



BOARD OF DIRECTORS

Thursday, November 12, 2020
12:00 P.M. - 2:00 P.M.

WebEx Virtual Meeting (provided to members only by email)
Video livestream available to public on COG website

AGENDA

- 12:00 P.M.**
- 1. CALL TO ORDER**
Derrick L. Davis, COG Board Chair
 - 2. CHAIRMAN'S REPORT**
Derrick L. Davis, COG Board Chair
 - A. Town Hall Series - Leaning In to 2021: More Equitable, More Resilient
 - B. COG Chief Equity Officers Committee
 - C. First-year Board Member Insights
- 12:20 P.M.**
- 3. EXECUTIVE DIRECTOR'S REPORT**
Chuck Bean, COG Executive Director
 - 4. AMENDMENTS TO THE AGENDA**
Derrick L. Davis, COG Board Chair
- 12:30 P.M.**
- 5. APPROVAL OF THE MINUTES FROM OCTOBER 14, 2020**
Derrick L. Davis, COG Board Chair
Recommended Action: Approve minutes.
 - 6. ADOPTION OF CONSENT AGENDA ITEMS**
Derrick L. Davis, COG Board Chair
 - A. Resolution R46-2020 – Resolution authorizing COG to receive a grant to purchase explosive ordinance disposal robotics equipment for Montgomery County Fire and Rescue and Metro Transit Police
 - B. Resolution R47-2020 – Resolution authorizing COG to procure and enter into a contract to hire a Marketing and Communications consultant(s) for COG's Community Engagement Campaign
 - C. Resolution R48-2020 – Resolution authorizing COG to receive a grant to fund the operation of a portion of COG's Department of Homeland Security and Public Safety (DHSPS) related to improving homeland security in the NCR
 - D. Resolution R49-2020 – Resolution authorizing an amendment to the composition of COG Pension Plan Administrative Committee (PPAC)
 - E. Resolution R50-2020 – Resolution authorizing cog to expend funds for monitoring and maintenance of in stream trash trap

Reasonable accommodations are provided upon request, including alternative formats of meeting materials.
Visit www.mwco.org/accommodations or call (202) 962-3300 or (202) 962-3213 (TDD).

Recommended Action: Adopt Resolutions R46-2020 – R50-2020.

- 12:35 P.M. 7. FY2020 YEAR END FINANCIAL REPORT**
Kate Stewart, COG Secretary-Treasurer
Julie Mussog, COG Chief Financial Officer
- The board will be briefed on the Fiscal Year 2020 Year End Financial Report.
- Recommended Action: Receive briefing.**
- 12:45 P.M. 8. COG 2021 LEGISLATIVE PRIORITIES**
Christian Dorsey, COG Board Vice Chair
- The board will discuss legislative priorities of the region in 2021 and provide input to the COG Legislative Committee.
- Recommended Action: Receive briefing.**
- 1:10 P.M. 9. HUMAN SERVICES POLICY COMMITTEE AGREEMENT TO COOPERATE REGIONALLY TO PREVENT AND END HOMELESSNESS**
Brianne Nadeau, Human Services Policy Committee Chair
- To build a collaborative response to prevent and end homelessness, HSPC is developing an agreement for participating jurisdictions to implement various actions, including better data sharing and reporting across our region. The board will be briefed on the proposal before the final agreement is presented for approval in early 2021.
- Recommended Action: Receive briefing.**
- 1:30 P.M. 10. COVID-19 VACCINE DISTRIBUTION**
Patrick Ashley, DC Department of Health Senior Deputy Director of Health Emergency Preparedness and Response
- The board will be briefed on the status of regional planning for distribution of a COVID-19 vaccine.
- Recommended Action: Receive briefing.**
- 1:50 P.M. 11. OTHER BUSINESS**
- 2:00 P.M. 12. ADJOURN**
The COG Annual Membership Meeting is scheduled for December 9, 2020. The next COG Board of Directors meeting is scheduled for January 13, 2021.

AGENDA ITEM #2

CHAIRMAN'S REPORT



Metropolitan Washington
Council of Governments



National Capital Region
Transportation Planning Board

TOWN HALL SERIES | SEPT 2020 - JAN 2021

Leaning In to 2021: More Equitable, More Resilient



Featuring:
Prof. Jim Johnson, UNC
Prof. Jeanne Milliken Bonds, UNC

2020 has been a challenging year, with a pandemic, recession, and a national reckoning on race. Join local government leaders for virtual town halls hosted by COG and the Transportation Planning Board that explore tools and strategies to help our communities emerge stronger, more resilient, and more equitable in 2021. Please join us for the remaining series events!

**LEARN MORE & REGISTER:
MWCOG.ORG/LEANINGINTO2021**

Dates & Topics

- | | |
|------------------|--|
| 18
SEP | Out of Crisis into Crisis: Understanding the Impact of Emerging Trends, Current Events on Planning
12:00 - 1:45 P.M. |
| 16
OCT | Does Your County, City, or Town Have “Reputational Equity”?
12:00 - 1:45 P.M. |
| 20
NOV | Shaping Resilient Communities:
Whole Community Health
12:00 - 1:45 P.M. |
| 18
DEC | Shaping Equitable Communities
12:00 - 1:45 P.M. |
| 15
JAN | Building Collective Ambition for a Future-Ready Region
12:00 - 1:45 P.M. |

AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT



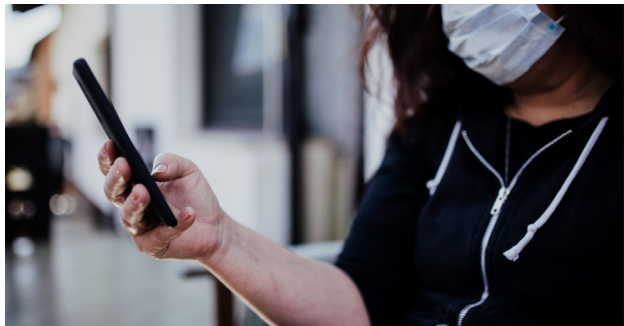
MEMORANDUM

TO: COG Board of Directors
FROM: Chuck Bean, COG Executive Director
SUBJECT: Executive Director's Report – November 2020
DATE: November 5, 2020

POLICY BOARD & COMMITTEE UPDATES

National Capital Region Transportation Planning Board (TPB) – At its October meeting, the TPB endorsed a new 2030 goal approved by the COG Board to reduce Greenhouse Gas emissions in the region. The meeting also included briefings on the Regional Travel Survey, a High Capacity Transit mapping tool, and restructuring the Citizens Advisory Committee as well as approval of the TPB Participation Plan.

Region Forward Coalition (RFC) – In October, RFC focused on accessibility, receiving updates on the Purple Line Corridor Coalition's work and WMATA's plans to continue maintaining transit service throughout the COVID-19 pandemic. The committee also discussed overall transportation impacts in the region resulting from the pandemic and reviewed the results of Commuter Connections' 2020 Employer Telework Survey.



