CONSOLIDATED ANNUAL WORK PROGRAM

FOR

FISCAL YEAR 2019

Including Unified Work Program for
The Urban Transportation Planning Process

TOLEDO METROPOLITAN AREA COUNCIL OF GOVERNMENTS

June 2018

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TMACOG, the Ohio Department of Transportation, the U. S. Department
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the U.S. Environmental Protection Agency.
## TMACOG OFFICERS

**Doris I. Herringshaw, Ed.D.** – Chair  
*Commissioner, Wood County*

**Mark W. Stahl** – Vice Chair  
*Commissioner, Ottawa County*

## TMACOG STAFF

**Tim W. Brown**  
President

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<tr>
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<tr>
<td>Jennifer Allen</td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>Kristopher Barnwell, Ph.D.</td>
<td>Water Quality Planner</td>
</tr>
<tr>
<td>William Best</td>
<td>Vice President of Finance &amp; Administration</td>
</tr>
<tr>
<td>Jodi Cole</td>
<td>Transportation Secretary</td>
</tr>
<tr>
<td>Lance Dasher</td>
<td>Transportation Planner</td>
</tr>
<tr>
<td>Dana Doubler</td>
<td>Transportation Planner</td>
</tr>
<tr>
<td>Michael Fuller</td>
<td>Transportation Planner</td>
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<tr>
<td>David Gedeon, AICP</td>
<td>Vice President of Transportation</td>
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<tr>
<td>Kari Gerwin</td>
<td>Director of Water Quality Planning</td>
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<tr>
<td>Sara Guiher</td>
<td>Water Quality Planner</td>
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<tr>
<td>Lisa Householder</td>
<td>Transportation Planner/Database Analyst</td>
</tr>
<tr>
<td>Austin Mack</td>
<td>Public Administration Associate</td>
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<tr>
<td>Mary Pat McCarthy</td>
<td>Marketing &amp; Public Information Manager</td>
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<tr>
<td>Joy Minarcin</td>
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<tr>
<td>Gilda Mitchell</td>
<td>Director of Membership and Outreach</td>
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<tr>
<td>Nate Reiter</td>
<td>Accountant</td>
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<tr>
<td>Donna Seeber</td>
<td>Secretary/Receptionist</td>
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<tr>
<td>Roger Streiffert</td>
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<tr>
<td>Michael Tippett</td>
<td>Digital Communications Manager</td>
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<tr>
<td>Marc VonDeylen</td>
<td>Transportation Technician</td>
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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.

51170  Water Quality Council

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

Objectives:

• Engage TMACOG members to:
  o Maintain and recruit members and leadership of the WQC.
  o Develop meeting programs to address current and long-term water quality goals of the region.
  o Develop programs and projects to carry out the missions of the WQC’s standing committees.
    ▪ The Wastewater Committee will provide overall coordination for the 208 Plan, the Areawide Water Quality Management Plan, incorporating functions described under item 51300 – maintain the 208 Plan and make recommendations to the TMACOG Executive Committee and Board of Trustees through WQC.
    ▪ Stormwater Coalition, as described in item 54100 — will help Stormwater Coalition members understand and meet the requirements of US EPA and Ohio EPA stormwater permits.
    ▪ Public Water Supply Committee, as described in 51500 — planning and coordinating among member water utilities to foster provision of safe and reliable water supplies.
    ▪ Watersheds Committee, as described in 52100 — establish regional process to address pollutant loadings from watersheds that impact our region’s water quality by coordination with stakeholders, planning and conducting studies, implementation programs, and technical support to members.
  o Further develop and refine staff activities, subject to action by WQC. Potential programmatic objectives:
    ▪ Provide guidance related to water quality issues to educate legislators, mayors, city councils, county boards, etc., as appropriate.
    ▪ Develop and update the Agenda for Lake Erie. A water quality policies document recommended for support by the TMACOG Board of Trustees.
    ▪ Collaborate on grants, loans, and other state and federal program funding opportunities.
    ▪ Outreach and communication with members, media, and the public.
    ▪ Reports or presentations on staff accomplishments; annual report.

• Provide assistance and coordination to members of TMACOG, both individually and on a regional basis, with funding for sanitary sewerage, water supply, stormwater infrastructure, and/or water quality restoration or remediation projects.
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:
- Programs and goals for which we will pursue grant opportunities, depending on funding availability and interest from partners, are:
  2. Goals of the Portage River Watershed Plan.
  5. Goals and recommendations of the Swan Creek Watershed Balanced Growth Plan.
  10. Coordinate with state of Ohio water infrastructure funding agencies by participating in the Small Community Environmental Infrastructure Group.
  11. Coordinate with other state of Ohio regional councils with water quality planning programs through the Ohio Association of Regional Councils Water Quality Committee.
- Provide safe recreation on Lake Erie; the Maumee, Toussaint, and Portage rivers and their tributaries; Maumee Bay, its beaches, and tributaries by planning and developing public access, and by reducing bacterial pollution levels.

51300  Areawide Water Quality Management Plan (AWQMP)

Goal:  To coordinate with the Water Quality Council to reach consensus on regional water quality policy by updating the AWQMP (208 Plan).

Objectives:
- Maintain sewerage Facility Planning Areas (FPAs) with wastewater facility and service update information as it becomes available.
- Review and update Chapter 1 “Areawide Overview” of the Areawide Water Quality Management plan. The Management Agency updates concern the status of municipalities under the 208 plan that no longer own parts of sewerage systems, having turned over ownership to regional agencies.
- Update summaries for all seven chapters of the AWQMP.
- Work with Designated Management Areas and their consultants to upgrade present sanitary sewerage service area maps by incorporating their computer mapping data into the 208 Plan.
- Support the Ohio EPA’s, Certification of Areawide Water Quality Management Plan as part of the State Water Quality Management Plan.
- Coordinate with Ohio EPA and management agencies in Ohio to review sanitary sewerage permits to install for consistency with the adopted 208 Plan.
51305  Home Sewage Treatment Systems Mapping

Goal: Assist health districts in the TMACOG planning area with mapping of home sewage treatment systems (HSTS) to identify potential sources of nutrient and bacterial loadings into waterways and Lake Erie.

Objectives:
- Work directly with Ottawa County Health District and extend assistance to other health districts as future funding is available.
- Collect all available HSTS data from the Ottawa County Health District.
- Assemble tabular and GIS databases that include data on HSTS size, age, and components.
- Develop an ArcGIS Online map of parcels with documented HSTS.

51310  Wastewater Committee

Goal: Recommend wastewater policies to the TMACOG Board of Trustees for effective and efficient sanitary sewerage systems that support the goals of the Agenda for Lake Erie.

