

WORK PROGRAM AND BUDGET

Fiscal Year 2025 (July 1, 2024 – June 30, 2025)

WORK PROGRAM AND BUDGET

Prepared by the Budget and Finance Committee for the COG Board of Directors

Approved: June 12,2024

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.

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EXECUTIVE SUMMARY

The Metropolitan Washington Council of Governments (COG) is the association of 24 local governments representing the District of Columbia and jurisdictions in suburban Maryland and Northern Virginia. It's the one place in metropolitan Washington that regularly brings leaders together to develop solutions to the region's major challenges and shape a more prosperous, accessible, livable, and sustainable future. COG prepares plans enabling the region to receive federal funding, provides members with research and data to inform decision-making, and offers a wide range of programs, including commuter services, cooperative purchasing, technical assistance and grants, and public outreach campaigns.

About the Fiscal Year 2025 Work Program and Budget

COG is supported by financial contributions from its member governments, federal and state grants and contracts, and donations from foundations and the private sector. The *Fiscal Year 2025 Work Program and Budget* (July 1, 2024 – June 30, 2025) focuses on sustaining core programs and enhancing the value of membership at COG. It also highlights the high-quality, integrated planning and initiatives members can expect from COG across disciplines—including in the areas of transportation, housing, the environment, health and human services, and public safety, including:

- Ensuring a well-managed and maintained regional transportation system with a broad range of transportation choices.
- Working to further clean the air and local waterways, address climate change on a regional level.
- Promoting a diversified economy, healthy communities, and housing options for all residents.
- Supporting coordinated planning and emergency response for a safe and secure region.
- Advancing racial equity throughout all areas of work.

Additional programs include government relations and membership services, communications, human resources, and legal services to support COG's initiatives and its valued members and stakeholders. Finally, COG's Cooperative Purchasing Program saves participants time and money through volume buying of goods and services, a clearinghouse of local government solicitations, and a purchasing rider that allows members to take advantage of other members' contracts and reduce administrative costs.

Program Highlights from FY 2024

Metro FY 2025 budget coordination: COG convened area officials to help address the major deficit Metro is facing for the system's Fiscal Year 2025 budget. A workgroup of COG's Chief Administrative Officers Committee analyzed WMATA's cost structure and proposed near-term recommendations, which have helped forge consensus on a path forward to avoid major service disruptions.

Climate change: Officials on the COG Board of Directors continued to pursue priority strategies for reducing greenhouse gas emissions and achieving the region's climate goals, such as approval of new, regional solar energy goals for 2030. The board directed staff to work with partners to accelerate the deployment of solar installations regionwide.

Housing: COG supported several multi-faceted housing efforts. For example, in partnership with eight local jurisdictions, COG finalized the *Metropolitan Washington Regional Fair Housing Plan*, the first such plan for the region in a generation. The plan uses a data-informed approach to develop

strategies that prevent housing discrimination while addressing the root causes of housing inequity.

Public safety: COG planned and executed several regional emergency exercises and leadership training session, including two comprehensive, three-part Public Safety Leadership Seminars for area homeland security and public safety professionals that explore real-life scenarios and challenges faced by individuals, teams, and organizations throughout the region.

Transportation grants and assistance: The Transportation Planning Board (TPB) at COG advanced regional priorities by providing funding for planning and design of local transportation projects as well as selecting projects to receive funding through select federal programs. For example, the TPB approved \$10.2 million for 23 transportation services Enhanced Mobility projects for older adults and individuals with disabilities.

Program Priorities for FY 2025

Unified vision for transit: Building on the recent work on WMATA's budget as well as the dialogue about the region's post-pandemic future, COG proposes moving forward with a more comprehensive examination of the region's entire transit network—WMATA and the various other providers—to develop a new, long-term vision for transit in metropolitan Washington.

Visualize 2050: The Transportation Planning Board will focus on final approval of the Visualize 2050 National Capital Region Transportation Plan, which will include the completion of the Air Quality Conformity Analysis, the Plan Performance Analysis, and all of the planning elements. All regionally significant projects must be included in the plan to receive federal funding and approvals.

