

2026 TMACOG OFFICERS

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38000 Intermediate Cost Objectives

Goal: Recover costs for intermediate cost objective by allocating costs to TMACOG programs.

Objectives:

- Allocate costs for TMACOG owned/leased vehicles on the basis of miles driven using the GSA Approved POV mileage reimbursement rate.
- Allocate costs for postage used on TMACOG mailings on the basis of current USPS postage rates.
- Allocate costs for copies made on TMACOG 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 TMACOG'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 TMACOG's water quality and transportation program as directed by TMACOG 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 TMACOG and the TMACOG region.
- Perform any other activity as directed by the TMACOG membership and the TMACOG leadership.

45000 Areawide Reviews

Goal: Conduct 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 TMACOG programs.

DRAFT

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:
 1. Convene the Toledo Regional Alliance members to advocate for strategic investment in our region as well as collaboration and coordination for our community.
 2. 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
 3. 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.
 4. 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

- 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:
 1. *The Lake Erie West Regional Council Areawide Water Quality Management Plan*
 2. *The Agenda for Lake Erie and Lake Erie West Policy Agenda*
 3. *The Water Quality Council and water quality advisory groups*
 4. *The Great Lake Water Quality Agreement, Annex 4*
 5. *Regionally recognized watershed plans developed through an inclusive process*
 6. *Maumee Area of Concern Stage 2 Watershed Restoration Plan*
 7. *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.

Element Number **55200 Transportation Air Quality Outreach Program (CMAQ-Funded)* (PID 118721)**
Total Subcategory Budget: **\$112,800 (CMAQ/TRC)**

	CMAQ	Toll Revenue Credit	Local	Total
New FY 2027 (PID 118721)	\$90,240	\$22,560	\$0	\$112,800

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.

Methodology:

Lake Erie West, in conjunction with the Air Quality Advisory Group, works to maintain compliance with federal ambient air quality standards and monitors/addresses implications of any changes in the Clean Air Act and its enforcement. The MPO Policy Board supports this effort due to the relationship that mobile emission sources have with regional air quality and the requirement that the long-range transportation plan and Transportation Improvement Program (TIP) meet air quality conformity regulations.

Lake Erie West will produce an annual air quality summary to inform the region on the monitoring results from the past year, regional attainment status, legislative updates on federal standards, and actions being taken to reduce pollutant levels.

Lake Erie West coordinates the Ozone Action and Air Quality program to raise awareness and alert the public to ozone and particulate levels and provide them with tools to help reduce emissions. This element is funded through a separate Congestion Mitigation Air Quality (CMAQ) project funding agreement (PID# 118721) and is not part of consolidated planning grant funds.

Lake Erie West will collect available air quality and relevant public health data to identify areas in the Lake Erie West planning area where targeted emission reduction efforts would have the greatest impact on public

*This document covers only those portions of the environmental program that are transportation-related items funded with consolidated planning grant or other special transportation funds. To review the full environmental program, see the *Consolidated Annual Work Program*. CMAQ funding is provided through Lake Erie West-managed funds allocated through the Transportation Improvement Program (TIP) (PID# 118721).

health. These areas will be the focus of localized air quality improvement efforts under this budget subcategory. This work is CMAQ funded through PID# 118721.

ODOT Category 601 – Short Range Transportation Planning

Element Number **60120 Highway Project Planning**

Total Subcategory Budget: **\$61,161**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$12,999	\$1,625	\$1,625	\$16,249
New FY 2027 (PID 125131)	\$35,929	\$4,491	\$4,491	\$44,912
TOTAL	\$48,928	\$6,116	\$6,116	\$61,161

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

Objective:

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

Methodology:

Lake Erie West will continue to assist and support, as appropriate, the implementation of major highway projects in our region. Active major projects currently in the project development phase include:

- US 23 Corridor Study & Connector Road between US 23 and I-71 (NW Ohio to Central Ohio Connector)
- Reconstruction of I-75 in Monroe County, Michigan
- Improvements to I-75/US 20 Interchange in Perrysburg
- Reconstruction/Widening of I-475 from Douglas Rd. to US 23
- Reconstruction/Widening of I-475 from the Maumee River to US 20 in Perrysburg
- Improvement on SR 795 from I-75 to I-280
- Improvements on Airport Highway at I-475 for bicycle/pedestrian safety
- Bus Rapid Transit along selected corridors in TARTA area
- Other TIP-funded projects scheduled for FY 2026-2029 and beyond

Tasks can include creating and/or facilitating a task force if requested by a project sponsor or simply participating in project teams or studies. This element includes work to assist in developing a consensus on implementing the *Moving Forward 2055 – Regional Long Range Transportation Plan* (2055 Plan) highway projects that are charged to this element. This work is CPG funded through PID 125131.