Objectives:
- Update the 208 Plan, with a specific update to Chapter 1 and chapter summaries, as discussed in 51300.
- Coordinate and assist county health departments in educating the public with new sewage rules and proper septic system management.
- Work with the Small Community Environmental Infrastructure Group on funding issues.
- Work on water and sewer training in coordination with the Public Water Supply (PWS) Committee, providing Ohio contact hours for both water and wastewater operators, and Ohio and Michigan professional development hours for professional engineers. Provide wastewater planning services to TMACOG members in Henry and Fulton counties that request it. These members are not included in the 208 Plan.
- TMACOG will monitor legislation and regulations that affect publicly owned treatment works (POTW) services and seek input from committee members on potential regional positions.
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.
- Function as secretary to the Natural Resources Assistance Council.
- 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.
Goal: Recommend positions on public water supply issues and policies to the TMACOG Board of Trustees that will provide the region with abundant, safe, and reliable water for residential and commercial needs.

Objectives:
- Discuss area capital improvements in order to share process and project planning, and to promote early and ongoing coordination among all parties, especially if there is an impact to the region.
- Discuss best practices and efficiencies.
- Emphasize long-term cost management; facilitate potential shared purchasing to capture cost reductions.
- Review, monitor, and propose changes to rate structures to support best practices in water quality management.
- Cooperate and coordinate in preparation for outages, i.e. work to create a formal Emergency Management Plan.
- Communicate operation and maintenance practices - share contact information for assistance (i.e. all join OH WARN).
- Pool technology and software operations for better resources and financial efficiencies.
- Protect the public from expenditures on redundant resources.
- Share equipment and human resources, when appropriate for mutual benefit.
- Establish a training program subcommittee in coordination with the Wastewater Committee.
- Conduct at least one training program designed to fulfill contact hour training credits for both water and wastewater operators through Ohio EPA, and provide continuing professional development hours to professional engineers in Ohio and Michigan.
- As an Approved Contact Hour Training Provider (ACHTP), recognized by Ohio EPA’s Contact Hours program, TMACOG will facilitate and host training programs intended for operators of water and wastewater facilities. The programs will also be designed to fulfill training requirements for Ohio and Michigan professional engineers. TMACOG will organize and publicize the training event through coordinating between the Public Water Supply and Wastewater committees. TMACOG will maintain training records as required.
51600  **Regional Water Planning Committee**

**Goal:** Provide a forum for elected officials to examine regional water systems, including issues of interconnectivity, redundancy, storage, and sustainability.

**Objectives:**
- Reconvene at call of the Water Quality Council Chair or as requested by TMACOG members.

52100  **Watersheds Committee**

**Goal:** Recommend water quality and habitat policies to the TMACOG Board of Trustees for effective management of watersheds that support the goals of the Agenda for Lake Erie.

**Objectives:**
- The Watershed Committee will take the lead among the Water Quality Program committees in coordinating and updating the Agenda for Lake Erie. Facilitate information sharing between developers of local 9-Element Plans and TMACOG members and partners.
- Provide a forum for setting project priorities to meet Total Maximum Daily Load (TMDL) targets and water quality standards in support of the creation and update of 9-element plans and other watershed-based planning efforts.
- Support projects and policies that help to meet Great Lakes Water Quality Agreement Annex IV phosphorus reductions, TMDL targets, and biological water quality standards.
- Research options for goal setting and benchmarking to measure progress in meeting targets in Annex IV, TMDLs, and biological water quality standards.
- Using outcomes of Great Lakes Water Quality Agreement Annex IV Targets, identify priority projects that will offer the most feasible and cost-effective phosphorus load reductions. These will serve as pilot projects to enable the staff, committee, and stakeholders to develop methodologies and refine modeling techniques.
- Outreach to and engage the agricultural community and watershed groups in northwest Ohio and southeast Michigan in an effort to understand and address the diverse water quality issues in Lake Erie’s Western Basin.
- Coordinate with and support coalition groups addressing Lake Erie water quality including the Western Lake Erie Basin (WLEB) Partnership and the Ohio Lake Erie Commission.
**TMDL Outreach and Implementation**

**Goal:** Coordinate stakeholder engagement in the TMACOG region for TMDL public outreach and implementation strategies. This work will be coordinated closely with Ohio EPA TMDL staff and local partners and will promote greater stakeholder involvement in the TMDL process and implementation strategies (aka “9-element plans”) in the TMACOG region.

**Objectives:**
- **TMDL Stakeholder Outreach**
  - Assist Ohio EPA in distribution draft TMDL reports to stakeholders in the WLEB.
  - Communicate to stakeholders how they can provide meaningful public input once public notice of TMDL draft report is announced.
  - Assist Ohio EPA in organizing and hosting public meetings in conjunction with the rollout of the draft TMDL reports.
  - Disseminate fact sheets to WLEB stakeholders as OHIO EPA develops them
- **Coordinate a regional process for 9-element plan updates.**
  - Provide a forum for local stakeholders to participate in coordinated planning for TMDL implementation projects.
  - Identify stewards for each plan.
  - Determine a “TMACOG 9-element planning area”
  - Identify HUCs of regional importance that need 9-element plans.
  - Ensure that the 9-element plans recently developed and approved remain current through an open and regionally consistent update process.
  - Provide public information explaining the region’s process for timely updates of implementation strategies in the 9-element plans.

**Student Watershed Watch**

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

**Objectives:**
- Continue to evaluate training needs of teachers and provide targeted training opportunities to meet those needs.
- Provide necessary materials to participating schools for use in the program.
- Compile testing data from all participating schools and post data online using ArcGIS Online.
- Coordinate the SWW Summit for students to compare their findings and learn more about water quality issues.
- Work to help teachers/participants incorporate new education state standards into the SWW program.
- Include as many middle school teachers into the program as budget allows.
- Work directly with as many classes as possible through in-stream sampling and/or as an in-class guest speaker on water quality topics.
- Solicit sponsorships from new and existing governmental and non-governmental partners.
Goal: Protect and improve the water quality of the Portage River Basin by establishing processes and working groups within the Portage River Basin Council to implement the goals set by the *Portage River Watershed Plan*.

