



Northeast Ohio Areawide Coordinating Agency

# FY 2026 Overall Work Program

March 2025

**ADOPTED:**

March 2025

**UPDATED:**

September 2025



## 2025 NOACA Board of Directors

### Board Officers

#### President

**Chris Ronayne**  
*Cuyahoga County Executive*

#### First Vice President

**Justin Bibb**  
*Mayor, City of Cleveland*

#### Second Vice President

**James W. Dvorak**  
*Geauga County*

#### Secretary

**Jeff Riddell**  
*Lorain County Commissioner*

#### Treasurer

**Morris W. Beverage, III**  
*Lake County Commissioner*

#### Immediate Past President

**Jeff Brandon**  
*Trustee Chair, Montville Township*

#### Assistant Secretary

**Annette M. Blackwell**  
*Mayor, City of Maple Heights*

#### Assistant Secretary

**Blaine Griffin**  
*Cleveland City Council, Ward 6*

#### Assistant Secretary

**Aaron Harrison**  
*Medina County Commissioner*

#### Assistant Secretary

**John Plecnik**  
*Lake County Commissioner*

#### Assistant Treasurer

**Jack Bradley**  
*Mayor, City of Lorain*

#### Assistant Treasurer

**Michael Dylan Brennan**  
*Mayor, City of University Heights*

#### Assistant Treasurer

**Andy Conrad, P.E., P.S.**  
*County Engineer, Medina*

#### Assistant Treasurer

**Mark Cunningham**  
*Columbia Township Trustee*

### Board Members

#### Cuyahoga County

**Samuel J. Alai**  
*Mayor, City of Broadview Heights*

**Larry Antoskiewicz**  
*Mayor, City of North Royalton*

**Annette M. Blackwell**  
*Mayor, City of Maple Heights*

**Pamela Bobst**  
*Mayor, City of Rocky River*

**Michael Dylan Brennan**  
*Mayor, City of University Heights*

**Matthew Castelli**  
*Mayor, City of Middleburg Heights*

**Mary Cierebiej**  
*Executive Director, Cuyahoga County Planning Commission*

**Timothy J. DeGeeter**  
*Mayor, City of Parma*

**Michael Dever**  
*Director of Public Works, Cuyahoga County*

**Kirsten Holzheimer Gail**  
*Mayor, City of Euclid*

**Michael Houser, Sr.**  
*County Council Member*

**Meghan George**  
*Mayor, City of Lakewood*

**Chris Ronayne**  
*County Executive*

**Kahlil Seren**  
*Mayor, City of Cleveland Heights*

**Kim Thomas**  
*Mayor, City of Richmond Heights*

#### City of Cleveland

**Justin Bibb**  
*Mayor, City of Cleveland*

**James DeRosa**  
*Director, Office of Capital Projects*

**Marka Fields**  
*Interim Director, City Planning Commission*

**Blaine A. Griffin**  
*Ward 6, Council President*

**Stephanie Howse-Jones**  
*Ward 7, Council Member*

**Brian Kazy**  
*Ward 16, Council Member*

**Kerry McCormack**  
*Ward 3, Council Member*

**Calley Mersmann**  
*Sr. Strategist for Transportation & Mobility*

#### Geauga County

**Carolyn Brakey**  
*County Commissioner*

**James W. Dvorak**  
*County Commissioner*

**Ralph Spidalieri**  
*County Commissioner*

#### Lake County

**Morris W. Beverage, III**  
*County Commissioner*

**Ben Capelle**  
*CEO, Laketran*

**Alan Exley, P.E., P.S.**  
*County Engineer*

**John Plecnik**  
*County Commissioner*

**Richard Regovich**  
*County Commissioner*

#### Lorain County

**Jack Bradley**  
*Mayor, City of Lorain*

**Kevin Brubaker**  
*Mayor City of Elyria*

**Kenneth Carney, Sr., P.E., P.S.**  
*County Engineer*

**Kevin Corcoran**  
*Mayor of North Ridgeville*

**Mark Cunningham**  
*Trustee, Columbia Township*

**David Moore**  
*County Commissioner*

**Jeff Riddell**  
*County Commissioner*

#### Medina County

**Jeff Brandon**  
*Trustee Chair, Montville Township*

**Andy Conrad, P.E., P.S.**  
*County Engineer*

**Aaron M. Harrison**  
*County Commissioner*

**Paul Magovac**  
*City Engineer*

#### Regional and State

**David Gutheil**  
*Interim President and CEO, Cleveland-Cuyahoga County Port Authority*

**Paul Koomar**  
*Board President, Greater Cleveland Regional Transit Authority*

**John Picuri, P.E.**  
*Deputy Director, District 12, Ohio Department of Transportation*

**Kyle Dreyfuss-Wells,**  
*Chief Executive Officer, Northeast Ohio Regional Sewer District*

#### Ex Officio Members

**Ferzan M. Ahmed, P.E.**  
*Executive Director, Ohio Turnpike and Infrastructure Commission*

**David Emerman** *District Chief, Ohio EPA, Northeast District Office*

### NOACA Directors

**Grace Gallucci**  
*Executive Director & CEO*

**Ronnie Blackshear**  
*Deputy Director of Policy and Compliance*

**Lindy Burt**  
*Director of Administrative Services*

**Joseph MacDonald, Ph.D**  
*Director of Strategic & Environmental Planning*

**Ali Makarachi, Ph.D**  
*Director of Transportation Planning & Engineering*

**Ed May**  
*Director of Programming*

**Danielle Render**  
*Director of Public Affairs*

**Deborah Wordell**  
*Director of Finance*

**NOACA SFY 2026 OWP**

<p>1) Title &amp; Subtitle</p> <p align="center">NOACA SFY 2026 Overall Work Program</p>	<p>2) NOACA Archive No.</p> <p align="center">SFY 2026 OWP</p>
<p>3) Author(s)</p> <p>a) Principal coordinator: Grace Gallucci b) Other contributors: NOACA Directors and staff</p>	<p>4) Report Date</p> <p align="center">March 2025</p>
<p>5) Performing Organization Name &amp; Address</p> <p>Northeast Ohio Areawide Coordinating Agency 1299 Superior Avenue, Cleveland, OH 44114-3204 Phone: (216) 241-2414 FAX: (216) 621-3024 Website: <a href="http://www.noaca.org">www.noaca.org</a></p>	<p>6) Project Task No.</p>
	<p>7) NOACA Contract/Grant No.</p> <p align="center">ODOT/FHWA</p>
<p>8) Sponsoring Agency Name &amp; Address</p> <p>Ohio Department of Transportation 1980 W. Broad St., Box 899 Columbus, OH 43216-0899</p>	<p>9) Type of Report &amp; Period Covered</p> <p align="center">July 1, 2025-June 30, 2026</p>
	<p>10) Sponsoring Agency Code</p>
<p>11) Supplementary Notes</p> <p>Federal funding for this project was provided by the Federal Highway Administration and administered by the Ohio Department of Transportation.</p>	
<p>12) Abstracts</p> <p>This document contains transportation and environmental planning projects and programs to be conducted by NOACA staff for state fiscal year (SFY) 2026, which begins July 1, 2025 and ends June 30, 2026.</p>	
<p>13) Key Words &amp; Document Analysis</p> <p>A. Descriptors - Air Quality Program; Water Quality Program; Transportation Program B. Identifiers/Open Ended Terms</p>	
<p>14) Availability Statement</p> <p align="center">NOACA</p>	<p>15) No. Pages</p>
	<p>16) Price</p>

# Fiscal Year 2026

(July 1, 2025 - June 30, 2026)

## Overall Work Program

Northeast Ohio Areawide Coordinating Agency



**Chris Ronayne**  
BOARD PRESIDENT

**Grace Gallucci**  
EXECUTIVE DIRECTOR

Preparation of this publication was financed by appropriations from the counties of and municipalities within Cuyahoga, Geauga, Lake, Lorain, and Medina; the U.S. Environmental Protection Agency; and the U.S. Department of Transportation, Federal Transit Administration, and Federal Highway Administration, in conjunction with the Ohio Department of Transportation. The views and opinions of the authors or agency expressed herein do not necessarily state or reflect those of the funding organizations.

## CONTENTS

<a href="#"><u>ORGANIZATION AND MANAGEMENT</u></a>	Page <b>7</b>
<a href="#"><u>WORK OF THE AGENCY</u></a>	Page <b>15</b>
<a href="#"><u>SUMMARY</u></a>	Page <b>22</b>
<a href="#"><u>DIVISIONS</u></a>	Page <b>32</b>
<a href="#"><u>BUDGET AND OWP BY PROJECT</u></a>	Page <b>59</b>
<a href="#"><u>FY 2026 EXPENDITURE TABLE</u></a>	Page <b>151</b>
<a href="#"><u>TRANSIT AGENCY PLANNING ACTIVITIES</u></a>	Page <b>155</b>
<a href="#"><u>RESOLUTION OF THE BOARD OF DIRECTORS</u></a>	Page <b><u>159</u></b>



Northeast Ohio Areawide Coordinating Agency

# Organization and Management

## ORGANIZATION AND MANAGEMENT

### History and Description of the Agency

The Northeast Ohio Areawide Coordinating Agency (NOACA) was formed in 1968 for the purpose of coordinating planning and development activities in Northeast Ohio. The Demonstration Cities and Metropolitan Development Act of 1966 and the Intergovernmental Cooperation Act of 1968 provided the impetus for the creation of the Agency.

In 1969, NOACA merged with the Cleveland Seven County Transportation Land Use Study (SCOTS), which had been established in 1964 in response to requirements of the 1962 Federal-Aid Highway Act. At the time, that Act required a metropolitan area to prepare a comprehensive transportation/land use plan for the area to receive federal highway funds.

Additionally, in 1975, the Northeast Ohio Lake Erie Basin (NEOLEB) organization was designated by the Governor of Ohio under provisions of the federal Clean Water Act to perform the areawide water quality management planning required under Section 208 of that Act. In 1990, the NOACA Board assumed the NEOLEB Board's areawide planning responsibilities for the five-county area. NOACA is organized under the Ohio Revised Code pursuant to the joint powers of County Government at ORC 307.14 et seq.

Throughout the years, Congress has written a series of transportation laws requiring a "continuing, cooperative and comprehensive (3C) metropolitan planning process in major metropolitan areas." This has given metropolitan planning organizations (MPOs) such as NOACA a key role in transportation planning and project funding for their respective regions. The locally elected officials who serve on MPO Boards decide how federal highway, bikeway and transit funds will be spent within the metropolitan region. For NOACA, the context in which those decisions are made is shaped by several Board-approved policy documents.

NOACA's Regional Strategic Plan defines the Agency's mission statement, plus goals and strategies for effectively allocating the region's resources. NOACA's *Long-Range Plan* creates a detailed vision for the region's transportation system over a 20-year period. Through its Transportation Improvement Program, that long-range vision is translated into a four-year, fiscally constrained capital budget for highway, bikeway, and transit projects. Finally, the Overall Work Program outlines a work plan for staff each year.

In addition to the above activities, NOACA is designated to coordinate and review some federal and state-funded planning and development activities for a five-county area of Northeastern Ohio. The agency is the region's coordinator for certain programs of the following federal and state agencies: U.S. Department of Transportation (DOT), Federal Transit Administration (FTA), and Federal Highway Administration (FHWA), in conjunction with the Ohio Department of Transportation (ODOT), U.S. Environmental Protection Agency (EPA), and Ohio Environmental Protection Agency (OEPA).

## NOACA Board of Directors

As a federally designated metropolitan planning organization, NOACA's Board of Directors is charged with determining how certain federal surface transportation funds will be spent in Northeast Ohio, and for helping to ensure that NOACA and its partners properly carry out the federally required comprehensive, cooperative, and continuing (3C) planning process. NOACA also conducts certain air and water quality planning activities, which the Board of Directors oversees. In addition, the NOACA Board serves as a forum for locally elected officials to discuss regional issues and intergovernmental cooperation.

The 48 members who comprise NOACA's Board of Directors represent five counties, plus the communities and transit agencies of Cuyahoga, Geauga, Lake, Lorain, and Medina. Membership distribution is proportionate to the population among the region's five counties, according to NOACA's Code of Regulations. NOACA's Board of Directors members are the policy makers for NOACA. Figure 1 depicts NOACA's board committee structure.

### Composition of the NOACA Board of Directors (per NOACA Code of Regulations)

#### 1) Cuyahoga County (26)

- a) County Government
  - i) County Executive
  - ii) Director of Public Works
  - iii) County Executive Appointee
  - iv) County Council Member
- b) Regional Authorities
  - i) Northeast Ohio Regional Sewer District
  - ii) Greater Cleveland Regional Transit Authority (GCRTA)
  - iii) Cleveland-Cuyahoga County Port Authority
- c) Cuyahoga Suburban Regions
  - i) West Shore Region
  - ii) Southwest Region
  - iii) South/Central Region
  - iv) Cuyahoga Region
  - v) Chagrin/Southeast Region
  - vi) Heights Region
  - vii) Hillcrest Region
  - viii) City of Cleveland Heights
  - ix) City of Euclid
  - x) City of Lakewood
  - xi) City of Parma
- d) City of Cleveland
  - i) Mayor
  - ii) Director of Capital Projects
  - iii) Mayor Cabinet Member
  - iv) Council Member
  - v) Council Member
  - vi) Council Member
  - vii) Council Member
  - viii) City Planning Director

## NOACA SFY 2026 OWP

### 2) Geauga County (three)

- a) County Government
  - i) County Commissioners (Three)

### 3) Lake County (five)

- a) County Government
  - i) County Commissioners (Three)
  - ii) County Engineer
  - iii) Laketrans

### 4) Lorain County (seven)

- a) County Government
  - i) County Commissioner (Three)
- b) City of Lorain
- c) City of Elyria
- d) Municipal Representative
- e) Townships Representative

### 5) Medina County (four)

- a) County Government
  - i) County Commissioners (Three)
  - ii) County Engineer

### 6) State of Ohio (three)

- a) Department of Transportation (Appointed by ODOT Director)
- b) Ohio Turnpike and Infrastructure Commission (ex-officio, non-voting)
- c) Ohio Environmental Protection Agency, Northeast District Office (ex-officio, non-voting)

## 208 Policy Board

The NOACA Board of Directors also functions as the 208 Policy Board for the Northeast Ohio Lake Erie Basin (NEOLEB), in compliance with Section 208 of the Clean Water Act. In this capacity, it oversees a continuing process for area-wide water quality management planning in five rivers that are tributaries to Lake Erie, plus direct areas that drain to the lake away from those five rivers. The 208 Policy Board adopted a Water Quality Plan in 1979, which has since been regularly updated to reflect changing water quality conditions and management strategies.

Additional subcommittees, advisory councils, task forces, and working groups support the efforts of the Board and its committees, as necessary.

## NOACA Standing Committees

*Executive Committee* – This committee provides advice to the Executive Director and staff, reviews agency policy documents, approves Board agendas, and carries out specific responsibilities as delegated by the Board of Directors. Other standing committees present items for Board discussion or approval to the Executive Committee for placement on the Board's agenda.

*Planning and Programming Committee* – This committee provides policy recommendations to the NOACA Board of Directors regarding the Agency's transportation and environmental planning responsibilities.

## **NOACA SFY 2026 OWP**

*Finance and Audit Committee* – This committee is responsible for selecting outside auditors, reviewing Agency accounting and financial controls, general financial oversight for the Agency, and reporting audit results annually to the Board of Directors.

*Governance Committee* – This committee nominates officers of the Board of Directors and conducts the election of those officers. The Governance Committee also creates and implements an orientation program for new Board members, monitors the reporting of known and potential conflicts of interest, and recommends to the Board proposed revisions to the Code of Regulations, as necessary.

*Policy Committee* – This committee assists the Agency and its members in the development of comprehensive, long-range policies in transportation asset management, and transportation investment and strategy, including regional strategic planning. The Policy Committee also serves as a forum for exchanging information regarding planning issues within the members' jurisdictions and assists in the development of the Overall Work Program.

*External Affairs Committee* – This committee assists the Agency in its relationships with various government agencies and subdivisions, the media, and the public.

### **NOACA Subcommittees and Councils**

*Water Quality Subcommittee* – The Water Quality Subcommittee provides advice and policy recommendations to the Planning and Programming Committee regarding the Agency's water quality management planning responsibilities.

*Air Quality Subcommittee* – The Air Quality Subcommittee provides advice and policy recommendations to the Planning and Programming Committee regarding the Agency's air quality planning responsibilities.

*Transportation Subcommittee* – The Transportation Subcommittee provides policy recommendations to the Planning and Programming Committee regarding transportation matters affecting the planning area.

*Equity Subcommittee* – The Equity Subcommittee ensures that racial equity is embedded in all NOACA's work. The Equity Subcommittee provides advice and recommendations to the Policy Committee.

*Transit Council* – The Transit Council advises the Transportation Subcommittee on public transit issues, with the goal of providing better transportation choice, improved air quality and reduced traffic congestion through greater use of public transit.

*Bicycle and Pedestrian Advisory Council (BPAC)* – The BPAC assists the Transportation Subcommittee in proposing bike and pedestrian accommodations during the project planning stages. The BPAC helps NOACA increase modal choices by encouraging bicycling as a viable transportation mode, and by supporting facilities that increase bicycle and pedestrian use.

*Business Advisory Council (BAC)* – The BAC assists the External Affairs Committee by providing insight and feedback on how the Agency's programs and policies affect business and economic development in Greater Cleveland. BAC members channel information back to the business community to ensure that it is conveyed and understood.

*Community Advisory Council (CAC)* – The CAC assists the External Affairs Committee by providing feedback on how the Agency's programs and policies are carried out on the local level. CAC members are invaluable resources for promoting public awareness of NOACA's programs and activities and encouraging participation and involvement in planning efforts by the public.

## NOACA SFY 2026 OWP

*Rural Advisory Council (RAC)* – The RAC advises NOACA’s External Affairs Committee on the public policy and planning priorities of interested parties from rural communities within the region, and on how NOACA planning work can maximize beneficial outcomes for urbanized and rural communities alike.

*Safety and Operations Council (SOC)* - The SOC provides recommendations about regional safety and operations programs to the Transportation Subcommittee. The SOC also guides the implementation of SAVE: NOACA’s Plan for Transportation Safety.

*Emerging Leaders Advisory Council (ELAC)* - The ELAC advises NOACA’s External Affairs Committee on the public policy and planning priorities of interested parties from the emerging leader community within the NOACA region, and inspires new ideas, approaches, and perspectives for growing NOACA’s stakeholder and community connections now and into the future.

*Economic Development Subcommittee (EDS)* - The EDS provides advice and policy recommendations to the Policy Committee to support economic growth and enhance quality of life. The EDS is a forum for regional collaboration to support regional economic growth.

# NOACA Board Committee Structure

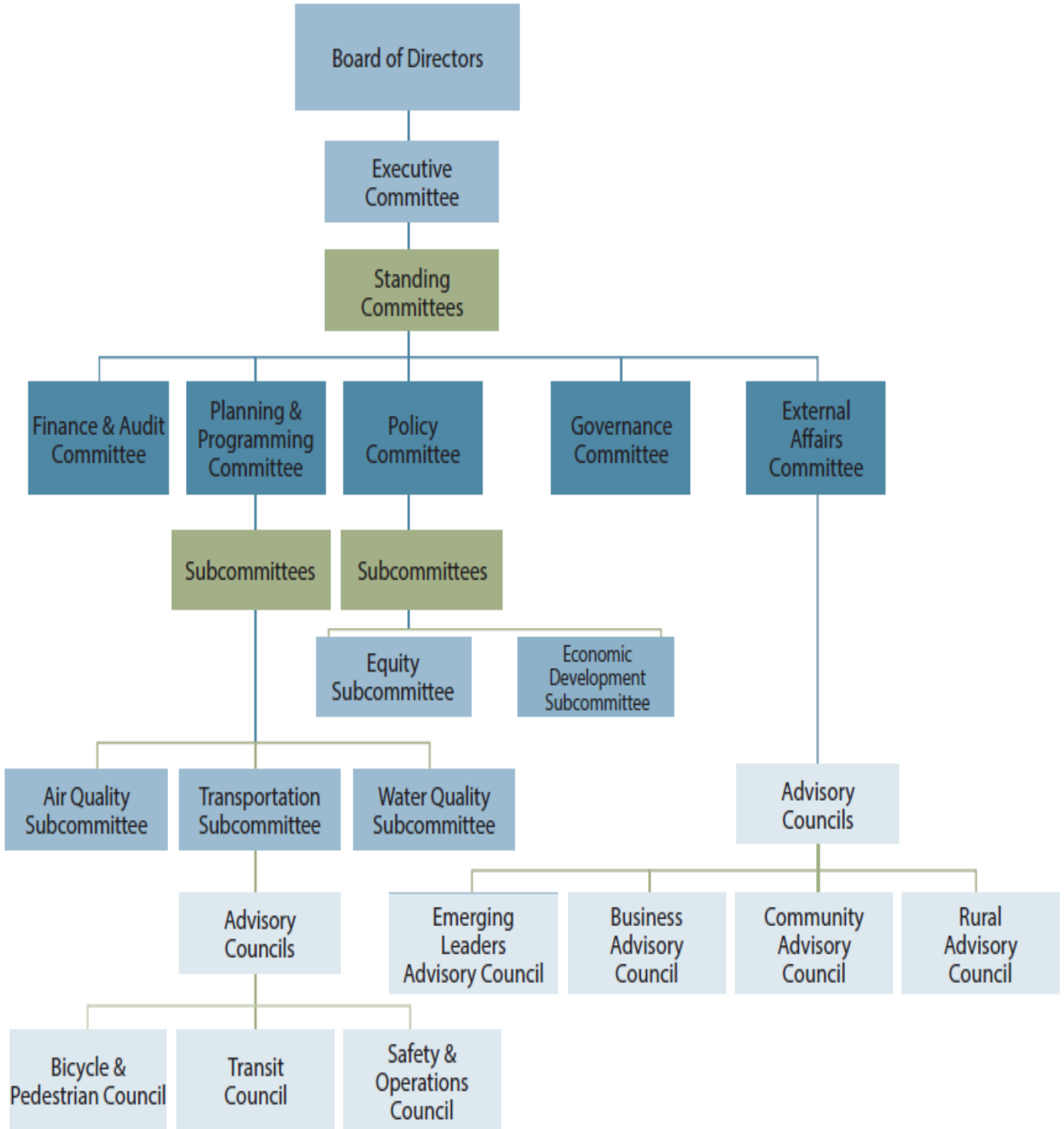
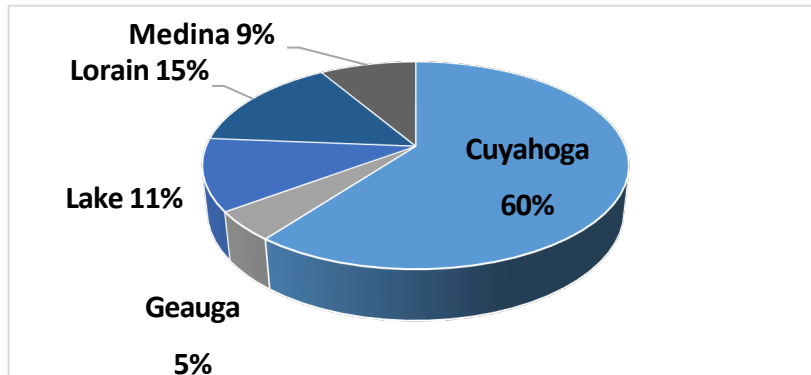


Figure 1: NOACA Board and Committee Structure

## Description of the Planning Area

While NOACA is politically organized as a five-county Agency, its planning boundaries and responsibilities vary by program area. NOACA’s transportation planning program covers the five Northeast Ohio counties of Cuyahoga, Geauga, Lake, Lorain and Medina (exclusive of the City of Vermilion) as shown below (Figure 2). The region has a total population of nearly 2.09 million, with 60 percent residing in Cuyahoga County.

Figure 2: NOACA Five-County Planning Area Population



Source: U.S. Census Bureau, 2020 Census Redistricting Data (Public Law 94-171) Summary File.

## Environmental Planning Boundaries

The Agency’s environmental programs require coordination beyond NOACA’s five-county metropolitan region. For air quality purposes, NOACA coordinates its efforts with the Akron Metropolitan Area Transportation Study (AMATS), local air quality agencies, and ODOT for the eight-county planning area (Table 1), which has a total population of nearly 2.9 million.

Table 1: U.S. 2010 Population and 2020 Population for NOACA's Eight-County Environmental Planning Area

COUNTY	POPULATION 2010	POPULATION 2020
Ashtabula	101,497	97,574
Cuyahoga	1,280,122	1,264,817
Gauga	93,389	95,397
Lake	230,041	232,603
Lorain	301,356	312,964
Medina	172,332	182,470
Portage	161,419	161,791
Summit	541,781	540,428

Source: U.S. Census Bureau, 2010 Census Redistricting Data (Public Law 94-171) Summary File; 2020 Census Redistricting Data (Public Law 94-171) Summary File.

NOACA is one of six areawide agencies designated by the Ohio governor to develop and implement regional wastewater and water quality plans known as 208 Plans. NOACA’s current 208 Plan, *Clean Water 2020*, will serve Cuyahoga, Geauga, Lake, Lorain, and Medina counties for the next 20 years. For water quality, NOACA coordinates with the Erie Regional Planning Commission (ERPC), designated management agencies, and local governments to implement the required management planning for the five-county planning area.



# NOACA

Northeast Ohio Areawide Coordinating Agency



NOACA will **STRENGTHEN** regional cohesion, **PRESERVE** existing infrastructure, and **BUILD** a sustainable multimodal transportation system to **SUPPORT** economic development and **ENHANCE** quality of life in Northeast Ohio.

## Work of the Agency

## WORK OF THE AGENCY

In compliance with all applicable state and federal laws and regulations, the NOACA Board directs the Agency's planning activities in these four separate but interconnected areas:

### Transportation

In accordance with federal transportation law, NOACA is the federal and state designated metropolitan planning organization responsible for transportation planning in Northeast Ohio. Based on NOACA Board direction and consistent with federal and state requirements, its functions are to:

- Maintain certification as the metropolitan planning organization for the Cleveland and Lorain-Elyria urbanized areas (*Certification Review of the Metropolitan Transportation Planning Process for the Cleveland, Ohio Transportation Management Area - FTA/FHWA 2025*)
- Maintain and enhance the "3-C" (continuing, cooperative, and comprehensive) transportation planning process
- Produce a long-range (20+ year) intermodal transportation plan that considers highways, transit, rail, pedestrian and bicycle transportation (*weNEO2050+ – June 2025*) in coordination with the State and its plans, including Access Ohio 2045 and performance-based planning processes
- Manage a short-range (four-year) Transportation Improvement Program (TIP) that lists and prioritizes federally funded transportation improvements (*FY2026-2029 Transportation Improvement Program – April 2025*)
- Build public awareness of transportation-related issues and solicit meaningful public feedback on NOACA's planning activities (*NOACA Public Interaction Policy, December 2015*)
- Coordinate sharing of transportation and related socioeconomic, land use and infrastructure information among implementing agencies and other users
- Assist local jurisdictions and implementers in planning and program development for transportation-related issues and projects
- Identify and address legislative, institutional and funding issues, including both problems and opportunities concerning the transportation program area
- Conduct Intergovernmental Review and Consultation (IGRC) as part of its Project Planning Review (PPR) process

### Water Quality

In accordance with Section 208 of the Federal Clean Water Act, NOACA is the federally designated areawide water quality management planning agency for the five-county Northeast Ohio Lake Erie Basin (NEOLEB) planning area. Through contracts with the Ohio EPA and based on NOACA Board direction, NOACA works to:

## NOACA SFY 2026 OWP

- Maintain the Section 208 continuing planning process for the NEOLEB planning area in cooperation with the Ohio Environmental Protection Agency
- Maintain a regional policy forum for the identification, discussion and resolution of water quality management planning issues concerning local communities and "Designated Management Agencies" (i.e. agencies designated to perform water quality management functions under the 208 plan)
- Build public awareness of water quality issues through public education and communication

### Air Quality

NOACA continues its efforts to assist the State of Ohio in addressing Northeast Ohio's air quality concerns. Northeast Ohio is currently a serious nonattainment area for the 2015 ozone (O<sub>3</sub>) NAAQS, as of January 16, 2025, the region did not meet the attainment date on August 3, 2024. The U.S. EPA re-designated areas of Northeast Ohio to "maintenance" for particulate matter (PM<sub>10</sub> and PM<sub>2.5</sub>), sulfur dioxide, and lead pollution. However, on February 7, 2024, the U.S. EPA strengthened the primary annual PM<sub>2.5</sub> NAAQS from 12 µg/m<sup>3</sup> to 9 µg/m<sup>3</sup>, while retaining the primary and secondary 24-hour PM<sub>2.5</sub> NAAQS. Based on 2021-2023 PM<sub>2.5</sub> values, the most recent years for which there is certified data, Cuyahoga County would be the only area in Northeast Ohio in nonattainment with a value of 12.4 µg/m<sup>3</sup>.

NOACA works to help Ohio improve air quality through the efforts of staff, working groups, task forces and subcommittees, and through Board actions. NOACA serves as the Clean Air Act Section 174 lead planning organization for transportation related air quality issues. This responsibility includes:

- Ensuring that the region's *Long-Range Plan* and Transportation Improvement Program conform to EPA air quality standards
- Developing and using informational resources to raise awareness of air quality issues, their links to human activities, and the actions that can be taken to reduce pollution impacts on people and the economy

### Economic Development

NOACA and its partners developed the CEDS and formed an Economic Development Subcommittee (EDS) of its Board of Directors. The EDS ensures its members and other stakeholders have equitable access to funding and that it's distributed fairly to all participants. NOACA realizes that collaboration and coordination is key, and the CEDS provides the foundation for stakeholders to create the proper environment for regional economic prosperity, increase resilience, and improve quality of life.

#### Next Step: NOACA as an Economic Development District

NOACA recently applied to become an official Economic Development District (EDD) through the Department of Commerce's Economic Development Administration (EDA). As an EDD, NOACA will:

## NOACA SFY 2026 `OWP

- Build capacity
- Maintain and implement the CEDS for the region
- Promote regional economic development by coordinating and implementing economic development activities in the district
- Carry out economic development research, planning, implementation, and advisory functions identified in the CEDS
- Coordinate the development and implementation of the CEDS with other local, State, Federal, and private organizations

Northeast Ohio has world-class amenities, is flourishing and culture-rich, and is ripe for booming economic development.

### Related Planning and Support Activities

Within guidelines established by the Board, NOACA provides services to member communities, other public and private organizations, and the general citizenry. These services include information, reports, data, GIS products and other planning assistance that draw upon the capabilities of NOACA staff and programs.

At the direction of the NOACA Board, and at the request of sponsoring agencies, NOACA provides limited environmental management planning support to waste management districts, local health districts, soil and water conservation districts, planning commissions, and other special districts with environmental management responsibilities. NOACA also strives to link environmental consultation and mitigation efforts to its transportation system studies and other transportation planning efforts.

### NOACA Staff Structure and Roles

NOACA comprises the following offices and divisions (Figure 3):

**The Office of the Executive Director and Chief Executive Officer** is responsible for the work of the entire Agency. Specific to this division are activities related to communications with the Board and committees, personnel administration, economic development, and compliance with state and federal laws and regulations.

**The Programming Division** develops, updates, and manages the Transportation Improvement Program (TIP – NOACA’s capital budget for transportation projects). This division is also responsible for transportation policy evaluation and analysis and grants management within its core functions. The division manages the Coordinated Public Transit-Human Services Transportation Plan, manages requirements for annual staff planning work and federally funded capital transportation projects, coordinates with project sponsors on federally funded projects, including programming transportation projects within a four-year timeframe.

**The Public Affairs Division** informs the public and regional stakeholders of NOACA-related activities and seeks meaningful public input. Audiences include the NOACA Board and committees, lawmakers, businesses, rural communities, and the public. This division maintains channels of communications through the NOACA website, social media, print materials, presentations, media relations and other means.

**The Strategic and Environmental Planning Division** manages water quality, air quality, and brownfields remediation. Major products of the SEP Division include NOACA's Wastewater Management and Water Quality Plan (208 Plan), Water Quality Strategic Plan, Air Quality Trends Report, Air Quality Forecast Verification Reports, Vibrant NEO 2040 Board and Committee facilitation, Brownfields Revolving Loan Fund Management, local climate action planning/climate pollution reduction.

**The Transportation Planning and Engineering Division** facilitates the creation, implementation and monitoring of the Long-Range Plan and is responsible for transportation planning and traffic engineering at regional and local levels. This includes transportation asset management, community transportation planning, planning for non-motorized modes, safety planning, freight planning, transportation forecasting and modeling, data collection, traffic studies, transportation systems management, transit, commuter rail and freight planning, and operations planning and assistance to local communities. This division also manages the geographic information systems products and action related to the Regional Transit Strategic Plan, Transportation for Livable Communities Initiative (TLCI) planning studies, and the Transit-Oriented Development Scorecard and Implementation Plan.

**The Administrative Services Division** staff provide operational support for all agency divisions, including general administrative services, human resources, procurement, information technology and building operations

**The Finance Division** is responsible for the financial activities of the Agency, including accounting, payroll, cash management and financial reporting. This office also provides support for external audits, coordinates with staff in management of the Agency's operating budget and administers employee benefits.

