
TOLEDO METROPOLITAN AREA
COUNCIL OF GOVERNMENTS

MARCH
2026



REVISION

CONSOLIDATED ANNUAL WORK PROGRAM & BUDGET *FOR FISCAL YEAR 2026*

Including Unified Work Program for
The Urban Transportation Planning Process

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2025 TMACOG OFFICERS

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30000 Operational Activities

Purpose: To provide operational support for TMACOG programmatic activities and to conduct member directed business not included within the water quality and transportation functions.

Element Number 32500 Directory of Public Officials

Goal: Produce the annual *TMACOG Directory of Public Officials* and distribute it to TMACOG members and legislative delegations.

Objectives:

- Solicit information from TMACOG members and update the database of our membership.
- Produce, edit, and publish the annual *TMACOG Directory of Public Officials* (Directory).
- Distribute the Directory to all TMACOG members and the legislative delegations from northwest Ohio and southeast Michigan as well as the governors of each state.
- Distribute the Directory to TMACOG partners and the media as requested when appropriate.

Element Number 33300 Equity and Environmental Justice Development

Goal: Identify opportunities to incorporate equity and environmental justice into TMACOG's work program and organizational culture, aiming to bring these issues to the forefront at the regional level.

Objectives:

- Facilitate communications on equity and environmental justice among TMACOG staff, members, the public, and regional stakeholders.
- Research opportunities to host an outside organization to provide training to TMACOG staff.
- Explore funding options available to contract outside services to conduct an "equity and environmental justice audit" of TMACOG documents and practices.
- Provide a report summarizing training and funding options.
- Hold meetings of the TMACOG equity/EJ staff committee as needed to lead the work on objectives above.

Element Number 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.

Element Number 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.

40000 Regional Collaboration

Purpose: To provide an opportunity for activities and initiatives that will be undertaken to cultivate a stronger sense of regionalism, foster effective partnerships, and maximize collective impact across the region.

Element Number 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.

Element Number 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:

- TMACOG shall:
 1. Convene a regional alliance of stakeholders interested in advocating for strategic investment in our region as well as collaboration and coordination for our community.
 2. Entering into an annual contract with an independent government affairs firm for the purpose of developing regional priorities.
 3. Identify federal and state resources and conduct an annual fly-in to Washington, D.C. to meet with members of the Ohio Congressional Delegation and pertinent federal agencies.
 4. 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.
 5. 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.
 6. Employ professionals and supporting staff, as shall be deemed necessary, to perform the functions of the process and conduct the administrative activities of The Alliance.
- Work collaboratively with the Toledo Regional Alliance and the independent government affairs firm to:
 1. Foster a spirit of teamwork and collaboration by using its collective resources to advance the region, working together with one voice for the region and partner with the Ohio Congressional delegation in advocating for strategic investments in our communities.
 2. Raise awareness and advocate for policies and resources capable of improving institutional capacity to respond to the needs of residents and stakeholders of the Toledo Region.
 3. Coordinate a congressional Washington, DC fly-in with the independent government affairs firm to meet with federal agencies, the congressional delegation representing Northwest Ohio, and the White House to present legislative priorities shared among the Alliance and the vetting of projects and issues at the community level.
 4. Reach an agreement on a course of action to address any issues or set of related issues through a consensus-based decision-making process.

5. Meet annually for the purpose of expanding or reducing its membership roster. All members of the Alliance reserve the right to propose organizations to be considered for membership. All decisions regarding membership will be reached through consensus-based decision-making.
6. Actively engage in meetings, strategy sessions, and coordinated efforts related to the Alliance.
7. Conduct monthly check-in meetings led by the independent government affairs firm with updates pertinent to the regional priorities to prepare for the annual fly-in.
8. Coordinate to develop and negotiate an annual agenda of key focus areas and priorities, adaptable to community needs and emerging opportunities.
9. Maintain regular communication with legislators and agencies to further the Alliance goals and monitor federal policy developments.
10. Share updates and outcomes transparently, with all members contributing information and insights to strengthen advocacy efforts.