Objectives:

- Raise public awareness of the Portage River ecosystem and promote stewardship of its waterways.
- Work with watershed stakeholders to develop and implement projects supporting the *Portage River Watershed Plan*’s recommendations. Foster communication and cooperation between the agricultural and urban stakeholders of the watershed.
- Coordinate meetings of the Portage River Basin Council.
- Hold one or more goal-setting forums for members of the Portage River Basin Council and stakeholders.
- Develop solutions and projects to provide adequate drainage, reduce flooding, benefit the natural habitat, and improve and protect water quality in the Portage River Basin as recommended by the *Portage River Hydrological Study*.
- Ohio SB1 and SB150 are the strongest pieces of legislation to impact agriculture in recent history. Implementing and abiding by these rules will be key for producers in the area. TMACOG will work with the Soil and Water Conservation Districts (SWCDs) to ensure that adequate opportunities are presented to farmers.
- Collaborate on watershed-based projects to meet Great Lakes Water Quality Agreement Annex IV phosphorus load reduction targets from all sources.
- TMACOG, the Soil and Water Conservation Districts and other Portage River Basin Council partners will encourage the agricultural community to work with a suite of BMPs to ensure that multiple choices are available for farmers to address conservation issues on their farms.
- Proactively educate the watershed community, support SWCDs in writing and implementing nutrient management plans, signing landowners up for the Lake Erie Conservation Reserve Enhancement Program (CREP), and assisting Natural Resources Conservation Service (NRCS) with federal conservation assistance.
**53120 Portage & Toussaint River Agricultural Phosphorus Reduction**

**Goal:** Protect and improve the water quality of the Portage and Toussaint rivers and the Western Basin of Lake Erie by cost-share supported implementation of BMPs (nutrient management plans, VRT, cover crops, and water control structures) to achieve an estimated phosphorus load reduction of 7,221 pounds annually over three (3) years out of the total target reduction of 25,835 pounds per year. US EPA funding of $500,000 was secured through a GLRI grant to fund this activity.

**Objectives:**
- Form a project team with stakeholder agricultural agencies of the watershed.
- Outreach to farmers of watershed on the environmental and agronomic benefits of selected BMPs: nutrient management plans, VRT fertilizer application coupled with winter cover crops, and water control structures.
- Design a cost-share program that achieves maximum phosphorus load reduction while allowing the farmers an attractive incentive.
- The SWCDs will provide technical assistance and track BMP.
- TMACOG will issue and document cost share payments, and retain records as required by the grant.

**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:**
- Plan quarterly SWC meetings to address various aspects of the NPDES stormwater permits that are specific to the region and/or time of year.
- Coordinate Stormwater Action Group (SWAG), which provides technical support and guidance to SWC.
- Coordinate the Stormwater Coalition (SWC) to encourage sharing of information and resources in meeting National Pollution Discharge Elimination System (NPDES) stormwater permits, and solving stormwater management problems on a watershed basis.
- Coordinate SWC efforts and water quality policy recommendations with other TMACOG Water Quality committees.
- Assist Stormwater Coalition members in fulfilling the NPDES stormwater permit requirements for six minimum control measures:
  - Public Outreach and Education
  - Public Involvement
  - Illicit Discharge Detection and Elimination
  - Construction
  - Post-construction
  - Pollution Prevention/Good Housekeeping
- Reach out to new regulated MS4s in Wood and Lucas counties.
- Utilize the Clear Choices Clean Water-Greater Toledo Lake Erie program to help fulfill some SWC members permit requirements for public education and outreach (See 54400).
- Provide one workshop for member jurisdictions or the development community aimed at
improving implementation of stormwater and/or construction BMPs.

- Participate in, and support the Green Infrastructure Task Force.
- Provide Good Housekeeping training and educational materials as requested by member jurisdictions.
- Stay current with stormwater regulations and inform members of upcoming stormwater regulations and compliance deadlines.
- Provide individualized Stormwater Program Evaluations as requested by member jurisdictions.
- Connect local secondary, college, and university students with opportunities to participate in design, installation, or maintenance of green stormwater infrastructure projects.
- Participate in, and support the Toledo-Lucas County Rain Gardens Initiative.
- Encourage involvement of member jurisdictions in the Ohio Stormwater Association to facilitate communication with stormwater practitioners across the state.
- Identify up to two professional development opportunities for TMACOG Stormwater Program staff.
- Identify funding opportunities, facilitate project coordination, and provide SWAG technical support for stormwater projects that demonstrate best management practices, help meet National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) permit requirements, and support Total Maximum Daily Load (TMDL) implementation.
- Provide support to Toledo-Lucas County Land Bank and the City of Toledo to facilitate reuse of vacant properties for stormwater benefits.
- Review and provide feedback on stormwater issues and policies relevant to transportation through outreach to Ohio Department of Transportation and through coordination with TMACOG’s Transportation Department.
- Provide professional development opportunities for member communities and help meet personnel training requirements through membership in the Center for Watershed Protection (CWP). Host or organize group viewing of CWP stormwater-themed webcast series and facilitate discussion.
Goal: Maintain a regional water quality education campaign as a local affiliate of the national Clear Choices Clean Water program. The web-based program will be led by the members of TMACOG’s Stormwater Coalition with the goals of empowering the citizens of northwest Ohio to make impactful choices to improve water quality while also helping governments meet some Ohio EPA stormwater permit requirements for public involvement, participation, and education.

Objectives:
- Ensure ongoing funding through program administration, member and sponsor billing, and biennial payment.
- Establish CCCW working group that includes SWC members and partners.
- Integrate SWC goals and priorities into initial program set-up through CCCW working group.
- Work with CCCW national office to launch, host, and maintain CCCW website.
- Set timeline for regular updates to website, coordinate content updates with the CCCW working group, and implement updates on established timeline.
- Identify opportunities to promote CCCW at member and partner events.
- Distribute data reports to SWC members annually for inclusion in members’ required reports to Ohio EPA.
- Provide support to members seeking sponsorships.
- Provide support to member and partner stormwater education efforts.
60000 Transportation Council

Purpose: The Transportation Council oversees and manages the transportation planning and implementation functions of TMACOG. The Council is responsible for the implementation of the transportation program through its subcommittees and the TMACOG Transportation Department. Finally, it maintains communication on transportation issues among and between TMACOG’s other committees, other transportation stakeholders, and the broader regional community.

55000 Air Quality Issues

55200 Transportation Air Quality Outreach Program

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 Committee.
• Monitor potential emission reduction funding sources for local stakeholders and disseminate the information.
• Conduct the Ozone Action Season and Gas Cap Testing and Replacement programs.
• Maintain media awareness of Ozone Action Season and the media’s role in improving air quality and develop media sponsors.
• Increase awareness of air quality issues as related to ground level ozone formation and its effects by placing radio and television advertisements and distributing printed materials.

Methodology:

The Air Quality Committee 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 Transportation Council 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.

The Air Quality Committee will produce an annual Air Quality Summary to inform the region on monitoring results from the past year, regional attainment status, legislative updates on federal standards, and actions being taken to reduce pollutant levels.