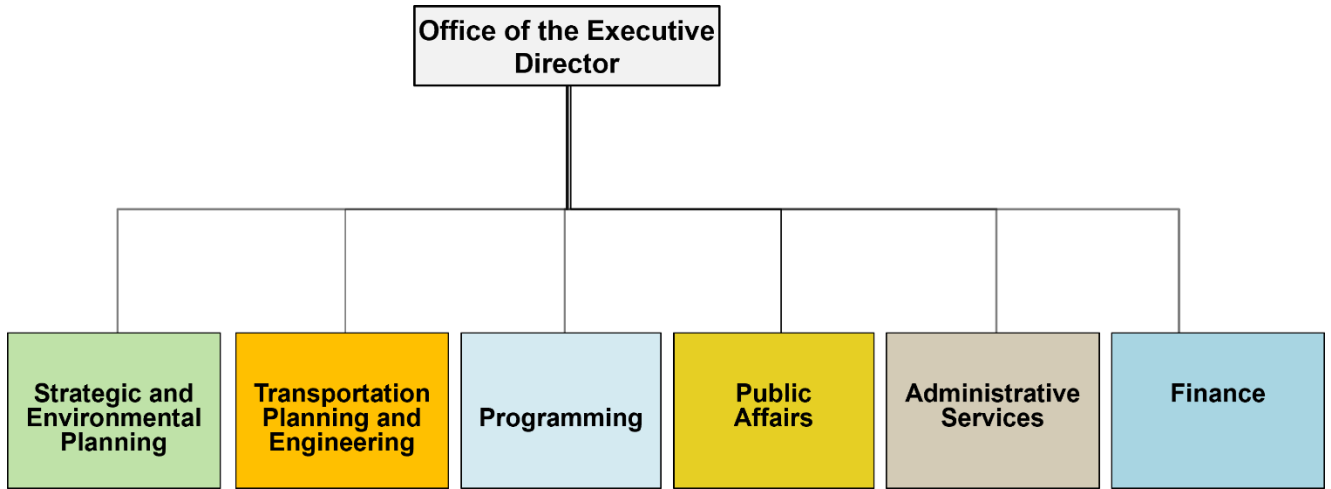


Figure 3: NOACA Organizational Chart

## NOACA Strategic Plan

In January 2015, the NOACA Board adopted a Regional Strategic Plan: [Going Forward, Together](#). The Regional Strategic Plan is a progressive approach for propelling the region forward in an era of changing demographics, job climate, and funding constraints. An overarching goal of the plan is to keep Northeast Ohio sustainable, competitive in a global economy, and effective at moving people and freight.

The plan embraces a vision statement with five goals, along with objectives and strategies for meeting the goals, and for effectively allocating the region's resources. These are excerpted below.

## NOACA Vision Statement, Goals and Objectives

### Vision Statement

NOACA will **STRENGTHEN** regional cohesion, **PRESERVE** existing infrastructure, and **BUILD** a sustainable multimodal transportation system to **SUPPORT** economic development and **ENHANCE** quality of life in Northeast Ohio.

### NOACA Goals and Objectives

NOACA's Goals are identified below. Objectives are detailed on pages 19-21 of the [Regional Strategic Plan](#).

Goal 1: **STRENGTHEN** Regional Cohesion

Goal 2: **PRESERVE** Existing Infrastructure

Goal 3: **BUILD** a Sustainable Multimodal Transportation System

Goal 4: **SUPPORT** Economic Development

Goal 5: **ENHANCE** Quality of Life

NOACA's Board and staff implements the core concepts of the Strategic Plan through policies, plans, programs, and projects.



Northeast Ohio Areawide Coordinating Agency



# Summary

# SUMMARY

## Overview of Operating Budget

NOACA’s combined SFY 2026 revenues and SFY 2025 (estimated carry forward) revenues are projected to be around \$35.3 million. Total expenditures are budgeted at \$34.3 million, a 27% increase over the SFY 2025 budget. Table 2a below reflects the actual revenues and expenditures in SFY 2024, SFY 2025 and the amended budget for SFY 2026.

Federal funds account for 93% of NOACA’s operating budget, the majority of which are derived from CPG. Other funding sources include NOACA’s member dues, the State of Ohio, miscellaneous grants, contributions from local partners and interest income. Projected expenditures for SFY 2026 consist of contractual services (11%), primarily planning, consulting services; and employee salaries and benefits (20%). The remainder is expected to be spent on occupancy, other operating expenses and capital outlay. The projected capital outlay expenses have increased significantly since FY24, as NOACA received a \$15 million award from the USDOT for Phase II of the regional EV Charging Station Program.

Table 2a: Historical Comparison and Budget

	SFY24 Actual	SFY25 Budget	SFY26 Adopted Budget	Budget Amendment	Total SFY26 Budget
<b>Beginning Balance</b>	\$ 2,090,260	\$ 2,731,625	\$ 2,013,833		\$ 2,013,833
<b>Revenues</b>					
<b>Federal</b>	<b>\$ 11,933,803</b>	<b>\$24,412,483</b>	<b>\$31,108,458</b>		<b>\$ 31,897,755</b>
<b>State</b>	<b>\$ 716,156</b>	<b>\$ 665,910</b>	<b>\$ 862,603</b>		<b>\$ 720,292</b>
<b>Local</b>	<b>\$ 1,485,658</b>	<b>\$ 1,246,320</b>	<b>\$ 1,290,456</b>		<b>\$ 1,744,316</b>
Member Dues	\$ 704,369	\$ 706,747	\$ 706,747		\$ 706,747
Member Dues - Reserves	\$ 50,000	\$ 50,000	\$ 50,000		\$ 50,000
Member Dues for WQ	\$ 188,000	\$ 188,000	\$ 188,000		\$ 188,000
Anticipated Local Grants	\$ 69,974	\$ 170,000	\$ 2,000		\$ 2,000
Interest and Misc. Income	\$ 473,315	\$ 131,573	\$ 343,709		\$ 797,569
<b>Total Revenues</b>	<b>\$ 14,135,617</b>	<b>\$26,324,713</b>	<b>\$33,261,517</b>	<b>\$ 1,281,253</b>	<b>\$34,362,363</b>
<b>Total Resources</b>	<b>\$ 16,225,877</b>	<b>\$29,056,338</b>	<b>\$35,275,350</b>		<b>\$36,376,196</b>
<b>Expenditures</b>					
Salaries	\$ 3,554,028	\$ 4,392,255	\$ 4,292,304	\$ 279,609	\$ 4,571,913
Employee-Benefits	\$ 1,116,357	\$ 1,560,640	\$ 2,170,116	\$ 107,867	\$ 2,277,983
Contractual Services	\$ 2,300,085	\$ 3,932,776	\$ 3,420,190	\$ 152,500	\$ 3,572,690
Occupancy & Other Op.	\$ 939,759	\$ 1,736,834	\$ 1,064,050	\$ 14,700	\$ 1,078,750
Capital Expenditures	\$ 5,584,023	15,420,000	\$22,134,450	\$ 726,577	\$22,861,027
<b>Total Expenditures</b>	<b>\$ 13,494,252</b>	<b>\$ 7,042,505</b>	<b>\$ 3,081,110</b>	<b>\$ 1,281,253</b>	<b>(34,362,363)</b>
<b>Ending Balance</b>	<b>\$ 2,731,625</b>	<b>\$ 2,013,833</b>	<b>\$ 2,194,240</b>		<b>\$ 2,013,833</b>

## Operating Revenues

NOACA's operating revenues are provided by the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. EPA, Ohio EPA, ODOT and member dues. In general revenues are received on a reimbursement basis, requiring the Agency to maintain sufficient balances to support short-term cash flow needs.

CPG funds are provided by the FHWA and FTA and are required by federal regulations to be spent exclusively on activities related to the federally prescribed metropolitan planning process. CPG funds cannot be spent on transportation capital projects, which are detailed in the Transportation Improvement Program (TIP). The Infrastructure Investment and Jobs Act (IIJA) signed in November 2021 boosted infrastructure funding and created new discretionary grant programs. CPG funding requires a 20% local and/or state match, which ODOT and NOACA split at 10% each.

NOACA also uses limited Surface Transportation and Congestion Mitigation and Air Quality funds for planning activities related to the Transportation for Livable Communities (TLCI) program, the Air Quality Education/Outreach, and the Signal Timing Optimization Program (STOP).

FTA 5310 Program funding is used to administer the federal Enhanced Mobility of Seniors and Individuals with Disabilities Program. This competitive program funds vehicle purchases of local non-profit organizations and municipalities to provide specialized transportation services and provides funding to transit agencies for vehicles and operating expenses. NOACA uses 10 percent of its allocation for administrative costs associated with the program.

The State of Ohio provides funding for NOACA's water quality planning activities through the Ohio EPA, in addition to its 10% match of CPG funds through ODOT.

The U.S. EPA also provides funding for water quality planning activities and is funding two Brownfield Revolving Loan Fund grants totaling \$2.2 million. In FY24, NOACA was awarded a \$1 million Climate Pollution Reduction Grant (CPRG), which involves a \$600,000 subaward to the City of Cleveland and Cuyahoga County and \$300,000 for efforts in Geauga, Lake, Lorain, and Medina Counties. A portion of the CPRG grant accounts for the encumbered funds that are projected to carry over from SFY 2025 to SFY 2026.

The U.S. Department of Transportation (USDOT) awarded NOACA a \$15 million grant, for Phase II of the regional EV Charging Station Program in FY25. The total balance of \$15 million is included in the FY26 budget.

Local funding is derived primarily through NOACA member dues. These funds are used for the local grant match requirement and for all expenses that are not eligible for federal grants. In addition, approximately \$188,000 in local funds are budgeted for NOACA's water quality planning activities.

The Agency's member dues are the responsibility of NOACA's five counties and the City of Cleveland. The last dues increase, which was approved by the Board in June 2018, included \$50,000 for five years (SFY19 through SFY2023) to replenish the reserves. Due to the increase in Consolidated Planning Grant (CPG) funds and its related ten percent local match requirement, it is recommended that this portion of the dues continue forward.

**NOACA SFY 2026 OWP**

In addition to direct grants, the Agency also receives pass-through revenues. The following table (2b) reflects the FTA funds that are passed through to the transit agencies, local non-profits and municipalities operating the Enhanced Mobility for Seniors and Individuals with Disabilities program, as well as the Brownfield Revolving Loan Fund (RLF). The MARAD/Infra grant was recently added to NOACA pass-through revenues, to reflect a portion of the funding allocated to the Irishtown Bend (ITB) Project.

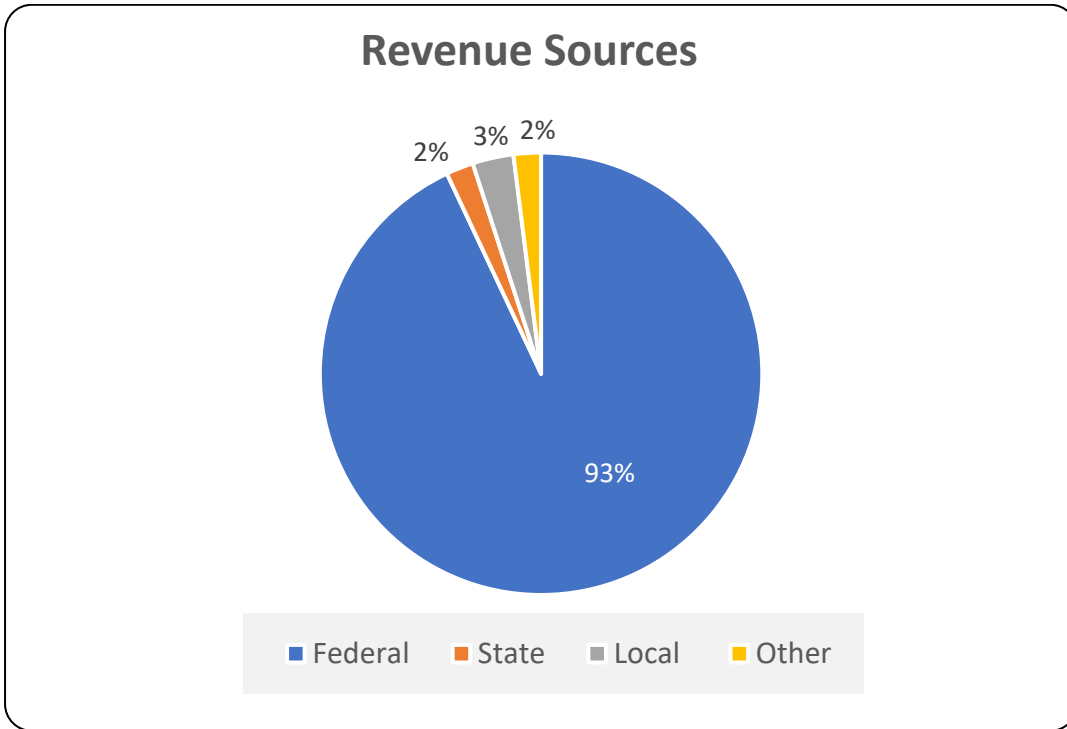
*Table 2b: Historical Comparison and Budget (Continued)*

Federal Pass-Through	SFY24 Actual	SFY25 Budget	SFY26 Adopted Budget	Budget Amendment	Total SFY26 Budget
<b>Revenues</b>					
FTA 5310	\$ 2,416,169	\$ 2,984,196	\$ 1,618,962		\$ 1,618,962
Brownfield RLF	\$ 531,000	\$ 1,400,000	\$ 1,508,000	\$ 508,525	\$ 2,016,525
MARAD/INFRA - ITB	\$ -	\$ 7,416,059	\$ 6,116,364		\$ 6,116,364
<b>Total Revenues</b>	<b>\$ 2,947,169</b>	<b>\$ 11,800,255</b>	<b>\$ 9,243,326</b>		<b>\$ 9,751,851</b>
<b>Expenditures</b>					
FTA 5310	\$ 2,146,169	\$ 2,984,196	\$ 1,618,962		\$ 1,618,962
Brownfield RLF	\$ 531,000	\$ 1,400,000	\$ 1,508,000	\$ 508,525	\$ 2,016,525
MARAD/INFRA - ITB	\$ -	\$ 7,416,059	\$ 6,166,364		\$ 6,116,364
<b>Total Expenditures</b>	<b>\$ 2,677,169</b>	<b>\$ 11,800,255</b>	<b>\$ 9,293,326</b>		<b>\$ 9,751,851</b>

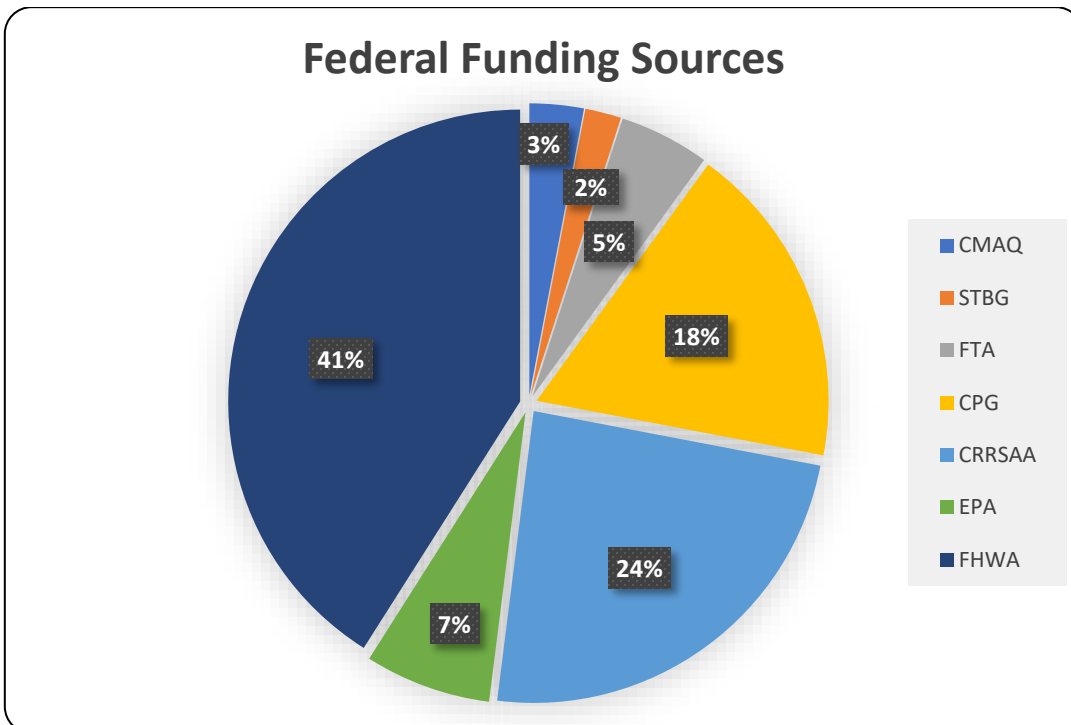
**NOACA SFY 2026 OWP**

The following graphs (Figures 4a, 4b) reflect the distribution of revenues between the major sources of funding and between the various types of federal grants.

*Figure 4a Revenue Sources*



*Figure 4b Federal Funding Sources*



## Overview of Operating Expenditures

NOACA's SFY 2026 budgeted expenditures are programmed at approximately \$33 million (Figure 5). Staff-related costs are projected to increase by 8% over SFY 2025, due to a 9% increase in Health Insurance costs and a compensation study conducted in CY 2024 that resulted in salary increases averaging 4%. While contractual services account for 10% of overall expenses, the planned use is for operating, occupancy and other expenses. The capital expenditure budget has progressively increased by 300% since SFY 2024 due to the anticipated use of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds on the Irishtown Bend (ITB) project and the \$15 million received from the USDOT for Phase II of the regional EV Charging Station Program. NOACA has budgeted \$7 million of the CRRSAA funds to be allocated to the ITB project in FY26 and expects the remaining \$5.3 million to be spent in FY27.

**Salaries** are comprised of salaries and longevity pay. The budget assumes there are 47 full-time equivalent positions. Budget assumptions include 3% merit-based salary adjustments for existing staff and a few promotion-based salary increases. Historical and proposed Staffing by Division is listed in Table 3.

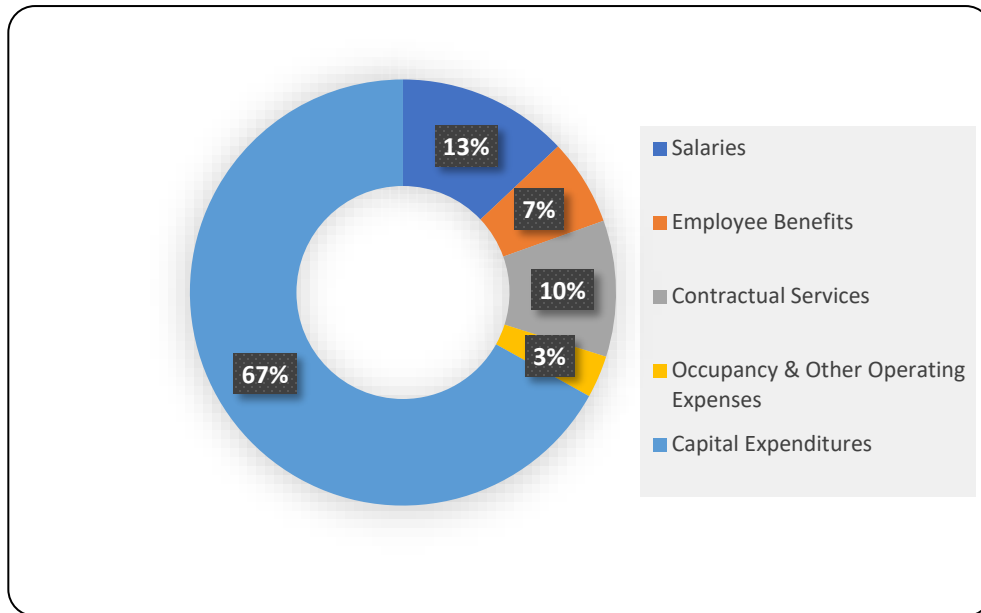
**Fringe Benefits** include health insurance, employer pension contributions, training, Medicare payments and other benefit-related costs.

The fringe benefit line items in the SFY 2026 Budget are slightly higher than in SFY 2025 due to staffing and salary increases, and a 9% overall increase in the health benefit premiums.

**Contractual Services** consist primarily of 88% planning consultants. The remainder is for administrative operations, including auditors, legal counsel, procurement, human resource assistance and the ongoing development and implementation of an internal strategic plan.

## NOACA SFY 2026 OWP

Figure 5 Expenditures by Category



**Occupancy and other Operating** expenses include office and other supplies, software, property and liability insurance, outside printing and meeting costs, utility bills, and building and equipment maintenance.

**Capital Expenditures** refers to the acquisition of physical assets that cost \$2,000 or more and have a useful life of more than one year. Planned capital expenditures for SFY 2026 include: replacement of VAV box for HVAC purposes, replacement of a server, the scheduled replacement of staff computers and a set-aside to a capital project fund for the purpose of a future roof replacement.

**NOACA SFY 2026 OWP**

Table 3: Staffing by Division

**STAFFING BY DIVISION**

<b>Positions and Divisions</b>	<b>SFY 23</b>	<b>SFY 24</b>	<b>SFY 25</b>	<b>SFY 26</b>
<b>Executive Office</b>				
Executive Director	1	1	1	1
Deputy Director (Org Planning & Dev)	1	1	0	0
Deputy Director (Policy & Compliance)	1	1	1	1
Deputy Director (Integrated Project Dev)	0.5	0.5	0.5	0
Associate Director (Executive Affairs)	0	0	1	1
Associate Director (Govt Affairs)	0	1	1	1
Associate Director (Human Resources)	0	0	0	1
Manager/Principal (OWP/Budget)	1	1	0	0
Executive Administration	1	1	1	2.5
Planner II (Govt Affairs Liaison)	0	1	1	1
<b>Subtotal</b>	<b>5.5</b>	<b>7.5</b>	<b>6.5</b>	<b>8.5</b>
<b>Programming</b>				
Director	1	1	1	1
Principal Planner (Capital Programs)	1	1	1	1
Principal Planner (Grants Coordinator)	0	0	1	1
Manager (TIP)	1	0	0	0
Senior Planner	1	1	1	1
Planner II	1	2	2	2
<b>Subtotal</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>
<b>Strategic and Environmental Planning</b>				
Director	1	1	1	1
Manager/Principal (Environmental)	1	1	1	1
Manager/Principal (SLRP)	1	0	0	0
Senior Planner	5	4	1	1
Planner III	2	2	2	2
Planner II	0	0	1	1
Planner I	0	0	1	1
<b>Subtotal</b>	<b>10</b>	<b>8</b>	<b>7</b>	<b>7</b>

**NOACA SFY 2026 OWP**

Table 3: Staffing by Division

<b>Positions and Division</b>	<b>SFY23</b>	<b>SFY24</b>	<b>SFY25</b>	<b>SFY26</b>
<b>Transportation Planning &amp; Engineering</b>				
Director	1	1	1	1
Manager/Principal (Engineering)	1	1	1	1
Manager/Principal (Planning)	1	1	1	1
Manager/Principal (Modeling)	1	1	1	1
Senior Planner/Engineer	2	2	2	2
Planner III	2	2	2	2
Planner II	4	4	3	2
Planner I	1	1	2	2
<b>Subtotal</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>
<b>Public Affairs</b>				
Director	1	1	1	1
Community Affairs Coordinator	1	1	1	1
Communication & Marketing Manager	1	0	1	1
Senior Communication Specialist	1	2	2	2
Digital Marketing Specialist III	0	0	1	0
Communications Specialist III	1	1	0	1
<b>Subtotal</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>
<b>Administrative Services</b>				
Director	1	1	1	1
Manager/Principal (Computer Systems)	1	1	1	1
Senior Communication & Admin Spec	1	1	1	0
Senior IT Support Engineer	1	1	1	1
Accounting & Office Asst II/Building Serv	0.5	0.5	0.5	0.5
Receptionist	1	1	1	1
Manager/Principal (Budget)	1	1	0	0
<b>Subtotal</b>	<b>6.5</b>	<b>6.5</b>	<b>5.5</b>	<b>4.5</b>

**NOACA SFY 2026 OWP**

Table 3: Staffing by Division

<b>Positions and Division</b>	<b>SFY23</b>	<b>SFY24</b>	<b>SFY25</b>	<b>SFY26</b>
<b>Finance</b>				
Finance Director	1	1	1	1
Manager (Accounting)	0	0	1	1
Senior Accountant	1	1	0	0
Accounting & Office Assistant II	0.5	0	0	1
Accountant III	0	0	1	0
<b>Subtotal</b>	<b>2.5</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>TOTAL BUDGETED POSITIONS</b>				
	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>



Northeast Ohio Areawide Coordinating Agency

RESOURCES  
MANAGEMENT  
CONTROL  
SYSTEM  
BUDGET  
PLAN  
PROJECT  
TEAM  
PLAN

# Divisions

# DIVISIONS

## Office of the Executive Director and CEO

Grace Gallucci, Executive Director, and CEO

*The Office of the Executive Director & CEO implements directives of the Board of Directors regarding Agency operations, and is responsible for oversight of divisions, overall work program and budget, communications with the Board and committees, personnel administration, legal support, and compliance with state and federal laws and regulations, economic development, including Title VI.*

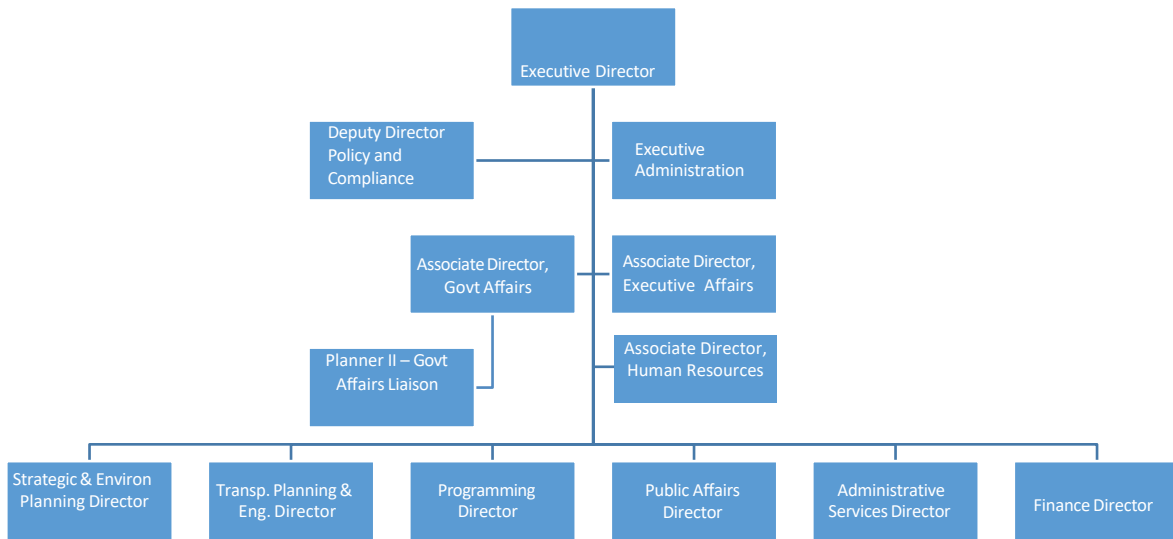


Figure 6: Office of Executive Director Staffing Chart

## DIVISION COMPARISONS

Table 4: Executive Office Staffing FTE Comparison

Position	SFY23	SFY24	SFY25	SFY26
Executive Director	1	1	1	1
Deputy Director (Org Planning & Dev)	1	1	0	0
Deputy Director (Policy & Compliance)	1	1	1	1
Deputy Director (Integrated Project Dev)	0.5	0.5	0.5	0
Associate Director (Executive Affairs)	0	0	1	1
Associate Director (Govt Affairs)	0	1	1	1
Associate Director (Human Resources)	0	0	0	1
Manager/Principal (OWP/Budget)	1	1	0	0
Executive Administration	1	1	1	2.5
Planner II (Govt Affairs Liaison)	0	1	1	1
<b>Subtotal</b>	<b>5.5</b>	<b>7.5</b>	<b>6.5</b>	<b>8.5</b>

## NOACA SFY 2026 OWP

*Table 5: Executive Office Funding and Expenditure Comparison*

Projects/Cost Centers	SFY 23 Actual	SFY 24 Actual	SFY 25 Budget	SFY 26 Budget
1000 Local Planning & Collaboration Efforts	\$19,781	\$28,162	\$34,453	\$112,367
1011 Air Quality Public Education and Outreach	\$655		\$5,298	\$5,883
1012 Air Quality Planning Administration	\$1,121		\$4,178	\$3,190
1021 Local Water Quality Planning			\$5,942	\$5,883
1036 Brownfields RLF	\$2,220		\$4,293	\$5,883
6020 TIP & Funds Management	\$107,809	\$156,406	\$123,103	\$158,278
6022 PPR & IGRC				\$10,709
6050 Sub-Area & Corridor Studies	\$328		\$4,722	\$5,883
6053 Freight Planning			\$6,983	\$5,883
6054 Modeling & Data Analysis			\$4,293	\$5,883
6101 Long Range Plan	\$119,312	\$485,053	\$267,834	\$201,662
6159 Regional Infrastructure Accelerator	\$320	\$127,741	\$4,722	\$4,304
6252 Public Engagement	\$94,727	\$189,404	\$183,893	\$26,638
6652 Comp Econ Development Strategy		\$62,553	\$85,105	\$72,128
6951 Planning and Ops Management	\$119,307	\$153,312	\$211,271	\$468,802
6952 Overall Work Program	\$27,334	\$50,771	\$101,058	\$115,536
8001 Admin/Executive Office	\$518,761	\$249,091	\$382,313	\$394,701
8004 Legal Services	\$68,861	\$50,000	\$75,000	\$125,508
8006 Human Resources	\$48,954	\$50,000	\$55,000	\$181,651
<b>Executive Office Total</b>	<b>\$1,129,493</b>	<b>\$1,602,493</b>	<b>\$1,559,461</b>	<b>\$1,910,771</b>

*NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8006 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.*

### **DIVISION WORK PROGRAM OVERVIEW**

**Economic Development:** NOACA has developed the first Comprehensive Economic Development Strategy (CEDS) for the Northeast Ohio region to complement existing economic development efforts. A CEDS will help NOACA and other entities effectively direct and support projects that spur regional economic growth. An Economic Development Administration (EDA)-approved CEDS is a requirement to apply for EDA funding. EDA grant programs are very flexible, and potential uses include infrastructure, workforce development, business incubators, and much more. The integration of economic development with metropolitan planning can help create efficiencies and align plans and funding.

Pending designation by the U.S. Economic Development Administration (US EDA), NOACA will become the Economic Development District (EDD) for Northeast Ohio. As an EDD and administrator of the CEDS, NOACA will be graded on its CEDS implementation and maintenance and will have peer reviews to determine whether NOACA's designation should move forward. As part of the CEDS plan, the Board has approved the addition of an Economic Development Subcommittee that reports to the Policy Committee.

## Programming Division

Ed May, Director

---

*The Programming Division manages program requirements and works with project sponsors on all federally funded projects. It administers public involvement activities related to project selection and funding, develops, updates, and manages the Transportation Improvement Program, and supports grant applications and management.*

---

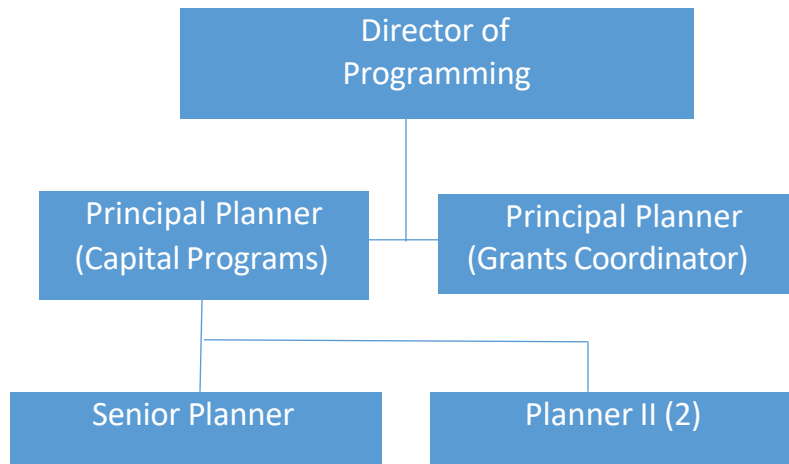


Figure 7: Programming Division Staffing Chart

### DIVISION COMPARISONS

Table 6: Programming Division Historical Staffing Comparison

Position	SFY23	SFY24	SFY25	SFY26
Director	1	1	1	1
Principal Planner (Capital Programs)	1	1	1	1
Principal Planner (Grants Coordinator)	0	0	1	1
Manager (TIP)	1	0	0	0
Senior Planner	1	1	1	1
Planner II	1	2	2	2
<b>Subtotal</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

**NOACA SFY 2026 OWP**

*Table 7: Programming Division Funding and Expenditure Comparison*

<b>Projects</b>	<b>SFY 23 Actual</b>	<b>SFY 24 Actual</b>	<b>SFY 25 Budget</b>	<b>SFY 26 Budget</b>
1036 Brownfields RLF				\$22,163
6016 Enhanced Mobility (5310)	\$80,974	\$92,789	\$463,241	\$200,128
6020 TIP & Funds Management	\$394,440	\$332,746	\$324,201	\$9,805,097
6022 Project Plan Review (PPR) & IGRC	\$31,533	\$37,258	\$49,528	\$59,519
6101 Long Range Plan	\$774	\$21,864	\$46,622	\$30,284
6159 Regional Infrastructure Accelerator	\$6,081	\$281,879	\$212,554	\$81,807
6254 TLCI	\$56,826	\$83,936	\$65,051	\$228,126
6256 LE Coastal Byway (Now 6020 TIP)	\$9,275			
6671 Rideshare	\$210,512	\$335,543	\$498,603	\$503,943
6951 Planning and Ops Management	\$6,859	\$62,143	\$69,849	\$119,095
6952 Overall Work Program	\$39,353	\$83,068	\$32,953	\$42,212
<b>Programming Division Total</b>	<b>\$836,627</b>	<b>\$1,330,226</b>	<b>\$1,762,602</b>	<b>\$11,092,374</b>

*NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8007 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.*

**DIVISION WORK PROGRAM OVERVIEW**

**Transportation Improvement Program:** NOACA will manage and update its current Transportation Improvement Program (TIP) for the fiscal years 2026-2029. This consists of the review and inclusion of new projects for amendment, modification of existing projects, as needed, and ensuring the on-time delivery of programmed projects. The 2026-2029 TIP will continue to address transportation system performance measures, targets and reporting as coordinated with local communities, transit agencies, ODOT and US DOT. Projects financed and implemented in the TIP will advance transportation performance measures and targets to achieve desired system improvements. The 2026-2029 TIP document includes a fiscally constrained list of all federally funded and regionally significant highways, active transportation, and transit projects to be implemented in that timeframe.

