home sewage treatment systems, stormwater, nonpoint source, and water quality education projects
- Provide staff support and coordination of regional water quality planning activities to address current and emerging issues
- Seek opportunities to improve community outreach and equity in Lake Erie West's water quality planning
- Convene regional forums to share updates and facilitate coordination among stakeholders
- Pursue grant opportunities to fund projects and programs that support the goals and recommendations of:
 - *The Lake Erie West Regional Council Areawide Water Quality Management Plan*
 - *The Agenda for Lake Erie and Lake Erie West Policy Agenda*
 - The Water Quality Council and water quality advisory groups
 - The Great Lake Water Quality Agreement, Annex 4
 - Regionally recognized watershed plans developed through an inclusive process

- *Maumee Area of Concern Stage 2 Watershed Restoration Plan*
- Balanced Growth principles

51300 208 Plan Update and Maintenance

Goal: To provide regional wastewater planning and facilitate consensus building on wastewater policy in the Lake Erie West planning area

Objectives:

- Develop and update the Areawide Water Quality Management Plan (also known as the 208 Plan), seek board approval, and submit to Ohio EPA and Michigan EGLE for certification.
- Coordinate with designated management agencies (DMAs) to update wastewater capital improvements needs and other relevant information for each facility planning area (FPA)
- Assist unsewered communities with wastewater infrastructure planning to address water quality and public health issues
- Maintain and update GIS data for FPAs, wastewater prescriptions, sewerage and critical sewage areas, and other data relevant to regional wastewater planning in both ArcGIS desktop and ArcGIS online.
- Update the AWQMP to include timely topics, address drinking and source water, and develop updated planning tools and mapping.
- Visit wastewater treatment facilities to collect information as needed to update the AWQMP
- Share the AWQMP and related data on the Lake Erie West Regional Council website
- Provide opportunities for public outreach and participation and provide public notice of changes impacting communities.
- Facilitate wastewater boundary discussions and conduct dispute negotiations as needed
- Coordinate with Ohio EPA and DMAs to review wastewater permits to install for compliance with the adopted 208 Plan.
- Provide professional development opportunities for water and wastewater operators and provide documented contact hours.
- Coordinate with other Ohio water quality planning programs through the Ohio Association of Regional Councils Water Quality Committee.

51305 Mapping Assistance to County Health Departments

Goal: To assist county health departments within the Lake Erie West region to map the locations of the home sewage treatment systems.

Objectives:

- Support county health departments in mapping HSTS data, prioritizing counties that do not have the resources for mapping.
- Update and maintain HSTS database in ArcGIS with new data provided by health departments.
- Provide access to ArcGIS Online HSTS maps for counties in the 208-planning area.

51510**Water Workforce Coalition Planning**

Goal: To ensure that utilities of all sizes in the Lake Erie West region have access to well-trained entry level workforce, resources to advance operators, and plans for succession.

Objectives:

- Create formal structure for a coalition of utilities, educational institutions, and community partners that will work collaboratively to –
 - Raise awareness and enthusiasm for water sector careers and recruit new workers into water sector careers.
 - Advise the implementation of the entry level Water Treatment Professions Certificate Program at Owens Community College.
 - Advise the development of courses and training opportunities for advanced licenses.
 - Coordinate with state and regional professional associations to ensure access to training opportunities.
 - Identify opportunities for regional cooperation in standardizing operator pay, succession planning, and developing shared employment resources.
 - Identify opportunities to improve collaboration with water workforce partners in Ohio and the Great Lakes Region.
 - Maintain the Water Workforce Coalition website to share resources and job openings.

52132**TMDL and NPS-IS Coordination**

Goal: To increase stakeholder and public awareness of nonpoint source implementation strategies (NPS-IS) and total maximum daily loads (TMDL) in the Western Lake Erie Basin.

Objectives:

- Support regional updates and development of 9-Element NPS-IS:
 - Facilitate discussions with regional and state NPS-IS partners to determine how Lake Erie West can be of assistance.
 - Offer support to NPS-IS and TMDL efforts as needed.
 - Begin the development of a GIS-based non-point source implementation mapping tool to support regional efforts to identify sources of nutrient pollution, develop NPS-IS plans, and prioritize projects for implementation. Initial work includes:
 - Identify data needs and compile data and data sources to be included in the tool.
 - Build a mapping tool prototype in GIS.
- TMDL Stakeholder Outreach:
 - Assist in distribution of outreach materials developed by Ohio EPA as requested.
 - Engage local stakeholders about the TMDL development process for watersheds in the Lake Erie West planning region.
 - Communicate TMDL status and opportunities for public input to Lake Erie West members and stakeholders within the WLEB.
 - Inform stakeholders of TMDL development schedule for watersheds in the WLEB.