Roadway safety: The TPB will work on advancing a new Regional Safety Study, a “deep dive” analysis of regional crash data and qualitative information to better understand roadway crashes in the region and inform an update of recommended safety strategies.

Commuter Connections: COG will celebrate the 50th Anniversary of coordinating Commuter Connections, a network of transportation organizations working to improve commutes in the region. The program will leverage the milestone anniversary in public outreach and a marquee event.

Homelessness coordination: COG will seek new opportunities for regional collaboration, such as the new partnership with national nonprofit Community Solutions' Built for Zero initiative, which is providing the region's nine Continuums of Care (CoC) with three years of pro-bono technical assistance and coaching to improve regional data quality and systems operation.

Crime data: COG will work on developing a regional system to collect data and report on crime trends and information to regional decision makers including elected officials, chief administrative offers, and police chiefs.

Water supply: COG will coordinate with a coalition of water utilities and other partners in the region to implement a U.S. Army Corps of Engineers feasibility study of the region's water supply, a longtime priority for area officials.

Solar energy: COG will continue coordinating on best practices to deploy solar energy systems to meet the new regional solar goals, including through a Solar Summit with local climate, energy and procurement staff.

FY 2025 BUDGET WITH FY 2023 AND FY 2024 COMPARISONS

Metropolitan Washington Council of Governments
 Operations Revenue and Expense
 FY2025 Budget

ALL PROGRAMS

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|-------------------------|-------------------------|---------------------------|
| Operations Revenue | | | |
| Federal revenue | 7,417,000 | 21,391,200 | 4,907,200 |
| State revenue | 20,255,500 | 10,018,200 | 29,743,700 |
| Member dues | 4,884,800 | 5,082,400 | 5,302,900 |
| Regional funds | 3,338,900 | 3,486,900 | 3,638,200 |
| Building & investment revenue | 440,200 | 480,900 | 480,900 |
| Other revenue | 7,405,400 | 3,676,400 | 6,503,700 |
| Total Operations Revenue | 43,741,800 | 44,136,000 | 50,576,600 |
| Operations Expense | | | |
| Program staff salaries | 11,331,900 | 13,539,500 | 14,034,900 |
| Program staff fringe benefits | 2,598,500 | 3,095,000 | 3,142,600 |
| Interns, temp staffing, contract staff | 179,900 | 159,600 | 746,500 |
| Consultants | 10,090,900 | 11,647,300 | 19,350,900 |
| Other direct program expense | 7,510,200 | 6,191,500 | 6,837,100 |
| Support services, rent and other allocated expense | 7,371,200 | 10,227,900 | 10,271,100 |
| Total Operations Expense | 39,082,600 | 44,860,800 | 54,383,100 |
| Net Surplus (Deficit) From Operations | 4,659,200 | (724,800) | (3,806,500) |
| <i>Change in Undesignated Fund Balance</i> | <i>1,195,700</i> | <i>(172,500)</i> | <i>(196,400)</i> |
| <i>Change in Designated Program Fund Balance</i> | <i>3,463,500</i> | <i>(552,300)</i> | <i>(3,610,100)</i> |
| <i>Change in Net Position From Operations</i> | <i>4,659,200</i> | <i>(724,800)</i> | <i>(3,806,500)</i> |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|-------------------|-------------------|-------------------|
| Operations | 43,741,800 | 44,136,000 | 50,576,600 |
| Special Revenue Funds | 46,000 | 124,400 | - |
| Subrecipient Pass-Through | 5,188,500 | 13,208,800 | 8,131,000 |
| Total COG Revenue Budget - All Sources | 48,976,300 | 57,469,200 | 58,707,600 |