50000 Water Quality Council

Purpose: To protect and improve the water quality of the Toledo Metropolitan Area Council of Governments (TMACOG) 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, advocacy, and grantsmanship for our members and stakeholders.

Element Number 51170 Water Quality Council

Goal: Coordinate and recommend positions on water quality issues and policies to the TMACOG Governing Board in an effort to improve and protect water quality in our region and Lake Erie.

Objectives:

- Develop meeting programs to address current and long-term water quality goals of the region.
- Provide guidance related to water quality issues to educate legislators, mayors, city councils, county boards, etc., as appropriate.
- Collaborate on grants, loans, and other state and federal program funding opportunities.
- Provide outreach and communication with members, media, and the public.
- Create reports or presentations on staff accomplishments.
- Provide assistance and coordination to members of TMACOG, both individually and on a regional basis, with funding for sanitary sewerage, water supply, stormwater infrastructure, or water quality restoration or remediation projects.
- Develop framework for an annual meeting to share current events in the region's water quality realm.
- Develop and update the *Agenda for Lake Erie*, TMACOG's water quality policy document recommended for support by the TMACOG Governing Board.
- Maintain and recruit members and leadership of the WQC.
- Administer TMACOG's Water Quality Planning Program

Element Number 51200 Water Quality Program Development

Goal: To develop and secure funding for environmental programs and projects for TMACOG and in partnership with our members.

Objectives:

- Develop projects and programs and pursue grant opportunities to support the goals of:
 1. *The TMACOG Areawide Water Quality Management Plan*
 2. *The Agenda for Lake Erie*
 3. The TMACOG Water Quality Council and recommendations of 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

Element Number 51300 Areawide Water Quality Management Plan (AWQMP)

Goal: To provide regional wastewater planning and facilitate consensus building on wastewater policy in the TMACOG 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 GIS data for FPAs, wastewater prescriptions, critical sewage areas, and other data relevant to regional wastewater planning
- 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 TMACOG 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.

Element Number 51305 Mapping Assistance to County Health Departments

Goal: Assist county health departments within the TMACOG 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.

Element Number 51310 Community Water Resources (CWR) Advisory Group

Goal: Facilitate a network of wastewater and water operators and industry professionals within the TMACOG region for the purpose of information sharing, collaboration, and making recommendations to the Water Quality Council for effective and efficient sanitary sewerage systems and safe and reliable drinking water.

Objectives:

- Host regular and ad hoc meetings to support CWR Advisory Group goals –
 - Provide subject matter expertise to TMACOG’s ongoing planning and policy work
 - Provide feedback on the following sections of the Agenda for Lake Erie:
 - Wastewater Treatment
 - On-site Sewage Treatment
 - Drinking Water
 - Coordinate efforts to educate the public on drinking water, sewage, 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 with communities and stakeholders
 - Facilitate discussions to support regional drinking water, wastewater, and HSTS initiatives
 - Identify opportunities to coordinate with communities outside the TMACOG 208 Planning area
 - Share process and project planning on water and wastewater capital improvements.
 - Identify treatment process best practices and efficiencies.
 - Identify opportunities to increase financial efficiency through regional cooperation in joint purchasing, shared equipment and human resources, and technology pooling
 - Prepare for outages and emergency management planning.
 - Collaborate with regional partners to address source water protection and drinking water system resiliency.
 - Protect the public from unnecessary expenditures on duplicative resources.
 - Review and monitor rate structures to support best practices in water quality management.

- Staff will provide the following support
 - Coordinate regular and ad hoc meetings
 - Seek opportunities to improve community outreach, equity, and environmental justice in water and wastewater planning
 - Monitor legislation and rules related to wastewater treatment and collections, drinking water treatment and distribution, and home sewage treatment systems (HSTS) and coordinate the development of regional policy positions.
 - Identify sources for funding for drinking water, wastewater, and HSTS projects

Element Number **51400** **Natural Resources Assistance Council (NRAC)**

Goal: To coordinate and administer the District 12 Natural Resources Assistance Council (NRAC).