**Funds Management:** NOACA receives an annual allocation of federal funding from the United States Department of Transportation for various capital programs. These programs provide funding for regional transportation projects and initiatives as determined by the Board of Directors. NOACA will administer these programs to ensure that projects are solicited, evaluated, programmed, and implemented consistent with Board policy and priorities. NOACA also seeks and receives federal, state, and other discretionary grants relevant to its work. The Programming Division supports this effort through coordination with partners, applying for grants, processing invoices, periodic grant reporting, and other related grants management duties.

## NOACA SFY 2026 OWP

**Enhanced Mobility Planning:** The Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) program provides funds for transportation programs to serve the special needs of transit- dependent populations beyond traditional public transportation services and complementary paratransit services under the Americans with Disabilities Act (ADA). NOACA is the designated recipient of these funds and will manage the process and procedures for the administration of the Section 5310 program under this project. Mobility management staff will coordinate with Rideshare staff to provide mobility management resources through the Gohio Commute platform.

## Strategic and Environmental Planning Division

Joe MacDonald, Director

*The SEP Division facilitates the creation, implementation, and monitoring of the Long-Range Plan and manages water quality and air quality planning. Major products of the SEP Division include NOACA’s Wastewater Management and Water Quality Plan (208 Plan), Water Quality Strategic Plan, Air Quality Trends Report, Air Quality Forecast Verification Reports, Comprehensive Economic Development Strategy (CEDS), Brownfields Revolving Loan Fund Management, Climate Planning, and Coordinated Public Transit-Human Services Transportation Plan.*

Figure 8: Strategic and Environmental Planning Division Staffing Chart



### DIVISION COMPARISONS

Table 8: Strategic and Environmental Planning Division Historical Staffing Comparison

Position	SFY23	SFY24	SFY25	SFY26
Director	1	1	1	1
Manager (Environmental)	1	1	1	1
Manager/Principal (SLRP)	1	0	0	0
Senior Planner	5	4	1	1
Planner III	2	2	2	2
Planner II	0	0	1	1
Planner I	0	0	1	1
<b>Subtotal</b>	<b>10</b>	<b>8</b>	<b>7</b>	<b>7</b>

## NOACA SFY 2026 OWP

Table 9: Strategic and Environmental Planning Division Funding and Expenditure Comparison

Projects	SFY 23 Actual	SFY 24 Actual	SFY 25 Budget	SFY 26 Budget
1011 Air Quality Public Education and Outreach	\$88,528	\$128,895	\$175,260	\$172,346
1012 Air Quality Planning Administration	\$199,960	\$95,415	\$148,511	\$112,278
1021 Local Water Quality Planning	\$355,830	\$344,273	\$273,631	\$208,526
1022 604b Water Quality Planning	\$51,657	\$96,585	\$99,030	\$107,314
1023 Ohio EPA Biennium Water Quality Program	\$75,000	\$75,000	\$75,000	\$75,000
1036 Brownfields RLF	\$16,387	\$256,096	\$280,298	\$325,806
6016 Enhanced Mobility (5310)	\$113,323	\$86,940	\$3,812	\$7,184
6022 PPR & IGRC	\$558	\$16,795	\$39,057	\$12,397
6053 Freight Planning	\$14,805	\$70,956		
6101 Long Range Plan	\$383,160	\$174,475	\$110,174	\$144,349
6102 Climate Action Planning		\$1,257,142	\$1,198,115	\$821,648
6254 TLCI	\$182,821	\$148,268		\$29,727
6652 CEDS		\$102,649		
6671 Rideshare	\$56,769	\$90,851	\$60,722	\$113,557
6951 Planning and Ops Management	\$135,926	\$45,900	\$32,056	\$77,839
6952 Overall Work Program				\$18,206
<b>Strategic &amp; Environmental Planning Division Total</b>	<b>\$1,674,724</b>	<b>\$2,919,284</b>	<b>\$2,495,716</b>	<b>\$2,226,177</b>

NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8007 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.

### DIVISION WORK PROGRAM OVERVIEW

**Water Quality Planning:** This program involves activities associated with maintenance and improvement of the 208 Plan for Northeast Ohio. An updated 208 Plan, *Clean Water 2020*, received NOACA Board approval on September 11, 2020, followed by Ohio EPA certification and official USEPA approval the following year. Water quality management through point and non-point source planning activities, and collaboration with water infrastructure managers, ensures effective and efficient planning for the region's water resources. Staff take a leadership role among Ohio's five other areawide agencies in collaborative efforts to reduce nutrient production, synthesize Geographic Information Systems (GIS) maps and datasets, and perform consistency reviews for Ohio EPA Permits-to-Install (PTI). In FY 2023, staff completed an update of the Water Quality Strategic Plan. Staff continue to facilitate and manage updates to Facility Planning Area (FPA) boundaries and prescriptions for wastewater treatment, when necessary.

## NOACA SFY 2026 OWP

**Air Quality Planning:** This program assesses transportation-related air quality issues in the Cleveland-Akron-Lorain metropolitan planning area through data analysis, legislative review, and community outreach. The air quality needs are assessed in relation to the federally mandated Clean Air Act requirements, specifically the National Ambient Air Quality Standards (NAAQS) for public health. This program also conducts daily forecasts of both ground-level ozone and fine particulate matter, and issues public advisories when conditions appear favorable for such pollutants to exceed the NAAQS. Staff also coordinate conformity analysis, calculate Greenhouse Gas Emissions Analysis, and produce an annual air quality trends report. SEP Division staff provide content support for Public Affairs (PA) Division public education and outreach efforts through NOACA's Air Quality Public Education and Outreach Strategy and accompanying Communication Plan.

**Transportation Demand Management (TDM)/Rideshare Program:** Staff will manage and maintain the TDM/Rideshare software platform (Gohio Commute) and support PA division efforts to market and conduct outreach to grow participation through employee transportation coordinators. Staff has taken initiative to develop and promote incentive programs with tangible rewards to encourage alternative commutes. Staff will also coordinate with PA and TPED staff to focus outreach and education on local schools and districts, and to coordinate with NOACA's Mobility Manager to provide mobility management resources through the Gohio Commute platform's tool, Gohio Mobility. Finally, staff will offer support to Programming division staff, who manage NOACA's Vanpool Program.

**Brownfields Remediation:** This program implements and manages the Brownfield Revolving Loan Fund (RLF), a NOACA-Vibrant NEO coalition (the Coalition) funded by an initial \$1 million grant from the U.S. EPA to conduct remediation of contaminated properties in the 12-county region encompassed by NOACA, Eastgate Regional Council of Governments, and the Northeast Ohio Four County Regional Planning and Development Organization (NEFCO). This program supports the Brownfields Steering Committee, formed through the Coalition. The Brownsfield Steering Committee reviews applications submitted for loans and subgrants made from the RLF; conducts all standard due diligence normally undertaken by lending entities; defines terms and conditions for loan and subgrants agreements; and recommends projects to the Vibrant NEO and NOACA Boards of Directors or their appropriate committees, based on established criteria. Under this program, NOACA functions as the fiscal agent and fund manager for the RLF and ensures the remediation of projects selected for funding according to US EPA requirements.

**Climate Action Planning / (Climate Pollution Reduction Program):** This program advances NOACA's efforts toward the development, implementation and maintenance of a framework and plan for climate action (climate pollution reduction) to reduce emissions pollution that cause climate impacts and harm human health, mitigate the effects of extreme weather, adapt to changes that may occur, particularly relative to infrastructure, and build resilience. These efforts will prepare the region to reduce overall greenhouse gas emissions and develop projects and activities to increase resilience in the face of challenging climate conditions. NOACA staff will support member communities as they develop local plans, projects, and enact local regulation and policy consistent with regional goals.

## NOACA SFY 2026 OWP

The development of a Comprehensive Climate Action Plan (CCAP) is part of the United States Environmental Protection Agency's (US EPA's) Climate Pollution Reduction Grant (CPRG) Program Phase I (planning grants).

Congress provides many tools and programs to pursue greenhouse gas (GHG) pollution reductions through the Inflation Reduction Act of 2022 (IRA), including the CPRG program administered by US EPA. The CPRG program has three broad objectives:<sup>1</sup>

- Tackle damaging climate pollution while supporting the creation of good jobs and lowering energy costs for families.
- Accelerate work to address environmental injustice and empower community-driven solutions in overburdened neighborhoods.
- Deliver cleaner air by reducing harmful air pollution in places where people live, work, play, and go to school.

IRA §60114 appropriates nearly \$5 billion to US EPA to support efforts by states, U.S. territories, municipalities, air pollution control agencies, and tribes to develop and implement plans to reduce GHGs. The CPRG program has two distinct, but related, phases:<sup>2</sup>

1. Phase I (planning grants): The IRA provides \$250 million for eligible entities to develop plans to reduce GHGs.
2. Phase II (implementation grants): The IRA provides \$4.6 billion for grants to implement measures from the GHG reduction plans developed with planning grant funding.

The Cleveland-Elyria MSA, comprised of the same five counties as the NOACA region, is one of the 67 most populous metropolitan areas in the U.S. Therefore, it was eligible for a \$1 million CPRG planning grant from US EPA. NOACA and the City of Cleveland partnered to receive this grant in summer 2023 and design a climate action plan that incorporates a variety of measures (i.e., actions) to reduce GHG emissions from across Northeast Ohio's economy in six key sectors: electricity generation, industry, transportation, buildings, agriculture/natural and working lands, and waste management. The Cleveland-Elyria MSA climate action plan must include the following deliverables:

1. Priority Climate Action Plan (PCAP) – submitted February 28, 2024, and approved March 7, 2024
2. Comprehensive Climate Action Plan (CCAP) – due December 2025.  
Status Report – due at the end of the four-year grant period (mid-2027).

---

<sup>1</sup> Office of Air and Radiation, United States Environmental Protection Agency, March 1, 2023. Climate Pollution Reduction Grants Program: Formula Grants for Planning (Program Guidance for States, Municipalities, and Air Pollution Control Agencies). Retrieved 12.15.2023 <https://www.epa.gov/system/files/documents/2023-02/EPA%20CPRG%20Planning%20Grants%20Program%20Guidance%20for%20States-Municipalities-Air%20Agencies%2003-01-2023.pdf>.

<sup>2</sup> Ibid.

## Transportation Planning and Engineering Division

Ali Makarachi, Director

---

*The Transportation Planning and Engineering Division is responsible for transportation planning and traffic engineering at regional and community levels. The general activities of this division include transportation planning for motorized and non-motorized modes of travel, transportation modeling at macro and micro levels, traffic engineering, transportation asset management, safety, and community-level transportation/ traffic engineering studies. It also provides technical support and data to stakeholders, project sponsors, and the public.*

---

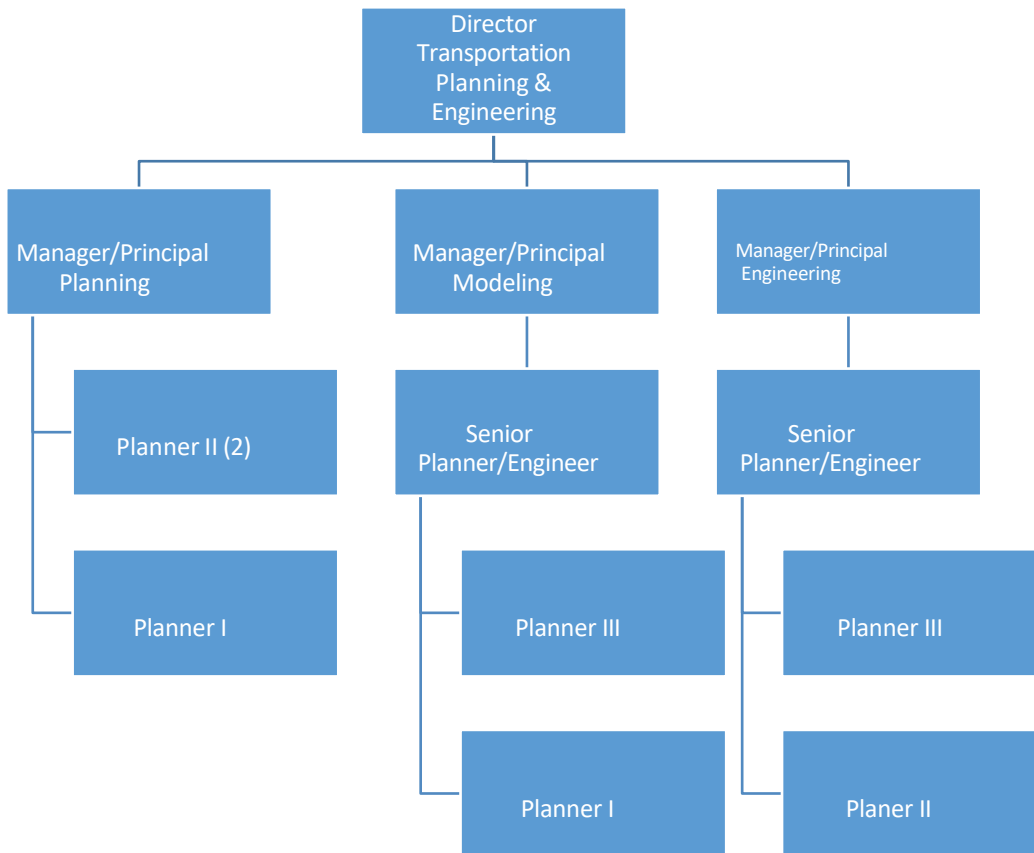


Figure 9: Transportation Planning and Engineering Division Staffing Chart

**NOACA SFY 2026 OWP**

**DIVISION COMPARISONS**

*Table 10: Transportation Planning and Engineering Division Historical Staffing Comparison*

<b>Position</b>	<b>SFY23</b>	<b>SFY24</b>	<b>SFY25</b>	<b>SFY26</b>
Director	1	1	1	1
Manager/Principal (Engineering)	1	1	1	1
Manager/Principal (Planning)	1	1	1	1
Manager/Principal (Modeling)	1	1	1	1
Senior Planner/Engineer	2	2	2	2
Planner III	2	2	2	2
Planner II	4	4	3	2
Planner I	1	1	2	2
<b>Subtotal</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>

*Table 11: Transportation Planning and Engineering Division Funding and Expenditure Comparison*

<b>Projects</b>	<b>SFY 23 Actual</b>	<b>SFY 24 Actual</b>	<b>SFY 25 Budget</b>	<b>SFY26 Budget</b>
1012 Air Quality Planning				\$4,744
6016 Enhanced Mobility (5310)				\$2,000
6020 TIP & Funds Management	\$103,419		\$78,418	\$6,948
6050 Subarea and Corridor Studies		\$759,164	\$1,314,007	\$1,168,747
6051 Transit and Commuter Rail Planning	\$131,642	\$1,143,518	\$652,392	\$51,317
6052 Non-Motorized Transportation Planning		\$397,552	\$395,088	\$406,925
6053 Freight Planning	\$20,286	\$101,157	\$157,658	\$124,469
6054 Modeling and Data Analysis		\$2,445,397	\$515,006	\$466,110
6055 Transportation Operations Planning	\$18,157	\$98,608	\$15,094,175	\$15,049,469
6056 Congestion Management Process	\$23,713	\$87,368	\$91,515	\$53,448
6057 Regional Safety Program		\$103,313	\$184,881	\$86,717
6058 Transportation Asset Management	\$117,188	\$131,853	\$161,838	\$60,879
6059 STOP		\$509,110	\$509,110	\$150,000
6101 Long Range Plan	\$3,516		\$157,526	\$12,338
6103 (Active Transportation Planning (Now 6052 Non-Motorized Modes of Travel)	220,936			
6152 GIS Data Collection and Management (Now 6054 Modeling & Data Analysis)	\$61,218			
6153 Transportation Forecasting & Modeling (Now 6054 Modeling & Data Analysis)	\$242,642			
6155 Regional Safety Program (Now 6057 Regional Safety Program)	\$62,971			
6156 Household Travel Survey (Now 6054 Modeling & Data Analysis)	\$1,733			

## NOACA SFY 2026 OWP

Projects	SFY 23 Actual	SFY 24 Actual	SFY 25 Budget	SFY 26 Budget
6250 Regional Traffic Count Program (Now 6054 Modeling & Data Analysis)	\$250,122			
6254 Transportation for Livable Communities Initiative (TLCI)	\$139,436	\$1,164,836	\$617,076	\$167,184
6651 Signal Timing Optimization Program (Now 6059 Signal Timing Optimization Prog)	\$288,629			
6652 CEDS				\$4,296
6671 Rideshare				\$2,372
6951 Planning and Ops Management	\$54,238	\$64,118	\$47,431	\$44,152
6952 Overall Work Program				\$14,343
<b>Transportation Planning and Engineering Division Total</b>	<b>\$1,729,726</b>	<b>\$6,969,276</b>	<b>\$19,976,121</b>	<b>\$17,976,458</b>

*NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8007 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.*

### DIVISION WORK PROGRAM OVERVIEW

**Long-Range Plan (LRP):** NOACA, the designated MPO for the Cleveland-Lorain-Elyria urbanized areas, has developed a long-range plan (*weNEO2050+: An Equitable Future for Northeast Ohio*) that encourages and promotes equity and safe, efficient development, management, and operation of surface transportation systems to serve the mobility needs of people and freight, and foster economic growth and development. This plan is currently being updated as *weNEO2050+* and will be complete in June 2025. In FY2026, the focus will be on implementation of the plan in coordination with other divisions. NOACA will implement new regional, outcome-based performance measures to better gauge its progress toward Northeast Ohio's 2050 vision.

**Subarea and Corridor Studies:** Staff will conduct transportation planning and traffic engineering studies for subareas and corridors in the NOACA region. The studies will prioritize arterials for different applications such as congestion mitigation, traffic signal optimization, safety, transit routes and workforce accessibility to major job hubs. Implementing the NOACA Complete & Green Street policy in distinct corridors is a further applied task. Subarea transportation planning studies, with consideration of economic development, will be conducted to promote a multimodal transportation system and economic growth within the region. Specifically, NOACA will continue to conduct the Aerozone study, NOACA's pilot project for its Transportation for Economic Development Initiative (TEDI) program and the I 71 Subarea study through Strongsville and Brunswick.

**Transit Network and Commuter Rail Planning:** The current regional transit system will continue to be analyzed by accessibility to major residential areas, major workplaces, major destinations, and environmental areas. Transit travel time between major residential zones and regional job hubs is another measure in this analysis. Updating the NOACA Transit-Oriented Development (TOD) plan is another task of this project.

**Non-Motorized Transportation Planning:** This project will implement different aspects of the NOACA Activate technical guidelines. Prioritizing major transit stops accessibility by non-motorized modes will be followed by investment ranking of the identified non-motorized required facilities. Implementing the NOACA street supplies program and developing an App for hand-held mobile phones are the other important tasks of this project.

## NOACA SFY 2026 OWP

**Freight Planning:** The goal of freight transportation planning is to facilitate goods movement into, within, and out of the five-county region. A procedure will be developed to address transportation related aspects of goods movement systematically and comprehensively based on the updated freight plan completed in FY 2025. The scenario planning technique will be implemented to better prepare for the future freight transportation infrastructure needs and to meet the federal/state requirements set forth by the IIJA.

**Transportation Modeling and Data Analysis:** Staff assigned to this project will continue to update and maintain the NOACA travel forecasting model to assist in planning for the region's future transportation needs and developing the long-range transportation plan for the five-county region. Staff will analyze the requested modeling scenarios and provide model outputs to communities and consultants. Household travel survey, annual traffic counts collection, providing GIS technical assistance, and conducting the required functional classification modification procedures are other tasks of this project.

**Transportation Operations Planning:** The project includes the following tasks:

- Implement the phases I and II of the NOACA EV Charging Station program
- Update of the regional intelligent transportation system (ITS) architecture
- Investigate evaluation of future infrastructure technologies
- Provide transportation planning and traffic engineering assistance to communities

**Congestion Management Process (CMP):** The CMP identifies the spatial, time-based aspects and severity of traffic congestion. This project will recommend congestion mitigation strategies for enhancing the mobility of travelers and goods movement. It should be noted that according to the *weNEO2050+* Long Range Transportation Plan (LRTP), the planning years for the CMP are the third year and sixth year of planning decades of 2020-2030, 2030-2040, and 2040-2050.

**Regional Safety Program:** A systematic safety management approach has been incorporated into ongoing NOACA safety programs. This approach will be combined with observed crash history sites to identify prioritized safety improvement projects with higher efficacy. Staff will support the implementation of community safety reports based on the Highway Safety Manual (HSM) predictive methods and site-level crash data that recommend the Federal Highway Administration (FHWA) proven safety countermeasures to reduce fatal and serious injury crashes. Development and support of community Safe Routes to School (SRTS) plans is another task of this program.

**Transportation Asset Management:** Community pavement reports are produced biennially, and the road pavement condition data are collected on alternative years. For FY2026, staff will conduct data collection and analysis as well as begin the development of the reports. RoadMatrix, a pavement management system, will be utilized to invest efficiently and effectively in the maintenance of the road network. Staff will continue updating the NOACA bridge prioritization system for ranking bridges for repair or reconstruction in a priority order. To rank all bridges, or at least those that are in poor condition, the concept of Bridge Priority Index (BPI) was developed based on general appraisal values, sufficiency rating values, function class, future traffic volumes.

**Signal Timing and Optimization Program (STOP):** Consultants will be procured to provide technical assistance to local agencies to improve the efficiency of traffic signals in regionally significant corridors and to improve air quality by reducing delays for most vehicles. Better signal coordination patterns are expected to reduce crashes, especially rear-end crashes, by minimizing the number of stops by vehicles on the arterial network.

**Transportation for Livability Communities Initiative (TLCI):** The TLCI program provides federal funding assistance to communities and public agencies for the planning and implementation of transportation improvements that strengthen community livability. The overall work program includes the administration of the TLCI program, but not the planning and implementation components. The TLCI Policy (Resolution No. 2015-016) establishes the standard procedures for the TLCI in determining project eligibility, selecting projects, establishing funding levels and links the program to the vision and objectives of the Regional Strategic Plan. TLCI advances the goals of the Agency's Regional Strategic Plan and consists of two parts, planning and implementation. Consultant costs and staff administration of the Planning Studies are included in the OWP, while only the administration of the implementation projects is included.

- TLCI Planning Studies supports activities that facilitate and promote sustainable development, multimodal transportation, and complete and green streets. Projects must have logical boundaries, and result in deliverables leading to transportation infrastructure improvements. All TLCI plans will include an analysis of existing conditions, and short- and long-term recommendations. Plans will also include feasibility studies and implementation strategies to support work subsequent to final plan approval
- TLCI Implementation Projects fund the construction of low-cost, programmatic multimodal transportation improvements recommended in completed TLCI planning studies or other locally completed plans and studies. Projects that implement NOACA approved planning and technical study recommendations, or other regionally significant connections (in addition to TLCI recommendations) will be prioritized

## Public Affairs Division

Danielle Render, Director

---

*The Office of Public Affairs oversees the external affairs and strategic communications functions of NOACA comprising of Media/Press Relations; Internal and External Communications; Community Affairs & Outreach; Public Involvement; 23 CFR 450.316(1)(vii) Affairs; Public Comment and Disclosure Services; Digital Marketing Communications; Marketing Design and Print Services; and Web and Digital Online Services.*

---

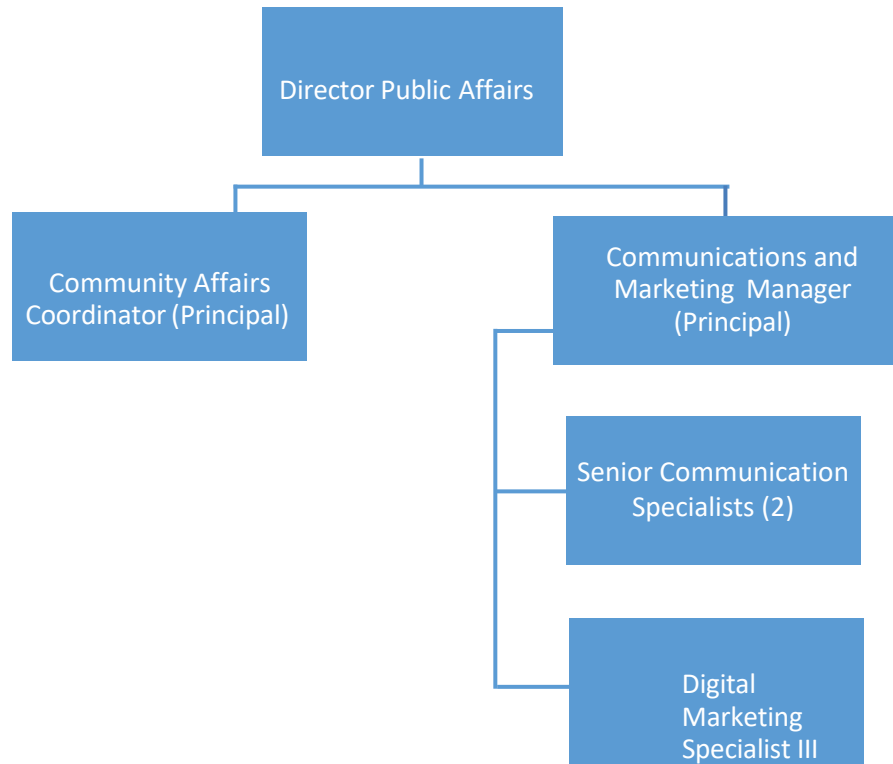


Figure 10: Public Affairs Division Staffing Chart

**NOACA SFY 2026 OWP**

*Table 12: Public Affairs Division Historical Staffing Comparison*

<b>Position</b>	<b>SFY23</b>	<b>SFY24</b>	<b>SFY25</b>	<b>SFY26</b>
Director	1	1	1	1
Community Affairs Coordinator	1	1	1	1
Communications & Marketing Manager	1	0	1	1
Senior Communication Specialist	1	1	2	2
Digital Marketing Specialist III	0	1	1	1
Communications Specialist III	1	1	0	0
<b>Subtotal</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

*Table 13: Public Affairs Division Funding and Expenditure Comparison*

<b>Projects</b>	<b>SFY 23 Actual</b>	<b>SFY 24 Budget</b>	<b>SFY 25 Budget</b>	<b>SFY 26 Budget</b>
1000 Local Planning & Collaboration Efforts	\$21,516	\$23,730	\$54,822	\$18,146
1011 Air Quality Public Education & Outreach	\$58,026	\$94,673	\$91,114	\$139,280
1012 Air Quality Planning			\$79,865	
1021 Local Water Quality Planning		\$8,624	\$26,405	
1036 Brownfields RLF			\$3,255	\$6,058
6101 Long-Range Plan	\$128,881	\$192,179	\$148,079	
6102 Climate Action Planning		\$70,779		\$28,600
6252 Public Engagement	\$730,381	\$883,528	\$970,046	\$1,142,197
6652 Comp Econ Development Strategy			\$13,713	\$9,086
6671 Rideshare	\$41,752	\$58,795	\$33,365	\$54,693
6951 Planning and Ops Management	\$12,070	\$21,236	\$21,147	\$99,772
6952 Overall Work Program			\$17,363	\$15,146
8002 Administrative Services	\$5,134	\$5,854		
<b>External Engagement and Public Affairs Division Total</b>	<b>\$997,760</b>	<b>\$1,359,398</b>	<b>\$1,459,174</b>	<b>\$1,512,978</b>

## NOACA SFY 2026 OWP

### DIVISION PROGRAM OVERVIEW

The Division of Public Affairs (PA) is a conveyor to unify messaging, information, context, and insights for external and internal audiences. The aim is to enhance the public's understanding of NOACA and the policies affecting stakeholders, partners, and the serving communities.

The division builds relationships, partnerships, and strategies to create insight and transparency into NOACA's mission and priorities. Public Affairs consists of several major components for both internal and external engagement: media relations, internal and external communications, community affairs, public engagement outreach, public involvement, 23 CFR 450.316(1)(vii) affairs, public comment, digital marketing communications, marketing design print reproduction, website and digital online services.

The overall work products of public affairs activities are designed to communicate the transportation planning process, environmental planning initiatives, NOACA's priorities, and the Agency's agenda for serving communities. As detailed in the *Public Participation Plan (Updated September 2024)*, *Communications Plan (Updated January 2024)*, and *Public Interaction Policy (December 2015)*, NOACA will also engage stakeholders and the public through public comment and informational meetings, marketing outreach, and a network of communication approaches to increase public participation, as part of our decision-making process.

The following functions highlight the activities that will be accomplished during FY2026.

The Public Affairs division comprises a Public Affairs Director, Communications and Marketing Manager, Community Affairs Coordinator, Senior Communication Specialists (2), and Digital Marketing Specialist. Staff drafts original content, reviews, and edits communications materials and web content to ensure that NOACA's messaging and communication are clear, concise, accurate, and usable. The staff writers, editors, marketing experts, and community advocates will actively contribute to many divisional working groups, where they will review and edit reports, surveys, and other forms of outsourcing products; develop content messages and campaigns and presentation templates; niche audience public awareness events; and maintain standardized branding style guidelines. The division will also execute communication and marketing calendars to effectively create outputs for deploying all strategic and tactical messaging levels. The division team will also translate plain and other languages for the web and print content to increase public participation to diverse audiences as needed.

Public Affairs will support NOACA's mission by providing up-to-date information on the agency's latest initiatives, policies, programs, and announcements to members of the news media and interested parties. Staff will support the development of op-eds, quotes, talking points, project background information, crisis communications, and brand campaigning with media partners. Staff will also establish professional relationships with print and broadcast reporters, respond to press inquiries, and develop media strategies for newsworthy events and announcements.

Multimedia opportunities will also be created through videos and graphics, interactive kiosk content, podcasts, and web-based digital strategies to support internal and external communications to bridge educational awareness, public participation, and brand identity of NOACA's overall FY2026 programs and services. This function also supports the maintenance and content of the agency central website and four associated external redirected websites (Irishtown Bend crowdfunding development, *weNEO2050+*, FPA, Hyperloop). All messages throughout the digital platforms will be cross-promoted to expand user experience.

Internal Communications will be accomplished by coordinating all internal assets via announcements, transportation and environmental plan review and editing; responding to operational work automation tasks from the development of infographics, document layouts, presentations, templates, procurement postings, human resource posting; program, policy, federal requirement updates; development of informational material, postcards, greeting cards; posters; building signage, wayfinding, maps, document inserts; Board Administration updates including table tents, policies/procedures guides, resolution, calendars, document postings; web base graphic and content, social media; business cards, folders, flyers; and collateral material including Board Resource Guide, Community Impact Report, Annual Reports and Annual Meeting Program.

## NOACA SFY 2026 OWP

The Strategic Communications and Marketing efforts will align with the planning and development of content messaging to announce short- or long-term programmatic and policy updates, changes, or new priority initiatives throughout Northeast Ohio and beyond. Public Affairs will coordinate and develop timely communications strategies to ensure accurate information reaches relevant external audiences for advocacy, education, public involvement, and participation by mapping content to targeted audiences for participation, boosting visibility, and focus group planning. Demographic tools and analytics will be used for data reporting.

With interactive kiosks at public libraries and printed material at drop-in centers, NOACA will be able to reach a vast audience to engage and learn about NOACA planning projects and programs. Lunch and Learn and podcast series will also be used to educate and inform the community on content related to FY2026 priorities, including Climate Pollution Reduction Programs, capital Investments, transportation safety, and other long-range plan topics.

As a component of public affairs, public engagement and community affairs activities will be developed to facilitate open and transparent communication between external stakeholders, board members, and the communities they represent in support of various outreach initiatives. Strategic initiatives will be designed to ensure the public has a clear understanding of NOACA's priorities, policies, and programs with a list of calendar dates and accessible sources for Commuter Choice Awards, Air Quality Challenges; Ride Share programs; TLCI; Brownfields; CEDS, water quality, strategic regional planning and community planning projects. These discussions and conversations will help strengthen community connections while building consensus.

Public input activities will be part of the planning for public participation communications. Meetings and events will be conducted throughout the process, providing informational content in various print and digital formats, stakeholder meetings, and decision-making sessions to ensure equitable public participation. Public Affairs will assist Agency divisions in connecting audiences to the subject matter and content while exploring approaches to communicating the intended messages. These efforts will help inform stakeholders to understand NOACA's work better.

### **FY2026 Focus Areas**

The focus for FY2026 is to create a strategic communication plan that focuses on ***regional impact and connectivity*** throughout all levels of business, programming, and service operations, which can be conveyed to the public through various engagement opportunities. Whether in-person to build capacity or using multiple digital platforms to leverage the output of public awareness, NOACA is committed to elevating the public's knowledge of regional transportation and environmental planning.

While Public Affairs will devise a myriad of media, public relations, communications, marketing, and outreach methods in the overall planning process to create opportunities for engagement, the following outlines the range of work from a) business service operations, b) programming, and c) public awareness.

#### **(a) Business Service Operations**

NOACA will build strategies to:

**Foster stakeholder engagement:** By incorporating diverse perspectives and encouraging collaboration, NOACA will ensure a centralized center for engagement that aligns with the needs and aspirations of our communities. Public Affairs will develop a Project Management Oversight Committee (PMOC) to formalize agency-wide public engagement policies, procedures, and framework for all staff's public involvement in their respective areas. A series of engagement topics will be added to a calendar for FY2026 where the public can learn more about MPOs, NOACA in general, and how to encourage multimodal transportation options, walking, biking, public transit, shared mobility options, safety, congestion reduction, and sustainable transportation choices. These activities will be leveraged with radio, TV, videos, billboard advertisements, paid social media ads, and various printed materials. The agency will also seek to elevate the website presence by purchasing engagement tools from the host site owner, Granicus, to grow audience participation with Customer Service Management tools that are not currently connected to the website's UI/UX.

## NOACA SFY 2026 OWP

**Emphasize Resilience and Sustainability:** Public Affairs will integrate resilience and sustainability in a vast audience marketing campaign from paid advertisements. Messages will account for climate change impacts, enhance infrastructure durability, promote energy-efficient transportation options, and support environmentally friendly practices to ensure audiences are connected to NOACA's work that promotes sustainable and resilient environments. Evergreen messages will be used to focus on and promote cause-driven activities that highlight community impacts and provide examples of NOACA's funded projects throughout five countries.