ODOT Category 601 – Short Range Transportation Planning

Element Number **60123 Safety Studies**

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

Total Subcategory Budget: **\$181,784**

60123	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$38,637	\$4,830	\$4,830	\$48,296
New FY 2027 (PID 125131)	\$106,791	\$13,349	\$13,349	\$133,488
TOTAL	\$145,428	\$18,179	\$18,179	\$181,784

60125	Federal	Local	Total
FY 2027 (PID TBD)	\$80,000	\$20,000	\$100,000

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.

Methodology:

ODOT has undertaken a strategic initiative to reduce traffic crashes at the high crash locations through a series of low-, medium-, and high-cost improvements. Lake Erie West utilizes information available through ODOT and the Ohio Department of Public Safety to identify roadway safety issues and prioritize needed improvements. Using the Ohio Department of Public Safety traffic accident information data and analytical tools developed by ODOT, Lake Erie West encourages local jurisdictions to utilize the data to prepare location safety studies and apply for safety study funding. This work is CPG funded through PID 125131.

Lake Erie West was awarded a federal Safe Streets and Roads for All (SS4A) planning grant to produce Safety Location Reports for Ottawa and Sandusky counties. Lake Erie West is expanding regional safety planning efforts to Ottawa and Sandusky Counties, who are members of TMACOG but lie outside the MPO-designated area. Although not within the MPO boundary, both counties were included in the 2024 Northwest Ohio Safety Action Plan, which was completed by the Lucas County Transportation Improvement District. The reports will identify high-crash intersections and segments eligible for Ohio Department of Transportation safety funding. Staff has produced similar reports for Lucas and Wood counties for many years but would be a first for Ottawa and Sandusky counties.

ODOT Category 601 – Short Range Transportation Planning

Element Number **60130 Regional Passenger Rail Planning**

Total Subcategory Budget: **\$51,511**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$10,948	\$1,369	\$1,369	\$13,685
New FY 2027 (PID 125131)	\$30,261	\$3,783	\$3,783	\$37,826
TOTAL	\$41,209	\$5,152	\$5,152	\$51,511

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.

Methodology:

Include passenger rail as an important public transit option when planning for a multimodal transportation network. Include passenger rail projects and initiatives in Lake Erie West's long-range transportation plan. Support the funding of studies to determine the feasibility of regional passenger rail connections and identify where investments would be most beneficial. Coordinate regional rail plans with the ORDC, other MPOs, Amtrak, and regional communities.

Support initiatives that would establish Toledo as a passenger rail hub, such as improving the efficiency and reliability of Amtrak's Chicago to Cleveland corridor, expanding service to Detroit, and eventually expanding service to Columbus. Promote the development of Toledo's Amtrak station and the surrounding area as a

multimodal transportation hub and support station improvements as needed. Encourage the state of Ohio to work toward improving and expanding statewide rail service and encourage Ohio to rejoin the Midwest Interstate Passenger Rail Commission.

As needed, seek input from the Lake Erie West Passenger Rail Advisory Group for local and regional planning efforts. Work with public transit agencies, rail advocacy organizations, communities, and the private sector to promote an expanded rail network. Provide information to rail stakeholders, legislators, and the public that will raise awareness of passenger rail assets, concerns, and opportunities. This work is CPG funded through PID 125131.

ODOT Category 601 – Short Range Transportation Planning

Element Number 60140 Freight Planning

60142 Freight Conference

Total Subcategory Budget: \$193,861

60140	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$27,305	\$3,413	\$3,413	\$34,131
New FY 2027 (PID 125131)	\$46,292	\$5,787	\$5,787	\$57,866
New FY 2027 (Michigan)	\$30,394		\$6,079	\$36,473
TOTAL	\$103,991	\$9,200	\$15,279	\$128,470

60142	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$13,261	\$1,658	\$1,658	\$16,576
New FY 2027 (PID 125131)	\$36,652	\$4,581	\$4,581	\$45,815
TOTAL	\$49,913	\$6,239	\$6,239	\$65,391

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.