The District 12 NRAC solicits, prioritizes, and recommends projects in Lucas County for Clean Ohio Conservation Program grants to the Ohio Public Works Commission. TMACOG staff will provide technical assistance and administrative support to the District 12 Ohio Public Works NRAC Committee for the planning, analysis, and implementation of the Clean Ohio Fund Green Space Conservation Program for this fiscal year. The work tasks for District 12 include the following items to be carried out under the direction of the leadership of the District NRAC Committee:

Objectives:

- Provide administrative and program management support to the District 12 NRAC Committee.
- Serve as liaison between the Ohio Public Works Commission and District 12 NRAC.
- Function as secretary to the District 12 NRAC.
- Develop and maintain any required databases and spreadsheets.
- Prepare application package for District 12 applicants to submit to the committee and the Ohio Public Works Commission.
- Provide applicants with technical assistance regarding the rules, regulations, and compliance measures for the Green Space Conservation Program. This includes individual application assistance, training sessions, and other program assistance when appropriate.
- Provide other support services as directed by the District 12 NRAC Committee.

Element Number **51510** **Water Workforce Development**

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

Element Number 51600 Regional Water Planning Committee

Goal: Provide a forum for elected officials to examine regional drinking water wastewater, and stormwater systems

Objectives:

- Reconvene at call of the Water Quality Council chair or as requested by TMACOG members.

Element Number 52100 Western Lake Erie Basin Water Quality (WLEB) Advisory Group

Goal: Facilitate a network of state and local governments, agriculture, and watershed professionals within the TMACOG region for the purpose of information sharing, collaboration, and making recommendations to the Water Quality Council for nonpoint, drainage, and agriculture coordination in the western Lake Erie basin.

Objectives:

- Host regular and ad hoc meetings to support WLEB Advisory Group goals:
 - Provide subject matter expertise to TMACOG's ongoing planning and policy work
 - Provide feedback on the following sections of the Agenda for Lake Erie:
 - Implementing the Maumee Watershed Nutrient TMDL
 - Restoring and Protecting Natural Drainage Systems
 - Agriculture
 - H2Ohio
 - Foster communication and cooperation between state and local governments, soil and water conservation districts, WLEB agricultural stakeholders, watershed restoration partners, legislators, and the public on the diverse water quality issues in the Western Lake Erie Basin (WLEB).
 - Provide a forum for setting project and policy priorities to meet Total Maximum Daily Load (TMDL) targets and water quality standards
 - Provide input to the development of 9-Element Nonpoint Source Implementation Strategies (NPS-IS)
 - Provide a forum to share and coordinate funding opportunities and efforts to protect and improve water quality and recreation in TMACOG region waterways and Lake Erie
 - Raise public awareness of the Lake Erie watershed and promote stewardship of its waterways
 - Collaborate with public water utilities and watershed partners to protect drinking source water
 - Learn about watershed restoration, nutrient reduction strategies, agricultural practices, research and monitoring efforts, and agricultural/nonpoint policies of states and provinces in the Great Lakes region.
- Staff will provide the following support
 - Coordinate regular and ad hoc meetings
 - Seek opportunities to improve community outreach, equity, and environmental justice in watershed planning
 - Monitor legislation and rules related to watershed issues and seek input from committee members on potential regional positions
 - Identify sources for funding for watershed restoration and nonpoint source projects and planning

Element Number 52132 TMDL and NPS-IS Coordination

Goal: Increase stakeholder and public awareness of nonpoint source implementation strategies (NPS-IS) and total maximum daily loads (TMDL) within the TMACOG planning region

Objectives:

- Support regional updates and development of 9-Element NPS-IS:
 - Facilitate discussions with regional and state NPS-IS partners to determine how TMACOG can be of assistance
 - Offer support to NPS-IS and TMDL efforts as needed
- 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 TMACOG planning region.
 - Communicate TMDL status and opportunities for public input to TMACOG members and stakeholders within the WLEB.
 - Inform stakeholders of TMDL development schedule for watersheds in the WLEB.