The Toledo Metropolitan Area Council of Governments (TMACOG) coordinates the Ozone Action Season and the Gas Cap Testing and Replacement programs to raise awareness and alert the public to ozone levels and provide them with tools to help reduce emissions. The Gas Cap Testing and Replacement program is a community education and remediation program to replace faulty gas caps and also promote awareness of air quality issues and the impact of voluntary activities. This element is funded through a separate Congestion Mitigation Air Quality (CMAQ) project funding agreement (PID# 98940) and is not part of consolidated planning grant funds.
Products:
1. Complete testing program and sponsor up to 35 gas cap replacement events (based on intern availability) to identify failing or missing gas caps on light-duty vehicles in Lucas and Wood counties.
2. Compile an end-of-year gas cap program report for public distribution.
   a. Distribute Ozone Action Season fact sheets at community events.
   b. Update the TMACOG website to include current air quality information.
   c. Update the Ozone Action website to include the daily air quality forecasts.
   d. Purchase advertisements/media spots promoting program objectives.
4. Produce an annual Air Quality Summary.
5. Provide technical assistance to local governments, school districts, and fleet operators with emission reduction grants.
6. Work with the Green Fleets program to educate local governments, school districts, and fleet operators to reduce emissions.
7. Educate the local jurisdictions on the new Air Quality Standards for ground-level ozone.
8. Perform work as necessary related to Ohio’s Volkswagen settlement planning effort.
60100 Short Range Transportation Planning

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.

Methodology:

TMACOG 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:

a. Reconstruction of I-75 in Monroe County, Michigan.
c. Phase 2 of the I-75/I-475 systems interchange in downtown Toledo.
d. Reconstruction of the DiSalle Bridge and I-75 roadway through downtown Toledo.
e. Widening of I-475, Dorr St. and US 20A interchanges in western Lucas County.
f. Chessie Circle Trail pedestrian/bike improvements.
g. Other TIP-funded projects scheduled for FY 2018-2021 and beyond.

Tasks can include creating and taking a lead role in project teams 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 “On the Move: 2015-2045 Transportation Plan” (2045 Plan) highway projects that are charged to this element.

Products:
1. Support and participate in other agencies’ efforts to implement major elements of the “On the Move: 2015-2045 Transportation Plan” (Element 61100).
2. Provide staff and support for implementation of the above projects and ODOT Tier 2 and 3 improvements in our region identified by the Transportation Review Advisory Council (TRAC).
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 the Ohio Department of Transportation (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. TMACOG 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, TMACOG encourages local jurisdictions to utilize the data to prepare location safety studies and apply for safety study funding.

Products:
1. Use the most up-to-date data breakdown and post safety crash data by jurisdictions on the TMACOG website.
2. Update benchmarks using the most up-to-date crash data as well as historical data to show trends.
3. Work with the System Performance and Monitoring Committee to continue to identify high crash locations and suggest low- to high-cost improvements, to review crash data before and after safety-related construction projects, and to develop Highway Safety Manual reports for all reviewed locations.
4. Provide informational resources to local jurisdictions to assist their efforts to obtain safety funding through ODOT.
5. Provide Input to the update of the 2045 Plan.
6. Provide crash diagrams and supplemental information to members at their request.
Regional Passenger Rail Planning

Goal: To increase and improve passenger rail transportation serving the region.

Objectives:
- Increase personal mobility through a robust network of interconnected transportation modes.
- Ensure regional initiatives are coordinated with state, multi-state, and national rail initiatives.

Methodology:

As part of the regional planning process, TMACOG staff and committees consider all transportation modes, including passenger rail. TMACOG partners with the Toledo-Lucas County Port Authority, All Aboard Ohio, the Northwest Ohio Passenger Rail Association, Midwest High Speed Rail Association, Southeast Michigan Council of Governments (SEMCOG), and other agencies to institute faster and more reliable rail service and to work toward additional service where needed. TMACOG continues to look for “fix it first” strategies to improve rail service in the short term, while continuing to encourage implementation of significant intercity passenger rail service upgrades envisioned in the Ohio Hub, Midwest Regional Rail plans, and other plans as they develop.

Staff will work with and support the Passenger Rail Committee. TMACOG will facilitate coordination among and support the efforts of stakeholders, including transit and rail organizations, economic development and business interests, and Amtrak station area stakeholders. Three current initiatives focus on improvements to the Cleveland-Toledo-Detroit corridor, the Chicago-Toledo-New York corridor, and developing a plan for the Toledo Amtrak station area. Information on passenger rail issues will be provided through public events and through the TMACOG website. Rail-related data and information will be updated, and TMACOG will support implementation of priorities established in the 2045 Plan.

Products:
1. Hold at least one public informational event on passenger rail issues.
2. Work with stakeholders to improve passenger service to the region, including implementation of the 2045 Plan projects.
3. Hold a minimum of three meetings of the Passenger Rail Committee.
4. Update passenger rail-related data, information, and regulatory proceedings; publish on the TMACOG website.
5. Participate in and support efforts of local passenger rail advocacy groups, including the Northwest Ohio Passenger Rail Association and All Aboard Ohio.
6. Develop maps and accompanying information to support and inform stakeholders and the public of passenger rail proposals.
Goal: To improve the efficiency and reliability of the freight network and strengthen access to national and global trade markets to support economic productivity and competitiveness.

Objectives:

- Include the efficient movement of freight by all modes in the planning process.
- Strengthen the region’s position as a multimodal freight hub.
- Identify where freight transportation investments are needed.
- Establish baseline freight network performance measures based on established targets.
- Provide freight stakeholders a venue for discussion, coordination, and problem-solving.
- Raise public awareness of freight transportation concerns and opportunities.
- Consider potential impacts to safety, the environment, the community, and business from freight-related projects, initiatives, and policies.

Methodology:

Support projects, initiatives, and policies intended to improve freight movement efficiency and reliability. Work to promote and implement freight-related projects from the “On the Move: 2015-2045 Transportation Plan” (2045 Plan) and support the development of the 2045 Plan Update 2020. Support the development of freight-generating facilities including intermodal terminals, distribution centers, and industrial sites by encouraging investment in infrastructure, improving access, and improving connectivity. Plan for the potential impact these sites could have on regional transportation and on the community. Follow freight planning guidance provided by the FAST Act, the Transport Ohio Freight Plan, and the Michigan Freight Plan.

Determine where freight investments are needed by identifying key freight facilities and corridors, evaluating the adequacy of infrastructure, recognizing any changes in freight flow patterns, and assessing the performance of the freight network. Establish baseline freight network performance measures based on targets established for the long range transportation plan. Integrate these measures into the planning process and periodically report on progress. Update the targets and measures as needed to follow FAST Act requirements and ODOT recommendations.