52200 Student Watershed Watch

Goal: Coordinate the Student Watershed Watch (SWW) program working with all interested middle and high schools in the Lake Erie West region.

Objectives:

- Review training needs of teachers and provide targeted training, including opportunities to become Ohio EPA qualified.
- Help teachers and participants incorporate new state education standards as requested.
- Provide necessary materials to participating schools for use in the program and identify new materials as needed.
- Provide sampling assistance, present to students, and connect classrooms to community water quality partners.
- Compile testing data from all participating schools and upload it to Water Reporter.
- Coordinate the SWW Summit for students to compare their findings and learn more about water quality issues and water careers.
- Promote the program and encourage additional participation throughout the Lake Erie West planning area.
- Maintain or increase sponsorships to support the SWW.
- Participate in the Lake Erie Volunteer Science Network to improve and expand volunteer water quality monitoring in northwest Ohio and southeast Michigan.
- Continue a collaborative partnership with GLOBE Mission Earth to support common goals and cooperation across the region.

52202 PCB Sampling

Goal: Using Lucas County PCB Settlement funds, incorporate testing and education for polychlorinated biphenyls, commonly known as PCBs, in coordination with community gardens in Lucas County.

Objectives:

- Identify and provide testing materials for PCBs testing, including any lab processing.
- Coordinate with local community garden organizations to implement PCB testing and education.
- Develop educational materials for gardeners on the sources and impacts of PCBs and what they can do if there are high concentrations of PCBs in their soil.
- Compile testing data from all participating organizations
- Provide reports to Lucas County.

54100**Stormwater Coalition (SWC)**

Goal: Address stormwater flooding, drainage, and water quality issues on a watershed basis through regional cooperation, coordination, and education in the development and implementation of long-range stormwater management plans.

Objectives:

- Convene regular and ad hoc meetings of the Stormwater Coalition to:
 - Share information and resources to meet requirements of National Pollution Discharge Elimination System (NPDES) stormwater permits and to solve stormwater management problems.
 - Develop and approve SWC budgets, scopes of work, and recommend stormwater policy positions.
- Convene regular and ad hoc meetings of the Stormwater Action Group to:
 - Provide guidance to staff to align the Lake Erie West Stormwater Program with member needs.
 - Make technical and programmatic recommendations to the Stormwater Coalition
 - Provide feedback to state-level policies, programs, and initiatives related to stormwater management and the Ohio NPDES MS4 permit.
 - Review and provide feedback on transportation-related stormwater issues through coordination with Lake Erie West's Transportation Department planning work.
- To support the Stormwater Coalition, staff will:
 - Coordinate Stormwater Coalition and Stormwater Action Group meetings.
 - Provide at least one professional development opportunity for members and the development community (completed under 54500).
 - Provide permit management and compliance resource materials via the Lake Erie West Stormwater Resources Webpage.
 - Provide individualized stormwater program evaluations as requested by dues paying SWC members, based on available workload capacity.
 - Stay current with stormwater regulations and inform members of upcoming regulatory changes and compliance deadlines.
 - Reach out to newly regulated MS4 communities in the Lake Erie West membership area.
 - Coordinate with Ohio stormwater practitioners and professional associations to build partnerships for stormwater education and program implementation.
 - Participate in professional development opportunities that support the work of the Stormwater Coalition.
 - Share the work of the Stormwater Coalition at relevant conferences and professional associations.

54400 Stormwater Public Education

Goal: Administer regional stormwater education and outreach programs to engage residents in northwest Ohio in support of SWC members' Ohio EPA stormwater permit requirements for public involvement, participation, and education.