Element Number 52200 Student Watershed Watch

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

Objectives:

- Review training needs of teachers and provide targeted training, including opportunities to become Ohio EPA qualified.
- Provide necessary materials to participating schools for use in the program and identify new materials as needed.
- 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.
- Help teachers and participants incorporate new state education standards as requested.
- Work directly with participating classrooms through in-stream sampling and/or as an in-class or virtual guest speaker on water quality topics or connecting the teacher with a TMACOG partner or member that can serve as a guest speaker.
- Maintain or increase sponsorships to support the SWW.
- Coordinate with the Lake Erie Volunteer Science Network to improve and expand volunteer water quality monitoring in northwest Ohio and southeast Michigan.
- Investigate a collaborative partnership with GLOBE Mission Earth to identify common goals and opportunities for cooperation.
- Engage in professional and educational development of TMACOG staff.

Element Number **52202** **PCB Sampling**

Goal: Using Lucas County PCB Settlement funds, incorporate testing and education of polychlorinated biphenyls, commonly known as PCBs, into the Student Watershed Watch program for schools sampling within Lucas County.

Objectives:

- Identify and provide the necessary testing materials for PCBs testing, including any lab processing.
- Provide the necessary educational materials regarding the harmful effects of PCBs.
- Encourage schools sampling within Lucas County to participate in PCB testing and education through the Student Watershed Watch Program (52200).
- Compile testing data from all participating schools and include it in annual reporting to Lucas County.

Element Number **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 solving stormwater management problems.
 - Engage with other agencies to investigate or build partnerships for Stormwater education.
 - Develop and approve SWC budgets, scopes of work, and approve stormwater policy positions
- Convene regular and ad hoc meetings of the Stormwater Action Group to:
 - Provide subject matter expertise to TMACOG's ongoing planning and the following sections of the Agenda for Lake Erie:
 - Stormwater Management.
 - Restoring and Protecting Natural Drainage Systems.
 - Provide technical support and guidance to Stormwater Coalition members.
 - Review and provide feedback on transportation-related stormwater issues through outreach to Ohio Department of Transportation and coordination with TMACOG's Transportation Department planning work.
- To support the Stormwater Coalition, Staff will:
 - Coordinate Stormwater Coalition and Stormwater Action Group meetings.
 - Provide one professional development opportunity aimed at various audiences, including the development community, to increase awareness of stormwater issues and improve implementation of stormwater BMPs (completed under 54500).
 - Provide permit management and compliance resource materials via the TMACOG 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 TMACOG membership area.
 - Coordinate with councils of government and other stormwater practitioners to facilitate

communication across Ohio and the Western Lake Erie Basin.

- Engage in professional development opportunities relating to stormwater.
- Share the work of SWC at relevant conferences and professional associations.
- Encourage schools within SWC member jurisdictions to participate in the Student Watershed Watch Program (52200) directly and through resources provided to SWC members.
- Participate in meetings of the Toledo-Lucas County Rain Gardens Initiative and other stormwater initiatives to determine if there are opportunities to expand these initiatives across the SWC membership.

Element Number 54400 SWC 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:

- Coordinate the Stormwater Action Group to make recommendations for the direction of the SWC Public Education Program
- Support and administer the Lake Erie Starts Here program and invoice members for their cost share.
- Operate and maintain the Lake Erie Starts Here website, including developing and updating website content.
- Coordinate with a local media company to develop and implement mass media content for the program and collect performance metrics for each outreach mechanism.
- Develop content and graphics for use on social media and print.
- Identify opportunities to promote SWC's public education efforts at member and partner events.
- Distribute data reports to SWC members quarterly and annually for inclusion in members' required reports to Ohio EPA.
- Investigate options and pricing for additional media to expand the reach of the SWC Public Education Program.
- Coordinate applications for funding to support the expansion of the SWC Public Education Program.

Element Number 54500 Stormwater Supplemental Projects

Goal: Address stormwater flooding, drainage, and water quality issues using supplemental funds provided under Section 604(b) of the Federal Clean Water Act.