NEW COVID-19 DATA EXCHANGE PLATFORM
Area health officials, in partnership with COG, have developed a way to securely share COVID-19 contact tracing data through an Association of Public Health Laboratories (APHL) platform, the nation's first multi-state program of this data.

[Read the news release](#)

OUTREACH & PROGRAM HIGHLIGHTS

COG Presentations –COG Executive Director Chuck Bean spoke at the Reuters Events Mobility Summit about "The Role of 'New' Mobility Partnerships in Driving Regional Economic Growth". COG Deputy Executive Director for Metropolitan Planning Kanti Srikanth participated in a panel at The Association of Metropolitan Organizations Annual Conference on Environmental Justice (EJ) focused on equity. COG Community and Planning Services Director Paul DesJardin was a guest panelist on the Regional Housing Strategies and Policies Annual Housing Forum of the Thomas Jefferson Planning District Commission on October 22.

Homeless Services – In October, COG Homeless Services Committee members discussed the proposed Human Services Policy Committee (HSPC) regional compact to end homelessness and finalized a scope of work for a consultant to conduct a regional racial equity systems audit. The committee also confirmed the date of the 2021 PIT count. Two subcommittees met to consider options for regional data metrics to track regional cooperation in ending homelessness and to provide input on the proposed HSPC compact to end homelessness.

Imagine a Day Without Water 2020 – COG partnered with local jurisdictions to feature residents, small business owners, and public service workers in a video highlighting why water is essential in their daily lives and how it plays a major part in keeping the region safe.

Drug Take Back Day 2020 – COG participated in the promotion of the U.S. Drug Enforcement Agency’s annual National Prescription Drug Take Back Day by reminding residents of the importance of safe and proper medication disposal.

MEDIA HIGHLIGHTS

Washington had best summer air quality on record because of COVID-19 restrictions and good weather– COG Air Program Chief Jennifer Desimone discusses record-low pollution levels in the region and how stay-at-home measures helped improve air quality.

[The Washington Post story](#)

Survey: Rural D.C. suburbs see more trips per day – COG Senior Statistical Survey Analyst Kenneth Joh and Planning Research and Assistance Manager Nicole McCall discuss the results of TPB’s Regional Travel Survey and how future data will reveal the impact of COVID-19 on transportation in the region.

[Frederick News-Post story](#)



TPB ANALYSIS SHOWS TRAFFIC REBOUNDING
The analysis shows roadway traffic volumes beginning to increase again in the region, after reaching its lowest point in April as a result of stay-at-home measures taken to slow the spread of COVID-19.

[View the analysis](#)

AGENDA ITEM #4

**AMENDMENTS TO THE
AGENDA**

AGENDA ITEM #5

APPROVAL OF THE MINUTES

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, NE
Washington, D.C. 20002**

**MINUTES
COG Board of Directors Meeting
October 14, 2020**

BOARD MEMBERS AND ALTERNATES: See attached chart for attendance.

SPEAKERS:

Kate Stewart, COG Secretary Treasurer
Tim Canan, COG Transportation Planning, Data and Research Program Director
Jay Corbalis, JBG Smith VP for Public Affairs
Joe McAndrew, Greater Washington Partnership
Penny Gross, COG Climate, Energy and Environment Policy Committee Chair
Ryan Glancy, Global Covenant of Mayors International Urban Cooperation Program Technical Coordinator
Steve Walz, COG Director of Environmental Programs

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COG Board Chair Derrick Davis called the meeting to order at 12:00 P.M. and led the Pledge of Allegiance.

2. CHAIRMAN'S REPORT

A. An overview of the town hall series: Leaning into 2021: More Equitable, More Resilient.

3. EXECUTIVE DIRECTOR'S REPORT

COG Executive Director Chuck Bean briefed on the results of the 2020 ozone season summary, highlighting the record-low pollution levels and progress toward meeting the federal health-based standard. Bean also gave an overview of COG's COVID-19 work in the region including monthly Health Officials Committee meetings, the medical surge dashboard known as DAGGER, and the Contact Tracing Interstate Exchange, a partnership with the Association of Public Health Laboratories (APHL).

4. AMENDMENTS TO AGENDA

There were no amendments to the agenda.

5. APPROVAL OF MINUTES

The minutes from the September 9, 2020 board meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

- A. Resolution R38-2020 - Resolution approving the appointments to the COG 2021 Nominating Committee
- B. Resolution R39-2020 - Resolution approving the appointments to the COG 2021 Legislative Committee
- C. Resolution R40-2020 – Resolution authorizing COG to procure and enter into a contract to conduct a flow analysis of the Potomac Interceptor
- D. Resolution R41-2020 – Resolution approving the appointments to the COG FARM Ad-hoc Committee
- E. Resolution R42-2020 – Resolution recognizing National Cybersecurity Awareness Month in the metropolitan Washington region

ACTION: Approved Resolutions R38-2020 – R42-2020.

7. FY2022 MEMBER DUES RECOMMENDATION

COG Secretary Treasurer Kate Stewart and COG Executive Director Chuck Bean briefed the board on and proposed the Fiscal Year 2022 Member Dues and Regional Fees.

ACTION: Received briefing and approved Resolution R43-2020.

8. ALLOCATION OF ADDITIONAL FEDERAL FUNDS TO STATE AND LOCAL TRANSPORTATION SYSTEMS

COG Executive Director Chuck Bean and National Capital Region Transportation Planning Board (TPB) Chair Kelly Russell briefed the board on why it is important for the federal government to distribute targeted federal infrastructure investments into the nation's transportation system at the local level, as the country recovers from the COVID-19 pandemic. The COG Board approved a letter and resolution supporting the allocation of additional federal funds.

ACTION: Received briefing and approved Resolution R44-2020.

9. REGIONAL MARC-VRE RUN-THROUGH SERVICE

COG Transportation Planning, Data and Research Program Director Tim Canan provided an overview of a recent market assessment completed by TPB and discussed the potential opportunities that commuter rail run through service can bring to the region. JBG Smith VP for Public Affairs Jay Corbalis and Greater Washington Partnership (GWP) Managing Director for Transportation Joe McAndrew briefed the board on GWP's Capital Region Rail Vision project exploring how our region can create a world-class commuter rail system involving VRE and MARC run through service within 25 years.

ACTION: Received briefing.

10. 2030 GREENHOUSE GAS EMISSIONS REDUCTION TARGET AND ACTION PLAN

COG Climate, Energy and Environment Policy Committee Chair Penny Gross, Global Covenant of Mayors International Urban Cooperation Program Technical Coordinator Ryan Glancy, and COG Director of Environmental Programs Steve Walz briefed the board on the 2030 Climate and Energy Action Plan, U.S. and international regional climate goals and plans, and recommended the adoption of a 2030 Greenhouse Gas Emission Reduction Goal and 2030 Climate and Energy Acton Plan.

ACTION: Received briefing and approved Resolution R45-2020.

11. OTHER BUSINESS

There was no other business.

12. ADJOURN

Upon motion duly made and seconded, the meeting was adjourned at 2:00 P.M.