**Promote Public Outreach and Education:** Public Affairs will engage communities through proactive outreach and educational campaigns to increase awareness and understanding of transportation and environmental planning efforts. By fostering a culture of transparency and providing accessible information, NOACA will create methods to encourage participation with surveys, social media, collateral material, online community discussions on "Mindmixer" platforms, interactive kiosks, traveling displays, tabling events, lunch-and-learn webinars, podcasts, public affairs forums, and annual meetings.

**Enhance Equity and Social Justice:** NOACA will strive to identify and engage with low-income, disadvantaged, and marginalized communities through messaging and communications to inform the public about programs, projects, grants, and policies that impact their community. Public Affairs will highlight areas of disparities to ensure that NOACA's transportation planning efforts consider the needs of all community members, particularly underserved populations. Public Affairs will recognize the work of NOACA's CEDS and Equity subcommittee topics to bring public awareness of ongoing planning discussions. Social media kits will be used to share information to community partners with the use of electronic and printed material.

**Invest in Capacity Building:** Public Affairs will support ongoing professional development and capacity-building initiatives for staff and stakeholders. It will also provide quarterly External Affairs webinars and knowledge-sharing platforms to enhance technical expertise, facilitate innovation, and improve collaboration with external organizations on approved relevant topics. NOACA's External Affairs Committee approved four topics in FY2025 and will execute the forums in FY2026 as part of its annual focus areas.

**Embrace Data-Driven Decision-Making:** Public Affairs will leverage data and analytics to inform planning decisions by using tools that facilitate data collection, analysis, and visualization to enhance the accuracy and efficiency of decision-making processes. This approach enables evidence-based planning and leads to more effective future media outlet spending outcomes.

### **(b) Programming**

Public Affairs will maintain and follow the approved Public Participation Plan for each major planning product where public involvement is needed. This applies especially to the three critical documents that are federally required for implementation: The long-range plan (LRP), Transportation Improvement Plan (TIP), and Overall Work Program (OWP). Public Affairs will support the divisions of Programming, Transportation Planning and Engineering (TPED), and Strategic Planning and Environment (SEP) with projects approved under the OWP FY2026.

- 1) The Long-Range Transportation Plan** outlines the region's transportation goals, investments, and programs with a 20-year planning horizon. Major updates occur every four years. Public engagement meetings and opportunities for feedback were conducted in FY2025. FY2026 activities will involve the distribution and dissemination of message material to bring awareness about the project updates and research conducted by the divisions of Programming, TPED and SEP based on public feedback in the planning decision process with updates to the *weNEO2050+* website as the LRP continues implementation of the decision planning.

## NOACA SFY 2026 OWP

**2) Transportation Improvement Program (TIP)** brings the vision of the long-range transportation plan to life. The TIP includes all federally funded and regionally significant, non-federally funded highway, transit, bicycle, pedestrian, and freight-related projects. NOACA's Public Affairs division will conduct several public meetings, announcements, and development of informational materials from February to April 2025, to satisfy the requirements of the public participation process. In addition to the public meeting announcements, Public Affairs will develop a public awareness campaign to target the following niche audiences to support public awareness efforts:

- General Public including all residents of the five-county region, with special consideration for the needs of low-income and disadvantaged communities, persons with disabilities, youth, communities with limited English proficiency and seniors.
- Community Organizations, especially those that serve equity-priority communities and other groups such as environmental advocates, special interest nonprofit organizations, neighborhood groups, and homeowner associations.
- Government Agencies, including local transit agencies, cities, municipalities, counties, regional agencies like public health, sewer and water districts, ports and airports.
- Labor and Business Communities, such as unions, building trade councils, and private-sector entities whose work intersects with transportation and land use planning, business associations, private transportation providers, freight shippers, consulting firms, technology developers, non-profit business interest groups, and others.
- Elected Officials – elected representatives at all levels, including city councils and mayoral offices, county supervisors, and state and federal legislators.

### **3) Air Quality Education and Public Awareness**

Public Affairs will support SEP with Air Quality Education and Public Awareness activities with the following programs and projects:

- Gohio Commute
  - Rideshare Public Awareness
  - Commuter Choice Awards Campaigns
  - Up to 10 tabling events (fairs, business chambers, community and advocacy)
- Go Car(bon) Free Challenges (February, April, May, August, October)
- Air Quality Awareness Week of 2025 (April 28-May 4)
- Earth Day (April 22)
- National Bike Awareness Month (May 2025)
  - Walk Bike and Roll to School Day (May 7)
  - Bike to work week (May 12-18)
  - Bike to work day (May 16)
- Air Quality Alerts
- No Idling Campaigns
- Climate Pollution Reduction Programs
  - Comprehensive Climate Action Plan

## NOACA SFY 2026 OWP

### Policy and Compliance

- Comprehensive Economic Development Strategy (CEDS)
  - Public Awareness Campaigns
  - Website posting

**(c) Overall Work Program (OWP):** The OWP outlines the transportation and environmental planning work of NOACA staff during FY2026. Public Affairs will support communications and public awareness efforts by developing tools to increase messaging and deployment for projects and activities outlined as significant priorities for FY2026 in Section Budget and OWP by Projects.

## Administrative Services Division

Lindy Burt, Director

*The Administrative Services Division manages operational services which include reception and administrative support; information technology, building operations, procurement, and human resources.*

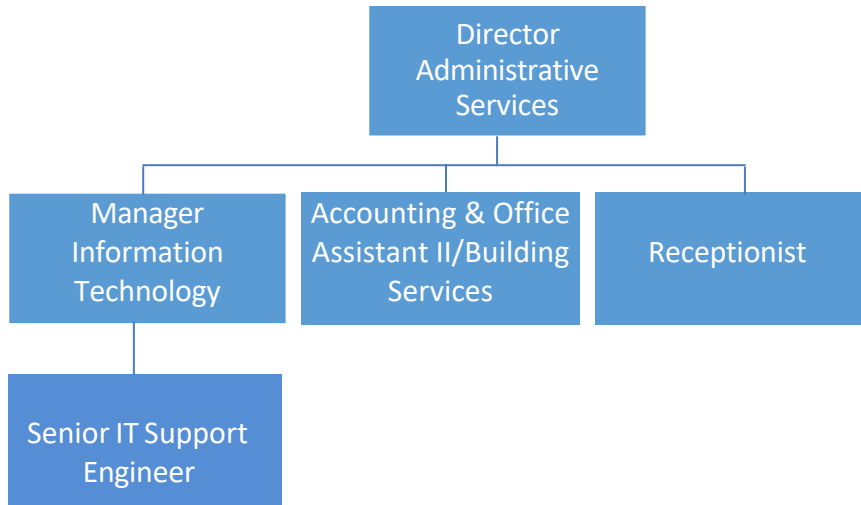


Figure 11: Administrative Services Division Staffing Chart

### DIVISION COMPARISONS

Table 14: Administrative Services Division Historical Staffing Comparison

Position	SFY23	SFY24	SFY25	SFY26
Director Administrative Services	1	1	1	1
Manager (Information Technology)	1	1	1	1
Senior Communication & Admin Spec	1	1	1	0
Senior IT Support Engineer	1	1	1	1
Accounting & Office Assistant II/Bldg. Serv	0.5	0.5	0.5	0.5
Receptionist	1	1	1	1
Manager/Principal (Budget)	1	1	0	0
<b>Subtotal</b>	<b>6.5</b>	<b>6.5</b>	<b>5.5</b>	<b>4.5</b>

**NOACA SFY 2026 OWP**

Table 15: Administrative Services Division Funding and Expenditure Comparison

<b>Projects/Cost Centers</b>	<b>SFY 23 Actual</b>	<b>SFY 24 Actual</b>	<b>SFY 25 Budget</b>	<b>SFY 26 Budget</b>
1000 Local Planning & Collaboration Efforts	\$13,805	\$4,750	\$48,550	\$25,525
6054 Modeling & Data Analysis		\$38,466	\$10,029	\$30,401
6252 Public Engagement	\$882			
6951 Planning and Ops Management	\$9,045	\$161,119	\$105,213	\$62,116
6952 Overall Work Program	\$12,457	\$203,083		\$2,938
8001 Admin/Executive Office	\$40,953	\$5,000		\$28,000
8002 Administrative Services	\$245,971	\$323,509	\$252,913	\$367,869,
8003 Computer Services	\$367,328	\$546,381	\$414,257	\$585,753
8005 Building Operations	\$241,940	\$920,609	\$380,168	\$372,180
8006 Human Resources			\$24,219	\$34,861
<b>Administrative Services Division Total</b>	<b>\$939,630</b>	<b>\$2,202,917</b>	<b>\$1,235,349</b>	<b>\$1,509,643</b>

*NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8007 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.*

**DIVISION ACTIVITY OVERVIEW**

**Reception and Agency-wide Administration Services**

- Provision of building reception, clerical and general administrative services in support of agency-wide operations

**Procurement**

- Manage procurement activities including development of policy and procedures, administration of solicitations, vendor relations, and development and execution of contracts

**Information Systems and Technology**

- Assess and implement innovative technology that encourages efficiency and collaboration
- Practice and monitor secure computing
- Deliver high-quality end-user support
- Ensure provision of accessible, available network services
- Administer and maintain agency equipment and applications

**Building Operations**

- Manage improvement, repair and routine maintenance of the building structure, component systems, and interior and exterior spaces

## NOACA SFY 2026 OWP

- Manage services that support the daily occupancy and use of the building
- Administer procedures and policies that relate to building use

### **Human Resources**

- Coordinate and support the retention, hiring and onboarding of employees; resolution of employment-related issues; administration of employee policies and procedures; execution of the employee performance evaluation process; and delivery of agency-wide trainings

## Finance Division

Deborah Wordell, Director

---

*The Finance Division manages NOACA’s accounting and financial functions in accordance with federal and state regulations and governmental accounting standards.*

---

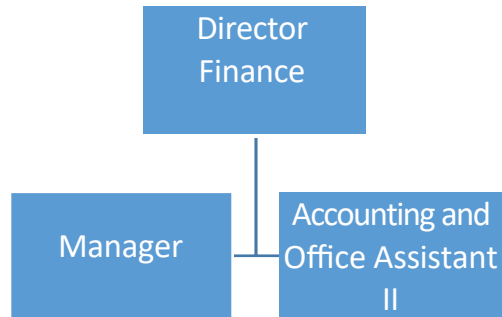


Figure 12: Finance Division Staffing Chart

### DIVISION COMPARISONS

Table 16: Finance Division Historical Staffing Comparison

Position	SFY23	SFY24	SFY25	SFY26
Finance Director	1	1	1	1
Manager (Accounting)	0	0	1	1
Senior Accountant	1	1	0	0
Accounting & Office Assistant I	0.5	0	0	1
Accountant III	0	0	1	0
<b>Subtotal</b>	<b>2.5</b>	<b>2</b>	<b>3</b>	<b>3</b>

**NOACA SFY 2026 OWP**

Table 17: Finance Division Funding and Expenditure Comparison

<b>Projects</b>	<b>SFY 23 Actual</b>	<b>SFY 24 Actual</b>	<b>SFY 25 Budget</b>	<b>SFY 26 Budget</b>
1000 Local Planning & Collaboration Efforts	\$54			
1036 Brownfields RLF		\$11,414	\$3,909	\$2,777
6951 Planning and Ops Management			\$16,813	\$28,895
6952 Overall Work Program	\$32,665		\$117,230	\$96,192
8007 Accounting	\$335,234	\$364,709	\$299,978	\$391,305
<b>Finance Division Totals</b>	<b>\$367,904</b>	<b>\$376,123</b>	<b>\$437,930</b>	<b>\$519,169</b>

*NOTE: Figures for project numbers 1000-6952 comprise all expense categories including fringe and indirect allocations. 8001- 8007 comprise all expense categories including a fringe allocation. Since direct projects include the indirect allocation, division tables duplicate indirect expenditures which are also accounted for in the indirect cost center budgets.*

**DIVISION ACTIVITY OVERVIEW**

**Financial Planning and Performance Management**

This office is responsible for financial activities of the Agency, including general ledger accounting, payroll, accounts payable, accounts receivable, grant accounting and invoicing, cash management, investments, financial policies, internal audits, financial reporting, and coordinating outside audits. It also coordinates the development and management of the budget.

**Benefits**

Oversight of administration of employee benefits and personnel records is another responsibility of this office.



Northeast Ohio Areawide Coordinating Agency



# Budget and OWP by Project

## 101, 102, and 103: ENVIRONMENTAL PROGRAMS

### 101.1 AIR QUALITY PUBLIC EDUCATION AND OUTREACH (PID 111113, 122431)

**Project Managers:** Joe MacDonald, Danielle Render

**Project Team:** Ashleigh Dennis, Kirk Kallenborn, Stefany Belasic, AnTuan Guerry, Kate Moening, Sarah Mulligan, Barbara Baird, Communications & Marketing Manager (Vacant)

#### Description

NOACA aims to improve air quality and increase public awareness of both the causes and impact of air pollution. NOACA recognizes that a more informed public is likely to support larger regional measures necessary to reduce congestion and meet Clean Air Act (CAA) requirements. The Agency assesses the air quality needs of the Cleveland-Elyria Metropolitan Statistical Area (MSA) and the Akron MSA through data analysis, legislative review, and community outreach. NOACA also promotes transportation choice alternatives to single-occupancy vehicle (SOV) trips and supports an interactive, user-friendly software platform with other Ohio MPO partners. The Agency recognizes the important role of transportation choice to mitigate mobile emissions, reduce air pollution, and improve public health.

In keeping with its vision, NOACA will educate the community about the region’s air quality challenges and the linkages among air quality, transportation, land use, and public health. NOACA will empower individuals and organizations to improve air quality, through increased use of alternate transportation modes. NOACA will advocate public policies that provide greater transportation choice, reduce mobile emissions, benefit public health, create economic opportunities, and enhance quality of life in Northeast Ohio. These efforts support the following NOACA Regional Strategic Plan Goals:

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

#### Objectives and Performance Measures

- Provide daily forecasts of regional air quality and advise the public when pollutant exceedance anticipated, encourage Northeast Ohio constituents to choose alternative travel modes and alter behavior to mitigate the contribution of mobile emissions
- Encourage Northeast Ohio residents and employees to choose alternative travel behaviors to mitigate the contribution of mobile emissions
- Collaborate with individuals and organizations to increase awareness of air quality as an important public health issue
- Implement education campaigns to foster conviction, develop skills, provide role-modeling opportunities, and promote behavior change
- Develop technical education guides geared toward stakeholders and the public about NOACA’s air quality trends and the impact of commuter behavior and other transportation choices on those trends (e.g. annual Air Quality Trends Report, annual Air Quality Forecast Verification Report)

**NOACA SFY 2026 OWP**

**Previous Work**

- Prepared Air Quality Forecasts and Advisories
- Completed Annual Air Quality Trends Report
- Maintained and updated outreach materials and digital media

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Air Quality Public Forecasts, Alerts and Messaging	X	X	X	X
2. Technical Reports for Public Education	X	X	X	X
3. Develop and implement a public engagement system to gather information from target audiences to measure awareness and understanding of air quality issues in forms of content marketing and deployment of campaigns and material	X	X	X	X
4. Develop and distribute no-idling support materials that communicate the air quality problem, and promote actions to improve air quality	X	X	X	X
5. Provide health and education sector representatives with resources and information that educate about air quality issues, and promote actions that will improve air quality	X	X	X	X

**Methodology**

**Product 1:**

NOACA will continue to prepare and publicly disseminate daily air quality forecasts and issue public advisories with alternative travel behavior messaging, as needed. Messaging includes examples of alternative travel modes, such as walking, biking, riding public transit, carpooling, and vanpooling. This information is disseminated on [airnow.gov](http://airnow.gov), the National Weather Service, email lists/newsletters, social media, radio, and through the Ohio Department of Transportation (ODOT) Statewide Traffic Management Center (TMC). NOACA will also continue to generate quarterly Air Quality Forecast verification reports (see Product 2) to summarize the accuracy of NOACA’s and the National Oceanic and Atmospheric Administration’s (NOAA’s) public air quality forecast models. NOACA will issue public advisories and messaging for any anticipated exceedance of a National Ambient Air Quality Standard (NAAQS). (Quarters 1-4)

**Product 2:**

Air Quality Trends Report: Analyze the CY 2024 air quality data and monitor nonattainment designations as the NAAQS are revised and implemented by the US EPA. These results will be placed in a draft report completed by the end of the 4<sup>th</sup> Quarter of SFY 2026. Present the results to the Air Quality Subcommittee, Board, and the public. Post on NOACA website and make available to public stakeholders, the media, and other constituents to inform decision-making and personal support of larger regional measures necessary to reduce congestion and improve air quality. The Air Quality Trends Report will include the following:

- CY 2024 NAAQS changes: the most updated information regarding changes/proposed changes in the NAAQS (Q3)
- Updated facts on non-attainment status with the most recent information regarding area designations
- Infographics and other visual, multimedia approaches to share key insights from the Trends Report with the public

**NOACA SFY 2026 OWP**

Air Quality Forecast Verification Report: Develop quarterly summaries that address the accuracy with which NOACA forecasts daily concentrations of ground-level ozone and fine particulate matter and disseminate those reports to the Air Quality Subcommittee. The report should also include an assessment of Exceedance Days, NOACA’s success with Exceedance Day forecasts and a review of the public messaging associated with Air Quality Advisories issued for forecasted Exceedance Days. Also develop a forecast verification report for presentation to NOAA at their annual Air Quality Forecasters Workshop in Q2.

**Product 3:**

NOACA staff will continue to develop relationships with air quality and transportation influencers, including Gohio Commute users and managers, and others that communicate with target audiences. These audiences include the public, community leaders, employers, commuters, air quality partners/influencers, and the health and education sectors, to create a partner network to facilitate public engagement with diverse sectors and audiences.

NOACA staff will develop and deploy information gathering methods (surveys, focus groups, key informant interviews) to engage with target sectors (education, public health, business, government) or demographics (youth, black/brown, commuter populations) to gauge audience understanding about air quality conditions, impacts and education/outreach needs. An opportunity to promote air quality information and resources will be provided to assist audiences that want to learn more about the issue and actions they can take to improve air quality.

NOACA staff will analyze collected data to improve communication, education and outreach campaigns, tools, resources, and other materials to increase impact, and appropriately and effectively target messaging to elevate air quality as a public health and transportation issue in the region. Data will be reported to the Air Quality Subcommittee at quarterly meetings.

**Product 4:**

NOACA staff will continue to develop a no-idling public campaign to deploy during Air Quality Awareness Week/start of ozone season to educate drivers about the effects of car idling on air quality. Staff will target disadvantaged communities, schools, libraries, and municipal buildings to develop no-idling materials, develop stickers or window clings with a no-idle message, and approach gas stations and drive through establishments to post during AQAW/Ozone season. Staff will also develop a no-idle education brochure to be distributed with the no-idling signs. Staff will also post the brochure on the NOACA website as a downloadable resource.

NOACA staff will report on progress at quarterly Air Quality Subcommittee meetings.

**Product 5:**

Develop public health air quality outreach resources to educate the public about the outdoor air quality and public health connection, and personal actions to improve air quality, including flyers about the public health impacts of air quality, no-idle policies and implementation, and programs available to take personal action, such as walking/biking initiatives, Gohio Commute, no idling, and lawn mower/yard equipment information and rebate programs.

1011	Total CMAQ
Air Quality Education/Outreach	\$317,509
Direct Labor	\$119,004
Fringe	\$60,168
Other Direct	\$50,560
Indirect	\$87,777

**101.2 AIR QUALITY PLANNING ADMINISTRATION**

**Project Manager:** Joe MacDonald

**Project Team:** Ashleigh Dennis, Kirk Kallenborn, Derek Taylor, Sarah Mulligan

**Description**

This program assesses the air quality needs of the Cleveland-Elyria MSA and the Akron MSA through modeling and data analysis to satisfy CMAQ eligibility requirements and conformity. NOACA assesses the air quality needs in relation to the federally mandated Clean Air Act requirements, specifically the National Ambient Air Quality Standards (NAAQS) for public health. NOACA informs its Board of potential action through the Air Quality Subcommittee of the Board’s Planning and Programming Committee. These efforts support the following NOACA Regional Strategic Plan Goals:

Strategic Plan Goals	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measures**

- Provide support to the NOACA Board’s Air Quality Subcommittee for its quarterly meetings (agendas, memos, presentations, minutes, etc.)
- Coordinate planning efforts with Ohio Department of Transportation (ODOT), Akron Metropolitan Area Transportation Study (AMATS), Erie Regional Planning Commission (ERPC), Ohio Environmental Protection Agency (Ohio EPA), Federal Highway Administration (FHWA), and United States Environmental Protection Agency (USEPA)
- Develop technical reports to reflect model outputs and emissions analysis to assess CMAQ project proposals, SIP budget updates and conformity, and Greenhouse Gas Emissions Inventory

**Previous Work**

- Air Quality Subcommittee support for quarterly meetings
- Emissions modeling for CMAQ project proposals, SIP budget updates, conformity analyses, public transit impact studies, and *weNEO2050+*
- Coordination with Ohio EPA on ozone reduction workgroup initiatives
- Technical assistance and project management for climate planning

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Air Quality Subcommittee Administration	X	X	X	X
2. Collaborative Ozone and Carbon Reduction Programs	X	X	X	X
3. Air Quality Modeling and Conformity Analysis	X	X	X	X
4. Greenhouse Gas Emissions Inventory			X	X

**Methodology**

**Product 1:**

Relevant air quality news, legislation, analysis, or outreach will be discussed quarterly by the Air Quality Subcommittee (AQS) at NOACA in September and December (2025) and March and June (2026). Agendas, meeting packets and meeting minutes are the key tangible products. This task includes budget and work program planning, outside presentations, or data/technical assistance requests, and tracking of staff training and travel.

**Product 2:**

Provide planning and technical support for collaborative ozone and carbon reduction projects with Ohio EPA and air quality planning area partners. Encourage public participation in the programs developed by the workgroups for lawn and garden rebate/discounts and idle reduction campaigns, when applicable.

**Product 3:**

This product includes modeling support for CMAQ project selection and conformity analysis. This product also includes final memos and reports on CMAQ project emissions analysis and conformity analysis for proposed transportation project investments. Such efforts are conducted annually for the CMAQ program, and as needed per ODOT’s request. Such analyses are presented to the AQS as necessary for information and potential action.

**Product 4:**

The need for this work product is supported by information from the U.S. Energy Information Administration (EIA), which indicates the transportation sector, which made up 29.3% of total GHGs in Ohio in 2018, second only to the electric power industry.<sup>1</sup> Further, greenhouse gas emissions from transportation have increased by about 10 percent since 1990, while overall GHGs have fallen by more than 15%.<sup>2</sup>

NOACA staff will develop an inventory of mobile GHG emissions associated for each county in the NOACA region and include this in the CY 2024 Air Quality Trends Report to better inform the public about connections between transportation project investments and mode choices, traffic congestion, mobile emissions (including GHG), and air quality. An updated draft GHG emissions inventory and report is scheduled as part of NOACA’s climate action planning/climate pollution reduction effort.

<sup>1</sup> State CO<sub>2</sub> Emissions 2018,” <http://www.eia.gov/environment/emissions/state/>. [Accessed September 8, 2021].

<sup>2</sup> Ibid

1012	Total OCPG
<b>Air Quality Planning Administration</b>	<b>\$120,213</b>
Direct labor	\$52,899
Fringe	\$26,746
Other Direct	\$1,550
Indirect	\$39,018

## 102.1 LOCAL WATER QUALITY PLANNING

**Project Manager:** Joe MacDonald

**Project Team:** Pamela Davis, Sarah Stanzi, Sarah Mulligan

### Description

NOACA staff provide support to the Board on water quality planning issues through the Water Quality Subcommittee. Additionally, NOACA’s local water quality efforts provide planning and technical support to NOACA member communities and their stakeholder populations. These efforts help protect regional water resources through NOACA’s role as a water quality management agency. NOACA staff also support local stakeholders through watershed planning outreach efforts and collaborate with water infrastructure managers to ensure effective and efficient planning for the region’s water resources.

Strategic Plan Goals	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

### Objectives and Performance Measurement

- Support NOACA’s Water Quality Subcommittee and the NOACA Board
- Improve the region’s water quality through implementation of NOACA’s Water Quality Strategic Plan and *Clean Water 2020* (208 Plan)
- Support local watershed planning groups to address nonpoint source pollution
- Facilitate local government implementation of best management practices (BMPs) to enhance regional stormwater management
- Support NOACA’s member communities and the general public to help the region achieve water quality improvements

### Previous Work

- Water Quality Subcommittee administration
- Black River and Cuyahoga River Areas of Concern (AOCs) technical assistance
- Ohio Environmental Protection Agency (Ohio EPA) Federal 604b and State TIPBUD contract applications
- Completed an update to NOACA’s Water Quality Strategic Plan
- Comprehensive watershed planning technical support and public outreach

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Water Quality Administration	X	X	X	X
2. Water Quality Planning and Technical Support	X	X	X	X
3. Ohio EPA 604b and TIPBUD Contract Development			X	X
4. Ohio EPA 604b Contract Support	X			X
5. Ohio EPA TIPBUD Contract Support	X			X
6. Implement Water Quality Strategic Plan and <i>Clean Water 2020</i>	X	X	X	X

**Methodology**

**Product 1:**

NOACA staff will provide quarterly planning and technical support to NOACA’s Water Quality Subcommittee in September and December (2025) and in March and June (2026). Staff will develop agendas, memoranda, meeting packets and meeting minutes as the key tangible products. Work products also include public presentations and tracking staff time, travel and training. Staff will prepare and present 208 Plan modification requests from wastewater designated management agencies (DMAs) to NOACA’s Board of Directors and appropriate committees/subcommittees, as needed.

**Product 2:**

NOACA staff will provide water quality planning and technical support when necessary. Examples include weekly summaries of Ohio EPA activity, with highlighted projects of interest within 208 facility planning areas (FPAs) and adjacent counties. NOACA staff will also provide planning and technical assistance to the Cuyahoga and Black River Area of Concern (AOC) Advisory Committees. NOACA staff will perform Intergovernmental Reviews (IGRs) for federal and state grant programs, Project Planning Reviews (PPRs) for transportation projects considered for NOACA funding, and transportation project review for adherence to NOACA’s Complete and Green Streets, FPA Development Impact and New or Modified Highway Interchange Project Policies.

**Product 3:**

NOACA staff will draft scope of work narratives and budgets for Ohio EPA 604b and TIPBUD contract applications for approval by Ohio EPA and finalization in Q4.

**Product 4:**

NOACA staff will complete the work identified in NOACA’s Ohio EPA 604b contract by leveraging local water quality dues, as needed. Staff will maintain and update Clean Water 2020 to include submittal of all revisions and modifications to Ohio EPA for certification by the governor.

**Product 5:**

NOACA staff will complete the work identified in NOACA’s Ohio EPA TIPBUD contract by leveraging local water quality dues, as needed. Staff will work with the Areawide/Water Quality Subcommittee of the Ohio Association of Regional Councils (OARC) on collaborative projects for nutrient reduction.

**NOACA SFY 2026 OWP**

**Product 6:**

NOACA staff will implement the updated Water Quality Strategic Plan and continue the implementation of *Clean Water 2020*.

Staff will continue to support the development of Nonpoint Source Implementation Strategy (NPS-IS) plans for subwatersheds. Technical support and mapping assistance for NPS-IS includes identification of critical areas and quantifiable strategic goals with implementation activities. Staff will coordinate with watershed partners to develop project summaries to help identify and attract funding to meet both short and long-term objectives.

1021	Total Local
Local Water Quality Planning	\$214,409
Direct labor	\$93,353
Fringe	\$47,199
Other Direct	\$5,000
Indirect	\$68,857

**102.2 604b WATER QUALITY PLANNING**

**Project Manager:** Joe MacDonald

**Project Team:** Pamela Davis, Sarah Stanzi, Sarah Mulligan

**Description**

This program includes activities associated with a contract between NOACA and Ohio EPA (604b contract). The contract provides funding toward continuous planning activities associated with the maintenance and improvement of *Clean Water 2020*, NOACA's 208 Plan or areawide wastewater and water quality management plan. Ohio EPA may authorize additional work under the 604b contract to include supplemental and collaborative projects.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Fulfill NOACA’s Areawide water quality management planning responsibilities as specified in Sections 205(j), 208 and 303 of the Clean Water Act
- Maintain and improve Clean Water 2020 as outlined in the 604b contract with Ohio EPA
- Provide regional water quality planning technical assistance as outlined in the 604b contract with Ohio EPA
- Collaborate with the Areawide/Water Quality Subcommittee of the Ohio Association of Regional Councils (OARC) on initiatives to meet the goals of Ohio EPA
- Complete Ohio EPA 604b quarterly and closeout reports

**Previous Work**

- Provided planning and technical assistance to the Areawides throughout the state regarding the roles and responsibilities of a 208 Areawide Water Quality Management Planning Agency
- Updated Chapter 6 of the Clean Water 2020 plan to reflect changes in urban areas
- Updated land cover data and impervious surface tables and maps for use in Chapters 2 and 6 of the Clean Water 2020
- Submitted FPA modifications to Ohio EPA
- Resolved disputes with wastewater DMAs and updated FPA maps in Cuyahoga County and Lorain County
- Submitted quarterly and closeout contract reports to Ohio EPA

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. 208 Plan Maintenance and Improvements (604b contract)	X	X	X	X
2. Water Quality Planning and Technical Assistance (Ohio EPA 604b contract)	X	X	X	X
3. FPA Boundaries and Prescriptions Map Dispute Negotiations	X	X	X	X
4. Ohio EPA 604b Quarterly and Closeout Reports	X	X	X	X

**Methodology**

**Product 1:**

NOACA staff will continue to update information on Northeast Ohio land use conditions, development patterns, land cover, and advisories with new data that has been published since Clean Water 2020's (208 Plan's) approval in 2020. NOACA staff will continue to update FPA Boundary and Prescriptions for Wastewater Treatment (Prescriptions) maps and tables in Appendix 4B to reflect 208 Plan updates approved by the NOACA Board of Directors. NOACA staff will continue to update specific 208 Plan Chapters as needed.

NOACA staff will continue to collect sanitary sewer line infrastructure data provided by DMAs. The submitted data will be uploaded into the NOACA Sanitary Sewer GIS Database for use on FPA maps. NOACA staff may also assist DMAs and communities on wastewater regionalization efforts, as needed. These efforts could include, but are not limited to, consolidation of existing sewer service areas, establishment of a new regional sewer district to service multiple communities, or other efforts to regionalize wastewater collection and treatment.

NOACA staff will assist DMAs with minor GIS mapping or analysis (e.g., population projections) for infrastructure planning. NOACA staff will continue to map and update critical unsewered areas within the region. Critical unsewered areas include, but are not limited to, low-to-moderate income areas near sanitary sewers, but not connected to sanitary sewers; mobile home parks with National Pollutant Discharge Elimination System (NPDES) permits; older subdivisions not connected to sanitary sewers; and unsewered areas identified by local stakeholders with failing onsite sewage treatment systems (OSTSs) that impact local water resources.

NOACA staff will provide planning and technical assistance to communities in transition from OSTs to sanitary sewers when requested. These transitioning areas typically require FPA boundary or prescription modifications. The type of outreach could include, but is not limited to, virtual meetings within/between specific communities; speaking at existing regular meetings within these communities (e.g., township associations, planning commissions, zoning boards, council meetings); or individual meetings with community officials.

**Product 2:**

NOACA will continue to participate in, and contribute to, the Areawide/Water Quality Subcommittee of the Ohio Association of Regional Councils (OARC). NOACA staff will continue to prepare presentations, materials, and responses to legislative and policy issues, as needed. Deliverables will be the responsibility of the OARC Subcommittee Chair organization.

Ohio EPA's contracts also allow Areawide and Ohio EPA District Offices to identify needs for regional water quality planning and technical assistance. Areawide/District Offices are encouraged to incorporate Ohio EPA's goal to reduce the delivery of nutrients to surface/ground waters.

## NOACA SFY 2026 OWP

NOACA may participate in collaborative initiatives, such as continuing work on a multi-year project with the Areawide/Water Quality Subcommittee of the Ohio Association of Regional Councils (OARC) to supply data on sewer infrastructure to Ohio EPA. NOACA staff will complete the activities and deliverables for collaborative initiatives as outlined in the Ohio EPA Biennium/TIPBUD contract.

NOACA staff provides technical assistance to Ohio EPA, DMAs, health departments, engineers, developers and other interested parties on collaborative initiatives, data sharing, sewer service area mapping, infrastructure planning for unsewered areas, 208 Plan chapter updates, and public outreach. NOACA staff typically records over 150 stakeholder assists on various 208 Plan issues each year.

NOACA staff will continue to support subwatershed planning efforts to develop NPS-IS plans. Staff will continue to collaborate with watershed organizations and SWCDs and to develop GIS maps and NPS-IS Plans for review and approval by Ohio EPA.

### Product 3:

Maintaining NOACA's 208 plan requires periodic dispute resolution assistance to address disagreements related to FPA boundaries and prescriptions for wastewater treatment. NOACA staff will organize and facilitate meetings, as needed, among DMAs, Ohio EPA staff, local health agencies, and other affected parties to resolve 208 Plan consistency issues or disagreements. For such meetings, NOACA staff will prepare agendas and meeting summaries. NOACA staff's goal for disputes is to facilitate a consensus agreement between wastewater DMAs and affected jurisdictions.

### Product 4:

Complete quarterly and closeout reports and quarterly invoices to Ohio EPA that demonstrate 604b contract work and progress toward grant-funded deliverables. Quarterly reports are due to Ohio EPA no later than 30 days after the end of the quarter and closeout reports are due no later than 45 days after the end of the fiscal year.