Methodology:

Promote projects and initiatives intended to improve freight transportation efficiency and reliability. Work to implement freight-related projects and initiatives from Lake Erie West's long-range transportation plan. Follow guidance provided by the National Freight Strategic Plan and the Transport Ohio freight plan. Use the TMACOG Regional Freight Plan to identify key corridors and connectors, assess infrastructure needs, and determine where freight investments are needed.

Support the development of freight-generating facilities including intermodal terminals, distribution centers, and industry sites by encouraging investment in infrastructure and improving connectivity. Promote innovative technology in freight transportation including electrification, autonomous vehicles, and advanced air mobility. Assess freight network performance through targets and measures. Recognize and address potential impacts to safety, the environment, and communities from freight-related activities. As requested, assist communities with reporting and addressing frequently blocked rail crossings.

To ensure the reliable flow of domestic and international freight between Ohio and Michigan, coordinate planning efforts with the Southeast Michigan Council of Governments (SEMCOG) and MDOT. Coordinate with ODOT and other MPO/RTPOs to ensure efficient interregional freight flow in Ohio, including the corridor between Toledo and Columbus.

As needed, seek input from the Lake Erie West Freight Advisory Group for regional planning efforts. Participation in the Ohio Freight Advisory Committee, the OARC freight working group, and other freight organizations provides opportunities for learning about statewide freight assets and concerns, sharing information, providing regional input, and coordinating planning efforts. At the request of the host MPO, Lake Erie West staff will assist in the planning and presentation of the annual Ohio Conference on Freight, a significant forum for education, discussion, and innovation. This work is CPG funded through PID 125131 and through funding from SEMCOG.

ODOT Category 601 – Short Range Transportation Planning

Element Number 60150 Pedestrian and Bikeways Planning

60152 Bike Month

60154 Pedestrian and Bikeways Planning (ISATO)

Total Subcategory Budget: \$229,177

60150	CPG	State	Local	Other Local	Total
Carry Forward FY 2026 (PID 122319)	\$32,619	\$4,077	\$4,077		\$40,774
New FY 2027 (PID 125131)	\$50,454	\$6,307	\$6,307	\$1,000	\$64,068
New FY 2027 (Michigan)	\$40,525		\$8,105		\$48,630
TOTAL	\$123,598	\$10,384	\$18,489	\$1,000	\$153,471

60152	CPG	State	Local	Other Local	Total
Carry Forward FY 2026 (PID 122319)	\$10,984	\$1,373	\$1,373		\$13,730
New FY 2027 (PID 125131)	\$29,560	\$3,695	\$3,695	\$1,000	\$37,950
TOTAL	\$41,344	\$5,168	\$5,168	\$1,000	\$51,680

60154 (ISATO)	CPG	State	Local	Other Local	Total
Carry Forward FY 2026 (PID 122319)	\$5,106	\$638	\$638		\$6,383
New FY 2027 (PID 125131)	\$14,114	\$1,764	\$1,764		\$17,643
TOTAL	\$19,220	\$2,402	\$2,402		\$24,026

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.

Methodology:

Through the Active Transportation Advisory Group, Lake Erie West helps to coordinate efforts of area jurisdictions and active transportation stakeholders in evaluating personal transportation alternatives, including pedestrian and bicycle accommodations, in the planning and design of transportation system improvements. Lake Erie West continues to sponsor activities such as Bike Month and other public relations activities to raise awareness of active transportation options. Lake Erie West also provides information for jurisdictions and the public to improve awareness and increase usage of existing facilities and resources. Lake Erie West coordinates efforts with SEMCOG to improve multimodal regional mobility involving both Ohio and Michigan. The focus is to improve access to key destinations via pedestrian and bicycle modes and enhance connections between these non-motorized modes and other modes, especially transit.

Additionally, Lake Erie West works with pedestrian and bicycle advocates across the state to incorporate and promote transportation alternatives within the context of ODOT's programs, policies, and business plan. This work is CPG funded through PID 125131 and through funding from SEMCOG.

Element 60154 is used to track expenses related to the 2.5% PL funding set-aside for the Increase Safe and Accessible Transportation Options (ISATO) planning requirement.

ODOT Category 601 – Short Range Transportation Planning

Element Number **60160 Regional Public Transportation Planning**

Total Subcategory Budget: **\$57,573**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$12,237	\$1,530	\$1,530	\$15,296
New FY 2027 (PID 125131)	\$33,822	\$4,228	\$4,228	\$42,277
TOTAL	\$46,059	\$5,758	\$5,758	\$57,573

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.