Objectives:

- Provide one continuing education and professional development opportunity targeted at the development community and other relevant professions to increase awareness of stormwater issues and improve implementation of stormwater BMPs.
 - Plan and coordinate training events by scheduling a site, reaching out to potential speakers, designing and publishing of outreach materials, and other staff support as necessary.
 - Collaborate with TMACOG Stormwater Coalition members and other stormwater professionals to provide training presentations and resources for the identified audience.
 - Secure sponsorships for direct costs not allowable with 604 (b) funds.
- Identify training and professional development needs of the development community and other audiences in coordination with TMACOG's Stormwater Action Group.

60000 Transportation Planning

Purpose: The Metropolitan Planning Organization Policy Board oversees and manages the transportation planning and implementation functions of TMACOG. The policy board approves transportation plans, policies, and procedures to define and achieve TMACOG's mission. Through these policies, the strategic, long term transportation goals of TMACOG are established and the methods to achieve short term tactical objectives are determined.

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 the work necessary to support the Clean Air Act Amendments of 1990 and the Air Quality Maintenance Program.
- Provide staff support for meetings of the Air Quality Advisory Group.
- Monitor potential emission reduction funding sources for local stakeholders and disseminate the information.
- Conduct the Ozone Action Season
- Maintain media awareness of Ozone Action Season and the media's role in improving air quality and developing media sponsors.
- Increase awareness of air quality issues related to ground level ozone formation and its effects by placing radio and television advertisements and distributing printed materials.
- Identify areas of air quality concern to target localized emissions reduction efforts

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

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 passenger rail 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

Element Number 60142 Freight Conference

Goal: Support freight movement and access to national and global freight markets and plan for changes in freight flow volume or patterns.

Objectives:

- Include the efficient movement of freight by all modes in the planning process.
- Strengthen the region’s position as a multimodal freight hub.
- Assess freight network performance through targets and measures.
- Promote discussion, coordination, and problem-solving for freight-related concerns.
- Raise public awareness of freight transportation concerns and opportunities.
- Minimize potential impacts to safety, the environment, and social equity from freight-related projects and initiatives.

Element Number 60150 Pedestrian and Bikeways Planning

Element Number 60152 Bike Month

Element Number 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 of the benefits of incorporation of non-motorized access and parking in new development and major street projects; on projects’ relationship to the bikeway network; and on existing bikeway facilities; on educational information on transportation alternatives; and online information resources for pedestrian and bicycle issues through mapping and interactive descriptions and visuals.

- Support implementation of the projects and policies within the TMACOG 2045 Long Range Transportation Plan and the Southeast Michigan Council of Governments (SEMCOG) Regional Non-Motorized Plan.
- Support regional efforts to promote the 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 through a robust network of interconnected transportation modes.
- Support the economic vitality of the urban core and the 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 TMACOG members and the community.

Objectives:

- Promote the benefits and the value of a TMACOG membership.
- 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 TMACOG 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 TMACOG 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 IJJA, 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

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 TMACOG 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

Element Number **61101** Long Range Planning (ISATO)

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

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.

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 Number 67495 TARTA Short-Range Planning*

Goal: Toledo Area Regional Transit Authority (TARTA) and Toledo Area Regional Paratransit Service (TARPS) transit planning activities

Objectives:

- Investigate and institute service changes as necessary.
- Participation at scheduled meetings of the Toledo Metropolitan Area Council of Governments (TMACOG) and its committees and advisory groups.
- Work to implement the TARTA transit portions of the TMACOG 2055 transportation plan.
- Participate with ODOT on the § 5310 (Enhanced Mobility for Seniors and People with Disabilities) funding program.
- Develop reports and plans in accordance with federal requirements.

*This element is funded locally by TARTA and is not included in the cost allocation plan. This narrative describes planning efforts undertaken by TARTA. TMACOG transit planning efforts are documented in element #60160 – Regional Public Transportation Planning.

Element Number 69710 Transportation Policy Committee Reporting and Administration

Element Number 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 TMACOG’s planning efforts while remaining flexible to respond to member needs and changing federal transportation policies and guidance.
- Promote TMACOG’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 vehicles (SOV) trips through ridesharing, vanpooling, transit, cycling and walking to work or school.