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2025 Budget**

1.0 TRANSPORTATION PLANNING

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|-------------------|-------------------|-------------------|
| Operations Revenue | | | |
| Federal revenue | 81,100 | 15,651,900 | 284,900 |
| State revenue | 13,683,600 | 4,409,500 | 20,832,900 |
| Member dues | 1,360,500 | 1,985,700 | 2,158,700 |
| Other revenue | 373,800 | 150,000 | 395,100 |
| Total Operations Revenue | 15,499,000 | 22,197,100 | 23,671,600 |
| Operations Expense | | | |
| Program staff salaries | 5,786,100 | 6,806,400 | 7,251,400 |
| Program staff fringe benefits | 1,326,800 | 1,555,800 | 1,623,700 |
| Interns, temp staffing, contract staff | 22,500 | 70,700 | 65,200 |
| Consultants | 4,398,400 | 6,838,200 | 8,156,000 |
| Other direct program expense | 338,100 | 1,790,400 | 1,415,900 |
| Support services & other allocated expense | 3,727,500 | 5,135,600 | 5,159,400 |
| Total Operations Expense | 15,599,400 | 22,197,100 | 23,671,600 |
| Net Surplus (Deficit) From Operations | (100,400) | - | - |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | (100,400) | - | - |
| <i>Change in Net Position From Operations</i> | (100,400) | - | - |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|------------------------------------|-------------------|-------------------|-------------------|
| Operations | 15,499,000 | 22,197,100 | 23,671,600 |
| Special Revenue Funds | - | - | - |
| Subrecipient Pass-Through | - | - | - |
| Total Revenue - All Sources | 15,499,000 | 22,197,100 | 23,671,600 |

Note that TBP approved budget for UPWP is \$24.9 million requiring a member dues match of \$2.49 million. The above budget is based on expected actual spending for the year and includes \$2.05 million of member dues. The remaining \$440,000 of required member match is in the operating reserve and can be drawn upon if UPWP spending is greater than anticipated.

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2025 Budget**

2.0 TRANSPORTATION OPERATIONS

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|------------------|------------------|------------------|
| <u>Operations Revenue</u> | | | |
| Federal revenue | 2,189,900 | 3,834,000 | 650,800 |
| State revenue | 5,387,300 | 4,477,900 | 7,762,200 |
| Other revenue | 92,600 | 53,700 | 95,000 |
| Total Operations Revenue | 7,669,800 | 8,365,600 | 8,508,000 |
| <u>Operations Expense</u> | | | |
| Program staff salaries | 1,068,400 | 1,583,900 | 1,554,200 |
| Program staff fringe benefits | 245,000 | 362,000 | 348,000 |
| Interns, temp staffing, contract staff | 4,500 | 6,900 | 7,500 |
| Consultants | 2,210,800 | 1,584,000 | 2,005,400 |
| Other direct program expense | 3,443,800 | 3,639,500 | 3,563,700 |
| Support services & other allocated expense | 688,400 | 1,189,300 | 1,029,200 |
| Total Operations Expense | 7,660,900 | 8,365,600 | 8,508,000 |
| Net Surplus (Deficit) From Operations | 8,900 | - | - |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | 8,900 | - | - |
| <i>Change in Net Position From Operations</i> | 8,900 | - | - |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|-------------------|-------------------|
| Operations | 7,669,800 | 8,365,600 | 8,508,000 |
| Special Revenue Funds | - | 106,400 | - |
| Subrecipient Pass-Through | 2,081,800 | 3,786,800 | 4,054,300 |
| Total COG Revenue Budget - All Sources | 9,751,600 | 12,258,800 | 12,562,300 |

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2025 Budget

3.0 COMMUNITY PLANNING AND SERVICES

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|-----------------------|------------------|------------------|
| Operations Revenue | | | |
| Member dues | 915,400 | 1,053,900 | 1,069,300 |
| Other revenue | 586,700 | 587,800 | 585,300 |
| Total Operations Revenue | 1,502,100 | 1,641,700 | 1,654,600 |
| Operations Expense | | | |
| Program staff salaries | 495,000 | 550,300 | 570,300 |
| Program staff fringe benefits | 113,500 | 125,800 | 127,600 |
| Interns, temp staffing, contract staff | - | - | - |
| Consultants | 193,500 | 540,000 | 540,000 |
| Other direct program expense | 16,900 | 13,700 | 13,900 |
| Support services & other allocated expense | 317,900 | 411,900 | 402,800 |
| Total Operations Expense | 1,136,800 | 1,641,700 | 1,654,600 |
| Net Surplus (Deficit) From Operations | 365,300 | - | - |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | 365,300 | - | - |
| <i>Change in Net Position From Operations</i> | <i>365,300</i> | - | - |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 1,502,100 | 1,641,700 | 1,654,600 |
| Special Revenue Funds | - | 18,000 | - |
| Subrecipient Pass-Through | - | - | - |
| Total COG Revenue Budget - All Sources | 1,502,100 | 1,659,700 | 1,654,600 |