Objectives:

- Support and administer the Lake Erie Starts Here program and invoice members for their cost share.
- Develop content and graphics for use on websites, social media, and print.
- Operate, update, and maintain the Lake Erie Starts Here website and social media
- Coordinate with local media to develop and implement mass media content for the program and collect performance metrics for each outreach mechanism.
- Identify and attend community events to represent and promote SWC's public education efforts.
- Coordinate a Lake Erie Starts Here mini-exhibit at the National Museum of the Great Lakes.
- Distribute data reports to SWC members quarterly and annually for inclusion in members' required reports to Ohio EPA.
- Investigate options and pricing for outreach mechanisms to expand the reach of the SWC Public Education Program.
- Coordinate applications for funding to support the expansion of the SWC Public Education Program

54500 Stormwater Training

Goal: Address stormwater flooding, drainage, water quality, and stormwater permit compliance through continuing education and training.

Objectives:

- Plan and coordinate training event(s) by scheduling a site, reaching out to potential speakers, designing and publishing outreach materials, and providing other necessary support.
- Collaborate with Lake Erie West Stormwater Coalition members and other stormwater professionals to provide training presentations and resources for the identified audience.
- Identify training and professional development needs of the development community and other audiences in coordination with Stormwater Action Group.
- Provide continuing education credit for relevant professional certifications.

60000 Transportation Planning

Element Number 55200 Transportation Air Quality Outreach Program (CMAQ-Funded)

Goal: Oversee air emission budgets, maintain programs to achieve compliance with federal ozone and fine particulate standards, and conduct a program to increase awareness of the impact of individual actions on ground level ozone formation.

Objectives:

- Provide staff to support the Clean Air Act Amendments of 1990 and the Air Quality Maintenance Program.
- Track regional air quality using data collected by existing regulatory air quality monitors and alert the public of current air quality conditions.
- Develop and launch the Community Air Quality Monitoring Network for continuous collection of real-time air quality data to evaluate the impact of mobile air pollutants and understand spatial air pollution patterns.
- Interface with the public to share educational information and provide technical support to community members participating in the Community Air Quality Monitoring Network program.
- Develop and maintain a public air quality dashboard to share current air quality conditions and ozone forecasts
- Develop public education programs to encourage the general population to take measures to reduce emissions and share health-related recommendations for populations vulnerable to the respiratory effects of particulate and ozone pollution
- Engage with local media and advertising partners to place radio, print, television advertisements, and other innovative public education mechanisms.
- Monitor and share potential emission reduction funding sources for local stakeholders.

Element Number 60120 Highway Project Planning

Goal: To support implementation of the area's major projects.

Objective:

To ensure that projects are consistent with regional priorities in the transportation system.

Element Number 60123 Safety Studies

60125 Safe Streets and Roads for All (SS4A) Planning Grant

Goal: To improve transportation safety through use of state or federal programs intended to correct problematic infrastructure conditions.

Objectives:

- Utilize available information resources to provide local jurisdictions with the focus and data to address locations experiencing high accident exposure.
- Assist local jurisdictions as necessary with the process of working through ODOT to implement changes to address high accident locations.

Element Number	60130	Regional Passenger Rail Planning
-----------------------	--------------	---

Goal: To improve and expand passenger rail service in the region and work to build an efficient interconnected national network.

Objectives:

- Increase personal mobility with an efficient network of interconnected public transportation modes including passenger rail.
- Improve the efficiency, reliability, and speed of existing passenger rail service and promote the development of an expanded network.
- Coordinate regional passenger rail initiatives with statewide, multi-state, and national initiatives to form a seamless and efficient network.
- Raise public awareness of passenger rail assets, concerns, and opportunities.

Element Number	60140	Freight Planning
	60142	Freight Conference

Goal: Promote economic growth by supporting efficient access to national and global freight markets.

Objectives:

- Include the efficient movement of freight by all modes in the planning process.
- Support existing and future commercial or industrial development.
- Recognize and plan for changes in freight flow volumes or patterns.
- Raise public awareness of freight transportation concerns and opportunities.
- Minimize potential impacts from freight-related activities.

Element Number	60150	Pedestrian and Bikeways Planning
	60152	Bike Month
	60154	Pedestrian and Bikeways Planning (ISATO)

Goal: To provide for increased availability and promote safe usage of pedestrian and bicycle transportation within the region.