1022	Total Fed EPA
604b Water Quality Planning	\$107,314
Direct labor	\$47,840
Fringe	\$24,188
Other Direct	\$0
Indirect	\$35,286

### 102.3 OHIO EPA BIENNIUM/TIPBUD WATER QUALITY PROGRAM

**Project Manager:** Joe MacDonald

**Project Team:** Pamela Davis, Sarah Stanzi, Sarah Mulligan

**Description**

This program includes activities associated with a contract between NOACA and Ohio EPA (Biennium/TIPBUD contract). The contract provides funding toward continuous planning activities associated with the maintenance and improvement of *Clean Water 2020*, NOACA's 208 Plan or areawide wastewater and water quality management plan. Ohio EPA may authorize additional work under the Biennium/TIPBUD contract to include supplemental and collaborative projects consistent with the priorities.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	
Goal 4: Support Economic Development	
Goal 5: Enhance Quality of Life	√

**Objectives and Performance Measurements**

- Fulfill NOACA's Areawide water quality management planning responsibilities as specified in Sections 205(j), 208 and 303 of the Clean Water Act
- Maintain and improve Clean Water 2020 as outlined in the Biennium/TIPBUD contract with Ohio EPA
- Provide regional water quality planning and technical assistance as outlined in the Biennium/TIPBUD contract with Ohio EPA
- Collaborate with the Areawide/Water Quality Subcommittee of the Ohio Association of Regional Councils (OARC) on initiatives to meet the goals of Ohio EPA
- Complete Ohio EPA Biennium/TIPBUD quarterly and closeout reports

**Previous Work**

- Completed the Cuyahoga County Five-Year parcel level FPA boundary and prescription update
- Migrated NOACA's FPA boundary and prescription GIS maps from ArcMap to ArcPro
- Maintained NOACA's GIS layers on NOACA's GIS portal and webpage
- Uploaded and maintained NOACA's FPA map to Ohio EPA's Online statewide FPA map
- Submitted quarterly and closeout contract reports to Ohio EPA

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. 208 Plan Maintenance and Improvements (Ohio EPA TIPBUD contract)	X	X	X	X
2. Water Quality Planning and Technical Assistance (Ohio EPA TIPBUD contract)	X	X	X	X
3. Designated Management Agency (DMA) Roundtable Administration, FPA Modification Process and Website, Portal Ohio EPA Online Map Update		X	X	X
4. Ohio EPA TIPBUD Quarterly and Closeout Reports	X	X	X	X

**Methodology**

**Product 1:**

NOACA conducts 208 Plan consistency reviews to ensure proposed wastewater projects are not in conflict with NOACA’s 208 Plan, as required by federal and state law. Ohio Environmental Protection Agency (Ohio EPA) cannot approve a Permit-to-Install (PTI), National Pollutant Discharge Elimination System (NPDES) permit, or a Water Pollution Control Loan Fund (WPCLF) application in conflict with NOACA’s 208 Plan. NOACA will conduct consistency reviews of projects or applications at the request of Ohio EPA, Designated Management Agencies (DMAs), NOACA members or other entities within the region. NOACA staff conduct consistency reviews for all proposed FPA updates submitted to NOACA. NOACA typically conducts 45-55 consistency reviews annually.

NOACA will continue to review PTI applications received by Ohio EPA as outlined in the PTI 208 Plan Review - Standard Operating Procedure (SOP) previously approved by Ohio EPA and included in Clean Water 2020. NOACA staff will review all PTI applications received by Ohio EPA on a weekly schedule. NOACA staff will determine if the PTI applications are consistent with the 208 Plan. NOACA staff will contact Ohio EPA Northeast District Office (NEDO) staff if a PTI application is potentially in conflict with the 208 Plan; if more information is needed to complete the review; or if the project requesting the PTI is within 1,000 feet of a FPA boundary. NOACA staff typically reviews over 150 PTI applications each year.

**Product 2:**

NOACA staff is committed to a county-review of FPA boundaries and prescriptions on an approximate five-year rotation. NOACA staff recently finished work on the Cuyahoga County FPA five-year map review and update. NOACA staff have undertaken a five-year review of the FPA boundaries and prescriptions for Geauga County; Lake County will follow. Geauga County is served by sanitary sewers in more densely populated areas and on-site sewage treatment systems (OSTSs) in more rural areas. NOACA staff works with the Geauga County Department of Water Resources (GCDWR) and the Primary and Secondary Designated Management Agencies (DMAs) for each FPA to update the FPA boundaries and prescriptions.

**NOACA SFY 2026 OWP**

**Product 3:**

NOACA’s committees review, and NOACA’s Board approves, requests for FPA boundary changes and prescription changes for inclusion in NOACA’s 208 Plan. NOACA’s website includes NOACA Board resolutions and supporting materials (e.g., memos, maps, and presentations).

NOACA staff will continue to update the Clean Water 2020 (208 Plan) and post any approved/allowed update on NOACA’s website, GIS portal and Ohio EPA Online map. Staff will also update the text on NOACA’s Water Quality webpages.

**Product 4:**

Staff will prepare quarterly reports and invoices to Ohio EPA that demonstrate Biennium/TIPBUD contract work and progress toward grant-funded deliverables. Quarterly reports are due to Ohio EPA no later than 30 days after the end of the quarter and closeout reports are due no later than 45 days after the end of the fiscal year.

<b>1023</b>	<b>Total</b>
<b>Ohio EPA TIPBUD Water Quality</b>	<b>\$75,000</b>
Direct labor	\$33,434
Fringe	\$16,904
Other	\$0
Indirect	\$24,662

**103.6 BROWNFIELDS REVOLVING LOAN FUND PROGRAM**

**Project Manager:** Jason Knauer

**Project Team:** Joe MacDonald, Deborah Wordell, Danielle Render, Alison Ball

**Description**

The NOACA and Vibrant NEO Coalition (the Coalition) has been granted a total of \$2 Million from the United States Environmental Agency (US EPA) for its Brownfields Revolving Loan Fund (RLF). The RLF has been supporting the clean-up and subsequent redevelopment of brownfield sites through loans and sub-grants, depending on the reuse of the property. Grant funds will be utilized to clean up both hazardous and petroleum substances at properties located in a 12-county region of Northeast Ohio that includes Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, Summit, Trumbull, and Wayne Counties.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

**Objectives and Performance Measurements**

- Manage Qualified Environmental Professional
- Assist Brownfields Steering Committee with project application review
- Monitor selected loan/subgrant recipients
- Submit reports to U.S. EPA as required
- Act as a fiscal agent for the RLF

**Previous Work**

- Attended the Ohio EPA Brownfields Conference
- Created marketing materials and conducted outreach to generate awareness and solicit applications
- Applied for supplemental funding from the US EPA; awarded \$1,000,000 in September 2024
- Reviewed Community Involvement Plan (CIP) and Analysis of Brownfields Cleanup Alternatives (ABCA) prepared by the City of Middleburg Heights and maintained in its Administrative Records
- Attended public meetings
- Submitted reports to U.S. EPA as required
- Assisted Brownfields Steering Committee with reviewing project applications and recommendations for loans

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Marketing and Community Involvement	X	X	X	X
2. RLF Management and Administration	X	X	X	X
3. Loans and Subgrants	X	X	X	X

## Methodology

### Product 1:

Staff will work with the Coalition to implement a marketing program for the RLF, and review Community Involvement Plans developed by each loan or grant recipient.

### Product 1a

- Develop and produce RLF marketing materials
- Identify and market to target audience, including borrowers and community stakeholders
- Issue press releases
- Create/develop program-specific webpages on NOACA and Vibrant NEO sites

The Coalition will engage with the following partner organizations to develop and market the program:

- County Land Reutilization Corporations
- County and City Departments of Community & Economic Development
- TeamNEO, the regional economic development agency
- Regional planning organizations/councils of government: Akron Metropolitan Area Transportation Study (AMATS), Eastgate Regional Council of Governments (Eastgate), Northeast Ohio Four County Regional Planning and Development Organization (NEFCO), Stark County Area Transportation Study (SCATS)
- Local Community Development Corporations
- Industrial brokerage community
- Local lending institutions
- Local environmental law firms
- Metroparks and land conservancies
- Local watershed partnerships

### Product 1b

- Review and oversee Community Involvement Plans developed by each loan or grant recipient for sharing information with the public, including
  - Attending public meetings
  - Creating a site information repository (administrative record) at NOACA and ensuring one is created at the recipient's jurisdiction
  - Reviewing loan or grant recipient's Preparation for public meetings to ensure compliance with EPA requirements

Staff will ensure that loan/grant recipients create site-specific Community Involvement Plans (CIPs) for all projects to ensure residents know about and have access to the Analysis of Brownfield Cleanup Alternatives (ABCA) and other relevant information. It will contain:

- Relevant information about administrative record locations, meetings, and methods of communication

### Product 1c

- Travel to EPA Brownfields Conferences

## NOACA SFY 2026 OWP

### Product 2:

The RLF Grant project manager will work with U.S. EPA, consultant, and the Brownfields Steering Committee to manage the RLF program, with assistance and ultimate project approval from the NOACA Board of Directors. The project manager will:

- Work with U.S. EPA to gain site eligibility approvals and approvals regarding other program activities
- Verify the completion of cleanup activities
- Approve invoices and arrange payments
- Document project activities for U.S. EPA reporting
- Manage the RLF Grant throughout the period and beyond to revolve the repaid funds
- Ensure selected applicants fulfill all federal requirements, including Davis-Bacon wage provisions, Build America Buy America procurement provisions
- Apply for supplemental funding when available

The Coalition will coordinate with the U.S. EPA Project Officer to:

- Closely monitor recipient's performance
- Review Analysis of Brownfield Cleanup Alternatives (ABCA)
- Collaborate during the performance of the scope of work
- Review proposed procurements
- Review qualifications of key personnel
- Review and comment on reports prepared under the Cooperative Agreement
- Review sites to verify they meet applicable site eligibility criteria
- Monitor the use of program income after the Cooperative Agreement project period ends

### Product 3:

A Brownfields Steering Committee that contains representatives from NOACA and other project partners including Vibrant NEO, Eastgate, and NEFCO, and subject matter experts will provide financial expertise during loan review. A financial consultant will assist with creditworthy analysis. A Qualified Environmental Professional (QEP) will provide consulting services for technical aspects of remediation.

#### Basic RLF Process

- Eligibility Determination
  - Coordinate with U.S. EPA Officer
- Loan Application Documents (may include):
  - Phase I, II ESAs, remedial action plan
  - Project budget and redevelopment plan
  - Pro forma
  - Project schedule
  - Audited financials
  - Articles of Incorporation and Organization
  - ALTA survey
  - Legal Description

**NOACA SFY 2026 OWP**

- Access agreement
- Declaration of ownership
- VAP CP credentials
- Loan Review (may include):
  - Overall determination of creditworthiness of project
  - Rate and Term sheet
  - Draft financial analysis
  - Offer letter
- Prepare ABCA and CIP for U.S. EPA review
- Execute Loan Agreement
  - The Coalition will disburse and service all loans
- Disbursements Requests and Loan Management

Remediation Oversight

- Manage Qualified Environmental Professional (QEP) to oversee remediation in compliance with U.S. EPA and Ohio EPA regulations and approve invoices for successfully completed tasks
- Submit weekly reports to U.S. EPA during remediation
  - Photos
  - Waste generated and its disposal
  - Any public involvement
  - Any media attention
- Submit quarterly reports to U.S. EPA

1036	Total Fed EPA
<b>Brownfields RLF Program</b>	<b>\$362,688</b>
Direct labor	\$119,244
Fringe	\$60,290
Other	\$95,200
Indirect	\$87,954

## 600: TRANSPORTATION PROGRAM

### 601.6 ENHANCED MOBILITY PLANNING

**Project Manager:** Sarah White

**Project Team:** Ed May, Jim Thompson, Leah Telepak, Ashleigh Dennis, Adam Allen, Alison Ball, Dave Kuebler

#### Description

The Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program provides funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and provide complementary paratransit services under the Americans with Disabilities Act (ADA). NOACA is the designated recipient of these funds and will manage the process and procedures for the administration of the Section 5310 program under this project.

This program will also engage older adults, individuals with disabilities, those with low income, and stakeholders representing these specialized populations as part of the planning process to continuously revise and update the *Coordinated Public Transit-Human Services Transportation Plan for Northeast Ohio*. Through mobility management practices, the program will promote improved transportation service coordination between human service agencies, public transit, and other providers.

The Grants Management program intends to create an organized regional structure to seek federal grants in alignment with NOACA's LRP, support relevant regional grant applications, and to manage invoicing and reporting of grants obtained by NOACA from federal, state, or other partners.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	
Goal 5: Enhance Quality of Life	√

#### Objectives and Performance Measurements

- Assess and plan for the current and future transportation needs of specialized populations including older adults, people with disabilities and those with low income to improve transportation options
- Implement the *Coordinated Public Transit-Human Services Transportation Plan for Northeast Ohio* and make minor adjustments as needed
- Prioritize and target specialized transit projects for federal and state funding
- Effectively program and manage projects in support of the Enhanced Mobility (5310) funding programs
- Comply with Title VI and 23 CFR 450.316(1)(vii) requirements through planning analysis of the transportation needs and locations of disadvantaged populations
- Promote mobility management and coordination of transportation services to older adults, individuals with disabilities, and low-income populations. Plan for current and future transportation needs
- Help improve the efficiency of public transit agencies and human service agencies by cultivating partnerships and coordinated transportation activities

**NOACA SFY 2026 OWP**

- Maintain the region’s Regional Strategy for Coordinating Funding Opportunities consistent with stakeholder and NOACA Board input
- Coordinate with local partners to support applications for funding opportunities
- Coordinate with local partners to apply for funding opportunities
- Coordinate grant implementation from award to closeout, Manage, process, and report on grant programs

**Previous Work**

- Managed the Specialized Transportation program annual application and selection process for SFYs 2022, 2023, 2024, and 2025
- Updated the Program Management Plan for Enhanced Mobility of Seniors and Individuals with Disabilities (FTA Section 5310)
- Updated the application for the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program and allocation criteria for program
- Completed the Tier II Transit Asset Management Plan
- Completed the Coordinated Public Transit-Human Services Transportation Plan
- Managed RideAmigos in development, testing and implementation of Specialized Mobility Search portion of Gohio Commute, Gohio Mobility, and continue to maintain provider data
- Completed annual National Transit Database (NTD) reporting

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Grants Administration of the Enhanced Mobility of Seniors and Individuals with Disabilities program (Section 5310)	X	X	X	X
2. Pass-through Projects: grant disbursement for Section 5310 approved pass-through capital/operating project funds	X	X	X	X
3. Mobility Management planning activities and technical support	X	X	X	X
4. Implement and update Coordinated Public Transit Human Services Transportation Plan			X	

**Methodology**

**Product 1:**

- Monitor sub-recipient projects for compliance with application goals and federal grant regulations, including submission of all required Certifications and Assurances and Program of Projects
- Review and evaluate applications for Section 5310 funding for SFY 2025 and present staff recommendations to committees and NOACA Governing Board for recommendation and adoption, respectively.
- Develop and enter into contracts with sub-recipients or supplemental agreements with direct recipient
- Use Federal Transit Administration’s (FTA’s) Transit Award Management System (TrAMS), National Transit Database (NTD), and Electronic Clearing House Operation (ECHOWeb) systems to manage all aspects of grant distribution and oversight for sub-recipients receiving funds, including periodic project reporting, invoice processing, and other mandatory reporting
- Publicize availability of funding for the Cleveland urbanized area through public notices, direct and email notification of interested parties, and the NOACA website

**NOACA SFY 2026 OWP**

**Product 2:**

- Distribute funding to sub-recipients receiving capital/operating project funds
- Process invoices in accordance with internal and federal guidance

**Product 3:**

- Conduct research and analysis on changes in public policy and recommend appropriate steps to integrate changes into the planning process for specialized transportation
- Maintain Specialized Mobility Search portion of Gohio Commute, Gohio Mobility, educate users and promote platform with NOACA's environmental planning team
- Identify low-income and minority populations to address benefits and burdens of transportation investments and ensure equitable distribution of transportation funding
- Promote improved transportation service coordination between human services agencies, public transit, and other providers in the region
- Encourage integration of American Disabilities Act (ADA) transition plans into the Project Planning Review (PPR) process, if needed

**Product 4:**

- Implement strategies to achieve the goals and objectives of the *Coordinated Public Transit Human Services Transportation Plan for Northeast Ohio*
- Make minor amendments to the Plan as needed

6016	Total FTA
Enhanced Mobility Planning/Grants	\$209,312
Direct labor	\$91,928
Fringe	\$46,479
Other	\$3,100
Indirect	\$67,805

## 602.0 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) AND FUNDS MANAGEMENT

**Project Manager:** Ed May

**Project Team:** Jim Thompson, Sarah White, Leah Telepak, Adam Allen, Alison Ball, Beverly Burtzlaff, Andrew Bean, Derek Taylor, Rob Uhlhorn,

### Description

This program is the implementation tool for the NOACA region’s *Long-Range Plan weNEO2050+: An Equitable Future for Northeast Ohio*. The TIP is maintained and updated on a regular basis to ensure compliance with federal regulations and state policies and procedures. *weNEO2050+* guides the design, management, and investment in the region’s transportation system for everyday forms of travel – motor vehicle, public transit, bicycle and pedestrian – and the movement of goods and freight. The NOACA Regional Transportation Investment Policy (RTIP) serves as the primary instrument in managing the TIP and NOACA’s federal fund resources.

Funds-management objectives ensure the efficient and effective use of federal funds allocated to NOACA for plans and programs that advance the region’s transportation system and achieve adopted performance measures and targets.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	
Goal 5: Enhance Quality of Life	√

### Objectives and Performance Measurements

- Maintain the region’s TIP consistent with the NOACA Regional Transportation Investment Policy (RTIP) and federal and state requirements
- Continue to develop data-driven programs that allow for systematic improvements to the region’s transportation system while minimizing administrative burden
- Provide information regarding the TIP to all affected and interested parties, including 23 CFR 450.316(1)(vii) populations, to afford them the opportunity to comment on the programs and projects
- Ensure that NOACA capital program funding balances are spent down by the end of the state fiscal year using innovative funding strategies to advance projects, where appropriate and when possible
- Oversee and manage NOACA-administered funding programs to ensure projects are effectively prioritized, programmed and delivered within scope, on time and on budget
- Support and provide technical assistance to project sponsors toward effective and efficient program delivery
- Use GIS mapping to pinpoint EJ areas and to ensure that those populations share equitably in the benefits of NOACA’s projects and programs
- Evaluate and prioritize proposed LRP and associated plan strategies and projects in accordance with established project prioritization criteria, transportation performance measures and regional benefits

**NOACA SFY 2026 OWP**

- Coordinate with communities and regional agencies to develop programs and projects that implement the strategies of the NOACA LRP and associated plans
- Encourage and advance regional collaboration and best practices in the areas of project planning, financing, contracting and implementation
- Maintain Transportation Performance Management (TPM) components in the TIP consistent with federal rulemaking and in coordination with ODOT and public transportation providers

**Previous Work**

- Developed the 2024-2027 NOACA TIP for FHWA approval in July 2023
- Ensured any new or significantly revised projects proposed for implementation in the region were evaluated and adopted through the established Project Planning Review (PPR) and TIP Amendment and Modification procedures
- Amended ODOT/NOACA performance targets into the TIP
- Managed the NOACA administered programs to effectively expend allocated funds to minimize carry forward while maintaining appropriate project review processes
- Maintained the capital program performance measures and dashboard reports to monitor the delivery of NOACA funding programs on a quarterly basis
- Developed and applied TIP prioritization criteria to all plan projects in the TIP universe to determine recommendations for NOACA administered funding during development of the SFY 2026-2029 TIP that will help achieve established performance measures and targets

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. SFY 2026-2029 TIP Management	X	X	X	X
2. Manage the CMAQ program	X	X	X	X
3. Manage grants related to major infrastructure projects (Irishtown Bend, lakefront, Regional EV charging station phases 1-2; etc.)	X	X	X	X
4. Coordination of Scenic Byway Program	X	X	X	X
5. Regional Strategy Updates	X	X	X	X
6. Coordinate with partners to support grant applications	X	X	X	X
7. Manage and report on received grants	X	X	X	X

**Methodology**

**Product 1: SFY 2026-2029 TIP Management (Quarters 1-4/Ongoing, unless noted below)**

- Maintain the 2026-2029 TIP to ensure all programs and projects reflect current funding levels, programmed schedules, and scopes
- Review and update the RTIP to reflect current NOACA goals and priorities, and any requirements resulting from changes in federal or state law concerning transportation and transportation planning (Quarters 2 and 4)
- Evaluate and implement available innovative financing strategies to advance shovel-ready projects in the TIP
- Deliver the NOACA capital programs through sponsor coordination, public involvement, and committee and Board action

## NOACA SFY 2026 OWP

- Provide support as needed to ODOT, local project sponsors and public transit agencies to monitor and coordinate the delivery of projects and programs in the TIP
- Coordinate with ODOT and project sponsors to finalize the SFY 2027 Annual Priority List of NOACA-administered funded projects (Quarter 3)
- Coordinate through the NOACA process and with ODOT to process Plan and TIP amendments through the formal amendment process or through technical amendments (Quarters 1 – 4)
- Review bi-weekly ODOT-generated project status reports
- Maintain capital program performance measures and dashboard reports to keep apprised of increased costs and schedule changes in a timely manner and to provide a means of verifying that program goals are met. Report on project development status to the appropriate committees and Board of Directors
- Maintain and update, as needed, transportation performance management measures in the TIP to reflect federal, state, and regional priorities. Evaluate ongoing TIP prioritization and investment strategies toward achievement of adopted measures and targets
- Prepare an annual list of obligated highway, transit and planning projects federally funded in accordance with 23 U.S.C. 250.332 (Quarter 1)
- Prepare the NOACA capital programs for the end-of-year annual report that will highlight current TIP status and NOACA-administered funding achievements, including a report on financial management and budget

### **Product 2: Manage the CMAQ Program (Quarters 1-4/Ongoing, unless noted below)**

- Implement and manage the solicitation of applications and programming of selected projects for NOACA's CMAQ program
- Coordinate on Statewide CMAQ program management with the Ohio Statewide Urban CMAQ Committee (OSUCC)
- Coordinate with ODOT transit agencies and project sponsors in the evaluation of proposed projects for incorporation into the TIP and review proposed projects with NOACA councils, subcommittees, committees, managed through typical Project Planning Review process
- Calculate emissions reductions analyses for projects and provide them to ODOT

### **Product 3:**

- Manage, monitor, reimburse, and provide materials to report on regional grants, including the Irishtown Bend Slope Stabilization Project, the Amish Buggy Safety Project, the Regional Infrastructure Accelerator Project, Charging and Fueling Infrastructure (CFI) Discretionary Grants, Climate Pollution Reduction Grants, and any other federal grants received
- Manage and update NOACA's Infrastructure Investment and Jobs Act of 2021 (IIJA) regional project prioritization strategy for selection of grant applications

**NOACA SFY 2026 OWP**

**Product 4:**

- Participate and lead the efforts of the LECT Byway Committee
- Regularly review and update the LECT Corridor Management Plan to ensure that it effectively outlines the Byway’s intrinsic qualities, effective marketing and public awareness strategies, and opportunities for coordination with stakeholders (Quarters 2- 4)
- Regularly review and update the LECT mobile application to best represent the LECT intrinsic resources and sites of interest
- Continue development of marketing and promotional materials to educate and inform potential travelers of the LECT
- Support all regional byways as needed

**Product 5: Regional Strategy Updates (Quarters 1-4/Ongoing, unless noted below)**

- Coordinate with local partners to ensure the Regional Strategy is up to date
- Provide quarterly updates to the Executive Committee and the Board on the Regional Strategy

**Product 6: Coordinate with partners to support grant applications (Quarters 1-4/Ongoing as opportunities arise, unless noted below)**

- Communicate with local partners seeking funding for grant opportunities
- Draft letters of support for grant applications
- Apply for grants for projects to be managed by NOACA

**Product 7: Regional Strategy Updates (Quarters 1-4/Ongoing, unless noted below)**

- Communicate with local partners and internal staff to ensure grants are meeting federal and state requirements

6020	Total OCPG/CRRSAA/Local/Crowdfunding
<b>TIP and Funds Management</b>	<b>\$10,070,438</b>
<b>Direct labor</b>	\$279,272
<b>Fringe</b>	\$141,200
<b>Other/Local - LECB</b>	\$2,000
<b>Other/OCPG – Software/Travel</b>	\$15,500
<b>Other/Crowdfunding - ITB</b>	\$726,577
<b>Other/CRRSSA – ITB</b>	\$8,700,000
<b>Indirect</b>	\$205,989

## 602.2 PROJECT PLANNING REVIEW – INTERGOVERNMENTAL REVIEW & CONSULTATION

**Project Manager:** Ed May

**Project Team:** Jim Thompson, Sarah White, Leah Telepak, Adam Allen, Brenda Walker, Pamela Davis

### Description

Project Planning Review (PPR) is the review process which transportation projects must undergo before being added or amended to the NOACA Long-Range Plan (LRP) or Transportation Improvement Program (TIP). This process involves reviewing proposed projects by staff, committees, the public and NOACA’s Board of Directors. PPR ensures that NOACA meets all federal, state, and local planning requirements for projects requesting federal funding and projects on the federal-aid system not requesting federal funds. The purpose of PPR is to (1) assess whether a proposed project helps achieve NOACA’s vision and goals, (2) ensure the proposed project is consistent with NOACA planning requirements and oversight agency requirements, (3) assist project sponsors in the development of projects, and (4) invite public involvement.

Intergovernmental Review and Consultation (IGRC) is a component to the PPR process that solicits involvement from governmental bodies potentially affected by a proposed project. An effective IGRC process is necessary to comply with federal requirements, to strengthen intergovernmental partnerships, and to foster cooperation and coordination among all levels of government. Staff will work with ODOT, USDOT, FHWA, FTA and other partners to integrate and update the goals, performance measures and targets as required by the MAP-21/FAST/IIJ Acts.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	
Goal 5: Enhance Quality of Life	

### Objectives and Performance Measurements

- Coordinate and manage NOACA’s PPR process, which includes NOACA staff review, committee review, public involvement and IGRC. PPR assesses a project’s compliance with NOACA’s long-range transportation goals and requirements, including performance measures and targets
- Work with ODOT, USDOT, FHWA, FTA and other partners to integrate the goals and performance measures and establish targets required by MAP-21/FAST/IIJ Acts
- Track and monitor comments and conditions resulting from the PPR and IGRC processes and work with project sponsors through project development to ensure concerns are successfully addressed

**NOACA SFY 2026 OWP**

- Ensure that projects proposed for the LRP and TIP achieve NOACA goals and planning requirements
- Create an opportunity for active engagement of interested and affected parties and the public to review and provide input on projects under consideration for inclusion in NOACA’s LRP and TIP

**Previous Work**

- Implementation of the ongoing quarterly PPR process
- Development of the Project Planning Review Standard Operating Procedures
- Produced quarterly summaries of IGRC reviews

Activities, Tangible Products	Work Schedule			
	1st	2nd	3rd	4th
1. Quarterly PPR administration and post-PPR monitoring	X	X	X	X
2. IGRC administration and materials and reports for distribution	X	X	X	X

**Methodology**

**Product 1:**

- Evaluate projects proposed for inclusion in the Plan and TIP against NOACA Planning requirements and target screening criteria, inclusive of adopted transportation performance measures and targets
- Initiate PPR process and coordinate with appropriate staff to allow for the effective and efficient evaluation of projects
- Administer and manage the PPR process on-time
- Document and monitor PPR comments and conditions in coordination with project sponsors to ensure they are satisfactorily addressed prior to TIP inclusion

**Product 2:**

- Address questions from interested and affected parties regarding the IGRC process in an appropriate and timely manner
- Conduct the IGRC process using effective outreach tools and in coordination with the PPR process to notify affected parties of project information available for review
- Document and monitor IGRC comments and conditions in coordination with project sponsors to ensure they are satisfactorily addressed prior to TIP inclusion
- Administer a comprehensive listing of interested parties for use in distributing IGRC information process

6022	Total OCPG
<b>PPR/IGR &amp; Consultation</b>	<b>\$82,624</b>
Direct labor	\$36,833
Fringe	\$18,623
Other	\$0
Indirect	\$27,168

**605.0 SUB-AREA AND CORRIDOR STUDIES**

**Project Manager:** Derek Taylor

**Project Team:** Senior Engineer (Vacant), Senior Planner/Engineer (Vacant), Principal/Manager (Vacant), Planner II (2 Vacant), Kessa Turnbull, Dave Kuebler, Ali Makarachi, Ronnie Blackshear

**Description**

This project includes planning efforts at the subarea and corridor scale to identify and analyze transportation system inefficiencies and deficiencies. This project emphasizes transportation planning, traffic engineering, and land use considerations. Resulting recommendations can be short or long-term and may call for analysis that is more detailed.

The primary activities in this project include the Aerozone Subarea Study and the I-71 Corridor Study. Implementing the NOACA Complete and Green Street policy is another activity in this project, and the objective is to respond to the demands of motor vehicles, pedestrians, and bicycles efficiently and safely.

Road and street functional classification attempts to define access and mobility boundaries by grouping roads, streets, and highways in a hierarchy based on the type of highway service they provide. Generally, how closely a highway or street functions compared to the defined service plays a crucial role in reducing congestion, promoting safety, and increasing transportation system efficiency. Streets and highways are part of an interconnected network, and each plays a role in moving traffic throughout the system by a specified degree of access and a level of movement.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Assist in achieving NOACA’s Long-Range Plan (*weNEO2050+*) goals by working to improve efficiency and safety of the existing transportation system, and prioritize significant elements of the system for funding recommendations
- Enhance modal choices by improving access to all modes of travel facilities and services on identified corridors
- Reinvigorate arterial corridors’ role as multimodal corridors
- Restore arterial functionality
- Coordinate with local and regional partners in the planning process to identify deficiencies and measure the performance of the region’s transportation system
- Maintain and update a federal-aid network of roadways through the functional classification revision process

**NOACA SFY 2026 OWP**

**Previous Work**

- Completed the following tasks:
  - Functional classification adjustments – Ongoing
  - Corridor Data Requests from External Partners and Stakeholders – Ongoing
  - I-480 / Granger Rd Interchange Analysis – FY 2025
  - SR-14 / Miles Ave Intersection Analysis – FY 2025
  - Taylor Rd Road Diet Analysis – FY 2025

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Subarea and Corridor Analysis	X	X	X	X
2. Aerozone Subarea Study	X	X	X	X
3. Complete & Green Street Policy Implementation	X	X	X	X
4. Highway & Street Function Class Modifications	X	X	X	X
5. IR-71 Corridor Study	X	X	X	X

**Product 1: (Based on internal and external requests, follows the same process)**

- Conduct subarea and corridor transportation analysis for principal arterial corridors in response to internal and external requests. These analyses may include, but are not limited to, daily and time-period traffic volumes, turning movements, congestion levels, transit service and ridership, 23 CFR 450.316(1)(vii), and origin-destination study.

**Product 2: (Consultant-led project starts in FY 2025)**

- Continue the conduct of a sub-regional study for Aerozone. The Aerozone is an employment center for technology, research, development, and logistics jobs clustered within the communities surrounding the Cleveland Hopkins International Airport and NASA Glenn Research Center.
- The objective of the project is to identify optimal land use options based on the leveraging of existing and future transportation infrastructure and services to support long term economic growth and advance the vision and goals of NOACA’s Long Range Plan.
- Scope items for FY2026 include Public Involvement, Data Collection, Analysis of Existing Conditions, Development of Performance Metrics, Site Readiness and the Development of Scenarios.
  - Deliverable #1: Public Engagement Plan (QTR 1)
  - Deliverable #2: Existing Conditions Report (QTRS 2-3)
  - Deliverable #3: Performance Metrics (QTR 3)
  - Deliverable #4: Site Readiness Report (QTR 3-4)
  - Deliverable #5: Scenarios (QTR 4)

**Product 3: (Ongoing program)**

- Implement the NOACA Complete and Green Street Policy in a selected arterial.

**Product 4: (Based on internal and external requests, follows the same process)**

- Analyze all submitted requests for highway/street functional classification changes by applying the Board-approved criteria.

**Product 5: IR-71 Corridor Study (Consultant-led study)**

- The study’s purpose is to examine and improve accessibility, connectivity, mobility, traffic operational efficiency, and congestion in the study area. Public participation will occur from beginning to end. The study’s duration is two years, and the following is the study summary and project schedule and deliverables.
  - Assess current conditions of the defined subarea
  - Engage the study area residents and officials based on a public engagement plan
  - Explore feasible alternatives
  - Develop micro-simulated models for traffic analyses of the selected alternatives in the current, opening, and design years
  - Evaluate the improvement alternatives for the defined set of criteria, including cost items
  - Recommend feasible alternatives that will improve transportation accessibility, mobility, and traffic operations within the study area
  - Prepare cost estimates for all identified improvements and timelines for implementation
  
- Deliverables (2-year project timeline)
  - Deliverable 1: (Complete July 2025): Existing Conditions and Initial Analyses - The project will begin with an in-depth assessment of current conditions, including the development of a Purpose & Need statement, an Existing Conditions Report, and traffic analyses. Findings will be shared with stakeholders and the public during the first public involvement (PI) meeting.
  - Deliverable 2: (Complete December 2025) - Feasibility and Alternative Development -The focus will then shift to identifying and refining feasible alternatives through mapping, simulation, and feasibility studies. Refined alternatives will be reviewed by stakeholders and presented to the public in PI Meeting #2.
  - Deliverable 3: Preferred Alternatives and Strategic Planning (Complete July 2025) -This phase will evaluate and select the preferred alternatives. Traffic analyses and an Alternative Evaluation Report will support the final selection, which will be presented to stakeholders and the public during PI Meeting #3.
  - Deliverable 4: Final Documentation and Presentation (Complete December 2026) - The project will conclude with the preparation of a Final Strategic Plan, presentations to stakeholders, NOACA documentation, and a comprehensive Final Report, including all supporting materials.

6050	Total OCPG
Sub-Area and Corridor Studies	\$1,174,630
Direct labor	\$55,247
Fringe	\$27,933
Other/Consultant – I-71	\$860,000
Other/Consultant - Aerozone	\$190,700
Indirect	\$40,750

## 605.1 TRANSIT NETWORK AND COMMUTER RAIL PLANNING

**Project Manager:** Derek Taylor

**Project Team:** Sam Schweikert, Hinal Sorathiya, Kessa Turnbull, Ali Makarachi, Rob Uhlhorn

### Description

Transit is an important aspect of the transportation network, and mobility choices are vital to the health and vibrancy of a region. Public transit is not just a form of alternative transportation but provides options for lower-income households, the elderly, and people with disabilities. Public transit provides access to healthcare, entertainment, and educational facilities, among other daily activities and destinations. Corridors with high numbers of transit riders are crucial for local transit authorities in terms of transit network coverage and service. The other important factor in increasing transit ridership is connectivity. The “first mile” and “last mile” bus services as feeders to main transit corridors are the connection links in providing complete transit connectivity from riders’ actual origins to their destinations.