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2025 Budget

5.0 HOMELAND SECURITY AND PUBLIC SAFETY

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|------------------|------------------|------------------|
| Operations Revenue | | | |
| Federal revenue | 4,881,600 | 1,905,300 | 3,133,500 |
| Member dues | 473,200 | 500,600 | 552,700 |
| Regional Public Safety Fund | 597,100 | 596,500 | 622,400 |
| Other revenue | 665,700 | 71,200 | 8,200 |
| Total Operations Revenue | 6,617,600 | 3,073,600 | 4,316,800 |
| Operations Expense | | | |
| Program staff salaries | 1,270,800 | 1,393,400 | 1,333,000 |
| Program staff fringe benefits | 291,400 | 318,700 | 298,500 |
| Interns, temp staffing, contract staff | 99,600 | 70,000 | 583,700 |
| Consultants | 856,900 | 268,900 | 233,900 |
| Other direct program expense | 3,197,200 | 182,200 | 1,283,000 |
| Support services & other allocated expense | 868,100 | 1,085,300 | 1,278,400 |
| Total Operations Expense | 6,584,000 | 3,318,500 | 5,010,500 |
| Net Surplus (Deficit) From Operations | 33,600 | (244,900) | (693,700) |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | 33,600 | (244,900) | (693,700) |
| <i>Change in Net Position From Operations</i> | 33,600 | (244,900) | (693,700) |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 6,617,600 | 3,073,600 | 4,316,800 |
| Special Revenue Funds | 46,000 | - | - |
| Subrecipient Pass-Through | 3,106,700 | 6,722,000 | 4,076,700 |
| Total COG Revenue Budget - All Sources | 9,770,300 | 9,795,600 | 8,393,500 |

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2025 Budget

6.0 WATER RESOURCES

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|------------------|------------------|------------------|
| Operations Revenue | | | |
| State revenue | 345,500 | 359,400 | 354,500 |
| Member dues | 129,400 | 159,000 | 162,200 |
| Regional funds | 1,845,300 | 2,057,200 | 2,146,400 |
| Other revenue | 1,737,800 | 2,303,700 | 2,154,700 |
| Total Operations Revenue | 4,058,000 | 4,879,300 | 4,817,800 |
| Operations Expense | | | |
| Program staff salaries | 1,402,800 | 1,801,000 | 1,779,400 |
| Program staff fringe benefits | 321,700 | 411,700 | 398,400 |
| Interns, temp staffing, contract staff | 31,100 | 12,000 | - |
| Consultants | 798,700 | 1,085,600 | 1,191,500 |
| Other direct program expense | 87,300 | 179,700 | 172,100 |
| Support services & other allocated expense | 917,200 | 1,354,900 | 1,256,800 |
| Total Operations Expense | 3,558,800 | 4,844,900 | 4,798,200 |
| Net Surplus (Deficit) From Operations | 499,200 | 34,400 | 19,600 |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | 499,200 | 34,400 | 19,600 |
| <i>Change in Net Position From Operations</i> | 499,200 | 34,400 | 19,600 |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 4,058,000 | 4,879,300 | 4,817,800 |
| Special Revenue Funds | - | - | - |
| Subrecipient Pass-Through | - | - | - |
| Total COG Revenue Budget - All Sources | 4,058,000 | 4,879,300 | 4,817,800 |