Objectives:

- Improve the multimodal transportation system, positively impacting air quality and improving personal mobility, through continued development of pedestrian and bicycle facilities and opportunities within the region.
- Improve information sharing on the benefits of incorporating non-motorized facilities and parking into major street projects and new development.
- Share information on existing and planned facilities through online mapping and interactive descriptions and visuals.
- Support implementation of the projects and policies within the 2055 Plan and the Southeast Michigan Council of Governments Regional Non-Motorized Plan.
- Support regional efforts to promote availability, safety, and increased utilization of bicycling for transportation.

Element Number 60160 Regional Public Transportation Planning

Goal: To improve the provision of public transportation facilities and services throughout the region.

Objectives:

- Increase personal mobility and access to jobs and essential services throughout the region with a robust network of interconnected transportation modes.
- Support the economic vitality of the urban core and region.
- Continue collaboration with stakeholders and the public to make certain there is an equitable public transportation system in the region.

Element Number 60190 Transportation Service

Goal: To respond to specific requests for information and assistance, and to be a valuable resource for Lake Erie West members and the community.

Objectives:

- Promote the benefits and the value of membership with Lake Erie West Regional Council.
- Address the need for quick and efficient access to transportation information.
- Be a resource for meetings, events, discussion, networking, or educational opportunities.
- Increase awareness of Lake Erie West resources available to our members and the community.

Element Number 60210 Transportation Improvement Program Development

Goal: To maintain the Transportation Improvement Program (TIP) and manage the Lake Erie West transportation project funding programs to maximize use of funds available to the area.

Objectives:

- Maintain the local TIP in coordination with all procedures and initiatives of the IIJA and the next federal transportation reauthorization, including maintaining the TIP in accordance with established performance targets. In line with that process, solicit, review and rank applications for inclusion in the new TIP for projects that can utilize the available federal funding categories of the FHWA funding program.
- Maintain the TIP for the planning area including incorporating and tracking local projects in the TIP.
- Incorporate the intent of the “2055 Plan”, the Congestion Mitigation Process, the Intelligent Transportation System, the Complete Streets Policy, and other relevant guidelines within the selection process of evaluation of new projects to be selected for funding.
- Support the inclusion of relevant goals and initiatives in the 2055 Transportation Plan.

Element Number 60220 Transportation Improvement Program Management (STBG-Funded*)

Goal: To monitor, work with local jurisdictions, and best utilize the available resources of the Transportation Improvement Program to further the development of transportation infrastructure within the region.

Objectives:

- Provide the planning region with the optimized usage of federal transportation funding allocations through the promotion and successful development of projects that reflect the region's priorities and needs for transportation infrastructure development.
- Balance the needs of investment and the maintenance of existing infrastructure with the development of new projects within the context of all the alternative modes of transportation.
- Support the inclusion of relevant goals and initiatives in the 2055 transportation plan.

Element Number 60510 Data Collection and Management

Goal: To provide data and other inputs for the ongoing transportation planning process.

Objectives:

- Coordinate with local jurisdictions to acquire traffic counts throughout the Lake Erie West region.
- Maintain the TMACOG region's data resources (i.e., GIS, Census, and socioeconomic), acquire new data as needed, and examine trends within this data.

Element Number 61100 Long Range Planning

61101 Long Range Planning (ISATO)

Goal: To maintain, promote, and monitor implementation of the regional transportation plan and other planning documents.

Objectives:

- Stay in compliance with federal law by maintaining a 20-year horizon regional transportation plan for the Toledo metropolitan area.
- Build on regional strengths, address regional needs, and achieve overarching plan goals.
- Continue to include the public in transportation planning to ensure transportation projects, initiatives, and policies are equitable.

* STBG funding is provided through Lake Erie West-managed funds allocated through the TIP (PID# 118718) and is not part of consolidated planning grant funds.

Element Number 61520 Modeling and Forecasting

Goal: To develop forecasting tools and perform modeling for system analysis.

Objectives:

- Identify a cohesive transportation vision for the region by exploring issues and opportunities pertaining to the street system, as well as examining alternative options.
- Develop tools to aid jurisdictions in planning and maintaining the transportation system.

Element Number 66520 Smart Transportation & Innovative Mobility Special Study

Goal: To enhance interagency dialogue and collaboration, and to facilitate smart transportation/innovative mobility project development and deployment within northwest Ohio and southeast Michigan.

Objectives:

- Research and share information on connected vehicle/autonomous vehicle, electric vehicle, and advanced air technology.
- Partner with DriveOhio and FlyOhio on smart mobility projects and initiatives in northwest Ohio.
- Facilitate meetings of the Smart Transportation & Innovative Mobility Advisory Group.