In the NOACA region bus services, including local, premium, and Bus Rapid Transit (BRT), which run through the existing highways and streets, network with thousands of bus stops at different levels of passenger comfort. As an alternative to the road network, there are limited miles of railway network of light and heavy rail operated by the Greater Cleveland Regional Transit Authority (RTA) for passenger services and regional freight rail companies. It should be noted that the length of miles of the existing railway network is not comparable to the total lane miles of road network.

This project will analyze the current local and regional transit networks based on accessibility to major residential areas, major workplaces, major destinations, and 23 CFR 450.316(1)(vii) areas. Analyses of the existing transit networks will be followed by establishing a set of short-, medium- and long-term objectives for development and expansion of improved transit networks to achieve a true multimodal transportation system in the NOACA region.

Local governments generally support land use changes associated with the establishment of an expanded rail network, which in turn encourages significant Transit Oriented Development.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

### Objectives and Performance Measurements

- Collaborate with local transit agencies in improving the existing transit networks
- Study the proposed *weNEO2050+* visionary rail network and recommend a set of appropriate extensions by the planning decades
- Support the local transit Oriented Development initiatives

**NOACA SFY 2026 OWP**

**Previous Work**

- Analyzed visionary rail and BRT network from *weNEO2050+*

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Transit network development based on improving access to jobs, equity, and major transit corridors	X	X	X	X
2. Visionary rail network development	X	X	X	X
3. Transit Oriented Development (TOD) Program	X	X	X	X

**Product 1: (Began in 2021 LRTP and part of 2025 LRTP)**

- Develop an improved regional transit network in collaboration with transit agencies

**Product 2:**

- Continue advocacy work and planning for inter-city passenger rail service corridors radiating from Cleveland

**Product 3: (Ongoing program)**

- Establish a set of criteria based on high frequency, high transit capacity, and connectivity to the primary activity centers to identify potential transit stations for TOD
- Identify a set of transit stations by applying the established TOD criteria
- Specify the land use types around the identified potential transit stations

6051	Total OCPG
<b>Transit Network/Commuter Rail Plan.</b>	<b>\$51,317</b>
Direct labor	\$22,654
Fringe	\$11,454
Other	\$500
Indirect	\$16,709

**605.2 NONMOTORIZED TRANSPORTATION PLANNING**

**Project Manager:** Rob Uhlhorn

**Project Team:** Sam Schweikert, Hinal Sorathiya, Ali Makarachi

**Description**

Walking and bicycling are important components of a multimodal transportation system in urban, suburban, and rural settings. Planning for walking and cycling is a travel demand strategy that can alleviate vehicular traffic congestion and reduce emissions. Improving or increasing pedestrian and bicycle infrastructure is necessary in the NOACA region, but especially critical for the population that does not have regular and reliable access to a personal vehicle.

Nonmotorized modes of travel are generally used for conducting the following trips and activities:

- Utilitarian (non-recreational) trips
- Access to transit services
- Recreational pursuits

Some transit stops are not currently accessible by walking and biking safely and comfortably. Creating walking and biking connections to all stops will require a large investment and, in this regard, the guidelines of the NOACA ACTIVATE Plan offer a prioritization model.

This project will implement the investment prioritization model for accessing transit stops by nonmotorized modes of travel.

This project also includes data collection activities, for which the purposes are:

- Gauging regional and local trends
- Determining the impact of facility improvements or changes
- Studying pedestrian and cyclist behavior
- Calibrating walk and bike modes in the NOACA Travel Forecasting Model
- Guiding planning and programming

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Establish a balanced transportation system that allows for safer and more convenient multimodal transportation
- Create walking and biking connections to major transit stops in the NOACA region
- Improve nonmotorized data collection by considering potential demand locations
- Enhance and automate biking-related information available to cyclists

**NOACA SFY 2026 OWP**

**Previous Work**

- Prepare bicycle and pedestrian count report – Ongoing
- Supported stakeholders with guidance on best practices for active transportation
- Managed regional bicycle and pedestrian volunteer count program
- Distributed Cuyahoga, Geauga, Lake, Lorain, and Medina individual county bike maps
- Managed permanent bicycle and pedestrian counters program
- Developed technical guidelines for nonmotorized transportation planning

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Nonmotorized mode facility improvement and extension based on the NOACA Activate Guidelines	X	X	X	X
2. Major transit stop prioritization for investment in improved transit access of nonmotorized modes	X	X	X	X
3. Bicycle & pedestrian count program	X	X	X	X
4. Bike map maintenance and mobile application development	X	X	X	X
5. Street Supplies Program	X	X	X	X

**Product 1: (Began in 2021 LRTP and part of 2025 LRTP)**

- Support walking and biking facility improvement efforts of partner agencies by utilizing the NOACA Activate Guidelines
- Continuously explore best practices in bicycle and pedestrian planning and improve the NOACA Activate Guidelines

**Product 2: (Began in 2021 LRTP and part of 2025 LRTP)**

- Propose an investment prioritization model for accessing transit stops by nonmotorized modes of travel

**Product 3: (Ongoing data collection)**

- Analyze potential walking and biking demand and routes using the NOACA travel forecasting model and adjust the data collection locations accordingly

**Product 4: (Began in FY2025 and to be completed in FY2026.)**

- Continue maintenance of bike maps and produce a consultant-led mobile device app for locating optimal biking routes in association with traffic stress levels. NOACA’s proposed mobile bike application seeks to convert regional bike maps from their paper and PDF formats into an interactive application. This application will enable the user to identify safe biking routes from an origin to a destination in a manner that is specific to any level of biking ability. In addition, this application will inform the regional bicycle planning process in the following ways: (a) with user permission, the application will log bike trips (maintaining anonymity of user), generating a source of data that will be used by NOACA and other transportation planning stakeholders in further designing the region’s bicycle network, and (b) this data will serve as a source of information on the general demand for bicycle travel, including frequency, type of trip, and origins and destinations

**NOACA SFY 2026 OWP**

**Product 5: (Ongoing program)**

- Continue providing street supplies to communities for their local planning projects. As part of transportation planning activities, street supply materials are typically used for comparing before and after planning study recommendations prior to actual implementations (ISATO set-aside = \$74,171 (2.5% of \$2,966,826))

6052	Total OCPG
<b>Nonmotorized Transportation Planning</b>	<b>\$406,925</b>
Direct labor	\$79,661
Fringe	\$40,277
Other	\$228,230
Indirect	\$406,925

### 605.3 FREIGHT PLANNING

**Project Manager:** Principal/Manager (Vacant)

**Project Team:** Senior Planner/Engineer (Vacant), Derek Taylor, Ali Makarachi, Ronnie Blackshear

#### Description

Efficient freight movement is becoming more challenging as its traffic is increasing. Safety, travel time reliability, and infrastructure conditions are transportation-related concerns. Generally, freight planning is a component of other transportation areas such as safety, operations, and congestion, and expands to other faculties and modes beyond roadway network alone.

This project focuses on transportation aspects of freight planning and comprehensive data-gathering efforts to understand freight movement in the NOACA region across all five modes: trucking, water, rail, air, and pipelines. The freight-intensive locations will be identified as the center of data collection activities, and the data will include origins, destinations, and routes of freight in the region today. To inform future scenarios, analyses will be conducted on safety, infrastructure conditions (e.g. pavement, bridges, and rail tracks), freight mobility, and freight network redundancy. The project also envisions the future of freight in the NOACA region in several ways:

- Performance
- Technology and Innovation
- Future investments

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

#### Objectives and Performance Measurements

- Make inventory and map the freight system in the NOACA region
- Compile freight mode characteristics
- Develop and evaluate performance measures for freight movements
- Conduct outstanding freight hub studies
- Compile the State of Freight report annually
- Research innovative freight topics

#### Previous Work

- Planned, coordinated, hosted, and implemented the Ohio Conference on Freight

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Performance measures & targets related to freight operations	X	X	X	X
2. Identify major freight hubs and evaluate their access management		X	X	X
3. Rail crossing prioritization in association with freight movements			X	X
4. Update the Regional Freight Plan focusing on transportation aspects of travel time, cost, safety, etc.	X	X	X	X

**NOACA SFY 2026 OWP**

**Product 1:**

- Truck Travel Time Reliability Index (TTTR) is currently the only required performance measure per FHWA guidelines for freight planning. This measure will be collected and reported
- Develop additional performance measures

**Product 2:**

- Identify freight-intensive locations
- Evaluate the identified freight major hubs for connectivity, safety, congestion, etc.

**Product 3:**

- Update the rail-crossing map with community impact indices
- Prioritize the rail crossing locations for improvements

**Product 4:**

- Summarize performance measures across time
- Research innovative freight planning topics
- Prepare data for updating the freight plan

6053	Total OCPG
<b>Freight Planning</b>	<b>\$128,350</b>
Direct labor	\$34,928
Fringe	\$17,660
Other	\$50,000
Indirect	\$25,763

## 605.4 TRANSPORTATION MODELING & DATA ANALYSIS

**Project Manager:** Derek Taylor

**Project Team:** Senior Planner/Engineer (Vacant), Dave Kuebler, Ali Makarachi, Rob Uhlhorn, Sam Schweikert, Marsha Arzaga, Deltcho Marinov

### Description

Transportation models are used to evaluate and prioritize plans and projects, and to assist decision-makers in understanding the transportation related impacts and plausible outcomes of major investments. Like other megaregion travel demand models, the NOACA Travel Forecasting Model is a mathematical model that utilizes a vast amount of socioeconomic data and highway and transit network attributes and many years of research in the field of travel modeling.

Principal activities for this project comprise developing and maintaining transportation models to assist in planning for the region’s future transportation needs and developing the Long-Range Transportation Plan in coordination with the state and performance-based planning processes. NOACA’s travel forecasting model is a macro-level planning tool for evaluating current and future travel by various modes in the NOACA region. Other important related activities are traffic count collection and household travel survey, which will be utilized to calibrate and evaluate the developed travel demand model.

Traffic volumes, transit ridership, truck volumes, and vehicle mile travel (VMT) are typical outputs used for many regional transportation-planning activities.

This project also provides geographic information systems (GIS) technical assistance and data management for agency transportation projects and planning.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	
Goal 5: Enhance Quality of Life	

### Objectives and Performance Measurements

- Operate, maintain, and update NOACA travel forecasting model in accordance with FHWA, FTA and ODOT guidance
- Provide technical assistance and analysis in response to requests from planning staff, ODOT district staff, etc.
- Calibrate and validate the NOACA travel forecasting model using the updated traffic counts, household travel survey results and other data sources
- Continue to update/maintain GIS databases and standards
- Continue to support NOACA staff with GIS technical assistance, mapping, and data analysis
- Continue to maintain NOACA’s online GIS Portal

**NOACA SFY 2026 OWP**

**Previous Work**

- Prepared the Traffic Analysis Zone (TAZ) System, associated land-use data, parking data, transit lines, highway/street network attributes, special trip generators, etc. for use in the NOACA travel forecasting model
- Produced model data outputs as inputs to the congestion management analysis and various transportation studies
- Updated all model inputs to reflect a 2025 base year
- Maintained all model inputs at five year-increments between 2025-2050
- Updated transit routes and line ridership for year-ending 2024 schedules
- Administered the 2024 traffic count program
- Processed the 2024 traffic count data for use in the calibration and validation of the travel forecasting model
- Assisted staff on specific GIS data/mapping/analysis needs, freight, transportation planning, water quality, safety reports, bike map, TIP, and LRP
- Maintained geodatabase data storage, including adding new data and updating existing data, portal data, and enhancements such as switching Portal to Experience Builder format and adding layers
- Developed custom GIS tools for specific staff needs, such as a turns-to-link traffic count conversion tool
- Conducted a Household Travel Survey (HHTS) in 2024 for use in modeling and planning work

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. GIS databases maintenance/analysis and Response to Internal & External GIS Requests	X	X	X	X
2. Regional Traffic Count Program - annual data collection & analysis			X	X
3. NOACA Travel Forecasting Model maintenance and update	X	X	X	X
4. NOACA Travel Forecasting Model output analysis in response to internal & external requests	X	X	X	X

**Product 1: (Ongoing project)**

- Produce GIS data for agency planning needs
- Continue to update/maintain GIS databases and file structure
- Continue to update/maintain NOACA’s online GIS Portal and DART
- Create detailed and well-designed maps for specific projects

**Product 2: (Ongoing data collection)**

- Review, organize, and process the annually collected traffic count data
- Evaluate the received traffic counts for reasonableness, accuracy, and completeness

## NOACA SFY 2026 OWP

### Product 3: (Ongoing model maintenance and updates)

- Update the NOACA travel forecasting model
- Implement a model recalibration and revalidation process to provide more realistic travel forecasting model outputs

### Product 4: (Ongoing and based on internal and external requests)

- Provide analysis based on the NOACA travel forecasting model for various planning projects such as congestion management process, highway network modifications, realignment of transit lines, corridor studies, etc.
- Provide model outputs to air quality modeling analyses to support conformity

6054	Total OCPG
<b>Modeling &amp; Data Analysis</b>	<b>\$502,394</b>
Direct labor	\$132,041
Fringe	\$66,760
Other	\$206,200
Indirect	\$97,393

## 605.5 TRANSPORTATION OPERATIONS PLANNING

**Project Manager:** Vacant

**Project Team:** Senior Engineer (Vacant), Ali Makarachi, Kessa Turnbull

### Description

The automobile industry is replacing “Horsepower” with “Processing Power” as there is little doubt that Plug-in Hybrid Electric Vehicles (PHEV), Connected and Autonomous Vehicles (CAV), autonomous shuttles, and other technology driven advancements are going to fill our highway network sooner than expected. This technology will not replace the existing modes of travel overnight. However, the PHEVs and CAVs will slowly replace the existing conventional cars and eventually, all will be traveling in these futuristic vehicles. Traffic signals could be outdated as cars will be in constant communication with each other to ensure they smoothly and safely weave through traffic conditions. This could free up more space for pedestrian areas and bicycle lanes. This may take one or two decades but it will certainly happen with new social norms and travel patterns being established. Any future transportation plan should consider these technological advancements at different levels.

Autonomous shuttle feeder buses are expected to work best in line-haul segments with a focus on first-mile and last-mile services. In addition, these services may compete with traditional transit services due to increased user productivity, reducing insurance costs, as they are generally safer.

This project facilitates the sharing of best practices with and among partner agencies and provides leadership on the update of the regional intelligent transportation system (ITS) architecture to comply with the Federal Highway Administration (FHWA) rule requiring that federally funded transportation projects are consistent with the national ITS architecture.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

### Objectives and Performance Measurements

- Install charging ports in response to PEVs demand in the region
- Study the implementation of autonomous shuttle buses
- Identify smart freeway and major arterial lanes for communicating with autonomous vehicles
- Examine roadway capacity and safety improvements of the identified smart highway lanes
- Maintain and update the existing NOACA ITS system

**NOACA SFY 2026 OWP**

**Previous Work**

- Estimated annual number of required charging ports for supporting the projected annual PEVs
- Analyzed traffic impacts of several selected smart freeway lanes, which were allocated to autonomous cars and trucks only
- Examined autonomous shuttle buses for improving workers' accessibility to the regional major job hubs and transit hubs
- Collected information for ITS system in the region, identified existing and planned ITS improvements

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. EV charging stations - planning and implementation	X	X	X	X
2. Regional ITS Architecture planning and coordination	X	X	X	X
3. Future Technology of autonomous and connected vehicles adaptation plans	X	X	X	X

**Product 1: (Consultant-led project)**

- Continue managing the implementation of the current EV charging ports. The contracts for Phase 1 are not included in the OWP, only administration
- Continue managing the second phase of the NOACA EV Charging Station Program according to the CFI grant. Phase II for 2026 involves partner responsibility agreements, environmental clearance (NEPA), preparation for design, preparing bid documents and procurement of contractors

**Product 2: (Ongoing update)**

- Maintain and update regional ITS architecture and strategic plan for the NOACA region, and coordinate with ODOT on statewide ITS planning
- Guide the region's future investments in intelligent transportation infrastructure and deployment of autonomous and connected vehicles

**Product 3:**

- Develop planning strategies at the regional level for deploying autonomous and connected vehicles to ensure the safe and efficient operation of public roadways
- Refine the strategies developed in the Long Range Plan Scenario 4 for autonomous shuttles and smart highways

6055	Total OCPG/CFI
<b>Transportation Operations Planning</b>	<b>\$15,049,469</b>
Direct labor	\$110,677
Fringe	\$55,959
Other/OCPG – Software/Travel	\$1,200
Other/FHWA - Consultant - CFI	\$14,800,000
Indirect	\$81,633

## 605.6 CONGESTION MANAGEMENT PROCESS (CMP)

**Project Manager:** Principal/Manager (Vacant)

**Project Team:** Senior Planner/Engineer (Vacant), Derek Taylor, Ali Makarachi

### Description

The purposes of a congestion management plan are to:

- Identify the spatial and time-based aspects of traffic congestion
- Measure the congestion severity
- Develop congestion mitigation strategies to alleviate congestion to enhance the mobility of people and goods in the NOACA region

The planning years for the NOACA congestion management plan, established in the *weNEO2050+* Long Range Transportation Plan (LRTP), are 2020-2030, 2030-2040, and 2040-2050. Each decade cycle plan will be evaluated during the third and sixth years of its implementation.

A set of specific, measurable, agreed-upon, realistic and time-bound regional and local objectives will be updated for each planning year. These objectives will build upon the prior-year objectives to fulfill NOACA’s regional strategic plan goals. It should be noted that the CMP objectives are a subset of NOACA’s LRP goals and objectives to provide multimodal transportation systems and focus solely on traffic congestion.

During the third and sixth years of each NOACA CMP, staff will begin evaluating the progress of the implementation of CMP objectives so they can be adjusted/updated, if necessary.

NOACA’s congestion management process is consistent with current practices required by federal law. The primary purposes are to identify congested corridors in the region, develop strategies to mitigate the congestion, and monitor the effectiveness of such strategies.

Communities in the NOACA region may request technical assistance in transportation planning and traffic engineering. This project will respond to these requests by conducting appropriate studies and recommending traffic operation improvements.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

### Objectives and Performance Measurements

The CMP uses several objectives and performance measures to characterize current and future conditions of the transportation system in the region. The *weNEO2050+* LRP introduced the following congestion management objectives for the planning decades:

- Reduce total vehicle delay during the AM and PM peak periods
- Increase the Percent of Non-Single Occupancy Vehicle Work Commute during the Morning Peak Period
- Reduce Average Auto Work Commute Time to Regional Major Job Hubs during the AM Peak Period

**NOACA SFY 2026 OWP**

- Reduce Average Transit Work Commute Time to Regional Major Job Hubs during the AM Peak Period
- Continue the Signal Timing Optimization Program (STOP) implementation
- Implement ramp metering in each planning decade
- Implement a Diverging Diamond Interchange (DDI) in each planning decade
- Improve access to transit stations
- Increase transit and nonmotorized AM Work Commute shares

Performance measures can identify the intensity and extent of congestion. The CMP monitors traffic congestion using the following performance measures:

- Level of service (LOS)
- Volume to capacity ratio (V/C)
- Travel time and travel speeds
- Vehicle miles of travel (VMT) for passenger vehicle, walk and bike modes
- Transit access and ridership
- Transit service headway
- Travel time reliability by various modes of travel in the region
- Mode shares

**Previous Work**

- Identified the existing and future traffic congestion corridors and locations by utilizing the NOACA travel forecasting model – SFY 2025
- Developed the 2020, 2025, 2030 and 2035 congestion management plans
- Developed the NOACA CMP objectives for decades of 2020 -2030, 2030-2040 and 2040- 2050 in the LRP – SFY 2021

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. The NOACA 2020 - 2030 CMP progress review	X	X		
2. The NOACA CMP objectives updates for the planning decades		X	X	X
3. Traffic Engineering Technical Assistance Program	X	X	X	X

**Product 1:**

- Review plan progress by collecting relevant data, such as traffic volumes, average travel times, average travel speeds, transit ridership by facility type, etc. from various sources, such as the NOACA traffic counts, the NOACA travel forecasting model, etc.
- Identify and prioritize congested corridors in the region

**Product 2:**

- Review the CMP objectives for the planning decades
- Update the CMP objectives for the planning decades, if necessary

**NOACA SFY 2026 OWP**

**Product 3: (Ongoing and based on internal and external requests)**

- Collaborate with NOACA member communities to provide transportation and traffic operations technical assistance to improve system mobility

6056	Total OCPG
<b>Congestion Management Process</b>	<b>\$53,448</b>
Direct labor	\$23,604
Fringe	\$11,934
Other	\$500
Indirect	\$17,410

**605.7 REGIONAL SAFETY PROGRAM**

**Project Manager:** Senior Planner/Engineer (Vacant)

**Project Team:** Senior Engineer (Vacant), Planner II (Vacant), Kessa Turnbull, Hinal Sorathiya, Ali Makarachi

**Description**

The national Vision Zero initiative envisages a transportation network with zero deaths or serious injuries. One of NOACA’s transportation planning goals is to achieve this vision in its five-county region. Some of the safety programs initiated by NOACA in recent years include the SAVE Plan, Regional Safety Program (RSP), and Safe Routes to School (SRTS), each to improve the efficiency and safety of the transportation system.

This project seeks to direct, promote, and enhance the safety of the transportation network for reducing fatal and serious injury crashes for all modes of travel in the NOACA region. Traffic crashes happen on our region’s roads for a variety of reasons that can involve the road, the vehicle, or the traveler. A study conducted by the National Highway Traffic Safety Administration (NHTSA) concluded that 94% of all traffic crashes occur because of driver error. Achieving a safer transportation network requires addressing the interaction among the infrastructure, vehicles, and the skill and behavior of users. NOACA’s Regional Safety Program aims to reduce crashes, especially fatal and serious injury crashes, by considering the six Es of transportation safety:

- **Engineering** – The design elements of a roadway should promote safety for all users. Existing deficiencies should be upgraded where possible and economically on minor projects, or in conjunction with life-cycle replacement of infrastructure
- **Education** – This provides travelers of all modes the knowledge and skills to be safe on the road
- **Enforcement** – Highly visible and consistent enforcement encourages more drivers to obey traffic laws, leading to safer behaviors by all road users
- **Emergency Medical Service (EMS)** -- Responses to crashes should occur rapidly and with effective coordination by first responders
- **Evaluation** – All actions taken must be evaluated to measure their success and to determine if further changes are needed
- **Equity** – Programs and projects are implemented to balance transportation options within the regional transportation system that provide access for all users through a multimodal network

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Establish, monitor, evaluate, and report on performance measures and targets to assess the effectiveness of the existing transportation system related to safety in collaboration with stakeholders
- Enhance safety for all users on the region’s transportation system in partnership with FHWA, ODOT, GCRTA, and other NOACA member agencies
- Implement safety plans to reduce fatalities and serious injuries for all modes

**Previous Work**

- Developed Community Safety Reports
- Developed SAVE Plan
- Prepared State of Safety summary of regional crash trends
- Developed Safety Priority Lists
- Created a regional Safe Routes to School (SRTS) program
- Aided local governments in developing School Travel Plans and seeking funding for infrastructure and non-infrastructure projects
- Completed Road Safety Assessments (RSAs)

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Annual safety performance measures and targets setting	X	X	X	X
2. The SAVE Plan implementation	X	X	X	
3. Community Safety Reports preparation		X	X	X
4. Safe Routes to Schools Program	X	X	X	X
5. Transportation for Safer Communities initiative (TSCI)	X	X	X	X

**Product 1: (Ongoing program)**

- Track progress toward safety performance measures
- Set five safety performance measure targets

**Product 2: (Ongoing program)**

- Identify and include annual updates to the SAVE Plan that result in a current action plan that identifies and prioritizes locations for systemic improvement within the region
- Identify high observed and predicted crash corridors and intersections throughout the NOACA region, and prioritize locations
- Recommend appropriate solutions to reduce and eliminate crashes at the priority locations

**Product 3: (Produced biennially)**

- Support the implementation of the 2025 Community Safety Reports for jurisdictions in the NOACA region

**Product 4: (Ongoing program)**

- Provide SRTS assistance, including high schools, and support other agencies’ initiatives that complement the NOACA SAVE Plan
- Track awarded SRTS funding in the NOACA region

## NOACA SFY 2026 OWP

### Product 5: (Ongoing program)

- Support local safety improvements across the region
- Identify the low-cost and small-scale safety countermeasures
- Installation of the identified safety countermeasures

6057	Total OCPG
<b>Regional Safety Program</b>	<b>\$286,717</b>
Direct labor	\$183,014
Fringe	\$41,972
Other	\$500
Indirect	\$61,231

## 605.8 TRANSPORTATION ASSET MANAGEMENT

**Project Manager:** Vacant

**Project Team:** Senior Planner/Engineer (Vacant), Dave Kuebler, Ali Makarachi, Derek Taylor

### Description

Most trips take place through the highways and street network, which is an important asset item of the transportation infrastructure. Its expansion, maintenance and operation very much depend on the available funds in any period of planning. The overall pavement and bridge condition of the highways and streets is an indicator of the quality of service provided to traffic through the system.

Recognizing the immense investment needed for transportation system preservation, NOACA has established a transportation asset management program to allow current residents and future generations to travel safely and reliably. Considering the current and future resources and funding allocations, this program ensures that the transportation network is maintained efficiently and effectively.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

### Objectives and Performance Measurements

- Maintain the region’s transportation infrastructure in as good or better condition
- Minimize the life-cycle costs for managing and maintaining transportation assets
- Establish, monitor, evaluate, and report on performance measures and targets to assess the efficiency and effectiveness of the existing transportation system related to its preservation in collaboration with FHWA, ODOT, and stakeholders, and as required by the IIJ Act

### Previous Work

- Completed Transportation Asset Management Project Management Plan and policy
- Developed a bridge prioritization system based on traffic volume, bridge condition, and functional class
- Reviewed and researched federal rule making, guidance, and national best practices on transit asset management to identify a framework for developing a transit asset management plan
- Produced 2018, 2020, and 2023 community pavement reports

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Road pavement database maintenance and update	X	X	X	X
2. Pavement Management System output analysis	X	X	X	X
3. Pavement rehabilitation & maintenance needs of the regional road network	X	X	X	X
4. Community Pavement Reports development	X	X	X	X

**Product 1: (Ongoing data collection)**

- Compile pavement condition data from ODOT and local jurisdictions (City and County Engineers)
- Prepare the collected data for use by the NOACA pavement management system (RoadMatrix)

**Product 2: (Ongoing and based on internal and external requests)**

- Create scenarios to assist communities and counties in their asset management efforts
- Run RoadMatrix for the requested pavement management scenarios and provide outputs for budget allocation purposes

**Product 3: (Based on internal and external requests)**

- Analyze the outputs of RoadMatrix for determining the road pavement maintenance and rehabilitation budget

**Product 4: (Produced biennially)**

- Prepare pavement data and scenarios for developing a set of updated pavement community reports
- Produce an updated set of Community Pavement Reports

6058	Total OCPG
<b>Transportation Asset Management</b>	<b>\$60,879</b>
Direct labor	\$25,579
Fringe	\$12,933
Other	\$3,500
Indirect	\$18,867

**605.9 SIGNAL TIMING OPTIMIZATION PROGRAM (STOP) (PID 111103)**

**Project Manager:** Principal/Manager (Vacant)

**Project Team:** Senior Planner/Engineer (Vacant), Senior Engineer (Vacant), Ali Makarachi

**Description**

This project promotes a multimodal efficient transportation system at the corridor level. Coordinating and optimizing signal timing improves the efficiency of traffic signal systems in regionally significant corridors. A targeted approach to signal timing and optimization will reduce travel times and delays, thereby reducing emissions. The objective is to respond to the demands of motor vehicles, pedestrians, and bicycles in an efficient and safe manner.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Improve air quality by decreasing emissions associated with unnecessary delay caused by inefficient signal timings on arterial roadways of regional significance
- Re-establish and maintain system inter-communications across jurisdictional boundaries to retain air quality benefits over time
- Re-evaluate traffic signal timings to respond to changes in travel patterns, lane use at intersections, through and turning lanes, addition of bike lanes, implementation of ramp metering
- Re-time traffic signal systems to support priority for transit vehicles, consisting of either active priority through signal preemption systems or passive priority through signal timing plans. When appropriate, consider providing transit vehicles with rapid access/egress from major transit hubs to promote travel-time reliability

**Previous Work**

- Completed the STOP projects in the following corridors:  
 Chester /Euclid Avenue  
 SOM Center Road  
 West 150th/Warren Road  
 Cedar Road  
 Pearl Road  
 Bagley Road  
 Ridge Road

**NOACA SFY 2026 OWP**

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Traffic counts collection and traffic signal equipment evaluation	X	X	X	X
2. Signal Timing Optimization Program (STOP) implementation	X	X	X	X

**Product 1:**

- Utilize existing procurements of consultants to collect traffic counts for the selected arterial corridors
- Inspect intersections along the selected corridors and evaluate the existing traffic signal equipment

**Product 2:**

- Conduct the STOP project for two selected arterial corridors utilizing consultants to be procured

6059 STOP	Total CMAQ \$150,000
Direct labor	\$22,290
Fringe	\$11,270
Other	\$100,000
Indirect	\$16,441

**610.1 LONG RANGE PLAN**

**Project Manager:** Ali Makarachi

**Project Team:** Ed May, Derek Taylor, Joe MacDonald, Jason Knauer, Sarah Mulligan, Ronnie Blackshear, Elizabeth Barlik, Jim Thompson, Sarah White, Leah Telepak, Adam Allen, Beverly Burtzlaff, Andrew Bean, Kessa Turnbull, Planner I/II (2 Vacant)

**Description**

NOACA, the designated MPO for the Cleveland-Lorain-Elyria Metropolitan Area (including urbanized areas), develops and maintains a Long-Range Plan (LRP). Through the LRP, NOACA encourages and promotes safe, efficient development, management, and operation of surface transportation systems to serve the mobility needs of people and freight, while fostering built and natural environmental resilience. In addition to transportation, the LRP also provides comprehensive examination of critical themes pertinent to the future of Northeast Ohio, including equity, housing, land use, economic development, and environmental quality. NOACA staff completed an update to the current plan, *eNEO2050: An Equitable Future for Northeast Ohio*, which is now referenced as *weNEO2050+* and serves as a high-level policy directive for all NOACA’s work and is incorporated into every project and program.

NOACA will also continue to work with member communities, regional stakeholders and the public to implement *weNEO2050+*. Specifically, NOACA will engage stakeholders in the development of regional outcome-based performance measures and targets to gauge progress toward Northeast Ohio’s desired future. Additionally, the LRP will address the planning factors required under current federal planning regulations, the national goal areas identified in the Infrastructure Investment and Jobs (IIJ) Act, and the Transportation Performance Measures (TPM) and target setting required by MAP-21/FAST/IIJ Acts.

Since the OWP is an implementation of NOACA’s LRP, all NOACA staff will contribute to this work effort with ODOT, USDOT, FHWA and other partners to integrate the goals and performance measures and establish required targets. NOACA staff will ensure LRP consistency with the state and its plans, including *Access Ohio 2045*, *Walk.Bike.Ohio*, *Transport Ohio (STW Freight Plan)*; *Strategic Highway Safety Plan*, *TAMP* and performance-based planning processes.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Monitor OWP efforts as they relate to implementation of *weNEO2050+*
- Coordinate NOACA OWP efforts associated with the gradual development of the next LRP (due FY 2029)
- Continue efforts to achieve state of the practice methods for conducting planning

**NOACA SFY 2026 OWP**

- Continue visioning and project identification efforts
- Outreach to citizens within NOACA’s planning region
- Work closely with NOACA stakeholders in the implementation of weNEO2050+ and its FY 2025 update.
- Incorporate special considerations for outreach to Title VI and 23 CFR 450.316(1)(vii) populations
- Continue to develop and manage a comprehensive performance management system for the region’s transportation system and NOACA’s planning and programming efforts in collaboration with ODOT, USDOT, FHWA and other partners, as required by MAP-21/FAST/IIJ Acts

**Previous Work**

- Produced NOACA 2040 long-range plan (*AIM Forward 2040*) and weNEO2050+: *An Equitable Future for Northeast Ohio*
- Initiated development of outcome-based performance measures and targets

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Monitor efforts for implementation of weNEO2050+ and ensure incorporation into the TIP and annual OWP; develop implementation plan for LRP and collaborate with partners for Implementation	X	X	X	X
2. Project management for the next required update and Board approval of the LRP (FY2029)	X	X	X	X
3. Continue development and management of NOACA performance measures and targets in collaboration with ODOT, USDOT, FHWA and other partners as required by MAP-21/FAST/IIJ Acts	X	X	X	X
4. Research and policy analysis that supports compliance and beneficial policy and legislative outcomes consistent with regional planning priorities	X	X	X	X
5. Implement Outcome Based Performance Measures and Targets	X	X	X	X

**Methodology**

**Product 1:**

- Participate in NEOSCC/Vibrant NEO to inform NOACA’s LRP planning efforts
- Monitor implementation of weNEO2050+ in the following areas:
  - Equity
  - Housing
  - Land use
  - Economic development
  - NOACA’s planning goals and objectives
  - Population employment trends
  - Financial planning
  - Asset management activities

## NOACA SFY 2026 OWP

- Safety planning
- Congestion Management Process planning
- Project planning
- Freight planning
- Transit planning
- Pedestrian planning
- Bicycle planning
- Environmental planning
- Security planning
- Outreach and public involvement
- 23 CFR 450.316(1)(vii)

### Product 2:

- Ensure development is done in coordination with the state and its plans, including *Access Ohio 2045* and performance-based planning processes
- Manage the FY 2029 development of the LRP, including a detailed plan and schedule
- Ensure roles and responsibilities are clearly established, and develop an ongoing performance-based planning process and outcomes for monitoring progress of work products toward achievement of plan objectives

### Product 3:

- Continue to develop a comprehensive performance measurement system to guide the region's transportation system and Agency planning and programming efforts
- Develop a database and dashboard for monitoring NOACA performance measures
- Report on performance measures efforts

### Product 4:

- Conduct research and analysis of existing policy and resulting programs and decisions that guide compliance and integration of laws into regional planning practices
- Conduct research and analysis on best management practices linking transportation and land use
- Analyze workforce mobility
  - Information analysis to build a stronger case for regional cohesion leading to significant projects that drive regional mobility. Include senior, disabled, and EJ populations
  - Develop a persuasive document that demonstrates the importance of regional cohesion regarding workforce mobility
- Produce reports and white papers to inform local stakeholders and sponsor communities of compliance issues and planning opportunities
- Identify *weNEO2050+* projects for implementation in the next three decades

## NOACA SFY 2026 OWP

### Product 5:

- Prepare a report template and public release protocol for approved outcome-based performance measures and targets
- Calculate (or “rate,” if measures are qualitative) approved outcome-based performance measures and targets
- For those measures where there is no readily available data, develop an approach to acquire or gather the necessary data and work collaboratively with partners to do so. Record methodology and cite resources appropriately
- Provide outcome-based performance measures and targets report for internal review, and work with Public Affairs to develop potential engagement activities to inform stakeholders, policymakers, and the public of NOACA findings

6101	Total OCPG
Long Range Plan	\$388,633
Direct labor	\$173,250
Fringe	\$87,595
Other	\$0
Indirect	\$127,788

**610.2 CLIMATE ACTION PLANNING**

**(Climate Pollution Reduction Program) \***

**Project Manager:** Joe MacDonald

**Project Team:** Kirk Kallenborn, Sarah Mulligan, Danielle Render, Communications & Marketing Manager

**Description**

This program advances NOACA’s efforts toward the development, implementation and maintenance of a framework and plan for climate action (climate pollution reduction) to reduce emissions pollution that cause climate impacts and harm human health, mitigate the effects of extreme weather, adapt to changes that may occur particularly relative to infrastructure, and build resilience. These efforts will prepare the region to reduce overall greenhouse gas emissions and develop projects and activities to increase resilience in the face of challenging climate conditions. NOACA staff will support member communities as they develop local plans, projects, and enact local regulation and policy consistent with regional goals.