October 14, 2020 Attendance

<u>Jurisdiction</u>	<u>Member</u>	<u>Y/N</u>	<u>Alternate</u>	<u>Y/N</u>
<i>District of Columbia</i>				
Executive	Hon. Muriel Bowser		Ms. Beverly Perry Mr. Wayne Turnage Ms. Lucinda Babers	Y
	Mr. Kevin Donahue		Eugene Kinlow	Y
Council	Hon. Phil Mendelson			
	<i>Hon. Robert White</i>			
<i>Maryland</i>				
Bowie	Hon. Tim Adams	Y		
Charles County	Hon. Reuben Collins	Y	Thomasina Coates Gilbert Bowling	
City of Frederick	Hon. Michael O'Connor	Y		
Frederick County	Hon. Jan Gardner		Ms. Joy Schaefer	Y
College Park	Hon. Monroe Dennis		Hon. Patrick Wojahn	
Gaithersburg	Hon. Robert Wu		Hon. Neil Harris	
Greenbelt	Hon. Colin Byrd		Hon. Emmett Jordan	Y
Laurel	Hon. Craig Moe	Y	Bill Goddard	P
Montgomery County				
Executive	Hon. Marc Elrich		Mr. Richard Madaleno	
Council	Hon. Tom Hucker	Y		
	Hon. Nancy Navarro			
Prince George's County				
Executive	Hon. Angela Alsobrooks		Mr. Major F. Riddick	
Council	<i>Hon. Derrick Leon Davis</i>	Y		
	Hon. Sydney Harrison			
Rockville	Hon. Bridget Donnell Newton	Y		
Takoma Park	Hon. Kate Stewart	Y	Hon. Cindy Dyballa Hon. Peter Kovar	
Maryland General Assembly	Hon. Brian Feldman			
<i>Virginia</i>				
Alexandria	Hon. Justin Wilson	Y	Hon. Redella Pepper	
Arlington County	<i>Hon. Christian Dorsey</i>	Y		
City of Fairfax	Hon. David Meyer	Y	Hon. Jon Stehle	
Fairfax County	Hon. Jeff McKay		Hon. James Walkinshaw	
	Hon. Penelope Gross	Y	Hon. Daniel Storck	
	Hon. Rodney Lusk	Y	Hon. Walter Alcorn	
Falls Church	Hon. David Snyder	Y	Hon. David Tarter	
Loudoun County	Hon. Juli Briskman	Y		
Loudoun County	Hon. Phyllis Randall	Y		
Manassas	Hon. Mark Wolfe	Y		
Manassas Park	Hon. Hector Cendejas	Y	Hon. Miriam Machado	
Prince William County	Hon. Ann Wheeler	Y		
	Hon. Andrea Bailey	Y		
Virginia General Assembly	Hon. George Barker			

Y = Present, voting

(P) = Present as Alternate in addition to Primary

AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

ADOPTION OF CONSENT AGENDA ITEMS
November 2020

A. RESOLUTION AUTHORIZING COG TO RECEIVE A GRANT TO PURCHASE EXPLOSIVE ORDINANCE DISPOSAL ROBOTICS EQUIPMENT FOR MONTGOMERY COUNTY FIRE AND RESCUE AND METRO TRANSIT POLICE

The board will be asked to adopt Resolution R46-2020 authorizing the Executive Director, or his designee, to receive and expend grant funds from DC Homeland Security and Emergency Management Agency in the amount of \$737,323. The resolution also authorizes the Executive Director, or his designee, to proceed with procurement for a contractor, or contractors, and enter into a contract to purchase explosive ordinance disposal equipment for Montgomery County Fire and Rescue and Metro Transit Police. This is the final procurement in a multi-year effort to upgrade the robotics capabilities of bomb squads in the National Capital Region (NCR) to maintain the region's ability to handle simultaneous incidents involving explosive devices in a safe and expeditious manner. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R46-2020.

B. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO HIRE A MARKETING AND COMMUNICATIONS CONSULTANT(S) FOR COG'S COMMUNITY ENGAGEMENT CAMPAIGN

The board will be asked to adopt Resolution R47-2020 authorizing the Executive Director, or his designee, to expend COG funds from DEP's Community Engagement Campaign (CEC) budget in the amount of up to \$100,000 per fiscal year. The resolution also authorizes the Executive Director, or his designee, to proceed with procurement for a contractor, or contractors, and enter into a contract to aid the CEC Committee with its marketing and communications strategies and materials development.

RECOMMENDED ACTION: Adopt Resolution R47-2020.

C. RESOLUTION AUTHORIZING COG TO RECEIVE A GRANT TO FUND THE OPERATION OF A PORTION OF COG'S DEPARTMENT OF HOMELAND SECURITY AND PUBLIC SAFETY (DHSPS) RELATED TO IMPROVING HOMELAND SECURITY IN THE NCR

The board will be asked to adopt Resolution R48-2020 authorizing the Executive Director, or his designee, to receive and expend grant funds from DC Homeland Security and Emergency Management Agency in the amount of \$1,534,580. The purpose of this project is to support the region's homeland security program and provide decision-makers with the tools needed to make sound financial and programmatic decisions. Within this project period, DHSPS intends to coordinate the Fiscal Year 2021 Urban Areas Security Initiative (UASI) process, provide support to the Regional Emergency Supports Functions (RESFs) and Regional Programmatic Working Groups (RPWGs) and other relevant committees, and continue to provide decision making support to the Homeland Security Executive Committee (HSEC) and the HSEC Advisory Council. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R48-2020.

D. RESOLUTION AUTHORIZING AN AMENDMENT TO THE COMPOSITION OF COG PENSION PLAN ADMINISTRATIVE COMMITTEE (PPAC)

The board will be asked to adopt Resolution R49-2020 authorizing an amendment to Section 3.01 of the COG Pension Plan expanding the composition of the COG Pension Plan Administrative Committee (PPAC) from seven to nine members including the addition of the Chief Financial Officer and a retired COG employee who is a participant in the plan. The amended PPAC membership composition shall read: An Administrative Committee shall be responsible for the administration of this Plan. The Administrative Committee shall consist of nine members: the Employer's Executive Director, its Chief Financial Officer, its Director of Human Resources Management, or the holders of such offices as they may be renamed from time to time; two members of the Employer's Board of Directors, as the Chair of the Board of Directors shall determine in his or her discretion from time to time; the Secretary-Treasurer of the Employer; two additional members to be elected by the Employees who are Participants and a retired Employee who is a Participant, at such times and under such procedures as shall be determined by the Employer. The composition of the Committee is completely in the discretion of the Employer's Board of Directors and the Board at its discretion may change the composition of the Committee as needed.

RECOMMENDED ACTION: Adopt Resolution R49-2020.

E. RESOLUTION AUTHORIZING COG TO EXPEND FUNDS FOR MONITORING AND MAINTENANCE OF IN STREAM TRASH TRAP

The board will be asked to adopt Resolution R50-2020 authorizing the Executive Director, or his designee, to expend contract funds from Prince George's County in the amount of \$119,720.00. Funds will be used to pay the Anacostia Riverkeeper to maintain and monitor three instream trash traps, and regularly provide monitoring data. Funding for this effort will be provided through a contract from Prince George's County. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R50-2020.