Seek input from the TMACOG Freight Advisory Committee for local and regional freight planning efforts and use the committee meetings as a venue for sharing information, identifying problems, and developing solutions. To ensure the efficient and reliable flow of domestic and international freight between Ohio and Michigan, we will coordinate our planning efforts with the Southeast Michigan Council of Governments (SEMCOG) and the Detroit Regional Chamber of Commerce.

TMACOG will assist the Ohio Association of Regional Councils (OARC) and the Ohio Department of Transportation (ODOT) in the planning and presentation of the annual Ohio Conference on Freight, a significant forum for education, discussion, and innovation. The 2018 conference will be held in Cincinnati, Ohio.
Products:
1. Assist as needed with the planning and presentation of the annual Ohio Conference on Freight in coordination with OARC and ODOT.
2. Begin the process of identifying possible freight-related projects for the 2045 Plan Update 2020 by analyzing freight-flow data, traffic bottlenecks, modal conflicts, and infrastructure deficiencies.
3. Begin reviewing 2045 Plan freight initiatives and policies to decide what needs to be revised or added for the plan update.
4. Maintain and update as needed the inventory and map of the TMACOG Area Freight Network, a collection of highways, railways, seaports, and airports that are crucial to regional freight movement.
5. Establish freight network baseline performance measures based on targets identified for the 2045 Plan. Update the targets and measures as needed to follow FAST Act requirements, MDOT, and ODOT recommendations.
6. Provide data, maps, reports, and online resources that can help inform regional decision makers, freight stakeholders, and the public of freight transportation needs and concerns.
7. Monitor legislation that impacts the freight community and promote awareness of national, state, and local freight transportation concerns.
8. Provide staff and support for a minimum of four meetings of the TMACOG Freight Advisory Committee and encourage participation of freight stakeholders from all transportation modes.
**60150  Pedestrian and Bicycle Transportation Planning**

**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 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.

**Methodology:**

Through the Pedestrian and Bikeways Committee, TMACOG helps to coordinate the efforts of area jurisdictions and active transportation interests locally in the examination of personal transportation alternatives including pedestrian and bicycling provisions in the planning and design of transportation system improvements. TMACOG continues to sponsor activities such as Bike Month and other public relations activities to raise awareness of active transportation options. TMACOG also provides information for jurisdictions and the public to improve awareness and increase usage of existing facilities and resources.

Coordinate efforts with SEMCOG to improve multimodal regional mobility involving both Ohio and Michigan. Improve access to key destinations via pedestrian and bicycle modes and enhance connections between these non-motorized modes and other modes, especially transit.

Additionally, TMACOG 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.
**Products:**

1. Encourage transportation alternatives and promote increased usage through the activities of the annual Bike Month.
2. Continue the availability and distribution of TMACOG bicycle network maps and dissemination of printed and electronic materials.
3. Monitor and make members aware of all funding opportunities for pedestrian and bikeway improvements.
4. Continue to implement a bicycle traffic counting program and review data.
7. Support regional bikeway development efforts including conducting scheduled meetings of the Chessie Circle Trail Coordinating Committee.
8. Provide staff and support for the Pedestrian and Bikeways Committee and hold a minimum of four meetings.
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.

Methodology:

As part of our comprehensive regional planning process, the TMACOG staff and committees consider public transit (such as public bus, van, and streetcar service). TMACOG 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. During FY 2019, the new 2045 Plan – Update 2020 will begin development, introducing new transit projects as regional priorities.

TMACOG supports efforts to promote and improve public and human services transit by developing and distributing data and information via the TMACOG website, public events, and publications. Partnering with staff on transit work is the standing Public Transit Committee. A few years ago, TARTA was approved as the designated recipient of the urbanized area’s § 5310 federal funds, and TMACOG signed an agreement taking on the role of ranking and selecting projects for this funding.

Issues of ongoing concern include the adequacy of service for the growing numbers of elderly and disabled citizens, and geographic limitations of the existing public transit services. Thus, there is need both to implement recommendations of the human services-public transit coordination plans and to expand the footprint of public transit services.

Products:
1. Provide public data and information, such as ridership numbers, a minimum of two times during the year, on public transportation and its benefits, via the web, public meeting(s), and/or other means.
2. Maintain a committee to review and rank projects for the § 5310 federal funding program to improve transportation for elderly and disabled citizens.
3. Work with TARTA to produce a revised application, scoring criteria, initiate a solicitation round, and develop an informational workshop for the urban § 5310 federal funding program.
4. Support ongoing efforts of mobility management and other priority projects and initiatives listed in the coordinated human services-public transit plans and the regional transportation plan.
5. Assess multi-modal transportation service, identify gaps in connectivity, and work with stakeholders to address identified gaps.
6. Hold a minimum of four Public Transit Committee meetings.
**60190 Transportation Service**

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

**Objectives:**
- Provide members with assistance as needed with project planning.
- Provide or locate essential information or data for members as requested.
- Provide resources for meetings, events, discussion, networking, or education.
- Address the need for quick and efficient access to transportation information.
- Increase awareness of TMACOG resources available to our members and to the community.

**Methodology:**

Respond to the needs of TMACOG members by providing assistance with transportation planning, project funding, or developing partnerships. Provide data, statistics, maps, reports or other information as requested. Provide aid in locating specific data or provide links to data resources. Provide contact information for individuals or organizations as requested by members. Assist members with the planning and coordination of meetings or events and as needed, or provide a venue for coordination, discussion, or education.

Continue to build the TMACOG website into a comprehensive source for transportation information. Work with our communications staff to increase awareness of resources available from TMACOG, including online resources. Promote the many benefits and the value of a TMACOG membership.

**Products:**
1. Assist members with transportation project planning.
2. Provide transportation, demographics, safety, or freight data, GIS files, traffic counts, or other information as requested.
3. Create new maps or graphics, or provide copies of existing maps as requested by members.
4. Assist members with meetings or events as needed, or provide a venue for meetings, events, or education.
5. Continue to develop TMACOG’s online transportation resources, including the use of interactive maps.
6. Provide traffic projection results to members as needed.
7. Provide crash diagrams and supplemental information to members as needed.
8. Create and maintain the online regional highway projects map along with detailed project information. Update the map and information as needed.
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:
- Develop the local TIP in coordination with all procedures and initiatives of the FAST Act. 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 Federal Highway Administration funding program.
- Maintain the TIP for the planning area including incorporating and tracking local projects in the TIP.
- Incorporate the intent of the 2045 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 2045 Plan.