A primary objective of a regional framework and plan for climate action (climate pollution reduction) is to create a foundation for transformative solutions that will enhance equity across the region, especially as defined by geographic and demographic disparities in exposure to climate pollutants and hazards, and particularly as it relates to clean air and clean water as well as sound and reliable infrastructure. When completed and adopted, NOACA will coordinate the programming and implementation of its approved framework and plan that will integrate local initiatives and identify opportunities to develop additional programs and policies at the regional scale.

Work completed, principally mitigation and adaptation strategies identified within this program, will result in significant health, economic and quality-of-life benefits to residents, businesses and workers. It could also have national and global co-benefits with regional goals aligned with federal requirements related to climate action. Moreover, alignment with federal requirements will be necessary to be eligible for significant funding available through recent congressional action approving the “Climate Pollution Reduction Program”. \*

Coordinated planning at the regional scale resulting in a framework and plan for climate action (climate pollution reduction) will enable Northeast Ohio to compete for and receive future funding allocated for projects to adapt infrastructure and systems to meet future needs. A guiding principle for this effort is the creation of a structure that enables coordination and collaboration within the region that lessens the burden on local communities. NOACA undertakes this work as part of the implementation of *weNEO2050+*, the long-range plan that the NOACA Board adopted in 2021.

Strategic Plan Goals	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**NOACA SFY 2026 OWP**

**Objectives and Performance Measures**

- Conduct public engagement activities that build awareness and create a dialogue within the region to inform the work effort and shape the framework and plan
- Build regional consensus for the framework and plan
- Facilitate continued discussion to drive the success of planning activities
- Research and provide information on funding opportunities that support regional and local climate goals
- Provide technical support/assistance to NOACA member communities to complete climate planning and implementation at the local level

**Previous Work**

- Received \$1M planning grant from the US EPA CPRG Program to produce a Priority Climate Action Plan (PCAP), Comprehensive Climate Action Plan (CCAP), and Status Report during the 2023-2027 grant period
- Developed a 2022 Baseline Regional Greenhouse Gas Emissions Inventory as an update to the 2018 Baseline Regional Greenhouse Gas Emissions Inventory
- Executed a robust public engagement strategy to facilitate planning and consensus building, including presenting progress and key findings to a variety of audiences across all five counties
- Delivery of the PCAP to US EPA on February 28, 2024, followed by US EPA approval of the PCAP on March 7, 2024
- PCAP approval laid the foundation for receipt of a CPRG Phase II Implementation Grant Award (July 22, 2024): \$129,396,997 to Cuyahoga County, City of Cleveland, and City of Painesville. The Municipal Empowerment for Clean Energy and Conservation grant will fund two measures focused on clean electricity and nature-based solutions. Measure 1 will support the transition away from a coal-fired power plant in Northeast Ohio by funding the deployment of 63 megawatts of solar installations on brownfield and previous landfill sites and 10 megawatts of battery storage. Measure 2 will restore natural habitat, expand tree coverage and create pollinator habitats

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Administrative Project Management for CCAP	X	X	X	X
2. Research and Policy Analysis	X	X	X	X
3. Planning and Technical Support for NOACA Member Communities	X	X	X	X
4. Planning and Technical Support for Public Engagement	X	X	X	X
5. CCAP Maintenance and Updates			X	X

**Methodology**

**Product 1:**

NOACA staff will coordinate with City of Cleveland staff to develop a Comprehensive Climate Action Plan (CCAP) through the funding mechanism of the United States Environmental Protection Agency’s (US EPA’s) Climate Pollution Reduction Grant (CPRG) Program. NOACA will continue to manage the US EPA CPRG Program planning grant (July 2023 - July 2027).

NOACA and the City of Cleveland will update an implementation blueprint including projects, policies and programs, and work with local governments to advance them. Staff will monitor and track progress toward goals, facilitate discussions on action deployment, and convene interested parties for discussions and meetings. (Quarters 1-2)

**NOACA SFY 2026 OWP**

**Product 2:**

NOACA will continue to conduct research and analyze proposed and enacted federal, state and local policy relevant to climate planning. This work includes identifying relevant funding opportunities, particularly the federal IIJA and the IRA, and connecting member communities and partner organizations to resources to secure funding for planning, programming and implementation. (Quarters 1-4)

**Product 3:**

NOACA will provide technical support to member communities as they develop their climate mitigation and adaptation strategies, plans and programs. NOACA staff will support ongoing efforts by jurisdictions that seek to update their own climate action plans (e.g. Cuyahoga County, City of Cleveland, City of Oberlin), completed climate action plans (e.g. City of Lakewood), that want to develop new climate action plans for the first time (e.g. City of Cleveland Heights), or that want to initiate planning efforts. (Quarters 1-4)

**Product 4:**

NOACA will advance a communications and engagement strategy that provides diverse stakeholders (particularly low-income and disadvantaged communities (LIDACs) and the public with ample opportunity to: 1) learn about the critical work that is being undertaken; 2) provide feedback to shape the framework and plan; and 3) build regional consensus. NOACA will continue to prepare content for use in public engagement materials for outreach and education purposes during the development process as well as implementation. (Quarters 1-4)

**Product 5:**

NOACA and City of Cleveland staff will coordinate an update of the Regional Greenhouse Gas Emissions Inventory for the five counties of Greater Cleveland to include in the CCAP Status Report. This update will replace 2018 baseline year data with 2022 baseline year data. The Status Report will ultimately also provide an update on the implementation of CCAP priority strategies, especially those with impact on LIDACs. (Quarters 3-4)

6102	Total OCPG/CPRG
<b>Climate Action Planning</b>	<b>\$850,249</b>
<b>Direct labor</b>	<b>\$97,787</b>
<b>Fringe</b>	<b>\$48,178</b>
<b>Other/OCPG</b>	<b>\$0</b>
<b>Other/CPRG</b>	<b>\$634,000</b>
<b>Indirect</b>	<b>\$70,284</b>

**615.9 REGIONAL INFRASTRUCTURE ACCELERATORS DEMONSTRATION PROJECT**

**Project Manager:** Grace Gallucci

**Project Team:** Ali Makarachi, Ed May, Jim Thompson, Beverly Burtzloff

**Description:**

NOACA has been awarded funding through the U.S. Department of Transportation (US DOT) Build America Bureau to serve as a Regional Infrastructure Accelerator (RIA) for a two-year demonstration period. Under the program, NOACA would help and act as a resource to regional entities (e.g. counties, towns, economic development agencies, etc.) as they develop regional transportation infrastructure projects that could be eligible for US DOT credit assistance. The primary credit programs include Transportation Infrastructure Finance and Innovation Act (TIFIA), Railroad Rehabilitation and Improvement Financing (RRIF), and Private Activity Bonds (PABs) programs.

NOACA is primed to demonstrate that RIA responsibilities are a natural fit for federally designated metropolitan planning organizations. MPOs are already staffed with qualified transportation planners and engineers, and exist to develop and implement a long range transportation plan and TIP for the region they represent. MPOs are organized and represent local governments and regional transportation agencies contained within its geographic boundaries. MPOs over 200,000 in population, like NOACA, also receive annual apportionments federal transportation planning and capital funding for long-term sustainability of RIA responsibilities. NOACA is ideally suited for a demonstration project like the RIA due to its mix of urban, suburban and rural diversity, so lessons learned will be widely applicable across the country.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measures**

- Develop financial plans for the identified pipeline of projects, considering applicability and eligibility of US DOT credit assistance programs
- Develop a business model that demonstrates the effectiveness of an MPO to serve as an RIA for long-term program responsibilities
- Apply for at least one project to the US DOT for consideration through applicable credit assistance program(s)

**Previous Work**

- Developed and submitted an application to U.S. Department of Transportation Build America Bureau for the Regional Infrastructure Accelerators (RIA) demonstration program
- Developed an RIA Partner and Stakeholder Committee to inform and assist with RIA responsibilities and activities
- Procured a consultant to assist NOACA and pipeline project sponsors with project development and financial planning
- Worked with pipeline project partners to advance planning, programming and initiation of development activities

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Provide Technical Assistance to Pipeline Project Partners	X	X	X	X
2. Development and Financial Plans for Eligible Pipeline Projects	X	X	X	
3. Submit Application to US DOT TIFIA Program for Pipeline Project			X	
4. Develop a Business Model for Long-term MPO RIA Responsibilities			X	X

**Methodology**

**Product 1: Provide Technical Assistance to Pipeline Project Partners (Quarters 1-4)**

- Ongoing coordination with project partners to provide technical assistance (Consultant-led) for the planning, design and implementation of the identified pipeline projects
- Educate project partners regarding eligibility, application and terms of applicable US DOT credit assistance programs
- Organize regular meetings with all project partners, US DOT Build America Bureau and other stakeholders to regularly discuss project status and challenges

**Product 2: Development and Financial Plans for Eligible Pipeline Projects (Quarters 1-3)**

- Ongoing coordination with project partners and consultants to create project development and financial plans for each of the pipeline projects, identifying project development and funding opportunities and challenges (Consultant-led)

**Product 3: Submit Application to US DOT TIFIA Program for Pipeline Project (Quarter 3)**

- Work with pipeline project partners to determine the eligibility and applicability of US DOT credit assistance programs
- Coordinate the submittal of at least one project for consideration of US DOT credit assistance program financing

**Product 4: Develop a Business Model for Long-term MPO RIA Responsibilities (Quarters 3-4)**

- Develop a comprehensive written report that documents and demonstrates the effectiveness of an MPO to serve as an RIA
- Submit the business model to US DOT Build America Bureau for consideration

6159	Total OCPG/FHWA
RIA Demonstration Project	\$86,111
Direct labor	\$14,315
Fringe	\$7,238
Other	\$54,000
Indirect	\$10,559

## 625.2 PUBLIC ENGAGEMENT

**Project Manager:** Danielle Render

**Project Team:** Stefany Belasic, Kate Moening, Communications & Marketing Manager (Vacant), Barbara Baird, AnTuan Guerry

In accordance with NOACA’s Public Participation Plan (December 2016) and Public Interaction Policy (December 2015), activities are developed to support the outreach, communication and engagement needs of NOACA products, plans, and projects.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

### Objectives and Performance Measurements

- Conduct NOACA public participation processes in accordance with the Board-approved Public Participation Plan
- Increase awareness of, public knowledge/understanding about, and visibility of NOACA and its mission and work
- Position NOACA as a primary and valuable source of information
- Create a positive perception of the NOACA brand
- Build and maintain relationships to further NOACA goals (media, stakeholders, elected officials, project sponsors, planning partners, consultants, influencers, etc.)
- Incorporate Transportation Performance Measures and targets into opportunities for public education, input and engagement activities

### Previous Work

- Prepared SFY 2025 Annual Report
- Organized and executed SFY 2024 Annual Meeting
- Developed and implemented Public Outreach Plans for Long Range Plan

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Communications Planning, Public Engagement and Outreach	X	X	X	X
2. Use earned, owned and paid media to disseminate information about NOACA, its activities, policies, and decisions	X	X	X	X
3. Produce both internal and external events/awards to help reach audiences and creatively communicate NOACA’s messages	X	X	X	X
4. Provide support to members of the Board and executive staff to advance the work of the agency	X	X	X	X

## Methodology

### Product 1:

- Develop and execute a comprehensive external communications plan that informs key audiences about NOACA programs, plans, initiatives, and services. The plan will be proactively inclusive of underserved communities, such as individuals living in defined EJ areas and those communities' representative of federal Title VI protections. This includes an update to NOACA's Public Interaction Plan
- Create tools, messaging and marketing approaches for public engagement and communications outreach services to accommodate project planning.
- Incorporate (when appropriate) virtual public interaction/involvement in conducting public meetings
- Produce materials to articulate NOACA's transportation and air quality-related messaging clearly
  - Produce collateral materials, message maps, videos, fact sheets, presentations, signage, displays, floor plans, report graphics, social media graphics, infographics, publications, e-publications, ads, legal notices, flyers, posters, podcasts, videos, etc.
  - Provide general input regarding the design of bike maps, plans, etc.
  - Produce an Annual Report and Impact Report
- Manage speaking engagements (including those through NOACA's speakers bureau)
- Manage and respond to all requests for public information and public records
- Further define stakeholder strategy plans, including opportunities and activities to support transportation and air quality planning

### Product 2:

- Use earned, owned and paid media to disseminate information about NOACA, its activities, policies and decisions
  - Produce electronic monthly news announcements. Maintain an email open rate above the industry standard for a Government Agency or Service (24.17%)
  - Update the NOACA website ([www.noaca.org](http://www.noaca.org)) as needed and based on relevant and timely updates. Increase number of impressions in relation to social media cross promotions and web users
  - Engage stakeholders through social media as needed, at least 10 times per week across all platforms. Increase impressions/reach/followers on all platforms
  - Create content through a NOACA announcement channel at least quarterly, between the release of electronic newsletter
  - Maintain NOACA website and redirected project sites including *weNEO2050+* long- range planning, Irishtown Bend, and Hyperloop
- Proactively and continuously engage journalists to present information transparently about NOACA activities, decisions, policies and work products
  - Produce press releases and media advisories as needed, at least monthly
  - Hold meetings with editorial board staff and beat reporters, at least yearly
  - Develop articles for the newsletters of partner organizations and trade publications, op-ed pieces, letters to the editor, etc. as needed, at least yearly
  - Create/maintain a media log and produce news clips daily
  - Provide daily news digest

**NOACA SFY 2026 OWP**

**Product 3:**

- Produce both internal and external events/awards to help reach audiences and creatively communicate NOACA’s messages
- Produce the 2025 NOACA Annual Meeting within budget and increase attendance/sponsorships from previous year
- Plan and execute at least four in the lecture series, for the “Lunch and Learn Series”
- Plan and execute at least two meetings to engage non-NOACA communities
- Manage NOACA award program(s), including the Walter F. Ehrnfelt Jr. Award, assist with communications and marketing activities for the Commuter Choice awards

**Product 4:**

- Provide support to members of the Board and executive staff to advance the work of the Agency
  - Provide member support as needed, including table tents, generating letters and resolutions, performing meeting set-up/tear-down, ordering food, producing proclamations, etc.
  - Produce Executive Director’s reports for all Board meetings, standing committee meetings and subcommittee meetings (up to 40 per year)
  - Produce an annual *Board Resource Guide*
  - Use (when appropriate) virtual public interaction/involvement in conducting meetings with the Board, committees, subcommittees and advisory councils

6252	Total OCPG
<b>Public Engagement</b>	<b>\$1,168,835</b>
Direct labor	\$287,035
Fringe	\$145,125
Other	\$524,960
Indirect	\$211,715

**625.4 TRANSPORTATION FOR LIVABLE COMMUNITIES INITIATIVE (TLCI) (PID 112018, 120584)**

**Project Manager:** Jim Thompson

**Project Team:** Rob Uhlhorn, Sam Schweikert, Ali Makarachi, Leah Telepak, Kessa Turnbull, Adam Allen, Sarah White, Ed May, Ashleigh Dennis, Alison Ball, Sarah Stanzi, Jason Knauer

**Description**

The Transportation for Livable Communities Initiative (TLCI) projects include planning studies and implementation funding for local transportation improvements. The TLCI local projects strengthen community livability and support innovative concepts and plans that improve multimodal transportation across the region.

TLCI planning studies support activities that facilitate and promote sustainable development, multimodal transportation, and complete and green streets policy. Studies generally have logical boundaries and result in deliverables leading to transportation infrastructure improvements. All TLCI plans will include an analysis of existing conditions, short and long-term recommendations, feasibility studies, and implementation strategies.

TLCI Implementation Projects fund the construction of multimodal transportation improvements recommended in TLCI planning studies or other locally completed plans and studies.

The local project development program seeks to increase implementation opportunities and explore innovative approaches to provide local communities with a nexus between regional plans and policies and project development.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Support the goals of the LRP by advancing TLCI project objectives
- Assist with the planning, implementation and completion of TLCI-funded plans
- Develop transportation projects that (a) provide more travel options through complete streets, (b) increase user safety and (c) result in positive public health impacts
- Promote reinvestment in underutilized or vacant/abandoned properties supported by multimodal transportation systems
- Support economic development through place-based transportation and land use recommendations
- Ensure that the benefits and burdens of growth, change and transportation projects are distributed equitably by integrating the Title VI and EJ populations’ needs in project development

**NOACA SFY 2026 OWP**

- Enhance regional cohesion by supporting collaboration between regional and community partners
- Provide people with safe and reliable transportation choices that enhance their quality of life

**Previous Work**

- Developed TLCI Policy for approval by NOACA Board in January 2015
- Evaluated and recommended TLCI program of projects for NOACA Board approval
- Created a database of TLCI recommendations for the GIS Portal
- Completed local development projects such as:
  - Cleveland Heights/University Heights – Taylor Road Corridor Study
  - City of Cleveland – Franklin Boulevard Traffic Calming Study
  - Cleveland Metroparks – Emerald Necklace Trail Crossing Improvements

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. TLCI Program Project Solicitation and Evaluation	X	X	X	X
2. TLCI Planning Studies Administration	X	X	X	X
3. TLCI Implementation Program Administration	X	X	X	X

**Product 1: TLCI Program Project Solicitation and Evaluation**

- Manage the TLCI application process. This includes the review of application materials (potentially with consultant support) and ensuring that construction projects meet the intent of the project scope, timing, and TLCI program objectives
- Coordinate through the NOACA Board process to allow for input and action of councils, committees, and the Board  
 Provide award letters and support to awardees on next steps to implement their projects

**Product 2: TLCI Planning Studies Administration (Staff-led)**

- Promote livable communities through outreach and serve as a stakeholder in regional programs that support livable communities’ initiatives
- Manage and conduct the current local and regional TLCI planning studies including developing requests for proposals, reviewing proposals, coordinating contracts, overseeing consultants, participating in public engagement processes, processing invoices, and providing technical assistance, review, and input throughout the planning study process
- Planning studies to be administered include:
  - East 28th Street Corridor - Planning Study (Lorain)
  - Village of Lodi Transportation Improvement Plan
- Manage and conduct NOACA staff led TLCI planning studies

**Product 3: TLCI Implementation Program Administration**

- Promote livable communities through outreach and serve as a stakeholder in regional programs that support livable communities’ initiatives
- Support project sponsors of completed TLCI planning studies and connect them to potential funding sources, such as the TLCI implementation program or other capital improvement projects, as requested
- Work with awardees and ODOT on project programming and disbursement of construction funds
- Provide oversight on projects including project scoping and supporting projects to be implemented on time and on budget

6254 TLCI	Total STBG
	<b>\$425,036</b>
Direct labor	\$144,899
Fringe	\$73,261
Other	\$100,000
Indirect	\$106,877

**665.2 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)**

**Project Manager:** Ronnie Blackshear

**Project Team:** Grace Gallucci, Sam Schweikert, Danielle Render, Lilly Johns

**Description**

NOACA previously engaged its stakeholders by forming a steering committee and working group to develop a Comprehensive Economic Development Strategy (CEDS) adopted on June 10, 2022, by the Board of Directors. The CEDS was submitted to the Economic Development Administration (EDA) and approved in March 2023. CEDS is a strategy-driven plan to align funding for regional economic development. It provides a coordinating structure for NOACA and its stakeholders to engage in meaningful conversation about the economic health and direction of the region.

The CEDS addresses 17 key topic areas and contains a resiliency section. Each key area includes a comprehensive narrative and data points, strategies to address issues, outcomes, and agencies who could be part of the solution. The resiliency section addresses economic strategies to anticipate and manage man-made or natural disasters.

The key to an effective and successful CEDS is an action plan.

- Involve stakeholders (Affected and those who help ensure success)
- Prioritize activities (Focus on the key topic areas)
- Identify responsibilities (Implementation and establishing timelines)
- Consider resources (Make use of limited resources)
- Consider impacts (And how to measure them)

The NOACA Board established the Economic Development Subcommittee (EDS) in June 2022 with the resolution of submission to the U.S. Economic Development Administration (EDA). The Board finalized the Subcommittee charter and appointment of its 29 members on September 8, 2023. The EDS has two goals:

- Provide input and recommendations in NOACA project planning and prioritization
- Be a forum for regional collaboration to support regional economic growth

Strategic Plan Goals	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Implement and update the CEDS
- Develop and monitor performance measures for the CEDS
- Identify regional federal funding requests related to economic development for which NOACA should provide letters of support
- Identify federal funding opportunities for which NOACA should apply, particularly those that link transportation and economic development

**NOACA SFY 2026 OWP**

- Help the Economic Development Subcommittee
  - Develop comprehensive, long-range policies related to economic development
  - Develop and implement a strategic plan to advance sustainable and equitable economic growth
  - Develop an economic impact-based approach to project evaluation and prioritization for proposed investments
  - Develop NOACA's major planning documents that integrate economic, transportation, and environmental issues

**Previous Work**

- Creation and approval of the CEDS document
- Applied to request economic development district (EDD) designation
- Creation and approval of a set of performance measures

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Monitor efforts for implementation of the CEDS	X	X	X	X
2. End-of-year reporting of CEDS implementation activities, including performance measures as data is available				X
3. Data collection, research, project development, and policy analysis as needed to implement and maintain the CEDS, advance weNEO2050+, and assist the Economic Development Subcommittee	X	X	X	X

**Methodology**

**Product 1:**

- Identify linkages between NOACA transportation, air and water quality planning and economic development over the previous year
- Identify stakeholder efforts that align with CEDS key topic areas and strategies
- Provide letters of support as needed for federal funding requests that align with the CEDS from partner organizations

**Product 2:**

- Create the CEDS annual performance report, as required by the Economic Development Administration once the economic development district (EDD) designation is established
  - Summary of progress on strategies and outcomes
  - Updates to background statistics
- Monitor performance measures to ensure continued progress in conjunction with NOACA outcome-based performance measures
- Continue to perform as an EDD prior to actual designation

## NOACA SFY 2026 OWP

### Product 3:

- Consultant-led research to provide data and information that NOACA and the Economic Development Subcommittee (EDS) can utilize to inform stakeholders, guide local policy, strengthen the understanding of economic conditions, and guide strategic decision-making across the CEDS priority areas. The goal is to support the implementation and maintenance of the CEDS and provide data aligned with the identified CEDS performance measures.
- Conduct research and analysis on best management practices linking transportation and economic development
- Assist in NOACA project prioritization by evaluating potential projects through a lens of sustainable and equitable economic development
- Assist in the preparation of NOACA federal funding requests in which the federal agency (i.e. U.S. Department of Transportation, etc.) considers economic development to be a scoring criterion
- Produce reports, presentations, memos, or other documents as needed to assist and inform the Economic Development Subcommittee

6652 CEDS	Total OCPG \$85,513
Direct labor	\$38,121
Fringe	\$19,274
Other	\$0
Indirect	\$28,118

**667.1 RIDESHARE (PID 112429)**

**Project Manager:** Jim Thompson, Danielle Render

**Project Team:** Leah Telepak, Kate Moening, Ashleigh Dennis, Adam Allen, AnTuan Guerry, Stefany Belasic, Sarah Mulligan, Barbara Baird, Communications & Marketing Manager (Vacant)

**Description**

This program focuses on the promotion and maintenance of a software platform and user database that offers individuals and businesses a user-friendly way to carpool or vanpool, and to more easily coordinate the use of other alternatives to single-occupancy vehicle travel, including transit, bike and pedestrian modes.

Gohio Commute is a comprehensive, interactive software platform where users can match with alternative trip partners, log their travel, earn rewards and track savings in terms of emissions, cost and mileage. The program benefits air quality and helps relieve traffic congestion. The website is a cooperative service offered in partnership with other metropolitan planning organizations (MPOs) across Ohio. These efforts support the following NOACA Regional Strategic Plan Goals:

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

**Objectives and Performance Measurements**

- Promote the use of other transportation modes to reduce single occupancy vehicle trips
- Improve the region’s air quality and reduce traffic congestion
- Make ride-matching easier by helping commuters find partners, log travel, earn rewards and track savings.
- Effectively monitor the success of the platform through user registration counts, employer participation, user activity reports, costs saved, emissions reduced and health benefits
- Pilot consulting support for local employers with transportation management needs

**Previous Work**

- Implemented annual Commuter Choice Awards, including the Clean Air Challenge
- Collaborated with partners for Car(bon) FREE challenge series to develop toolkits
- Collaborated with other MPOs throughout Ohio to promote and improve the new Gohio Commute Platform and develop Gohio Mobility
- Updated and administered Gohio Commute and Gohio Mobility (e.g. quarterly reports on performance metrics to both NOACA Air Quality Subcommittee and Ohio Association of Regional Councils (OARC) Rideshare/Air Quality Subcommittee)

**NOACA SFY 2026 OWP**

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>
1. Gohio Commute Administration, Improvements and Performance Metrics	X	X	X	X
2. Development of Transportation Demand Management (TDM) Toolkits and Employer TDM Consulting Pilot Program	X	X	X	X
3. Develop Schoolpool and Air Quality Education Program	X	X	X	X
4. Administration of the NOACA Vanpool Program	X	X	X	X
5. Car(bon) Free Challenge Series and Commuter Choice Awards	X	X	X	X

**Methodology**

**Product 1:**

NOACA staff will manage the Gohio Commute Platform daily, in cooperation with OARC partner agencies. Staff will field inquiries from the public and help them create accounts, find and secure matches, log trips, secure incentives, etc. Public Affairs staff will work with SEP staff to manage print and digital content on Gohio Commute, including branding, logos, user communications, surveys, program emails, etc. Staff will submit requests for improvements and revisions to the platform through the RideAmigos Ticketing System and follow up with RideAmigos staff to ensure changes and improvements are made in a timely manner. RideAmigos is the contracted vendor supporting the GoOhio Commute platform. Staff will prepare quarterly reports on maintenance and improvement requests, along with quarterly reports on performance metrics. Staff will share reports with the OARC Rideshare/Air Quality Subcommittee and NOACA Air Quality Subcommittee.

**Product 2:**

NOACA staff will continue to develop a comprehensive TDM toolkit for employers that includes resources for promoting Gohio Commute, integrating TDM into the onboarding process, and training for incorporating Gohio Commute into TDM work. Staff will also create a comprehensive menu of TDM programs and policies that organizations can employ, including examples of best practices from the region, where appropriate. Staff will develop branding and collateral material for this program to encourage educational awareness and build capacity, and update the Air Quality Subcommittee on progress at its quarterly meetings.

**Product 3:**

NOACA staff will continue to develop a Schoolpool and air quality education program. This program will focus on educating students, parents and school staff about what air quality is, the benefits of clean air to personal health and communities, the influence transportation has on air quality, and what actions can be taken to maintain clean air. Staff will report on progress to the Air Quality Subcommittee at quarterly meetings.

**NOACA SFY 2026 OWP**

**Product 4:**

The NOACA Vanpool program promotes an alternative transportation option for commuters, focused on improving workforce mobility to regional employment centers and improved air quality. This is accomplished by providing information and financial incentives to eligible commuters and employers. NOACA will work with regional employers, workforce organization groups, member communities and regional transit agencies for rider recruitment and formation of new vanpools. SEP staff will continue to maintain the Guaranteed Ride Home program and develop a database to provide an efficient reimbursement program as an incentive to stranded vanpool participants. SEP staff will update the Programming division with quarterly metrics of emissions savings, cost savings, and mileage savings through the program.

**Product 5:**

NOACA staff will continue the Car(bon) Free Challenge Series on Gohio Commute in February, May and October. This series will provide users with an incentive to remain engaged with the platform throughout the year, encourage them to try different non-SOV modes, and educate them on how to utilize and benefit from these modes. NOACA will work with regional partners to develop, promote, and provide prizes for these challenges. The Gohio Commute dashboard will be updated to reflect current and upcoming challenges.

SEP staff will manage the Commuter Choice Awards (CCA) program. In cooperation with NOACA's Public Affairs division, SEP staff will brand program design, promote it through appropriate channels, collect responses, develop a methodology by which to score responses, and help distribute awards to winners as needed. Staff will fully integrate Gohio Commute into the program through the CCA Clean Air Challenge. Staff will update the Air Quality Subcommittee at quarterly meetings.

6671	Total CMAQ
Rideshare	\$674,565
Direct labor	\$131,159
Fringe	\$66,314
Other/Ride Amigos	\$12,350
Other/Van Pools	\$368,000
Indirect	\$96,742

**695.1 PLANNING ADMINISTRATION & OPERATIONS MANAGEMENT**

**Project Managers:** Ali Makarachi (products 2, 7 and 8); Ed May (products 3, 7 and 8); Danielle Render (products 4 and 7); Joe MacDonald (products 5, 7 and 8), Ronnie Blackshear (products 1, 6, and 7), Lindy Burt (products 1, 6 and 7), Elizabeth Barlik (products 1, 6, and 7), Beverly Burtzloff (products 1, 6, and 7), Deborah Wordell (products 1,6, and 7), Lisa Durkin (products 6 and 7)

**Project Team:** NOACA staff (products 6 and 7)

**Description**

This project provides for oversight of staff and overall CPG-funded project implementation in a way that is consistent with requirements. This project will also serve to ensure that the Agency complies with all laws and regulations regarding Title VI of the Civil Rights Act of 1964, certification requirements, and other transportation-related compliance issues.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Move the Agency toward the goal of increased accountability, transparency and improved compliance with the letter and spirit of metropolitan planning law and federal guidance
- Produce high performing results and go beyond simply meeting the letter of the metropolitan planning regulations
- Meet or exceed all state and federal requirements regarding the continuing, cooperative and comprehensive (3-C) planning process and applicable federal and state laws and regulations governing the operation of a metropolitan planning organization
- Help facilitate the work of the NOACA Board of Directors and committees
- Set expectations of accountability, assess effectiveness of activities with measurable information, and monitor goal fulfillment and project completion
- Fully integrate NOACA’s external engagement and public affairs, planning and programming processes
- Maintain well-trained and developed staff
- Increase accountability and transparency and improve compliance with metropolitan planning law and federal guidance
- Comply with state and federal requirements and guidelines relative to retention and disposition of NOACA transportation planning-related documents

**NOACA SFY 2026 OWP**

**Previous Work**

- Concluded annual performance evaluation and salary review processes
- Directed, managed and provided oversight of transportation planning and related activities, and ongoing management of the continuing, cooperative and comprehensive (3-C) planning process
- Underwent FY 2025 Federal (Quadrennial) Certification Review Process
- Completed FY 2024 NOACA Title VI Program questionnaire
- Updated the Title VI program
- Completed 2024 metropolitan planning memorandum of understanding (MOU) with ODOT and transit agencies
- Completed FY 2024 revision to the NOACA records retention schedule and submitted for state approval
- Updated the Public Participation Plan

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Provide directions for staff and divisions for all OWP products	X	X	X	X
2. Transp. Planning & Engineering Division management	X	X	X	X
3. Programming Division management	X	X	X	X
4. Public Affairs Division management	X	X	X	X
5. Strategic & Environmental Planning management	X	X	X	X
6. Agency compliance and staff development activities	X	X	X	X
7. Board and committee support	X	X	X	X
8. Transportation and AQ best practices and process improvement	X	X	X	X

**Methodology**

**Product 1:**

- Work with NOACA senior staff to ensure well-coordinated effort, eliminate redundant effort, and establish and track performance metrics that measure effectiveness of activities against Agency goals
- Coordinate among senior management and staff to outline a work program that includes staff time allocations and expense budgeting for SFY 2026
- Work with division directors to revise (as needed) and implement a performance evaluation and salary review process that is performance driven, objective and consistent
- Create and implement a consultant-led employee-centric internal vision, Internal Strategic Plan, in harmony with NOACA's external plan:
  - STRENGTHEN teamwork and collaboration
  - PRESERVE our reputation for excellence and partnership
  - BUILD increasingly robust processes that take advantage of technology
  - SUPPORT our staff's development
  - ENHANCE a sustainable culture of recognition and wellbeing

## NOACA SFY 2026 OWP

### Products 2 - 5:

- Ensure the OWP is done in coordination with the state and its plans, including *Access Ohio 2045*, *Walk.Bike.Ohio*, *Transport Ohio (STW Freight Plan)*, *Strategic Highway Safety Plan*, TAMP and performance-based planning processes
- Document transportation project-related accomplishments during current SFY to compile a year-end completion report
- Manage meetings, communication, planning activities and work products
- Manage staff, provide training opportunities, conduct ongoing performance evaluations, develop staff performance plans, and review/monitor development, implementation and execution of plans, activities and products
- Coordinate among members of senior management team to revise (as needed)
- Implement a performance evaluation and salary review process that is performance driven, objective and consistent
- Work with ODOT, federal agencies and staff to ensure that NOACA meets and exceeds all state and federal requirements regarding the 3-C planning process

### Product 6:

- Ensure compliance and required reporting for state and federal laws and regulations
- Comply with the letter and spirit of state and federal laws and regulations concerning nondiscrimination, 23 CFR 450.316(1)(vii), public accountability, transparency and ethics
  - Provide other information and documentation regarding NOACA's nondiscrimination policies and initiatives to state and federal officials, as requested
  - Work with division directors and staff to raise awareness of nondiscrimination issues and policies
  - Help facilitate staff training, public involvement, DBE activities and other nondiscrimination activities
  - Ensure compliance with Title VI of the Civil Rights Act and related nondiscrimination requirements, including those pertaining to 23 CFR 450.316(1)(vii)
  - Complete the annual ODOT Title VI questionnaire for the Overall Work Program
- Update and maintain interagency agreements with transit agencies and neighboring MPOs
- Continue to refine and administer the system for organizing and archiving transportation planning-related public records, and to manage the retention and disposition processes, to fully comply with state and federal records management requirements and guidelines

### Product 7:

- Create, review and edit agency materials, memos, reports, resolutions, draft policies, recommendations, etc. as needed to fulfill compliance and MPO operations responsibilities
- Provide support to Board, committees, subcommittees and advisory councils

## NOACA SFY 2026 OWP

### Product 8:

- Share NOACA practices and processes related to transportation and air quality planning
- Identify opportunities for improved practices/processes about transportation and air quality planning, and develop improved practices/processes to address these opportunities

6951	Total OCPG
Planning Admin/Operations Mngt.	\$900,671
Direct labor	\$394,603
Fringe	\$199,511
Other	\$15,500
Indirect	\$291,057

**695.2 OVERALL WORK PROGRAM**

**Project Manager:** Ronnie Blackshear, Deborah Wordell

**Project Team:** Elizabeth Barlik, Lindy Burt, Beverly Burtzloff, Pamela Davis, Grace Gallucci, Joseph MacDonald, Ali Makarachi, Ed May, Derek Taylor, Jim Thompson, Danielle Render, Rob Uhlhorn, Kate Moening, Communications and Marketing Manager (Vacant)

**Description:**

This project provides direction and support for NOACA’s management staff in the development of the next overall work program (OWP) and the OWP budget, and completion of activities in the current SFY OWP.