Methodology

As part of the comprehensive regional planning process, Lake Erie West Staff and the Public Transit Advisory Group consider public transit as public bus or van service. Lake Erie West works with transit agencies, human services agencies, transit consumers, and other stakeholders on key issues, initiatives, and projects. This includes a supportive role in implementing priority projects and strategies identified in the region's two human services-public transit coordination plans and in the regional transportation plan.

Lake Erie West supports efforts to promote and improve public and human services transit by developing and distributing data and information via the Lake Erie West website, public events, and publications. In 2020, ODOT took over the §. 5310 program. Lake Erie West, along with TARTA, agreed to continue taking on the role of ranking and recommending projects to ODOT for this funding.

Issues of ongoing concern include the adequacy of service for the growing number of elderly and disabled citizens and geographic limitations of the existing public transit services. There is a need to implement recommendations from the Locally Coordinated Human Services Transportation Plan and to expand the footprint of public transit services. This work is CPG funded through PID 125131.

ODOT Category 601 – Short Range Transportation Planning

Element Number 60190 Transportation Service

Total Subcategory Budget: \$113,999

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$24,229	\$3,029	\$3,029	\$30,287
New FY 2027 (PID 125131)	\$66,969	\$8,371	\$8,371	\$83,712
TOTAL	\$91,198	\$11,400	\$11,400	\$113,999

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.

Methodology:

Respond to the needs of Lake Erie West members and planning partners by assisting with transportation project coordination, locating funding opportunities, or developing partnerships. Provide data, statistics, maps, reports, or links to web resources as requested. Assist with the planning and coordination of meetings or events. Provide a venue for meetings, events, or educational forums.

Develop the Lake Erie West website into a comprehensive source for transportation information. Work with internal communications staff to increase awareness of resources available from Lake Erie West. This work is CPG funded through PID 125131.

ODOT Category 602 – Transportation Improvement Program

Element Number **60210 Transportation Improvement Program Development**

Total Subcategory Budget: **\$105,504**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$22,424	\$2,803	\$2,803	\$28,030
New FY 2027 (PID 125131)	\$61,979	\$7,747	\$7,747	\$77,474
TOTAL	\$84,403	\$10,550	\$10,550	\$105,504

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 IJA 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.

Methodology:

Traditionally the TIP is prepared biennially in conjunction with the State Transportation Improvement Program for the state of Ohio. After adoption, the TIP is maintained on an ongoing basis to keep it relevant to projects in the planning region. The current FY 2026–2029 TIP was prepared and approved in FY 2025 and is kept current through amendments and modifications. The new FY 2028–2031 will be developed in FY 2027. TIP Requirements are that the TIP be performance-driven and outcome-based. The selected projects must help the region achieve specific objectives (performance targets) that reflect federal, state, and public transit goals and targets. This work is CPG funded through PID 125131.

ODOT Category 602 – Transportation Improvement Program

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

Total Subcategory Budget: **\$100,000**

	STBG	Local	Total
New FY 2027 (118718)	\$80,000	\$20,000	\$100,000

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.

* 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.

- Support the inclusion of relevant goals and initiatives in the 2055 transportation plan.

Methodology:

The ongoing maintenance of the TIP is managed through the following efforts:

- Monitoring the progress of project development of the TIP related projects.
- Utilizing strategies and tools including the ODOT capital programs dashboard to proactively manage the metropolitan planning organizations sub-allocation funding to maintain a balance between project needs and funding type allocations. Capital Programs Management is an ODOT emphasis area.
- Working with local jurisdictions to build a reservoir of upcoming projects equal to 25% of the current year allocation that could be accelerated into an earlier fiscal year if required.
- Working with sponsors and the ODOT District 2 office to schedule project sales for a 20%, 30%, 30%, and 20% annual cost distribution by fiscal year quarter.
- Maintaining records and preparing reports to document project progress and to maintain accountability.
- Actively monitoring projects on a regular basis to ensure compliance with procedures and timelines.
- Find any existing discrepancies in ODOT's Ellis Project tracking system that vary from the TIP's intent and notify ODOT to make corrections.

This work is STBG funded through PID 118718.

ODOT Category 605 – Continuing Planning – Surveillance

Element Number **60510 Data Collection and Management**

Total Subcategory Budget: **\$416,625**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$88,550	\$11,069	\$11,069	\$110,688
New FY 2027 (PID 125131)	\$244,750	\$30,594	\$30,594	\$305,937
TOTAL	\$333,300	\$41,663	\$41,663	\$416,625

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.