AGENDA ITEM #7

FY2020 YEAR END FINANCIAL REPORT



MEMORANDUM

TO: COG Board of Directors
THRU: Chuck Bean, COG Executive Director
FROM: Julie Mussog, COG Chief Financial Officer
SUBJECT: Fiscal Year 2020 Financial Statements
DATE: November 5, 2020

We are providing the following preliminary, unaudited financial reports to the Board of Directors for the fiscal year ended June 30, 2020:

- Statement of Revenue, Expenditures and Changes in Net Position
- Comparative Statement of Net Position

SUMMARY AND HIGHLIGHTS

Statement of Revenue, Expenditures, and Changes in Net Position

Revenue from all sources totaled \$40.5 million, which is \$3.6 million more than the FY2020 revenue budget. \$1.7 million of this is from unbudgeted pass-through funds and the rest is from higher federal and state revenues. COG received \$2.3 million of federal pass-through funds for Urban Area Security Initiative (UASI) projects that were not in the FY 2020 budget. This \$2.3 million increase in UASI pass-through funds was offset by \$0.4 million less in budgeted Enhanced Mobility and \$0.2 million less in WMATA Fire Chiefs pass-through funds. The additional federal and state revenue is from the Department of Health (DOH) for project work related to public health planning (\$0.9 million), repower projects (\$0.8 million), additional state funds for US Army Corp of Engineers project and Anacostia Restorations funds (\$0.8 million), partially offset by lower than budgeted Transportation Planning spending and related revenues of \$0.6 million.

Total Operations Expense exceeded the budget by \$2.1 million. This was due to the \$2.0 in additional federal and state revenue and spend down of prior year fund balance on repower projects not budgeted. These increases were partially offset by savings in program staff salaries and related fringe benefits.

Overall, expenditures exceeded revenues by \$354,900, of which \$544,400 is the result of decreases in restricted program funds from prior years. The remaining positive balance of \$189,500 is the amount of surplus that affects COG's bottom line. The primary factors contributing to the surplus are investment income and unrealized gains exceeding budget plus lower general fund support needs in projects than budgeted due to conscious efforts by staff to achieve savings.

Comparative Statement of Net Position

Total assets decreased by \$0.8 million primarily due to decreases in cash/investments and accounts receivable due to spend down of prior year project fund balances, offset by a \$0.4 million increase in other current assets related to an advance payment from the Army Corp of Engineers. Total liabilities decreased \$0.2 million and is a combination of a decrease of \$0.6 million in unearned revenue that was related to the now closed Metro Safety Commission project offset by increases in accrued leave and accrued payroll. There are 2 additional days in the FY2020 payroll accrual and the increase in the leave accrual is due to limited leave use in the fourth quarter of FY2020 due to COVID. The balance of \$570,900 in non-current liabilities represents the difference between estimated and actual indirect costs for FY2020 and is a \$99,000 increase from FY2019. In some years the difference is a receivable and in others it is a liability, and adjustments are made to subsequent indirect rates to make up the difference.

As of June 30, 2020, the capital and operating reserves have a fiscal year-end balance of \$5.2 million each and are funded at 100%.

Audited financial statements will be presented to the Board of Directors at the January meeting.

**Metropolitan Washington Council of Governments
Statement of Revenue, Expenditures, and Changes in Net Position
For the fiscal year ended June 30, 2020**

ALL PROGRAMS

	Budget FY2020	Actual FY2020	Variance
Operations Revenue			
Federal and state revenue	21,046,600	23,064,800	2,018,200
Member dues	4,386,000	4,386,000	-
Regional funds	2,795,700	2,795,700	-
Building & investment revenue	650,900	754,800	103,900
Other revenue	2,887,300	2,751,000	(136,300)
Total Operations Revenue	31,766,500	33,752,300	1,985,800
Operations Expense			
Program staff salaries	11,228,300	10,632,200	596,100
Program staff fringe benefits	2,780,400	2,593,900	186,500
Consultants	6,807,900	8,670,600	(1,862,700)
Other direct program expense	3,207,700	3,969,800	(762,100)
Support services, rent & other allocated expense	7,917,900	8,240,700	(322,800)
Total Operations Expense	31,942,200	34,107,200	(2,165,000)
Net Surplus (Deficit) From Operations	(175,700)	(354,900)	
Change in Undesignated Fund Balance	43,900	189,500	
Change in Designated Program Fund Balance	(219,600)	(544,400)	
Change in Net Position from Operations	(175,700)	(354,900)	

Revenue - All Sources	Budget	Actual
Operations	31,766,500	33,752,300
Special Revenue Funds	158,700	110,900
Subrecipient Pass-Through	4,969,700	6,680,800
Total Revenue - All Sources	36,894,900	40,544,000

This management report excludes adjustments to the Net Pension Asset, which has a 6/30/2020 balance of \$2,087,000. Net Pension Assets are not available for COG operations.

Metropolitan Washington Council of Governments
 Comparative Statement of Net Position
 As of June 30, 2020 and June 30, 2019

	As of 6/30/2020	As of 6/30/2019
Current Assets		
Cash & Investments	8,707,400	8,895,900
Accounts receivable	9,332,100	10,409,600
Other current assets	808,000	453,500
Total Current Assets	18,847,500	19,759,000
Non-Current Assets		
Capital assets, net of depreciation	2,231,100	2,150,800
Total Assets	21,078,600	21,909,800
Current Liabilities		
Accounts payable	4,231,100	4,242,100
Accrued payroll	376,200	276,400
Accrued leave	1,057,600	890,700
Unearned revenue	26,500	620,300
Total Current Liabilities	5,691,400	6,029,500
Other Non-Current Liabilities	570,900	471,900
Total Liabilities	6,262,300	6,501,400
NET POSITION*		
Net investment in capital assets	2,231,100	2,150,800
Board designated operating reserve	5,243,900	5,319,200
Board designated capital reserve	5,176,000	5,256,400
Restricted program funds	1,900,500	2,682,000
Unavailable	-	-
Undesignated	264,800	-
Total Net Position	14,816,300	15,408,400
Total Liabilities and Net Assets	21,078,600	21,909,800

**This management report excludes the Net Pension Asset of \$2,087,000, since these funds are not available for COG operations.*

AGENDA ITEM #8

COG 2021

Legislative Priorities

LEGISLATIVE PRIORITIES

Supporting the region's transportation funding, housing, water quality, climate and energy innovation, air quality, human services, emergency preparedness, infrastructure investment and local government input across all sectors

January 2020



Metropolitan Washington
Council of Governments

LEGISLATIVE PRIORITIES

Prepared by the COG Legislative Committee for the COG Board of Directors
January 2020

ABOUT COG

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.