**Objectives and Performance Measurements**

- Ensure development of NOACA’s next SFY OWP, final completion report for previous SFY OWP, and monitor progress for current SFY
- Provide direction and support in the management of the operating/OWP budget, and in the completion of activities outlined in the current SFY OWP

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

**Previous Work**

- Previous SFY OWP Completion Reports
- Previous SFY OWP and Budgets

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Complete OWP Completion Report and submit to ODOT			X	
2. Conduct OWP and Budget Management	X	X	X	X
3. Develop SFY OWP and Budget	X	X	X	X

**Methodology**

**Product 1:**

- Work with directors and staff to develop year-end OWP completion report to assess progress made, and funding used in the prior SFY. This includes an activity report, product completion analysis and budget analysis

**NOACA SFY 2026 OWP**

**Product 2:**

- Quarterly progress reviews and documentation (not required by ODOT)
  - Work with directors and staff to develop OWP progress reports to assess progress made and funding used in the current SFY
- Conduct quarterly internal assessments of OWP-related budgets
- Coordinate efforts among staff, directors, committees and Board on any mid-year changes to the OWP and budget, as needed, and develop appropriate OWP and budget amendments
- Continue implementation of an information-management system for the development and management of OWP projects and budget

**Product 3:**

- Work with staff to develop a work program and budget for upcoming SFY
- Prepare OWP introduction, layout and charts for staffing and committees
- Acquire lists of anticipated planning activities from Northeast Ohio transit agencies
- Coordinate with Board and committees for review and approval of OWP and budget
- Work with state and federal officials, as needed, to refine the final draft of the document

6952	Total OCPG
<b>Overall Work Program</b>	<b>\$304,574</b>
Direct labor	\$135,777
Fringe	\$68,649
Other Direct	\$0
Indirect	\$100,148

# LOCAL PLANNING EFFORTS AND INDIRECT ADMINISTRATIVE AND SUPPORT SERVICES

## 100.0 LOCAL PLANNING AND COLLABORATION EFFORTS

**Project Manager:** Grace Gallucci

**Project Team:** Beverly Burtzlaff, Andrew Bean, Danielle Render

### Description

NOACA leadership engages with a variety of stakeholders to inform planning and decision-making. One mechanism for this engagement includes NOACA-hosted special events that are not considered necessary for the performance of federal awards. These are planned and executed through this project.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

### Objectives and Performance Measurements

- Inform and educate external stakeholders of NOACA’s efforts
- Engage external stakeholders in a way that informs NOACA’s activities
- Support government affairs activities

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. External meetings	X	X	X	X
2. Government relations	X	X	X	X
3. Special events and sponsorships	X	X	X	X

### Methodologies

#### Product 1:

- Attend or participate in external meetings, luncheons and conferences that, while not directly related to transportation planning and air quality, are important to achieving NOACA’s mission

#### Product 2:

- Coordinate with legislators and partners on legislative priorities that are important to achieve NOACA’s mission

#### Product 3:

- Inform and educate external stakeholders of NOACA’s efforts

<b>1000</b>	<b>Total Local</b>
<b>Local Planning &amp; Collaboration Efforts</b>	<b>\$156,037</b>
Direct Labor	\$32,771
Fringe	\$16,569
Other Direct	\$82,525
Indirect	\$24,172

**800.1 OFFICE OF THE EXECUTIVE DIRECTOR**

**Project Manager:** Grace Gallucci

**Project Team:** Marilyn Lebon

**Description**

The Office of the Executive Director is responsible for the overall administration, management, and strategic leadership of the organization.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>
1. Provide overall administration, management and strategic leadership of the organization	X	X	X	X

**Methodology**

**Product 1:**

- Attend meetings, review documents and provide guidance to Agency leadership and staff

<b>8001</b>	<b>Total Indirect</b>
<b>Office of the Executive Director</b>	<b>\$422,702</b>
Direct labor	\$233,596
Fringe	\$118,106
Other	\$71,000

**800.2 ADMINISTRATIVE SERVICES**

**Project Manager:** Lindy Burt

**Project Team:** Kelly Harris

**Description:**

General administrative services activities include front desk reception, visitor administration, mail processing, provision of agencywide administrative support, management of office supply inventory, and other related internal operational activities.

Procurement activities under this project include management of process for large-scale purchase of goods and services. Activities include coordination of solicitation process; evaluation of quotes, proposals and bids; coordination of approval and award process, and execution of contracts.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Complete procurements in a timely and compliant manner
- Maintain strong relationships with vendors
- Support competition in the procurement process to ensure that NOACA receives high-quality goods and services at the best possible price
- Provide visitors to the building with high-quality customer service
- Monitor and maintain office supply inventory to ensure that staff have access to supplies when needed
- Support all other divisions in the Agency through the provision of administrative support services.

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Coordinate procurement activities including solicitations, evaluation of quotes, proposals and bids, and execution of contracts	X	X	X	X
2. Provision of building reception, clerical and general administrative services in support of Agency-wide operations	X	X	X	X
3. Maintain general supply inventory	X	X	X	X

**NOACA SFY 2026 OWP**

**Methodology**

**Product 1:**

- Coordinate procurement process for Agency, including preparation of solicitations, DBE goal setting, evaluation of vendor responses, approval process and contract execution

**Product 2:**

- Greet, register and provide guidance to building visitors
- Monitor, answer and route calls from Agency's main phone line
- Provide administrative and clerical services in support of Agency-wide and division operations

**Product 3:**

- Monitor inventory of general supplies and replenish, as necessary

8002	Total Indirect
Administrative Services	\$367,869
Direct labor	\$164,950
Fringe	\$83,399
Other	\$119,520

### 800.3 INFORMATION TECHNOLOGY (IT) SERVICES

**Project Manager:** Marsha Arzaga

**Project Team:** Deltcho Marinov

#### Description

The Information Technology (IT) unit of Administrative Services enables the use of technology resources by delivering and optimizing hardware, software, and telecommunication infrastructure for staff, and stakeholders. IT develops and executes IT user policies, standards and plans, identifies new technology resources, and monitors and manages system security to minimize risk.

IT facilitates the use of communication tools which are essential to conducting Agency business. Under this project, personnel ensure the devices and related systems and applications are up to date and in good working condition.

IT facilitates the internal and external exchange of data and supports the management of data storage systems.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

#### Objectives and Performance Measurements

- Improve efficiency by ensuring a reliable network that performs at a high level and provides the necessary capacity for business operations
- Prioritize technology initiatives to align with Agency goals
- Enhance security to prevent and mitigate risks and vulnerabilities
- Resolve technical issues encountered by staff
- Enable accessibility to technology resources that support agency projects and programs

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Implement innovative technology that facilitates efficiency and collaboration	X	X	X	X
2. Implement and monitor secure computing	X	X	X	X
3. Deliver optimal end user support and provide accessible, available network services	X	X	X	X

**NOACA SFY 2026 OWP**

**Methodology**

**Product 1:**

- Optimize network systems through technology resource management, including acquisition of new equipment and software applications
- Monitor and maintain reliable devices, network systems and telecommunication infrastructure
- Enable exchange of data among staff and with stakeholders
- Automate the use of data retention process and procedures to capture, categorize and archive data while complying with Ohio Public Records law

**Product 2:**

- Protecting our systems requires security measures like applying OS updates, configuring servers behind firewalls, restricting permissions, enforcing multifactor authentication, maintaining strong passwords, keeping antivirus definitions updated, and monitoring server backups. Methods include the use of virus protection software, firewall device, VPN, SSL certificates, installation of software security updates, ensuring staff adherence to agency security standards, monitoring of systems to detect anomalous activity, and delivery of ongoing staff training on cybersecurity practices
- Update and test disaster recovery methods at appropriate intervals to ensure continuity of operations procedures are current and ready for implementation when needed
- Develop, implement and adhere to a data backup schedule that ensures continuous preservation and protection of agency data in a manner that is compliant with NOACA's Records Retention Schedule

**Product 3:**

- Assist staff in resolving technical problems with agency devices, systems and applications
- Advise staff on technology solutions for operational needs
- Provide technical guidance on agency devices, systems and applications

<b>8003</b>	<b>Total Indirect</b>
<b>Information Technology Services</b>	<b>\$585,753</b>
Direct labor	\$205,136
Fringe	\$103,717
Other	\$276,900

**800.4 LEGAL SERVICES**

**Project Manager:** Grace Gallucci

**Project Team:** Legal Counsel, Elizabeth Barlik

**Description**

NOACA consults with legal counsel as needed for advice and guidance on contracts, policies, procedures, state law, and other agency matters. Legal counsel also attends and provides advice and guidance at Board and Committee meetings as needed.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Provide legal advice and guidance	X	X	X	X

**Methodology**

**Product 1:**

- Provide legal advice and guidance on contracts, policies and procedures, state law and other agency matters
- Attend and provide legal advice and guidance at Board and Committee meetings, as needed

<b>8004</b>	<b>Total Indirect</b>
<b>Legal Services</b>	<b>\$125,508</b>
Direct labor	\$16,942
Fringe	\$8,566
Other	\$100,000

## 800.5 BUILDING OPERATIONS

**Project Manager:** Lindy Burt

**Project Team:** Dave Parsh

### Description

Personnel are responsible for the improvement, repair and routine maintenance of the NOACA building's component systems, and interior and exterior spaces. Activities under this project also seek to provide agency staff and building visitors with a safe and high-quality physical work environment in which to conduct business.

Strategic Plan Goals	
Goal 1: Strengthen Regional Cohesion	√
Goal 2: Preserve Existing Infrastructure	√
Goal 3: Build a Sustainable Multimodal Transportation System	√
Goal 4: Support Economic Development	√
Goal 5: Enhance Quality of Life	√

### Objectives and Performance Measurements

- Ensure the safety of property, and building occupants
- Maintain a comfortable physical environment that is suitable for agency operations
- Perform routine preventive maintenance and repair on the facility
- Implement building improvements needed to maintain a suitable work environment and support agency operations

Activities, Tangible Products	Work Schedule			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Manage improvement, repair and routine maintenance of the building structure, component systems, and interior and exterior spaces	X	X	X	X
2. Manage services that support the daily occupancy and use of the building	X	X	X	X
3. Administer procedures and policies that relate to building use	X	X	X	X

### Methodology

#### Product 1:

- Conduct routine inspections of interior and exterior spaces of the building
- Coordinate replacement and repair of building components as needed
- Implement building improvements as needed

**NOACA SFY 2026 OWP**

**Product 2:**

- Provide or procure needed services to maintain a high-quality physical work environment

**Product 3:**

- Develop, update, and obtain necessary approval on implementation of procedures and policies
- Share information with staff and provide training, as necessary, on procedures and policies

<b>8005</b>	<b>Total Indirect</b>
<b>Building Operations</b>	<b>\$372,180</b>
Direct labor	\$36,484
Fringe	\$18,446
Other	\$317,250

**800.6 HUMAN RESOURCES**

**Project Manager:** Lisa Durkin

**Project Team:** Grace Gallucci

**Description**

NOACA’s Associate Director of Human Resources coordinates the agency’s Human Resources services under the supervision of the Executive Director.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Provide guidance on human resources issues	X	X	X	X

**Methodology**

**Product 1:**

- Coordinate and support the retention, hiring and onboarding of employees; resolution of employment-related issues; administration of employee policies and procedures; performance evaluation; agencywide training; and Healthcare planning and administration

**Product 2:**

- Obtain information on trending benefits and the best, cost effective, employee benefits possible
- Stay well-informed of federal and state regulations to maintain compliance with various programs
- Administer benefits program on behalf of the Agency, and review/ensure affordable, comprehensive benefits package

<b>8006</b>	<b>Total Indirect</b>
<b>Human Resources</b>	<b>\$216,511</b>
Direct labor	\$127,199
Fringe	\$64,312
Other	\$25,000

**800.7 ACCOUNTING SERVICES**

**Project Manager:** Deborah Wordell

**Project Team:** Jennifer Hess, Lilly Johns

**Description**

This indirect cost center supports Agency activities by providing finance and accounting services, including accounts payable, accounts receivable, payroll and employee benefit coordination, financial reporting, and banking and investment activities.

<b>Strategic Plan Goals</b>	
<b>Goal 1: Strengthen Regional Cohesion</b>	√
<b>Goal 2: Preserve Existing Infrastructure</b>	√
<b>Goal 3: Build a Sustainable Multimodal Transportation System</b>	√
<b>Goal 4: Support Economic Development</b>	√
<b>Goal 5: Enhance Quality of Life</b>	√

**Objectives and Performance Measurements**

- Ensure timely and accurate payments to vendors and employees, and report on taxes and pension and other benefits
- Ensure that grants are invoiced and collected in a timely manner
- Provide timely and accurate financial reports
- Manage all banking, investment and reconciliation activities
- Oversee other financial management and accounting records and systems, as required
- Facilitate annual audit of NOACA’s financial records
- Provide oversight and training for NOACA’s financial and payroll software systems

<b>Activities, Tangible Products</b>	<b>Work Schedule</b>			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Administration of payroll and accounts payable/receivable	X	X	X	X
2. Financial reporting and management	X	X	X	X

**Methodology**

**Product 1:**

- Administer and support accounts payable and accounts receivable activities
- Process payroll
- Ensure timely and accurate payments to employees and associated reporting of taxes, insurance, pension and other benefits

**Product 2:**

- Coordinate with NOACA staff to outline an annual work program that includes staff time allocations and expense budgeting
- Ensure grants are properly invoiced and expenditures are properly documented
- Provide financial reports required by federal, state, Board and others

## NOACA SFY 2026 OWP

- Manage all banking activities, including the reconciliation of bank statements and general ledger accounts
- Perform other financial management activities for NOACA, as required
- Facilitate the annual audit of NOACA's financial records to achieve unqualified results
- Provide oversight and training for financial and payroll software system

8007	Total Indirect
Accounting Services	\$391,305
Direct labor	\$199,857
Fringe	\$101,048
Other	\$90,400



Northeast Ohio Areawide Coordinating Agency



# FY 2026

# Funding and Expenditure Tables

10/28/2025



**NOACA FUNDING AND EXPENDITURE TABLES  
STATE FISCAL YEAR 2026**

ODOT PID	Project Number	Project Name	Consultant	Direct Labor	Fringe	Indirect	Other	Total	Federal	State	Local	Other	Total
LOCAL	1000	Local Planning & Collaboration Efforts	50,000	32,771	16,569	24,172	32,525	156,037			156,037		156,037
	11113, 122431	CMAQ AQ Public Education & Outreach	-	119,004	60,168	87,776	50,560	317,509	317,509				317,509
LOCAL	1021	Local Water Quality Planning	-	93,353	47,199	68,856	5,000	214,408			214,408		214,408
U.S. EPA	1022	604b Water Quality Planning	-	47,840	24,188	35,287	-	107,315	107,315				107,315
STATE EPA	1023	Ohio EPA Biennium Water Quality Program	-	33,434	16,904	24,661	-	75,000	75,000				75,000
EPA RLF	1036	Brownfield Revolving Loan Fund Program	78,000	119,244	60,290	87,954	17,200	362,688	362,688				362,688
FTA	6016	Enhanced Mobility Planning	-	91,928	46,479	67,806	3,100	209,313	209,313				209,313
SCEMIC BYWAY	6020	TIP & Funds Management (L.C.S.B)	-	-	-	-	2,000	2,000				2,000	2,000
CRRSAA, Crowdfunding	6020	TIP & Funds Management (Hicktown Bend)	-	-	-	-	9,426,577	9,426,577	8,700,000			726,577	9,426,577
CFI	6055	Transportation Operations Planning	100,000	89,159	45,079	65,763	14,700,000	15,000,000	15,000,000				15,000,000
CPRG	122433	6057 Supplemental Transportation Planning	-	44,579	22,539	32,881	-	100,000	80,000	10,000			100,000
CMAQ	111103	6059 STOP	100,000	22,230	11,270	16,441	-	150,000	150,000				150,000
U.S. EPA	6102	Climate Action Planning (CPRG)	-	2,500	-	-	634,000	636,500	636,500				636,500
RIA	6169	RIA Consultant	54,000	-	-	-	-	54,000	54,000				54,000
TLCI	120584, 12243f	6254 TLCI Planning Studies	100,000	144,227	72,921	106,381	-	423,530	423,530				423,530
RIDESHARE	111103, 122423	6671 Rideshare	388,000	131,159	66,314	96,742	12,350	674,565	674,565				674,565
		Total Direct Expenses Except OCPG	850,000	971,488	489,920	714,720	24,883,312	27,909,442	26,715,420	85,000	380,445	728,577	27,909,442
			2,373,799	2,912,548	1,471,323	2,146,436	25,458,253	34,362,363	31,877,752	730,293	1,025,738	728,577	34,362,363

**NOACA FUNDING AND EXPENDITURE TABLES  
STATE FISCAL YEAR 2026**

Work Program Sub Category - All	Consultant	Direct Labor	Fringe	Indirect	Other	Total	Federal	State	Local	Other	Total
100	50,000	32,771	16,569	24,172	32,525	156,037			156,037		156,037
101	-	171,903	86,914	126,794	52,110	437,721	413,678	12,021	12,021	-	437,720
102	-	174,627	88,291	128,804	5,000	396,722	107,315	75,000	214,408	-	396,723
103	78,000	119,244	60,290	87,954	17,200	362,688	362,688				362,688
601	-	91,928	46,479	67,806	3,100	209,313	209,313				209,313
602	-	316,105	159,823	233,157	9,443,977	10,153,062	9,279,589	82,448	82,448	728,577	10,173,062
605	1,619,659	589,695	296,152	434,958	14,821,671	17,764,135	17,241,306	251,416	251,416	-	17,744,138
610	54,000	14,315	7,238	10,959	-	86,112	79,690	3,211	3,211	-	86,112
625	204,140	431,262	218,046	318,096	420,820	1,592,364	1,358,599	116,884	116,884	-	1,592,367
665	-	38,121	19,274	28,118	-	85,513	68,410	8,951	8,951	-	85,512
667	368,000	131,159	66,314	96,742	12,350	674,565	674,565				674,565
695	-	530,380	268,160	391,204	15,500	1,205,244	964,195	120,524	120,524	-	1,205,244
	2,373,799	2,912,548	1,471,323	2,146,436	25,458,253	34,362,363	31,877,752	730,293	1,025,738	728,577	34,362,363



Northeast Ohio Areawide Coordinating Agency



# Transit Agency Planning Activities

# REGIONAL TRANSIT AGENCY PLANNING

## LOCAL PLANNING AND COLLABORATION EFFORTS

### Description

All planning projects that use FTA and FHWA funds and are carried out within the metropolitan transportation planning process must be included in the OWP. The funding has no impact on NOACA's internal OWP work items or budget. This section lists the projects which received FTA planning funding.

**Funding Program:** Areas of Persistent Poverty

**Transit Agency:** Greater Cleveland Regional Transit Authority (GCRTA)

**Project Name:** Transit Access Barrier Study (TABS)

**State Fiscal Year of Implementation:** 2025

**Federal Funding (90%):** \$585,000

**Local Contribution (10%):** \$65,000

**Total:** \$650,000

### Project Description:

The purpose of the project is to identify impediments to the use of transit in areas of persistent poverty. To complete this activity, GCRTA will seek consultant services to lead the study and to conduct in-depth research to identify the barriers to use of transit. GCRTA wishes to use a variety of research methods including literature reviews, analysis of GCRTA service data, a variety of survey research techniques including but not limited to in-person and on-line surveys, convening of small focus groups, and other mechanisms to assist in our effort to identify and quantify the barriers to use of transit. These findings will then be extracted to identify strategies for GCRTA to implement to reduce and/or eliminate barriers to transit use that are within their services. The study is expected to take 18 months to complete.

**Funding Program:** Pilot Program for Transit-Oriented Development (TOD) Planning

**Transit Agency:** Greater Cleveland Regional Transit Authority (GCRTA)

**Project Name:** Broadway Corridor TOD Pilot Planning Study

**State Fiscal Year of Implementation:** 2025

**Federal Funding (80%):** \$432,000

**Local Contribution (20%):** \$108,000

**Total:** \$540,000

### Project Description:

The project will study Broadway Avenue from E. 34 Street Redline Station to E. Turney/Warner Bus Loop. The study includes analysis of bus and transit operations for a potential BRT, Land use, zoning and TOD development, affordable housing, and environmental sustainability enhancements.

**Funding Program:** FFY 2023 Pilot Program for Transit-Oriented Development Planning

**Transit Agency:** Greater Cleveland Regional Transit Authority (GCRTA)

**Project Name:** GCRTA Lorain Corridor TOD Plan

**State Fiscal Year of Implementation:** 2025

**Federal Funding (100%):** \$700,000

**Local Contribution (90%):** \$0.00

**Total:** \$700,000

**PID:** 122096

**Project Description:**

The Lorain Corridor will connect the cities of Cleveland, Fairview Park, and North Olmsted with faster, more efficient transit service with a higher level of amenities. It will include: 1) a comprehensive transportation improvement plan, facilitating multi-modal connectivity and increased access to transit hubs; 2) an affordable housing market analysis, including commercial revitalization near stations; 3) a land use and zoning plan focused on mixed-use development, identifying regulatory and other challenges, including transit-friendly adaptive reuse plans; and 4) an inclusive outreach plan, engaging residents, stakeholders, and the private sector. The plan will be comprehensive, consolidating existing plans, while addressing climate change, equity, and affordable housing, with a focus on retaining the existing population.

**Funding Program:** SFY 2025 Ohio Workforce Mobility Program (OWMP) - GCRTA Microtransit Workforce Feasibility Study

**Transit Agency:** Greater Cleveland Regional Transit Authority (GCRTA)

**Project Name:** GCRTA Microtransit for Workforce Feasibility Study

**State Fiscal Year of Implementation:** 2025

**Federal Funding (80%):** \$300,000

**Local Contribution (20%):** \$75,000

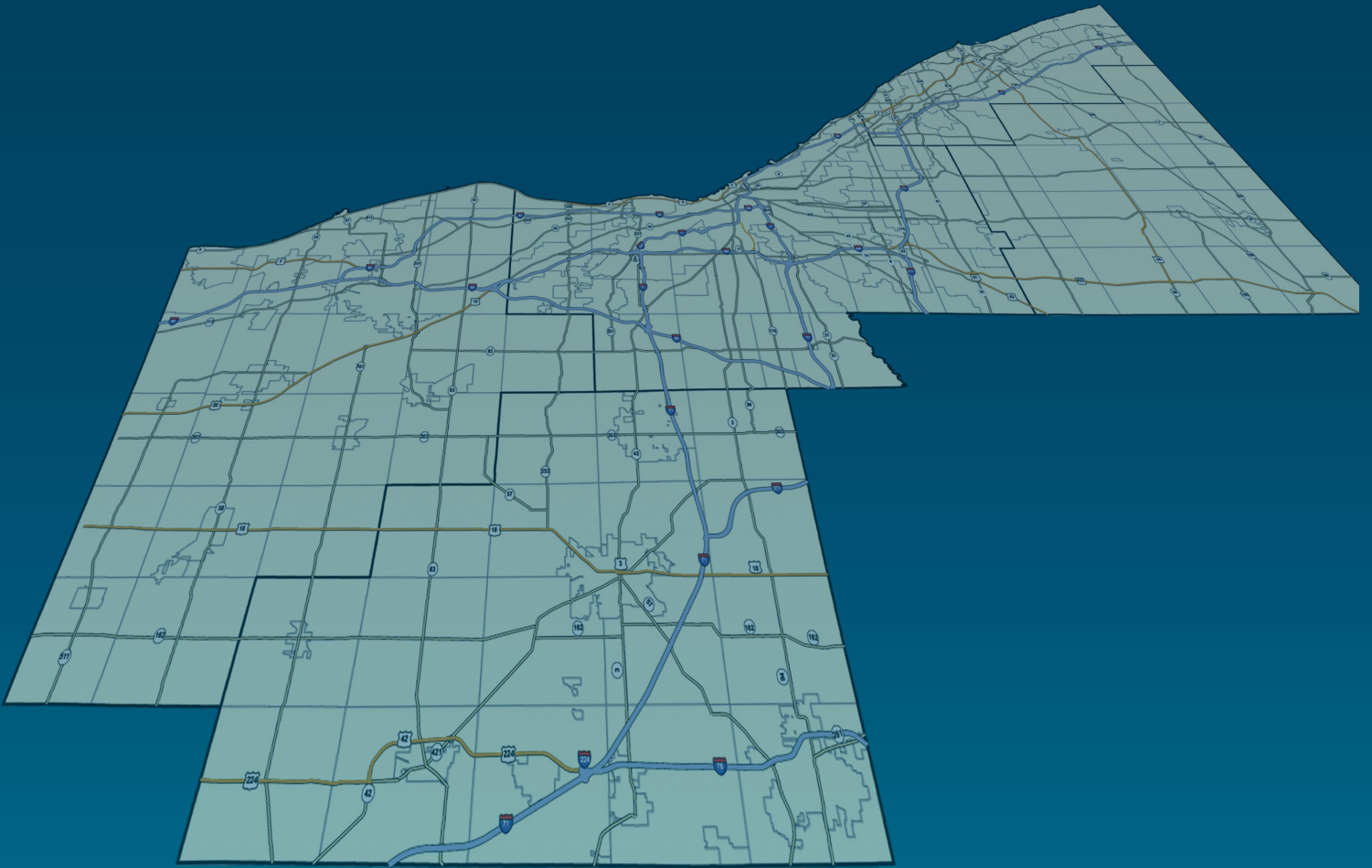
**Total:** \$385,000

**PID:** 123126

**Project Description:** GCRTA's Microtransit Workforce Feasibility Study will examine the effectiveness of first mile/last mile microtransit in Cuyahoga and Lorain Counties. The study will focus on connecting people from public transportation to the front door of the workplace.



Northeast Ohio Areawide Coordinating Agency



# RESOLUTION/ SELF-CERTIFICATION

**RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE  
NORTHEAST OHIO AREAWIDE COORDINATING AGENCY**

**WHEREAS**, the Northeast Ohio Areawide Coordinating Agency (NOACA) is the Metropolitan Planning Organization (MPO) for the counties of Cuyahoga, Geauga, Lake, Lorain, Medina, and the City of Cleveland and the areawide water quality management agency for the same region; and

**WHEREAS**, the NOACA is required by federal law to develop an Overall Work Program (OWP); and

**WHEREAS**, the Board of Directors has the responsibility to approve the work activities, revenues and expenditures of NOACA and does so through approval of the fiscal year OWP and Budget; and

**WHEREAS**, the OWP and Budget, incorporating activities performed by NOACA under various grants for state fiscal year (SFY) 2026, has been prepared for the Board of Directors, based on local input and areawide needs, as supplemented by state and federal requirements; and

**WHEREAS**, proposed OWP activities have been reviewed by local jurisdictions, agencies, Board committees, and state and federal funding agencies; and

**WHEREAS**, the transportation and environmental elements of the NOACA SFY 2026 OWP are designed to address the policies of the Board of Directors, and meet applicable regulations of the U.S. Department of Transportation and the U.S. Environmental Protection Agency; and

**WHEREAS**, the draft OWP and Budget have been presented to the appropriate committees; and

**WHEREAS**, the OWP includes expected planning activities from public transit agencies that will be using federal funds; and

**WHEREAS**, the OWP will be reviewed by the Federal Highway Administration (FHWA), Federal Transit Administration (FTA) and the Ohio Department of Transportation (ODOT); and

**WHEREAS**, staff will address minor comments and suggestions received through this process and incorporate them into the final OWP and fully report these to the Board of Directors; and

**WHEREAS**, any substantive or significant changes requested by oversight agencies to the OWP will be presented to the Board of Directors for approval; and

**WHEREAS**, based upon the OWP activities, the SFY 2026 budget has been prepared containing line-item detail related to the agency's projected operations; and

**WHEREAS**, NOACA has encumbered or committed budget elements and expenditures approved by the Board in prior years' budgets that will need to be paid in SFY 2026, and funding associated with these purchases need to be carried forward into SFY 2026; and

**WHEREAS**, Member dues from local governments and regional authorities are invoiced at the beginning of each new fiscal year budget so that local funds are available to match available federal grants; and support other local planning activities; and

**RESOLUTION 2025-007**  
**(SFY 2026 Overall Work Program and Budget)**

**WHEREAS**, NOACA's metropolitan planning process was successfully certified by federal agencies in 2023 and continues to carry out its responsibilities in accordance with federal law; and

**WHEREAS**, federal regulations also require that NOACA and ODOT must annually self-certify the MPO planning process; and

**WHEREAS**, in accordance with the Infrastructure Investment and Jobs Act (IIJA), NOACA and ODOT are carrying out their respective duties under applicable provisions of federal law, and as outlined in ongoing biennial agreements between the two entities.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Northeast Ohio Areawide Coordinating Agency, consisting of forty-six voting officials serving general-purpose local governments throughout and within the counties of Cuyahoga, Geauga, Lake, Lorain, Medina, and the City of Cleveland that:

**Section 1:** The SFY 2026 Overall Work Program and Budget as it exists on NOACA's website as of March 14, 2025 (which shall be attached to the signed resolution) and the SFY 2026 Budget Summary (Attachment 2) that reflects \$13.8 million in new expenditures and \$19.5 million in estimated encumbrances, have been appropriately reviewed and the SFY 2026 Overall Work Program and Budget is approved as meeting federal requirements for comprehensive, cooperative, and continuing areawide planning.

**Section 2:** The Board of Directors authorizes commitment of sufficient local funds to provide for said work activities, as a matching share for grants tendered to this Agency for SFY 2026, and otherwise as support for local activities.

**Section 3:** The Executive Director is authorized to issue Member Dues invoices for a total of \$944,747. Members' Dues will be invoiced according to the NOACA Code of Regulations, and the NOACA dues allocation plans formulated by the respective Boards of Commissioners in each of the four counties and by the Cuyahoga County Executive's office.

**Section 4:** The urban transportation planning process is being carried out in conformance with all applicable federal requirements and the Executive Director is authorized to execute the ongoing biennial agreement with the Ohio Department of Transportation.

**Section 5:** The Executive Director is authorized to apply for, receive and utilize such funds as provided for within the Overall Work Program and Budget, including execution of contracts, agreements, certifications, and civil rights assurances, as necessary to accomplish the intent of this Resolution.

**Section 6:** The project and funding tables in the OWP and Budget are based on estimates of available funding. The SFY 2026 OWP and Budget includes estimated encumbrances that will be finalized after the end of the 2025 fiscal year.

**Section 7:** The SFY 2026 Overall Work Program and Budget is adopted with the understanding that the scope, staffing and budget of individual planning projects may need to be modified due to available funding or for other reasons. The Executive Director is authorized to make modifications within and between work program categories so long as the total agency budget remains unchanged.

**Section 8:** Encumbered or committed budget elements and expenditures approved by the Board in prior years' budgets that will need to be paid in SFY 2026, and associated funding are authorized to be carried forward into SFY 2026.

**RESOLUTION 2025-007**  
**(SFY 2026 Overall Work Program and Budget)**

**Section 9:** The Executive Director is hereby authorized to transmit a certified copy of this Resolution and other appropriate documentation to federal, state, and local agencies.

Certified to be a true copy of a Resolution of the Board of Directors of the Northeast Ohio Areawide Coordinating Agency adopted this 14<sup>th</sup> day of Month, 2025.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date Signed