Methodology:

Lake Erie West staff will continue to maintain, update, and provide data and maps that are a necessary input for short- and long-range planning. Data includes socioeconomic (Census and employment data), geographic (roadway characteristics, traffic counts, traffic crashes, aerial photography, transit, bicycle networks, and general municipality/county/state GIS layers), and networks (highway, transit, and new construction projects used in the travel demand model).

Lake Erie West staff will also assist jurisdictions in standardizing their counting procedures and improving the use of the Traffic Count Database System (TCDS) software and website program. This work is CPG funded through PID 125131.

ODOT Category 610 – Long Range Planning

Element Number **61100 Long Range Planning**

61101 Long Range Planning (ISATO)

Total Subcategory Budget: **\$332,095**

61100	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$44,101	\$5,513	\$5,513	\$55,126
New FY 2027 (PID 125131)	\$92,715	\$11,589	\$11,589	\$115,893
New FY 2027 (Michigan)	\$30,394		\$6,079	\$36,473
TOTAL	\$167,210	\$17,102	\$23,181	\$207,493

61101 (ISATO)	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$26,483	\$3,310	\$3,310	\$33,104
New FY 2027 (PID 125131)	\$73,198	\$9,150	\$9,150	\$91,498
TOTAL	\$99,681	\$12,460	\$12,460	\$124,602

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.

Methodology:

The key responsibility is to maintain the region's comprehensive transportation plan, which is prepared and updated in cooperation with a broad range of public and private sector stakeholders, environmental agencies, and the public. Lake Erie West completed the most recent plan, "Moving Forward 2055" in 2025. The plan is for Lucas and Wood counties in Ohio, and for Erie, Bedford and Whiteford townships and the City of Luna Pier in Monroe County, Michigan.

Staff will begin work with the Transportation Planning Advisory Group and regional partners to prepare the continued implementation and distribution of the plan. Staff will continue to process plan amendments and update performance measures and targets when appropriate.

In support of the implementation of transportation plan, Lake Erie West worked with area stakeholders in the past fiscal year to develop the *2025-2026 Transportation Legislative Agenda* as an informational resource. The legislative agenda encourages cooperation and coordination among regional partners. Work will begin on the next update of the Transportation Legislative agenda in FY 27. Other efforts will include working on priority initiatives identified in the plan and achieving plan targets.

Lake Erie West has also begun efforts toward establishing a Regional Transportation Planning Organization (RTPO) for the counties of Ottawa, Sandusky, and Seneca. A major first step toward establishing an RTPO is developing a long-range transportation plan for the proposed planning area. Lake Erie West began introductory work in FY 2026. This work is CPG funded through PID 125131 and through funding from SEMCOG.

Element 61101 is used to track expenses related to the 2.5% PL funding set-aside for the Increase Safe and Accessible Transportation Options (ISATO) planning requirement.

ODOT Category 615 – Continuing Planning – Procedural Development

Element Number **61520 Modeling and Forecasting**

Total Subcategory Budget: **\$217,545**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$46,237	\$5,780	\$5,780	\$57,797
New FY 2027 (PID 125131)	\$127,799	\$15,975	\$15,975	\$159,748
TOTAL	\$174,036	\$21,755	\$21,755	\$217,545

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.

Methodology:

Lake Erie West maintains a computer model that is used to predict future traffic loading on the street system. The model requires extensive data inputs including demographic parameters, current traffic levels, and other components related to the street system. Updates and maintenance of this model is a major task as is the additional coding necessary to construct experimental network changes to test future scenarios. Refinement and improvement to the modeling capabilities at Lake Erie West continue in FY 2027. Lake Erie West will use the model for traffic projection requests as needed.

Lake Erie West reviewed the pavement management planning process using pavement condition data obtained by ODOT in 2025. The pavement management plan will aid local jurisdictions with the improvement of roadway and pavement inventories. Staff will begin collecting pavement condition rating data in this new fiscal year, and will need to acquire equipment and attend trainings for this new task. This work is CPG funded through PID 125131.