CREDITS

Editor: Monica Beyrouti Nunez

Contributing Editors: Heidi Bonnaffon, Hilary Chapman, Lyn Erickson, Lindsay Smith, Kanti Srikanth, Stephen Walz, Lisa Ragain, Scott Boggs, Maia Davis, Jen Desimone, and members of the 2020 COG Board Legislative Committee

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ACCOMMODATIONS POLICY

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TITLE VI NONDISCRIMINATION POLICY

The Metropolitan Washington Council of Governments (COG) fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations prohibiting discrimination in all programs and activities. For more information, to file a Title VI related complaint, or to obtain information in another language, visit www.mwcog.org/nondiscrimination or call (202) 962-3300.

El Consejo de Gobiernos del Área Metropolitana de Washington (COG) cumple con el Título VI de la Ley sobre los Derechos Civiles de 1964 y otras leyes y reglamentos en todos sus programas y actividades. Para obtener más información, someter un pleito relacionado al Título VI, u obtener información en otro idioma, visite www.mwcog.org/nondiscrimination o llame al (202) 962-3300.

TRANSPORTATION FUNDING, PLANNING, AND CONNECTIVITY

Support Reauthorization of the Federal Transportation Funding Bill While Fixing the Deficit in the Federal Transportation Trust Fund (TTF)

The current authorization for federal transportation spending—the FAST Act— is set to expire in 2020. The region strongly supports Congress reauthorizing this Bill with funding levels for all programs for the next six years. For several years, there has been a gap between the TTF's revenue funding the Bill and expenditure needs – these shortfalls have been closed in the FAST Act with short-term measures. The FAST Act only provides funding through 2020 and covers those shortfalls through short-term measures. This structural deficit to enhance the TTF revenues and provide certainty of federal funding for transportation infrastructure has to be treated as a top priority.

Support Additional, Reliable, and Recurring Federal Transportation Infrastructure Funding

The National Capital Region's transportation infrastructure serves not just the region, but also the nation's federal government and its international partners. The funding needed to maintain the National Capital Region's transit, railroad, and highway infrastructure in a state of good repair is chronically underfunded and must be enhanced. Recurring and reliable funding to maintain and enhance operations on all federal facilities is a priority.

Support Federal Funding for the Region's Metrorail System

The federal government should act to provide its share of operating and capital funding for the Metrorail system that its employees and the region depend on. Specifically, support the reauthorization of the Passenger Rail Investment and Improvement Act (PRIIA) beyond FY2019 to fund the federal government's annual appropriations for Metro's capital improvement budget at or greater than \$150 million a year. The Metrorail system is the centerpiece of the metropolitan Washington region's transportation system and supports the backbone of its economy. Almost half of all federal employees use the Metrorail and bus system to commute to work.

Support Funding for Next Generation Transportation Systems

The need for a more efficient and safer means of transportation is imperative to help achieve the nation's energy, efficiency, and environmental quality goals. The private sector has made significant investments to advance the use of vehicles using alternative modes of energy, and technology assisted vehicle operations. Public sector investments are needed to prepare transportation infrastructure to be able to utilize and support the new technology to build the next generation of transportation systems where travel is more efficient and safe.

Support Traffic Incident Management Improvements

Support state and federal policy changes to improve regional traffic incident management by updating regional agreements to increase the consistency of traffic incident management laws. Specifically, support legal and policy changes to designate transportation incident responders as emergency responders, allowing the use of flashing lights and sirens to get to incident scenes across state lines more quickly. Encourage federal, state, and local governments to negotiate an agreement for funding and deployment of roadway service patrols on federal parkways and other critical major roads not currently benefiting from such patrols.

Support the Visualize 2045 Long-Range Transportation Plan

Advance efforts to implement projects, programs, and policies that promote the aspirational initiatives endorsed by the region's Transportation Planning Board as part of Visualize 2045: Bring jobs and housing closer together; Expand bus rapid transit and transit ways; Move more people on Metrorail; Provide more telecommuting and other options for telecommuting; Expand express highway network; Improve walk and bike access to transit; and Complete the National Capital Trail. Support actions at the state and federal level to fund projects and programs and support enactment of policies that help advance the potential improvements of these initiatives.

WATER QUALITY PROTECTION

Support Investments in Water Infrastructure

Support sustained and expanded funding for state and federal water quality programs, including the Water Infrastructure Finance and Innovation Act (WIFIA) funding, state revolving funds (SRFs), stormwater local assistance funds, and the Chesapeake Bay Program. Ensure that local water infrastructure investments to meet water quality permit load allocations and handle future population and economic growth are protected. Invest in workforce training and development to ensure the availability of skilled workers to fill water sector jobs.

Support Climate and Flood Resiliency Initiatives

Support funding to address robust climate change analysis, adaptation and resiliency planning, flood control and management, drought management, and development and coordinated implementation of local best practices.

Ensure Stormwater Regulatory Feasibility

Support actions that provide for a feasible pace for future MS4 stormwater permits and reasonable reporting requirements.

Ensure Local Government Input

Ensure that local governments and wastewater and drinking water utilities are given opportunities to provide timely and meaningful input on legislation and management decisions affecting the Chesapeake Bay and local water quality.

Support Affordability and Regulatory Flexibility

Support cost-effective scheduling and financing of water quality programs, including streamlining permits, flexibility to achieve nutrient and sediment reduction across wastewater, stormwater, and other sectors, affordability of water, and full funding for agricultural conservation programs.

Support Water Supply Security

Support water quality security and resiliency through research, planning, and programs and drinking water source protection policies and programs to ensure a resilient, reliable and clean drinking water supply for the region.

CLIMATE AND ENERGY INNOVATION & AIR QUALITY PROTECTION

Support Deployment of Clean Energy Innovation and Technology

Encourage and support investment in energy-sector innovation across sectors to increase energy efficiency and transition to clean energy sources. Support and protect regulatory and policy frameworks that foster new partnerships to effectively implement clean energy solutions. Enable business model innovation and encourage and expand the adoption of energy efficiency and clean, distributed energy generation technologies and infrastructure, and support for low and zero-emission vehicles and infrastructure.

Enhance Energy Security and Resilience

Prioritize and protect funding for energy-sector infrastructure to improve resilience and reliability. Support policies and funding for energy improvements such as energy efficiency, cyber security, microgrids, district energy systems, and storage technology, especially when coupled with clean energy generation. Support community-based efforts and public-private partnerships to improve climate and energy resilience at the local level.

Support Policies to Meet the Region's Climate Goals

Expand funding and legislation at federal, state, and local levels to help meet the region's medium- and long-term climate change goals. Ensure that local governments are recognized and given opportunities to provide timely and meaningful input on climate and clean energy programs.

Expand Clean Energy Finance

Expand options for and improve access to clean energy finance at the state and local levels. Foster cost effective and efficient market frameworks and reasonable regulatory frameworks that support clean energy investment across all sectors and enhance investment certainty. Establish and enable key partnerships, institutions, agencies, plans, and programs to support sustainable clean energy incentives and lower the cost of doing business in the clean energy sector.

Support Policies that Preserve and Protect Regional Air Quality and Public Health

Support strong policies, regulations, and funding necessary to preserve improvements in air quality and strengthen the region's ability to meet current and future air quality standards that are protective of public health and welfare. Expand efforts to increase and speed adoption of low-emitting technology solutions.