Element Numbers 69710 Transportation Policy Committee Reporting and Administration
69720 Transportation Summit

Goal: To efficiently administer the Transportation Department planning process and effectively coordinate efforts of transportation stakeholders in the region.

Objectives:

- Maximize efficiency of Lake Erie West's planning efforts while remaining flexible to respond to member needs and changing federal transportation policies and guidance.
- Promote Lake Erie West's leadership positioning in transportation planning through continued outreach to local governments, educational institutions, and major transportation stakeholders.

Element Number 73100 Share A Ride (CMAQ-Funded)

Goal: To reduce single occupant vehicle (SOV) trips through ridesharing, vanpooling, transit, cycling and walking to work or school.

Objective:

- Provide administration and maintenance of Lake Erie West's Gohio Commute ride share software and compile tracking metrics.
- Interface with the public to share educational information and provide technical support to community members engaged with the Gohio Commute.
- Engage with local media and advertising partners to market the Gohio Commute Program
- Chair and provide staff support to the Ohio Association of Regional Councils Ride Share and Air Quality Subcommittee.

80000 Economic Development

Purpose: To enhance and improve the economic vitality of the Lake Erie West Region by providing technical expertise and connections to resources.

81000 Economic Development

Goal: Conduct business that is related to the preparation and implementation of long-range economic development plans, coordination of funding opportunities for Lake Erie West member units, and work towards the anticipated formation of an economic development district for the region.

Objectives:

- Host four quarterly meetings of the Economic Development Policy Board.
- Prepare for calendar year 2026 submission for Economic Development District designation.
- Participate in regional, state, and national councils and economic development organizations to bring information about successful models back to Lake Erie West members and regional partners, as well as to gain wider exposure to the region.
- Develop and maintain an economic development page on the Lake Erie West website.
- Host an Economic Development Summit to present the newly developed Comprehensive Economic Development Strategy (CEDS).
- Host implementation workshops for the CEDS.
- Contribute to the Lake Erie West Regional Policy Agenda.
- Contribute to the workforce, housing, transportation study.
- Identify needs of the region and compile list of funding opportunities to support member units in economic and community development activities.
- Meet with communities and the EDA to identify projects eligible for EDA funding and maintain a list of projects.
- Maintain a bi-weekly funding information newsletter.
- Host quarterly funding meetings with member units.
- Maintain economic data through interactive dashboards and provide regular updates.

82000 Comprehensive Economic Development Strategy (CEDS)

Goal: Provide regional economic development planning.

Objectives:

- Maintain and implement the five-county region CEDS.
- Coordinate with relevant economic development and workforce development stakeholders to identify regional and local goals and objectives.
- Maintain updated demographic, economic, GIS, and other relevant data for the region.
- Create an annual report for the region.
- Share updates and notice of involvement opportunities online.

90000 Administration

99880 General Administration

Goal: To provide strong leadership and effective administrative support for the Lake Erie West Regional Council by ensuring sound governance, strategic planning, and organizational operations. This includes adopting and implementing an annual work program; and retaining and expanding membership through outreach, education, and engagement. Together, these efforts will support Lake Erie West's mission, promote organizational sustainability, enhance member value, and foster a productive and positive work environment.

Objectives:

- Design and develop for consideration by the governing bodies of the Lake Erie West Regional Council, such procedures and policies necessary for the efficient performance of Lake Erie West business.
- Lead the effective and efficient operation and growth of Lake Erie West and provide general direction to its affairs, business, and operations.
- Inform the governing bodies of Lake Erie West activities and all important factors influencing those activities.
- Assure that Lake Erie West is properly represented to employees, federal, state, and local governments, legislative officials, public agencies, the private sector, and the general public.
- Serve as liaison and promote cooperation between governmental units and the private sector as they are related to Lake Erie West.
- Structure Lake Erie West for optimal effectiveness, including monitoring and updating the staff organizational chart, recruiting, hiring, developing, promoting, terminating, and compensating key personnel.
- Direct the commitment of Lake Erie West to accountability by identifying methods and processes to align Lake Erie West's operations and management with adopted goals, objectives, and budgets.
- Work with members and environmental partners to define and/or refine the vision and mission of Lake Erie West's water quality efforts.
- Solicit information from Lake Erie West members and update the contact database
- Publish the annual *Lake Erie West Directory of Public Officials*
- Meet the requirements of the Ohio, Michigan, and U.S. departments of transportation; the Ohio Environmental Protection Agency; and other local, state, and federal funding agencies.
- Staff travel coordination
- Member Retention: develop relationships by maintaining consistent communication and encouraging regional partnerships through participation:
 1. Work with staff to schedule, organize, and manage processes by which Lake Erie West representatives will visit members during the calendar year.
 2. Assist in matching new members with appropriate committees or advisory groups to encourage participation.
 3. Identify newly elected officials and determine when membership visits/calls will be needed.
- Member Recruitment: develop a set of characteristics, qualities, attributes, or standards to identify key governmental groups on which to focus recruitment efforts:
 1. Design an effective process by which to introduce new and potential members.
 2. Identify opportunities for introducing Lake Erie West to potential members.
 3. Work with staff to organize and prepare for visits to potential members.