ODOT Category 665 – Special Studies

Element Number **66520 Smart Transportation & Innovative Mobility Special Study**

Total Subcategory Budget: **\$44,838**

	CPG	State	Local	Total
Carry Forward FY 2026 (PID 122319)	\$9,530	\$1,191	\$1,191	\$11,913
New FY 2027 (PID 125131)	\$26,341	\$3,293	\$3,293	\$32,926
TOTAL	\$35,871	\$4,484	\$4,484	\$44,839

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.

Methodology:

Transportation technology is rapidly changing and MPOs must adapt their long-range transportation plans to stay current. Preparing for future technologies such as connected and autonomous vehicles, unmanned aerial mobility, unmanned aircraft systems, and other developing technologies has been a priority for regional

stakeholders. The creation of DriveOhio and the support the agency can offer has provided the impetus for developing projects for collaboration with state and local agencies and jurisdictions. This work is CPG funded through PID 125131.

ODOT Category 697 – Transportation Program Reporting

Element Numbers **69710 Transportation Policy Committee Reporting and Administration**

69720 Transportation Summit

Total Subcategory Budget: \$161,617

69710	CPG	State	Local	Other Local	Total
Carry Forward FY 2026 (PID 122319)	\$20,414	\$2,552	\$2,552		\$25,517
New FY 2027 (PID 125131)	\$56,422	\$7,053	\$7,053		\$70,528
TOTAL	\$76,836	\$9,605	\$9,605		\$96,045

69720	CPG	State	Local	Other Local	Total
Carry Forward FY 2026 (PID 122319)	\$13,937	\$1,742	\$1,742		\$17,421
New FY 2027 (PID 125131)	\$35,321	\$4,415	\$4,415	\$4,000	\$48,151
	\$49,258	\$6,157	\$6,157	\$4,000	\$65,572

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.

Methodology:

The activities of the Lake Erie West staff and committee structure is directed toward an ongoing “3-C planning process” that is continuing, cooperative, and comprehensive. Lake Erie West provides staff and support for the activities of the transportation department, the MPO Policy Board, the Technical Advisory Committee (TAC), and its advisory groups. This includes such things as, but not limited to, secretarial support, administrative reports, project management, and staff management.

Each year, a Transportation Summit is also held to report on regional transportation planning activities, highlight the importance of transportation to the public, report on major issues, and coordinate efforts of the diverse community of transportation stakeholders. Lake Erie West conducts public involvement in transportation planning in accordance with Lake Erie West’s public involvement policy document which is updated as needed. Lastly, the website is continuously updated and used to communicate transportation planning efforts. This work is CPG funded through PID 125131.

Activities that are ineligible for federal funding are charged to Element 68200 which is 100% locally funded.

Element Number **73100 Share A Ride (CMAQ-Funded)**

Total Subcategory Budget: \$85,000

CMAQ	State	Local	Total
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New FY 2027 (PID 118723)	\$85,000	\$0	\$0	\$85,000
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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

Methodology:

Gohio Commute is a software service utilized by MPOs across Ohio to match registered commuters that live and work in the same area to facilitate the formation of carpools and/or vanpools and to better enable commuters to use alternative modes of travel such as transit, biking, or walking. This element is funded through a separate Congestion Mitigation Air Quality (CMAQ) project funding agreement (PID# 118723) and is not part of consolidated planning grant funds.

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

Goals: 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.

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.

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 July 2026 and January 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
-

DRAFT

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 TMACOG'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