HOUSING AND ECONOMIC RESOURCES

Support Efforts to Conduct a Fair and Accurate Census in 2020

Allocate funds at the federal and state level to adequately support local governments in developing census communication and mobilization plans to conduct a complete and accurate count of our region with increased outreach to hard-to-count populations. Encourage the U.S. Census Bureau to pursue policies that will produce a fair and accurate population count in a timely manner.

Support Efforts to Increase the Supply of Housing and Promote Housing Affordability

Support legislation and programs to preserve and increase the supply of housing and housing choices to address the full spectrum of needs in our region. Ensure that a sufficient supply of housing is preserved and created that provides a diverse range of housing units, including size and price point that is affordable for our region's residents.

Support Efforts to End the Experience of Homelessness

Work with federal, state, and local Continuums of Care throughout the region to ensure that the experience of homelessness is rare, brief, and nonrecurring through implementation of a "Housing First" approach. Increasing the supply of supportive housing provides opportunities for wrap-around services that promote housing stability and independent living. Voice the need for additional HUD funding for Housing Choice Vouchers to prevent and end the experience of homelessness.

Support Alignment of Workforce Development and Job Creation

Support federal legislation to focus on workforce development and job creation at the local level, and efforts to develop industry standard credentialing and skills programs for sectors experiencing job growth in the region. Support legislation and programs that fund local job development, career and technical education, and overall more closely align education and job creation.

Support Local Governments and Activity Centers

Work with local governments to support sound land use planning which focuses on employer retention and new job growth in the region's mixed-use Activity Centers.

HEALTH & HUMAN SERVICES

Support Efforts to Combat Substance Use Disorders

Work with local, state, and federal partners to increase resources to combat substance use disorders, including opioids, throughout the region which may include: improving access to treatment and recovery services, promoting prevention education, reducing the stigma of drug disorders, supporting research on pain management, and ensuring awareness of overdose-reversing drugs.

Increase Availability of and Access to Mental Health Services

Work with local, state, and federal partners to increase access to and availability of mental health services throughout the region to include psychiatric hospital beds, counseling and other outpatient services; continued expansion of crisis intervention, mental health courts, and diversion programs, where treatment is indicated rather than incarceration; and re-entry programs to reduce recidivism rates of mental health consumers.

Protect Healthy Food Access and the Region's Farm and Food Economy

With the 2018 reauthorization of the Farm Bill and uncertainty about when the Childhood Nutrition Reauthorization Act may be taken up again, support protecting, fully funding, and improving access to programs within these bills including the Supplemental Nutritional Assistance Program (SNAP), the Women Infants and Children (WIC) Program, and the National School Lunch Program that serve vulnerable low-income individuals and families in the region. Support strengthening programs that advance regional food systems development, on-farm conservation and connections between farmers and consumers of all income levels.

EMERGENCY PREPAREDNESS

Support Regional Emergency Preparedness

Continue to support emergency response preparedness programs that advance and improve response preparedness to existing and emerging threats. Work with local and state partners to maximize the region's share of federal grant funds and use these funds to promote value added outcomes that continue to increase capacity, capability, and developed standards for regional response in the National Capital Region.

Urban Area Security Initiative (UASI) Funding

The National Capital Region (NCR) receives UASI funding for efforts to address the multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and to assist in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the whole community approach. As funding allocations are assessed, policy makers should recognize the complexity of challenges in the NCR that directly impact Federal government operations and security and support an increase in UASI funding to our region to effectively address the unique nexus of U.S. Federal, state, local, and international operations.

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AGENDA ITEM #9

**HUMAN SERVICES POLICY
COMMITTEE AGREEMENT TO
COOPERATE REGIONALLY TO
PREVENT AND END
HOMELESSNESS**

A REGIONAL APPROACH TO PREVENTING AND ENDING HOMELESSNESS

Human Services Policy Committee Recommendations

Brianne Nadeau
Chair, Human Services Policy Committee
Council member, District of Columbia Ward 1

COG Board of Directors
November 12, 2020

Agenda Item #



2020 HSPC Journey

January and February Site Visits:

- The **Lamb Center** Daytime Homeless Drop-in Center in Fairfax, VA and
- **The Aya** Short Term Family Housing in the District.



March – virtual visit:

- **Community of Hope** shared their service model to prevent and exit homelessness.

May and July:

- National and local perspectives on **strategic plans**, the **2020 Point-in-Time count** results and focus on **undercounted populations**.



Unique Challenges, Unique Opportunity

- Regional Continuums of Care facing unprecedented needs for staffing, additional shelter facilities to ensure safe social distancing, health care coordination and support, COVID testing, and permanent housing for people experiencing homelessness.
- HSPC Working Group Members:
 - Andrea Bailey (Prince William County Board of Supervisors);
 - Matt De Ferranti (Arlington County Board);
 - Brianne Nadeau, Chair, HSPC (District of Columbia Council); and
 - Renee Ensor Pope (Prince George's County Dept. of Social Services)

Acting Regionally to Prevent and End Homelessness

GOAL: Regional collaboration to prevent and end the experience of homelessness.

How can we achieve this goal?

VISION: To create a cross-jurisdictional, client-centered approach to ending the experience of homelessness by identifying and breaking down barriers to get people the resources they need.

MISSION: By sharing and analyzing data across jurisdictions and coordinating cases, we can identify gaps in both emergency shelter and housing and effectively advocate for resources to bring an end to homelessness in the Washington metropolitan region.

Proposed Actions and Next Steps

- Build on Existing Coordination to Highlight and Augment Promising Approaches:
 - Data Sharing
 - Regular Reporting
 - Regional Tracking and Case Coordination
 - Residency Requirements, and
 - Racial Equity
- Coordination with COG Homeless Services Committee members
- Proposed resolution on a **Regional Compact to End Homelessness** for Board consideration in January 2021



Agenda Item #: Ending Homelessness Regionally | 5
November 12, 2020

Brianne Nadeau

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AGENDA ITEM #10

COVID-19 VACCINE DISTRIBUTION

States say they lack federal funds to distribute coronavirus vaccine as CDC tells them to be ready by Nov. 15

“It’s kind of like setting up tent poles without having the tent,” one state health officer said

By [Lena H. Sun](#)

October 29 at 9:25 PM

State health officials are expressing frustration about a lack of federal financial support as they face orders to prepare to receive and distribute the first doses of a [coronavirus vaccine](#) by Nov. 15, even though one is not likely to be [approved](#) until later this year. The officials say they don’t have enough money to pay for the [enormous](#) and complicated undertaking.

State officials have been planning in earnest in recent weeks to get shots into arms even though no one knows which vaccine will be authorized by the [Food and Drug Administration](#), what special storage and handling may be required and how many doses each state will receive.

The concern about vaccine distribution comes as the United States surpassed [its record for single-day reported infections](#) of the coronavirus Thursday, counting at least 89,940 cases, and pushing the total number of infections toward [9 million](#).