- Communication:
 1. Maintain positive working relationships with state and federal officials representing northwest Ohio and southeast Michigan.
 2. Serve as a resource for information-gathering, upon members' requests, and provide guidance, referrals, and information as requested by members and member organizations.
- Supporter Opportunities:
 1. Approach potential supporters with a supporter package which lists the supporter level, identifies the cost and all of the benefits.
 2. Pursue in-kind support including professional services, venue donation, and printing.
 3. Identify all program, events, and project opportunities that would benefit from extra sponsorship.
 4. Expand potential supporter pool to include non-members in the region including foundations.
 5. Work with programmatic departments to make joint efforts to secure support.
 6. Establish long term supporter and in-kind professional service donations.

99910 Finance, Audit & Administration

Goal: To oversee and supervise all Lake Erie West financial activity and financial records to ensure the financial stability of Lake Erie West.

The Finance, Audit & Administration Committee's purposes are:

1. To help ensure the financial stability of Lake Erie West by establishing fiscal policy and monitoring procedures including oversight of the organization's audit and compliance functions to assist the member units, as defined by the Lake Erie West Bylaws, to properly oversee financial activities and promote good financial stewardship;
2. To provide financial oversight in all material aspects of Lake Erie West financial records, reporting, accounting, policies, internal controls, and the Lake Erie West budget;
3. To provide administrative assistance to staff by reviewing policies and procedures and offering advice on administrative issues.

Objectives:

- Manage and administer Lake Erie West's general, public liability, workers compensation, medical, dental, vision, life, auto, and public officials' insurance coverage.
- Monitor and keep current Lake Erie West's public records policy.
- Maintain open and efficient policy for response to public information requests.
- Review opportunities for a financial management system that is scaled to the needs of Lake Erie West and ensure software is cost effective and efficient. Continue to develop systems for use by Lake Erie West directors to better analyze and use provided financial information.
- Objectives specific to the FAA Committee:
 - Develop and recommend for adoption the FY 2027 Annual Budget.
 - Develop and recommend for adoption the 2027 Annual Membership Fee Schedule.
 - Recommend for adoption the FY 2027 Lake Erie West Governing Board Weighted Vote Table.
 - Monitor agency expenditures and financial record keeping.
 - Arrange for and review the annual audit of all FY 2026 financial records.

- Review and make certain all Lake Erie West fiscal policies are adequate to meet the needs of the agency.
- Administratively approve, the Executive Director's quarterly expense report when total expenditures are less than \$500.

99931**Council of Government (COG) Programming**

Goal: To plan, develop, and deliver programming that supports the mission of the Council of Governments (COG) by providing educational opportunities, leadership development, and engagement initiatives for members and regional partners beyond the General Assembly.

COG programming will provide opportunities for members to enhance their knowledge of regional priorities, strengthen leadership capacity, and engage in initiatives that promote collaboration and public service. Lake Erie West staff will coordinate and implement programming such as educational sessions, the Pathways to Public Service initiative, GLEAN programming, and other engagement opportunities throughout the year.