Methodology:
Traditionally the TIP is prepared biennially in conjunction with the State Transportation Improvement Program (STIP) for the state of Ohio. After adoption, the TIP is maintained on an ongoing basis to keep it current and relevant to projects in the planning region. The current FY 2018 - 2021 TIP was prepared and approved in FY 2017 and ongoing implementation and maintenance of that TIP continues to keep it current through amendments. As part of the FY 2019 Work Program, a new TIP will be developed to cover fiscal years 2020 - 2023.

Products:
1. The TIP Committee will continue to pursue the timely utilization of federal and state funding to maximize the use of available resources.
2. Publish the annual listing of highway, transit, pedestrian, and bikeway projects using federal funding in TMACOG’s area.
3. Monitor and maintain the FY 2018 - 2021 TIP.
4. Prepare the FY 2020 - 2023 TIP for adoption by the TIP Committee, the Transportation Council, and the Board of Trustees.
5. Support and participate in the Ohio Statewide Urban CMAQ Committee (OSUCC)
6. Provide staff and support for TIP Committee meetings to manage the program.
7. Document compliance with Title VI and Environmental Justice requirements.
60220  Transportation Improvement Program Management

Goal: To monitor, work with local jurisdictions, and best utilize the available resources of the Transportation Improvement Program (TIP) 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 2045 Plan Update 2020.

Methodology:

The ongoing maintenance of the TIP is managed through the following efforts:
- Monitoring the progress of project development of the TIP-related projects.
- Proactive management of the municipal planning organization sub-allocation funding to maintain a balance between project needs and funding type allocations.
- 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 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.

Products:
1. Prepare program monitoring reports with actions needed to keep projects on schedule.
2. Complete FY 2020 lockdown with the ODOT District 2 office staff.
3. Proactively manage TMACOG sub-allocation funding to actively pursue project schedules, track adherence to project development commitment dates, and notify project sponsors of missed commitment dates.
4. Work with project sponsors and ODOT District 2 to schedule project sales with quarterly goals of 20%, 30%, 30%, and 20% of projects sold in the respective quarters of the fiscal year.
5. Support and participate in the Ohio Statewide Urban CMAQ Committee (OSUCC)
6. Work with project sponsors and ODOT District 2 to identify the reservoir of projects ready to be sold totaling 25% of current year allocation.
Continuing Planning - Surveillance

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.

Methodology:

TMACOG staff will continue to maintain, update, and provide data and maps that are a necessary input to short range 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).

TMACOG staff will also assist jurisdictions to standardize their counting procedures and improve use of the Traffic Count Database System (TCDS) software and website program.

Products:
1. Maintain and update socioeconomic data files for the transportation study area.
2. Maintain and update network data files including newly constructed project information.
3. Maintain and update traffic count database.
4. Maintain and update GIS data (roads, political boundaries, Census, etc.).
5. Develop maps as required to assist various transportation committees and events.
6. Continue to work with local jurisdictions to use the Traffic Count Database System (TCDS) software to upload counts into the traffic count website.
7. Update the database that organizes all transportation data (ODOT inventory system, network inputs, counts, TIP projects, forecasts, etc.).
8. Support the coordination of advancing the development of traffic signal coordination in the region, holding meetings as needed.
9. Coordinate with ODOT and regional ITS stakeholders to support improved transportation system safety and security, as well as implementation of ITS projects within the ITS Plan and regional transportation plan.
10. Examine trends on the transportation network by comparing historical and new data (i.e. bridge condition, traffic counts).
11. Provide traffic count data upon request by TMACOG members and non-members.
12. Determine steps for evaluating performance measures in the long range transportation plan.
**Long Range Planning**

**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.

**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 general public. TMACOG completed the most recent plan, “On the Move: 2015-2045 Transportation Plan,” in 2015. 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 Committee and regional partners to prepare the next area transportation plan, the 2045 Plan Update 2020, which must be approved and take effect by July 1, 2020. The new plan will need to be developed in accordance with the current federal surface transportation legislation the FAST Act. Requirements include that the plan be performance-driven and outcomes-based; that is, the selected projects and strategies must help the region achieve specific objectives (performance targets) that reflect federal, state, and public transit goals and targets. The plan will incorporate information and recommendations from a variety of planning efforts such as the recent analysis of land use and growth patterns in the region, safety planning, and congestion management planning. Work on the regional transportation plan will begin in FY 2019 and be completed in FY 2020.

In support of transportation plan implementation, TMACOG worked with area stakeholders in the past fiscal year to develop the 2019-2020 Transportation Legislative Agenda as an informational resource. The Legislative Agenda encourages cooperation and coordination among regional partners. Additionally, the focus will be on 2045 Plan implementation. This includes activities to increase awareness and generate action in support of the plan’s goals, projects, and policies. Other efforts will include work on priority initiatives identified in the plan and achieving plan targets.
Products:
1. Prepare the 2045 Update 2020 Transportation Plan by completing the following products:
   a. 2045 Plan Update 2020 process table, including a public involvement plan.
   b. List of Plan goals
   c. Selection of employment and land use scenarios
   d. Transportation system facilities, performance, and needs report
2. Provide information and assistance in support of the current 2045 Plan, including presentations, distribution of plan documents, and input to state planning processes.
3. Refine targets (and related measures of success) to be achieved through implementation of the regional transportation plan and Transportation Improvement Program; develop templates for tracking and reporting progress on targets and project implementation.
5. Assist as requested in area community comprehensive plan updates and major development efforts.
6. Hold at least four meetings of the Transportation Planning Committee. Include informational presentations on planning issues at one or more of the meetings.
Continuing Planning – Procedural Development

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:

TMACOG 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 TMACOG continue in FY 2019. We will use the model for traffic projection requests as needed.

TMACOG will review the pavement management planning process using updated pavement condition data obtained by ODOT in 2017. The pavement management plan will aid local jurisdictions with the improvement of roadway and pavement inventories.

Products:
1. Continue to update the pavement management process with 2017 ODOT pavement condition rating (PCR) data.
   a. Inventory roadway pavement and combine into one database.
   b. Integrate pavement systems from area communities, such as City of Toledo PAVER database.
   c. Prepare a list and map of catch-up projects.
   d. Examine trends in the PCR data by comparing historical and new data.
2. Provide traffic projection results to members as needed.
3. Research data needs for a regional Transportation Asset Management Plan (TAMP)
4. Provide staff and support for System Performance and Monitoring Committee meetings.
5. Continue to refine and improve the capabilities of the traffic model, as well as perform updates to the highway network and other model input files as needed.
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.