The country also tallied more than 1,000 deaths related to the virus for the second consecutive day. At least 228,000 fatalities have been linked to the virus since February.

Despite the uncertainties over timing of vaccine approval and number of initial doses, the [Centers for Disease Control and Prevention](#) is asking states to be prepared to “preposition” doses in key locations throughout the country. Officials want to move quickly once the FDA authorizes a vaccine and a [CDC advisory panel issues recommendations](#) on which populations should be vaccinated, according to a letter the CDC sent Monday to state preparedness and immunization officials.

As part of that effort, the CDC is asking states to provide by Tuesday critical information, including a list of each jurisdiction’s top five sites capable of receiving and administering a vaccine that must be stored at ultracold temperatures of minus-70 Celsius (minus-94 Fahrenheit). The letter refers to the vaccine only as Vaccine A, but industry and health officials have identified it as [Pfizer’s](#) candidate.

Pfizer chief executive Albert Bourla said Tuesday that “hundreds of thousands” of doses had already been produced and that a first look at the data would occur soon. Pfizer will not apply for any authorization of its vaccine sooner than the third week of November, when it will have sufficient safety data.

“We acknowledge that you are being asked to do unprecedented work,” wrote Nancy Messonnier, director of the CDC’s National Center for Immunization and Respiratory Diseases, which is leading the CDC’s role in vaccine distribution. She added: “This is a new planning ask.”

State officials say they have been trying to raise the issue with federal officials but have received little response.

“It is absolutely ridiculous that the administration, after spending \$10 billion for a Warp Speed effort to develop a vaccine, has no interest in a similar investment in a Warp Speed campaign to get the vaccine to every American as quickly as possible after it is approved,” said Michael Fraser, executive director of the Association of State and Territorial Health Officials.

[Operation Warp Speed](#) is the federal initiative, funded by more than \$10 billion of taxpayer money, to fast-track development of [coronavirus](#) countermeasures.

"The now accelerated timeline underscores the need to address the issue of funding for state and territorial health agencies to make this all work," Fraser said. "There are many other costs that have no clear way to be paid for at this point."

Local officials still need to recruit thousands of people to staff vaccine clinics and enroll and train providers. They also have to ramp up information technology and data systems to track vaccine inventory and ordering to ensure people get the correct doses at the right times — most vaccines will require two shots — and to monitor for adverse events. They will need to develop locally tailored vaccination communications campaigns, too.

"States have received some funding, but it's not nearly enough" to support the scale, scope and speed that is needed, said Claire Hannan, executive director of the Association of Immunization Managers, whose members direct public health immunization programs throughout the country.

States and territories have received \$200 million from the CDC to do planning, they said. In the next emergency supplemental funding package, they are asking Congress for at least \$8 billion for coronavirus vaccination and \$500 million for [seasonal influenza](#) vaccine operations, they said in a recent letter to congressional leaders.

Recruiting and training workers for coronavirus vaccination campaigns will cost at least \$3 billion. Another \$1.2 billion will be needed for cold supply chain management, \$1 billion for arranging additional vaccination sites and \$500 million for data information system upgrades.

Last month, CDC Director Robert Redfield testified before a congressional committee that [roughly \\$6 billion](#) is needed for the CDC to support states for coronavirus vaccine distribution, which will take place in phases, well into next year.

Natalie Baldassarre, a spokeswoman for the Department of Health and Human Services, CDC's parent agency, said the CDC has already sent \$340 million to states to support flu and coronavirus vaccine planning and distribution. She said the most significant costs of delivering and administering a vaccine will be covered by the federal government and other sources. McKesson, under contract with the CDC, will ship vaccines and related supplies to sites where shots will be administered. Pharmacy and insurance reimbursement will cover additional costs, she said.

The CDC plans to send states an additional \$140 million before the end of the year, said an HHS official who spoke on the condition of anonymity Thursday because an announcement is pending.

Without additional federal money, "it's kind of like setting up tent poles without having the tent," Nirav Shah, director of Maine's Center for Disease Control and Prevention, said during a recent call with reporters.

Even officials in conservative states say they can't distribute vaccines without federal help, especially as tens of millions of doses are expected to become widely available next spring and summer.

"As far as trying to reach all populations with an effective vaccine, that's going to be a real challenge," Thomas Dobbs, state health director for Mississippi, said on the same call.

The nation's governors, who are scheduled to speak Friday with HHS Secretary Alex Azar, have been seeking more federal dollars for months. The bipartisan National Governors Association sent a letter to the White House on Oct. 18 with questions about funding.

"Before you hand the baton to the governors, called 'administer the vaccine,' the governors need to know what resources? What funding? What is the timetable? What can they expect?" New York's Democratic governor, Andrew M. Cuomo, said during a conference call with reporters last week.

"We sent 35 questions to the president," said Cuomo, chairman of the governors group. "We have gotten no answer."

Michael Bars, a White House spokesman, said Thursday evening Cuomo has missed the White House's last 17 governors-only briefings, including a 75-minute vaccine briefing joined by nearly 50 governors and senior officials overseeing the vaccine development process. "It's unfortunate that the governor would engage in politically-motivated attacks that obstruct the federal planning process than meaningful collaboration to save lives," Bars said.

At the request of President Trump, Bars said HHS Secretary Alex Azar and the Warp Speed leadership offered a meeting or call with Cuomo on Sunday but that Cuomo declined.

Cuomo's office did not immediately respond Thursday evening to a request for comment.

HHS officials said senior leaders of Warp Speed also briefed New York State Health Commissioner Howard A. Zucker last month. HHS is also working with the CDC to respond to the governors' questions. The CDC has already provided assistance to each jurisdiction, including near daily check-ins, weekly conference calls and, in some cases, on-site support, Baldassarre said. The CDC has also answered nearly 400 questions from jurisdictions, she said.

Administration officials have been seeking additional money from Congress, but bipartisan talks aimed at getting a deal on broad coronavirus relief have fallen apart. Prospects for reviving them are uncertain.

If Congress does not provide more funding, HHS is able to transfer money designated for other uses, such as hospital and small-provider relief, to help with vaccine distribution at the state level, according to a health-care industry source familiar with HHS funding decisions who spoke on the condition of anonymity to share internal discussions.