Objectives:

- Develop and deliver educational programming on topics relevant to members and regional priorities.
- Advance the Pathways to Public Service initiative to promote awareness of public sector career opportunities and build future leadership pipelines.
- Support and coordinate GLEAN programming to foster leadership development and civic engagement among leaders in the region.
- Provide opportunities for members and partners to engage in training, workshops, and informational sessions outside of General Assembly meetings.
- Encourage collaboration among local governments, partner organizations, and community stakeholders through targeted programming.
- Identify emerging issues and trends to inform programming topics and content throughout the year. Promote participation in COG programming through outreach and communication efforts.
- Seek feedback from participants to evaluate program effectiveness and inform future programming.

99940**Leadership, Policy, and Programming Committee**

Goal: To identify, recruit, train, and support a broadly diverse group of public officials and private leaders to serve in leadership roles for Lake Erie West Regional Council and to help Lake Erie West meet its regional program needs and agency operations.

Objectives:

- Identify, recruit, and nominate potential, qualified candidates for the leadership positions of chair, vice chair, and second vice chair of Lake Erie West Regional Council.
- Work collaboratively with other Lake Erie West committees to:
 1. Develop a strategic planning session, to establish the direction of the organization.
 2. Generate topics and identify speakers for the annual Winter General Assembly meetings.
 3. Identify caucusing opportunities and participation at the general assemblies and at other times during the calendar year to ensure that members have an opportunity to meet and discuss items of mutual interest.
 4. Develop a networking forum for members that would include an opportunity to caucus and meet with state lawmakers.
 5. Develop a public policy agenda from a regional perspective. Assemble a legislative ad hoc committee to establish a process for addressing regional issues and develop a public policy agenda summarizing the top priorities. Lake Erie West senior staff will participate in those discussions as needed. Once developed, the public policy agenda would be presented to the committee for adoption, followed by the Governing Board.
- Generate discussion and decisions about Lake Erie West programs for efficiencies and effectiveness.
- Maintain an open dialogue with all Lake Erie West groups to ensure standard operating procedures, policies, and to monitor attendance.
- Guide other councils and committees to develop agency-wide goals and objectives and evaluate these on an annual basis. Report results of evaluations on an annual basis.
- Research and initiate a mentoring program for potential new committee and council members.

99950**General Assembly**

Goal: To hold two General Assembly which will serve as bi-annual meetings of members. The Winter General Assembly is where officers and committee members of Lake Erie West Regional Council are appointed or elected and when an in-depth review of the prior year's accomplishments are reviewed. The Summer General Assembly will provide opportunity for members to caucus and learn more about a topic to be decided.

The General Assembly meetings will present opportunities for members to discuss issues of mutual relevance. Lake Erie West Regional Council staff will plan, develop, and coordinate activities for the bi-annual General Assembly meetings.

Objectives:

- Hold a General Assembly meeting in Summer 2026 and Winter 2027.
- Undertake the major business of Lake Erie West Regional Council.
- Recognize newly elected officials at the Winter General Assembly
- Elect officers, and alternates, to the Governing Board for 2027.
- Provide an opportunity for networking and interaction of members and regional partners.

- Identify caucusing opportunities and participation at the General Assembly meetings, and at other times during the calendar year, to ensure members have an opportunity to meet and discuss items of mutual interest.
- Seek post-event feedback from General Assembly attendees.

99960**Communications**

Purpose: Advance Lake Erie West’s mission and strategic goals through effective communication with member organizations, community partners, stakeholders, and the public.

Goal: To provide high-quality communication products, services, and information in an efficient and timely manner to expand Lake Erie West’s influence and better serve members; to provide information and resources to assist governments, businesses, and agencies as they address regional opportunities and challenges; and to encourage participation in and support for Lake Erie West activities.

Objectives:

- Coordinate the graphics and promotion of all projects and events.
- Provide direction and resources for effective, professional communication.
- Plan, produce, review, and proofread content for consistency, accuracy, and style.
- Work with media partners to reinforce the agency’s role as an expert resource and regional problem solver.
- Develop position description for additional staff needs

BRANDING & PUBLIC RELATIONS

Goal: To create and maintain an effective public image for the organization, its members, and programs.

Objectives:

- Finalize an implementation plan of the updated brand, style, and image.
- Produce an updated style and brand guide and encourage its consistent usage agencywide.
- Coordinate and support opportunities for public presentations and media interviews.
- Respond to public information and media requests in a timely and effective manner.

MARKETING & PUBLIC INFORMATION

Goal: To increase awareness of Lake Erie West programs and events and share information about planning processes to encourage active participation by members, stakeholders, and the public.