	ACTUAL 2024-25	BUDGET 2025-26	PRELIM BUDGET 2026-27	ADJUSTED BUDGET 2026-27	NET CHANGE
<u>MEMBER FUNDS</u>					
MEMBERSHIP FEES	\$ 540,032	\$ 622,205	\$ 622,204	\$ 621,625	\$ (579)
TRANSPORTATION ASSESSMENTS	\$ 222,173	\$ 228,860	\$ 228,860	\$ 233,436	\$ 4,576
STORMWATER ASSESSMENTS	\$ 120,928	\$ 128,714	\$ 128,714	\$ 131,330	\$ 2,616
ADVERTISING ASSESSMENTS			\$ 30,000	\$ 29,999	\$ 29,999
PRIOR PERIOD RESERVES	\$ -	\$ -	\$ -	\$ -	\$ -
EDD ASSESSMENTS	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ (55,000)
CONTINGENCY FOR UNPAID DUES	\$ -	\$ (20,000)	\$ -	\$ (25,000)	\$ (5,000)
DUES FOR NEW MEMBERS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MEMBER FUNDS	\$ 938,133	\$ 1,014,779	\$ 1,064,778	\$ 991,390	\$ (23,388)
<u>OTHER LOCAL FUNDS</u>					
OTHER LOCAL SOURCES	\$ 156,421	\$ 19,950	\$ -	\$ 55,000	\$ 35,050
PRIVATE/CORPORATE CONTRIBUTIONS	\$ 65,950	\$ 120,000	\$ 69,950	\$ 24,000	\$ (96,000)
EVENT REGISTRATIONS			\$ 44,000	\$ 4,000	
INVESTMENT INCOME	\$ 35,549	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
TOTAL OTHER LOCAL FUNDS	\$ 257,920	\$ 169,950	\$ 143,950	\$ 113,000	\$ (60,950)
<u>FEDERAL FUNDS</u>					
FWHA, FTA, EPA - NORMAL FUNDING	\$ 1,002,390	\$ 1,438,238	\$ 1,358,238	\$ 1,670,901	\$ 232,663
SPECIAL GRANT FUNDING	\$ 461,195	\$ 598,638	\$ 598,638	\$ 519,112	\$ (79,526)
TOTAL FEDERAL FUNDS	\$ 1,463,585	\$ 2,036,876	\$ 1,956,876	\$ 2,190,013	\$ 153,137
<u>STATE FUNDS</u>					
ODOT, OEPA - NORMAL FUNDING	\$ 133,471	\$ 167,473	\$ 167,473	\$ 201,548	\$ 34,076
SPECIAL GRANT FUNDING	\$ 61,487	\$ 81,202	\$ 81,202	\$ 110,228	\$ 29,026
TOTAL STATE FUNDS	\$ 194,958	\$ 248,675	\$ 248,675	\$ 311,776	\$ 63,101
TOTAL REVENUE	\$ 2,854,596	\$ 3,470,279	\$ 3,414,278	\$ 3,606,179	\$ 131,901
<u>COMPOSITE STATEMENT OF EXPENDITURES</u>					
<u>DIRECT EXPENSES</u>					
PERSONNEL COSTS					
SALARIES - DIRECT	\$ 783,924	\$ 928,748	\$ 1,002,464	\$ 1,039,648	\$ (110,900)
FRINGE BENEFITS	\$ 501,006	\$ 604,242	\$ 651,602	\$ 685,363	\$ (81,121)
TOTAL DIRECT PERSONNEL COSTS	\$ 1,284,929	\$ 1,532,990	\$ 1,654,066	\$ 1,725,011	\$ (192,021)
NON-LABOR EXPENSES					
PASS THROUGH TO SUB-RECIPIENTS	\$ 230,392	\$ 287,300	\$ 187,300	\$ 135,701	\$ 151,599
PASS THROUGH TO FUTURE PERIODS	\$ 182,191	\$ 355,871	\$ 255,871	\$ 211,549	\$ 144,322
OTHER DIRECT COSTS	\$ 109,805	\$ 133,150	\$ 133,150	\$ 285,321	\$ (152,171)
TOTAL NON-LABOR EXPENSES	\$ 522,388	\$ 776,321	\$ 576,321	\$ 632,571	\$ 143,750
TOTAL DIRECT EXPENSES	\$ 1,807,317	\$ 2,309,311	\$ 2,230,387	\$ 2,357,582	\$ (48,271)
<u>INDIRECT EXPENSES</u>					
PERSONNEL COSTS					
SALARIES - INDIRECT	\$ 369,984	\$ 414,360	\$ 447,249	\$ 477,497	\$ (63,137)
FRINGE BENEFITS	\$ 236,457	\$ 269,582	\$ 290,712	\$ 314,779	\$ (45,197)
TOTAL INDIRECT PERSONNEL COSTS	\$ 606,441	\$ 683,942	\$ 737,961	\$ 792,275	\$ (108,334)
NON-LABOR	\$ 395,802	\$ 403,660	\$ 387,681	\$ 399,550	\$ 4,110
TOTAL INDIRECT EXPENSES	\$ 1,002,243	\$ 1,087,602	\$ 1,125,642	\$ 1,191,825	\$ (104,224)
SET ASIDE FOR RESERVE/OFFICE RELOCATION	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
TOTAL EXPENDITURES	\$ 2,809,560	\$ 3,466,913	\$ 3,356,029	\$ 3,549,408	\$ (82,494)
NET REVENUE	\$ 45,036	\$ 3,366	\$ 58,249	\$ 56,772	\$ 49,406