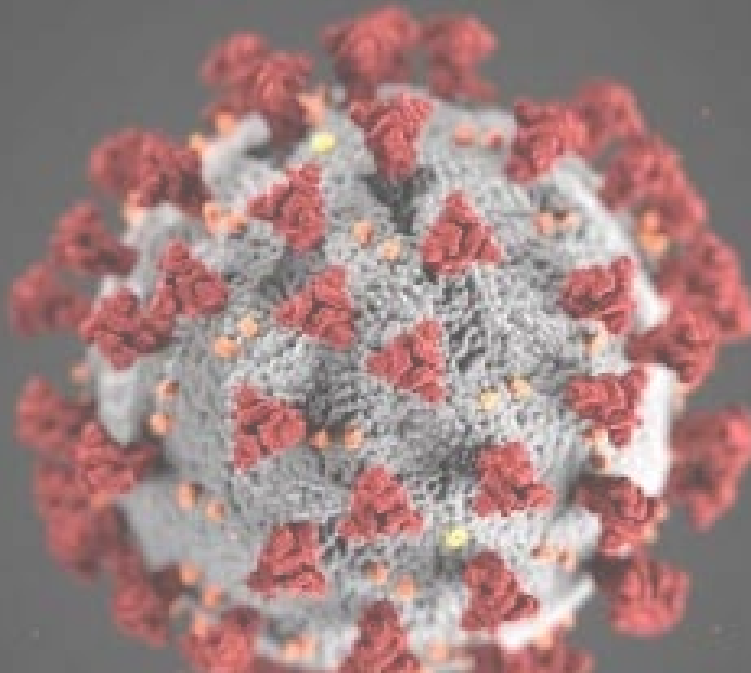
Carolyn Y. Johnson contributed to this report.

Read more:

[Coronavirus vaccine: Who should get it first?](#)

Lena H. Sun

Lena H. Sun is a national reporter for The Washington Post covering health with a special focus on public health and infectious disease. A longtime reporter at The Post, she has cov



COVID-19 Vaccination Program Interim Playbook for Jurisdiction Operations

**Centers for Disease Control and
Prevention (CDC)**

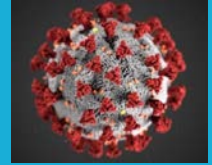
October 29, 2020

Version 2.0



**U.S. Department of
Health and Human Services**
Centers for Disease
Control and Prevention

COVID-19 VACCINATION PROGRAM INTERIM PLAYBOOK FOR JURISDICTION OPERATIONS – October 29, 2020



Executive Summary

Immunization with a safe and effective COVID-19 vaccine is a critical component of the United States strategy to reduce COVID-19-related illnesses, hospitalizations, and deaths and to help restore societal functioning. The goal of the U.S. government is to have enough COVID-19 vaccine for all people in the United States who wish to be vaccinated. Early in the COVID-19 Vaccination Program, there may be a limited supply of COVID-19 vaccine, and vaccination efforts may focus on those critical to the response, providing direct care, and maintaining societal function, as well as those at highest risk for developing severe illness from COVID-19.

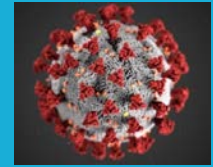
This document serves as an interim playbook for state, territorial (including the US-affiliated Pacific Islands [USAPI] of American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau), tribal, and local public health programs and their partners on how to plan and operationalize a vaccination response to COVID-19 within their jurisdictions. The document's sections cover specific areas of COVID-19 vaccination program planning and implementation and provide key guidance documents and links to resources to assist those efforts. Many, but not all, of the COVID-19 Vaccination Program activities described may overlap with routine activities; routine immunization and pandemic influenza program activities can serve as a foundation for COVID-19 vaccination planning.

Centers for Disease Control and Prevention (CDC) Immunization and Vaccines for Children Cooperative Agreement funding recipients (i.e., "awardees") should use this document to develop and update their COVID-19 vaccination plans. Within their vaccination plans, awardees must address all requirements outlined in the playbook and clearly describe their responsibility for ensuring activities are implemented. All awardees have submitted their interim plans to their CDC project officer.

Information in this interim playbook will be updated as new information (e.g., recommendations for pregnant women or pediatric populations) becomes available.

COVID-19 VACCINATION PROGRAM

INTERIM PLAYBOOK FOR JURISDICTION OPERATIONS – October 29, 2020



Section 1: Public Health Preparedness Planning

Pandemic vaccination response planning requires collaboration among a wide range of public- and private-sector partners, including immunization and public health emergency preparedness programs, emergency management agencies, healthcare organizations, industry groups that include [critical infrastructure sectors](#), policy makers, and community vaccination providers (e.g., pharmacies, occupational health settings, doctors' offices). Many of these partners are engaged regularly in seasonal influenza and other outbreak vaccination campaigns, and many served as vaccination providers¹ during the 2009 H1N1 pandemic. However, significant additional planning is needed to operationalize a vaccination response to COVID-19, which is much larger in scope and complexity than seasonal influenza or other previous outbreak-related vaccination responses. Following the planning and improvement guidance below can assist in developing a jurisdiction's baseline readiness to launch the COVID-19 Vaccination Program.

Improvement Planning

Improvement planning is the identification of strengths, areas for improvement, and corrective actions that results from workshops, exercises, or real-world events. Jurisdictions should use a consistent approach for improvement-related activities across each of their COVID-19 vaccination preparedness planning components. Gaps in program planning are often identified when plans are tested, whether through a real event, such as a hepatitis A outbreak, or a full-scale vaccination exercise. Jurisdictions should test their COVID-19 vaccination program plans, and after testing, assign roles and responsibilities with target completion dates for specific tasks to ensure that corrective actions are fully implemented. Periodic review and revision of plans are integral to the improvement process. Jurisdictions should support continuous quality improvement as they move through different phases of workshops, exercises, and actual COVID-19 vaccination program implementation, making and operationalizing improvements in an ongoing manner.

COVID-19 Vaccination Program Planning

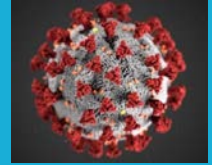
Prior to plan development, it is important for jurisdictions to have full situational awareness. There are many unknowns and unanswered questions at this time. For example, it is not yet known which vaccines will be available, in what volumes, at what time, with what efficacy, and with what storage and handling requirements. However, jurisdictions should review all current planning assumptions to assist with early planning efforts. (See *Appendix A: COVID-19 Vaccination Planning Assumptions for Jurisdictions.*)

In addition to current situational awareness, there is much to learn from past experiences. Jurisdictions may find it helpful to review their 2009 H1N1 pandemic vaccination response plans and lessons learned. After-action reports and improvement plans from that time provide an opportunity for jurisdictions to build on prior strengths and determine any gaps that may need to be addressed.

After plans have been drafted, it is important to identify any weaknesses by conducting exercises, including workshops or tabletop, functional, or full-scale exercises. This may be particularly valuable for any activities planned with external partners. For example, vaccination clinics in temporary or off-site settings, such as those planned for essential workers, are an excellent opportunity for exercises. Specific procedures to assess could

¹ For the purposes of this document, "vaccination provider" refers to any facility, organization, or healthcare provider licensed to possess/administer vaccine or provide vaccination services. A "COVID-19 vaccination provider" is any vaccination provider who has been enrolled in the COVID-19 Vaccination Program.

COVID-19 VACCINATION PROGRAM INTERIM PLAYBOOK FOR JURISDICTION OPERATIONS – October 29, 2020



include cold chain management, vaccine administration and documentation, traffic flow, or social distancing and sanitation measures. The Federal Emergency Management Agency (FEMA) has posted information on its [Homeland Security Exercise and Evaluation](#) program that jurisdictions may find useful as they plan their own exercises.

AGENDA ITEM #11

OTHER BUSINESS

AGENDA ITEM #12

ADJOURN