Objectives:

- Direct and produce content for agency communication tools including newsletters, documents, promotional materials, digital content, graphics, signage, and any other materials needed for in-person and virtual events.
- Create and execute marketing plans and evaluate their effectiveness.
- Develop and maintain Lake Erie West’s website(s) as an effective communication tool.
- Launch a redesigned LakeErieWest.org website.

- Participate in regional and statewide activities and professional organizations for opportunities to collaborate and improve operations.
- Implement new email marketing strategy in alignment with new software.

99970 Information Technology

Goal: To develop and maintain top-level network of computer resources, software, and cybersecurity that remain consistent with technological changes as they occur.

Objectives:

- Coordinate with designated managed services provider, to maintain network and computer resources. Train staff on software and cybersecurity.
- Utilize Microsoft Suite to enhance workflow.
- Analyze existing equipment and software and replace those components and programs that become obsolete.

99980 Human Resources

Goal: To ensure efficient, effective, and compliant human resource practices that support Lake Erie West Regional Council's mission and foster a positive work environment.

Objectives:

- Update the Lake Erie West employment application to modernize the process, gather relevant information, and optimize for online submission.
- Update the Lake Erie West Employee Handbook.
- Reintroduce a standard operating procedures manual outlining details on policy and procedure implementation.
- Improve the hiring, onboarding, and separation process ensuring tasks are clearly laid out.
- Management will actively encourage training for all staff members to enhance the professional abilities of its staff.
- Management will investigate and implement opportunities (as appropriate) to enhance the overall current benefits provided to staff.

LAKE ERIE WEST FISCAL YEAR 2026-27 BUDGET SUMMARY

COMPOSITE STATEMENT OF REVENUE

FINAL BUDGET 2026-27

MEMBERSHIP FEES	\$ 602,939
TRANSPORTATION ASSESSMENTS	\$ 218,928
STORMWATER ASSESSMENTS	\$ 127,448
ADVERTISING ASSESSMENTS	\$ 30,001
EDD ASSESSMENTS	\$ 55,000
CONTINGENCY FOR UNPAID DUES	\$ (25,000)
TOTAL MEMBER FUNDS	\$ 1,009,316

OTHER LOCAL FUNDS

PRIVATE/CORPORATE CONTRIBUTIONS	\$ 16,750
EVENT REGISTRATIONS	\$ 5,775
INVESTMENT INCOME	\$ 35,000
TOTAL OTHER LOCAL FUNDS	\$ 57,525

FEDERAL FUNDS

FHWA, FTA, EPA - NORMAL FUNDING	\$ 1,670,917
SPECIAL GRANT FUNDING	\$ 544,112
TOTAL FEDERAL FUNDS	\$ 2,215,029

STATE FUNDS

ODOT, OEPA - NORMAL FUNDING	\$ 201,550
SPECIAL GRANT FUNDING	\$ 110,146
TOTAL STATE FUNDS	\$ 311,697

TOTAL REVENUE	\$ 3,593,567
----------------------	---------------------

COMPOSITE STATEMENT OF EXPENDITURES

DIRECT EXPENSES

PERSONNEL COSTS	
SALARIES - DIRECT	\$ 1,086,260
FRINGE BENEFITS	\$ 753,704
TOTAL DIRECT PERSONNEL COSTS	\$ 1,839,964

NON-LABOR EXPENSES	
PASS THROUGH TO SUB-RECIPIENTS	\$ 133,000
PASS THROUGH TO FUTURE PERIODS	\$ 142,242
OTHER DIRECT COSTS	\$ 260,251
TOTAL NON-LABOR EXPENSES	\$ 535,494

TOTAL DIRECT EXPENSES	\$ 2,375,457
-----------------------	--------------

INDIRECT EXPENSES

PERSONNEL COSTS	
SALARIES - INDIRECT	\$ 476,978
FRINGE BENEFITS	\$ 330,953
TOTAL INDIRECT PERSONNEL COSTS	\$ 807,931

NON-LABOR	\$ 397,550
TOTAL INDIRECT EXPENSES	\$ 1,205,481

SET ASIDE FOR RESERVE/OFFICE RELOCATION	\$ -
---	------

TOTAL EXPENDITURES	\$ 3,580,939
---------------------------	---------------------

NET REVENUE	\$ 12,628
--------------------	------------------