Methodology:

The activities of the TMACOG staff and committee structure is directed toward an ongoing “3-C planning process” that is continuing, cooperative, and comprehensive. TMACOG provides staff and support for the activities of the transportation department, the Transportation Council and all of its subcommittees. 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 general public, report on major issues, and coordinate efforts of the diverse community of transportation stakeholders. TMACOG maintains environmental justice and public involvement in transportation planning in accordance with TMACOG’s public involvement policy document which is updated as needed. And last, the website is continuously updated, and it is used as a vehicle to communicate transportation planning efforts.

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

Products:
1. Produce the Annual Work Program Completion Report.
2. Convene a TMACOG Transportation Summit.
3. Provide staff and support for the Transportation Council.
4. Review and update the TMACOG Title VI Plan.
5. Review and update the TMACOG Public Involvement Policy.
6. Review and update the TMACOG transportation webpage.
7. Provide staff and support to regional and state transportation organizations and agencies.
73000 Share A Ride

Goal: To reduce single occupant vehicles (SOV) trips through ridesharing and vanpooling 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.

Methodology:

Gohio Commute is a software matching service that matches 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.

Products:
1. Maintain and update the ride sharing information on TMACOG’s website and Gohio Commute platform so that it is consistent with marketing efforts being used to promote the department’s programs.
2. Continue partnership with other Ohio MPOs to maintain software and track usage.
3. Participate in and support the Gas Cap Testing and Replacement program, which is held in partnership with the Ozone Action program to foster a greater awareness of the importance of air quality issues. Emphasize the importance of decreasing the amount of volatile organic compounds (VOCs) released into the air by the automobile.
4. Increase awareness of the Gohio Commute program through marketing and promotional programs.
**74000 Specialized Transportation**

**Goal:** To increase the availability of handicap accessible transportation.

**Objective:**
- Administer the Specialized Transportation Program (5310) program.

**Methodology:**

This program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary para-transit services. In accordance with federal regulations, § 5310 funds are to be apportioned to designated recipients in large urbanized areas (>200,000 in population). Formerly, these funds were apportioned to the state. Therefore, a new process for local administration of the revised 5310 program has been developed in cooperation with local transit agencies and stakeholders. A Memorandum of Understanding between TMACOG and TARTA established the roles and responsibilities of each agency and will guide implementation of the program.

**Products:**
1. Distribute the Call for Projects to eligible 5310 agencies and local governments in cooperation with TARTA.
2. Hold a specialized transportation application training session for eligible 5310 agencies to increase the number and quality of applications.
3. Assemble a scoring and ranking committee to review projects with the Human Services-Public Transit Coordination Plan, score and rank projects, and make recommendations for awards.
**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, to facilitate intergovernmental and public/private cooperation, and provide for the management and administration of TMACOG, its programmatic councils, policy committees, other committees, subcommittees, and staff in a safe working environment.

**99880 General Management**

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

Objectives:
- Design and develop for consideration by the Executive Committee and Board of Trustees, 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 General Assembly, Board of Trustees, and Executive Committee of TMACOG activities and of 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 optimum 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 our members and environmental partners to define and/or refine the vision and mission of TMACOG’s water quality efforts.
- Collaborate with established economic development agencies throughout northwest Ohio and southeast Michigan to encourage a broad regional approach to economic development.
- 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.
**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 2020.

**Objective:**
- 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.

**Finance, Audit & Administration**

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

The Finance, Audit & Administration Committee provides oversight and leadership for financial and administrative activities.

**Objectives:**
- Manage and administer TMACOG’s general, public liability, workers’ compensation, medical, life, auto, and public officials’ insurance coverage.
- Monitor and keep current TMACOG’s public records policy.
- Maintain an open and efficient policy for response to public information requests.
- Regularly review the TMACOG Employee Handbook to ensure it meets all legal obligations.
- Ensure all staff members are aware of expectations, policies, procedures, and benefits of employment with TMACOG.
- Provide training for all TMACOG staff members as dictated by the nature of the organization.
- Optimize TMACOG’s financial management system to better use the capabilities of the software.
- Continue to develop systems for use by TMACOG managers to better analyze and use provided financial information.
- Develop and recommend for adoption the *FY 2020 Annual Budget*.
- Develop and recommend for adoption the *FY 2020 Annual Membership Fee Schedule*.
- Recommend for adoption the *FY 2020 TMACOG Board of Trustees Weighted Vote Table*.
- Monitor agency expenditures and financial record keeping.
- Arrange for and review the annual audit of all FY 2018 financial records.
- Review and make certain all TMACOG fiscal policies are adequate to meet the needs of the agency.
**Membership**

**Goal:** To retain current members and solicit new members by promoting the value of membership, based on member needs and to select and present educational content and material that supports the goals and objectives set forth by TMACOG.

**Objectives:**
- Build a strong and effective membership:
  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 that impact regional economic opportunities and quality of life issues.
  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. Provide a forum for members to discuss and resolve issues of mutual relevance.
  5. Identify caucusing opportunities and participation at the general assembly and at other times during the calendar year to ensure that members have an opportunity to meet and discuss items of mutual interest.
- Work with other administrative committees to share and communicate updates.
- 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 to encourage participation.
  3. Identify newly elected officials and determine when membership visits/calls will be needed.
- Recruitment – develop a set of characteristics, qualities, attributes, or standards to identify key governmental and non-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.
  4. Recommend to the Executive Committee approval of new, non-governmental TMACOG members.
- Planning Events.
  1. Plan and coordinate TMACOG member events and educational programs, including the annual General Assembly, forum with state legislators, member caucuses, and TMACOG Tech education series.
  2. Provide forums for members to discuss and resolve issues of mutual relevance.
  3. Focus on sponsorships that will allow TMACOG to charge member and non-member registration fees for the TMACOG Tech presentations.
- Evaluate the effectiveness of current events.
  1. Conduct annual 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.
- Sponsorships.
  1. Identify potential sponsors from the TMACOG list of non-governmental members.
  2. Approach potential sponsors with a sponsorship package that lists the sponsorship level, identifies the cost and all the benefits.
3. Pursue in-kind sponsorships including professional services, venue donation, and printing.
4. Identify all program, event, and project opportunities that would benefit from extra sponsorship.
5. Expand potential sponsor pool to include non-members in the region including foundations.
6. Work with programmatic departments to make joint efforts to secure sponsorships.