Objective:

- Partner with the Ozone Action program to foster a greater awareness of the importance of air quality issues and the impact of SOV on air quality.
- Assist the public with program registration through mobile application and website.
- Market the Gohio Commute and Guaranteed Ride Home Program.

80000 Economic Development

Purpose: To enhance and improve the economic development of the Toledo Metropolitan Area Council of Governments (TMACOG) region by providing technical expertise and connections to resources.

Element Number 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 TMACOG member units, and work towards the anticipated formation of an economic development district for the region.

Objectives:

- Establish operating procedures and composition of eligible members for an Economic Development Board.
- Identify needs and compile list of funding opportunities to support member jurisdictions in economic and community development activities.
- Prepare for end of calendar year 2025 submission for Economic Development District designation.
- Participate in regional, state, and national councils of governments and economic development organizations to bring information about successful models back to TMACOG members and regional partners, as well as to gain wider exposure for TMACOG and the region.
- Continue to develop an economic development page on the TMACOG website.
- Host an Economic Development Summit to present the newly developed Comprehensive Economic Development Strategy (CEDS).

Element Number 82000 Comprehensive Economic Development Strategy (CEDS)

Goal: Provide regional economic development planning.

Objectives:

- Develop and update the five-county region CEDS, seek approval from boards and county commissioners, and submit it to the Economic Development Agency (EDA) for approval.
- 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.
- Interview stakeholders to understand the region's strength, opportunities, weaknesses, and threats
- Share updates and notice of involvement opportunities to the TMACOG website.
- Host monthly meetings with the CEDS strategy committee to facilitate discussions around economic development and gather input for inclusion into the CEDS.

90000 TMACOG Administration

Purpose: To provide a structure through which public officials, public agencies, the private sector, and other stakeholders in the region can come together in a collaborative process to address regional issues, facilitate intergovernmental and public/private cooperation, and provide for the management and administration of TMACOG, its programmatic councils, policy committees, other committees, subcommittees, advisory groups, and staff in a safe working environment.

Element Number 99880 General Administration

Goal: To provide leadership and management to maintain effective operation of TMACOG.

Objectives:

- Design and develop for consideration by the governing bodies of TMACOG, such procedures and policies necessary for the efficient performance of TMACOG business.
- Lead the effective and efficient operation and growth of TMACOG and provide general direction to its affairs, business, and operations.
- Inform the governing bodies of TMACOG activities and all important factors influencing those activities.
- Assure that TMACOG 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 TMACOG.
- Structure TMACOG for optimal effectiveness including monitoring and updating the staff organizational chart, recruiting, hiring, developing, promoting, terminating, and compensating key personnel.
- Direct the commitment of TMACOG to accountability by identifying methods and processes to align TMACOG 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 TMACOG's water quality efforts.

Element Number 99900 Work Program

Goal: To adopt an annual work program that outlines the objectives to be met, the work to be accomplished, and the products anticipated to be produced in FY 2026.

Objectives:

- 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

Element Number 99910 Finance, Audit & Administration

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

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

1. To help ensure the financial stability of TMACOG 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 TMACOG Bylaws, to properly oversee financial activities and promote good financial

stewardship;

2. To provide financial oversight in all material aspects of TMACOG financial records, reporting, accounting, policies, internal controls, and the TMACOG budget;
3. To provide administrative assistance to staff by reviewing policies and procedures and offering advice on administrative issues.

Objectives:

- Manage and administer TMACOG’s general, public liability, workers compensation, medical, dental, vision, life, auto, and public officials’ insurance coverage.
- Monitor and keep current TMACOG’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 TMACOG and ensure software is cost effective and efficient. Continue to develop systems for use by TMACOG directors to better analyze and use provided financial information.
- Objectives specific to the FAA Committee:
 - Develop and recommend for adoption the FY 2026 Annual Budget.
 - Develop and recommend for adoption the 2026 Annual Membership Fee Schedule.
 - Recommend for adoption the FY 2026 TMACOG Governing Board Weighted Vote Table.
 - Monitor agency expenditures and financial record keeping.
 - Arrange for and review the annual audit of all FY 2025 financial records.
 - Review and make certain all TMACOG fiscal policies are adequate to meet the needs of the agency.
 - Monitor and review third party payroll system and timekeeping system to ensure they are adequately serving the needs of the organization.