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:
- Nominate candidates for leadership positions on the Executive Committee of TMACOG.
  1. A call for applications for leadership of the Executive Committee will be announced in the fall. Interviews will be conducted to select the best qualified persons for the positions of TMACOG chair and vice chair for election at the winter General Assembly. An intensive recruitment campaign will precede the interview process.
  2. A region-wide ongoing process will be used to identify and recruit individuals for appointment as members of standing committees, task forces, action groups, etc.
- Work collaboratively with other TMACOG committees to:
  1. Develop a strategic planning session to establish the direction of the organization.
  2. Identify caucusing opportunities and participation at the General Assembly and at other times during the calendar year to ensure that members have an opportunity to meet and discuss items of mutual interest.
  3. Develop a networking forum for members that would include an opportunity to caucus and meet with state lawmakers.
  4. 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 Leadership Development Committee for adoption, followed by the Executive Committee and Board of Trustees.
- Generate discussion and decisions about TMACOG programs for efficiencies 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 to the Executive Committee on an annual basis.
- Research and initiate a mentoring program for potential new committee and council members in coordination with the Membership Committee.
**General Assembly**

**Goal:** To hold a General Assembly that will serve as the annual meeting where officers and committee members of TMACOG are appointed or elected and when an in-depth review of the prior year’s accomplishments can be held.

The General Assembly will present opportunities for members to discuss issues of mutual relevance. The General Assembly Planning Committee, a subcommittee of the Membership Committee, will work collaboratively with other TMACOG committees to plan, develop, and coordinate activities for the annual General Assembly.

**Objectives:**
- Hold a General Assembly meeting in January 2019.
- Undertake the major business of TMACOG.
- Elect the officers and non-governmental Board of Trustees members for 2019.
- Survey membership to determine meaningful topics to discuss at caucus group meetings.
- Identify caucusing opportunities and participation at the General Assembly and at other times during the calendar year to ensure that members have an opportunity to meet and discuss items of mutual interest.
- Provide an opportunity for networking and interaction of members and regional partners.
- Welcome newly elected officials at the General Assembly.
Communications Department

Purpose: To improve internal and external perception and understanding of TMACOG through clear and concise communications to reach our local and regional audiences, and our national audiences which include national organizations and professional relationships.

Communications

Goal: The Communications Department provides quality communication products, services, and information in the most efficient and timely manner to our local, regional, and national audiences. The department staff provides information and resources to assist member governments, businesses, and agencies in their collaborations as they address regional opportunities and challenges; and the staff increases participation in and support for TMACOG activities.

Objectives:
- Continually seek new methods and strategies to improve communication, looking for opportunities presented by new technologies or developed from an expanding network of public and private connections.
- Provide all staff with tools and direction that they need for complete, professional presentations to the public.
- Use media and other outlets to reinforce the agency’s role as an expert resource and advocate for members.
- Coordinate the graphic and public relations workflow of project and events.
- Maintain quality control of internal and external printed and electronic communications.

Communications Committee

Goal: The Communications Committee is a valuable asset for the Communications Department and the entire TMACOG staff, providing direction on ways to improve communications to our local, regional, and national audiences and expanding TMACOG connections to include statewide and national organizations or professional relationships.

Objectives:
- Evaluate current communications tools.
- Annually review and evaluate the agency marketing plan.
- Assist the Communications Department in developing new marketing strategies.
Public Information and Public Relations

**Goal:** Our local, regional, and national audiences are well-informed and have an excellent opinion of TMACOG and its activities.

**Objectives:**
- Write and/or edit agency communication tools Ex: *Big Picture*, annual report, website items, and promotional pieces for events.
- Develop TMACOG publications to drive agency initiatives.
- Draft correspondence for TMACOG president and chair, and other leadership as requested including editorials, op-ed essays, and guest columns.
- Research and monitor initiatives of partner agencies to pool resources and support.
- Respond to public informational requests and inquiries.
- Review and proof written pieces for consistency and accuracy.
- Provide news releases to media in a timely manner.
- Target and develop opportunities for speakers bureau presentations.
- Promote TMACOG programs and events as featured news items.
- Respond to media in a timely manner on issues and opportunities of the agency.
- Strategically use social media and electronic bulletin boards as public information and public relations tools.

Marketing

**Goal:** Paid advertising persuades our local, regional, and national audiences to engage with TMACOG and its programs.

**Objectives:**
- Cultivate and improve media relations.
- Use social media as a tool to further TMACOG’s mission.
- Coordinate media events.
- Create marketing plans and place paid advertising in all media - print, radio, TV, internet, outdoor, signage, and mobile advertising to support Gohio Commute, Ozone Action Season, Bike Month and other program activities.
- Update and implement agency-wide marketing plan.

TMACOG Directory of Local Public Officials

**Goal:** The staff annually publishes an accurate and useful TMACOG Directory of Public Officials.

**Objectives:**
- Update the information for the elected and appointed officials in our region. Research and update content including non-governmental members, state and federal legislators, educational institutions, media, and chambers of commerce.
- Research electronic media options for distribution of the *Directory of Public Officials.*
Graphics Department

Goal: The graphics department produces quality images and programs that enhance the image of the organization to our members, media, potential members, and the general public in the most efficient and cost-effective way.

Objectives:
- Produce all TMACOG graphics to be used in the production of TMACOG documents, reports, and mailings.
- Design and produce all printed and electronic pieces such as annual reports, brochures, newsletters, and flyers.
- Design and produce graphics to be used at all TMACOG events.
- Maintain and position the TMACOG website effectively on the World Wide Web.
- Research and develop new tools to be used to enhance communications through the website.
- Maintain proficiency in graphic and computer technology.
- Coordinate the workflow of TMACOG bulk mailings.
- Evaluate time, cost, quality, and efficiency of in-house copier/printers and external service bureaus to minimize cost and increase efficiency.
- Design printed ads, billboards, t-shirts, and other specialty items.
- Design and distribute electronic marketing materials.

Social Media

Goal: The TMACOG social media plan improves member interaction with TMACOG services and activities and builds the TMACOG reputation for timely, valuable communication.

Objectives
- To communicate better with members by targeted sharing of information across the variety of media.
- To evaluate the role of Facebook, YouTube, Twitter, Instagram, TMACOG Blog and Newsline, and create integrated plans for each stream.
- To encourage member feedback by making dialog easy and quick.
- To emphasize our message by reiterating it to our public through multiple avenues.
- To impact our core audiences: existing members, potential members, and the general public.
**99970 Computer Systems**

**Goal:** To develop and maintain a top-level computer system that remains consistent with technology changes as they occur.

**Objectives:**
- Repair, maintain, and update computer system.
- Train staff on software.
- Analyze existing equipment and software and replace those components and programs that become obsolete.

**99980 Human Resources**

**Goal:** To create and maintain an office atmosphere that is conducive to effective and efficient productivity from all TMACOG staff members.

**Objectives:**
- 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.
- Management will encourage each individual to increase levels of personal responsibility in his or her role at TMACOG.