Element Number 99930 **Membership**

Goal: To retain current members, and solicit new members, by promoting the value of membership as well as to select and present educational content and material which support the goals and objectives set forth by TMACOG.

Objectives:

- 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 TMACOG 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.
 4. 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.
- 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 TMACOG 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. Provide an opportunity for members to advocate for issues which impact regional economic opportunities and quality of life.
 3. Serve as a resource for information-gathering, upon members' requests, and provide guidance, referrals, and information as requested by members and member organizations.
 4. Work with other administrative committees to share and communicate updates
- **Planning Events**
 1. Collaborate with the Leadership, Policy, and Programming Committee on planning and coordinating TMACOG member events and educational programs, including the bi-annual General Assembly meetings, member caucuses, and TMACOG Tech education series.
 2. Provide forums for members to discuss and resolve issues of mutual relevance.
 3. Expand the GLEAN initiative to include additional working groups.
- **Evaluate the effectiveness of current events.**
 1. Conduct, as needed, a membership survey to determine regional and member needs.
 2. Determine value of events and elicit input on relevant topics through post-event evaluations.
 3. Discuss and evaluate existing member events and programs for efficiencies and effectiveness.
- **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.

Element Number 99940 Leadership Development

Goal: To identify, recruit, train, and support a broadly diverse group of public officials and private leaders to serve in leadership roles for TMACOG and to help TMACOG 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 TMACOG.
- Work collaboratively with other TMACOG 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. TMACOG 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 TMACOG programs for efficiency and effectiveness.
- Maintain an open dialogue with all TMACOG 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.

Element Number 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 TMACOG 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.

Objectives:

- Hold a General Assembly meeting in August 2025 and January 2026.
- Undertake the major business of TMACOG.
- Recognize newly elected officials at the Winter General Assembly
- Elect officers, and alternates, to the Governing Board for 2026.
- 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.

Element Number 99960 Communications

Purpose: Advance TMACOG’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 TMACOG’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 TMACOG 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.

BRANDING & PUBLIC RELATIONS

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

Objectives:

- Evaluate TMACOG’s current organizational identity and consider changes to its brand, style, and image.
- Create a launch and implementation plan if major changes are recommended.
- 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 TMACOG 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 TMACOG’s website(s) as an effective communication tool.
- Participate in regional and statewide activities and professional organizations for opportunities to collaborate and improve operations.

COMMUNICATIONS ADVISORY GROUP

Goal: To provide a forum that encourages communication professionals to share suggestions to improve TMACOG content and operations and exchange strategies to benefit TMACOG members and community partners across the region.

Objectives:

- Organize quarterly meetings with agendas designed to evaluate current communications tools and assist TMACOG staff in developing and implementing effective marketing and communication strategies.

Element Number 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.

Element Number 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 TMACOG employment application to modernize the process, gather relevant information, and optimize for online submission.
- Update the TMACOG Employee Handbook taking into consideration feedback from the Human Resource audit conducted in calendar year 2024.
- 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.

Fiscal Year 2026 Budget

TMACOG Fiscal Year 2026 Budget Summary

Composite Statement of Expenditures for Fiscal Year 2026 – Transportation Planning

Composite Statement of Expenditures for Fiscal Year 2026 – Water Quality Planning

Composite Statement of Expenditures for Fiscal Year 2026 – Operations

Composite Statement of Expenditures for Fiscal Year 2026 – Economic Development District

Analysis of Revenue Needs for Fiscal Year 2026

Indirect Expenses Fiscal Year 2026

Indirect Labor Fiscal Year 2026

Transportation Assessment Fiscal Year 2026 – Local Share Allocation

Fund Source Key

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APPENDIX