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2025 Budget**

7.0 ENVIRONMENTAL RESOURCES

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|------------------|------------------|--------------------|
| <u>Operations Revenue</u> | | | |
| Federal revenue | 264,400 | - | 838,000 |
| State revenue | - | - | - |
| Member dues | 263,200 | 480,500 | 463,000 |
| Regional funds | 896,500 | 833,200 | 869,400 |
| Other revenue | 3,333,700 | 157,000 | 2,863,300 |
| Total Operations Revenue | 4,757,800 | 1,470,700 | 5,033,700 |
| <u>Operations Expense</u> | | | |
| Program staff salaries | 563,200 | 559,400 | 640,700 |
| Program staff fringe benefits | 129,100 | 127,900 | 143,600 |
| Interns, temp staffing, contract staff | 11,300 | - | 90,100 |
| Consultants | 915,600 | 259,900 | 6,183,500 |
| Other direct program expense | 211,800 | 104,900 | 27,500 |
| Support services & other allocated expense | 367,600 | 418,600 | 504,800 |
| Total Operations Expense | 2,198,600 | 1,470,700 | 7,590,200 |
| Net Surplus (Deficit) From Operations | 2,559,200 | - | (2,556,500) |
| <i>Change in Undesignated Fund Balance</i> | - | - | - |
| <i>Change in Designated Program Fund Balance</i> | 2,559,200 | - | (2,556,500) |
| <i>Change in Net Position From Operations</i> | 2,559,200 | - | (2,556,500) |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 4,757,800 | 1,470,700 | 5,033,700 |
| Special Revenue Funds | - | - | - |
| Subrecipient Pass-Through | - | 2,700,000 | - |
| Total COG Revenue Budget - All Sources | 4,757,800 | 4,170,700 | 5,033,700 |

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2025 Budget

8.0 AIR QUALITY

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|----------------------|-------------------------|-------------------------|
| Operations Revenue | | | |
| Federal revenue | - | - | - |
| State revenue | 839,100 | 771,400 | 794,100 |
| Member dues | 263,800 | 292,700 | 301,200 |
| Other revenue | 73,500 | 50,000 | 75,000 |
| Total Operations Revenue | 1,176,400 | 1,114,100 | 1,170,300 |
| Operations Expense | | | |
| Program staff salaries | 275,400 | 301,100 | 333,700 |
| Program staff fringe benefits | 63,200 | 68,800 | 74,700 |
| Interns, temp staffing, contract staff | 800 | - | - |
| Consultants | 552,100 | 860,700 | 816,600 |
| Other direct program expense | 9,900 | - | 89,200 |
| Support services & other allocated expense | 177,300 | 225,300 | 235,600 |
| Total Operations Expense | 1,078,700 | 1,455,900 | 1,549,800 |
| Net Surplus (Deficit) From Operations | 97,700 | (341,800) | (379,500) |
| <i>Change in Undesignated Fund Balance</i> | | | |
| <i>Change in Designated Program Fund Balance</i> | <i>97,700</i> | <i>(341,800)</i> | <i>(379,500)</i> |
| <i>Change in Net Position From Operations</i> | <i>97,700</i> | <i>(341,800)</i> | <i>(379,500)</i> |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 1,176,400 | 1,114,100 | 1,170,300 |
| Special Revenue Funds | - | - | - |
| Subrecipient Pass-Through | - | - | - |
| Total COG Revenue Budget - All Sources | 1,176,400 | 1,114,100 | 1,170,300 |

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2025 Budget

9.0 STRATEGIC INITIATIVES & MEMBER SERVICES

| | Actual FY2023 | Budget FY2024 | Budget FY2025 |
|--|-------------------------|-------------------------|-------------------------|
| Operations Revenue | | | |
| Member dues | 1,479,300 | 610,000 | 595,800 |
| Building & investment revenue | 440,200 | 480,900 | 480,900 |
| Other revenue | 541,600 | 303,000 | 327,100 |
| Total Operations Revenue | 2,461,100 | 1,393,900 | 1,403,800 |
| Operations Expense | | | |
| Program staff salaries | 470,200 | 544,000 | 572,200 |
| Program staff fringe benefits | 107,800 | 124,300 | 128,100 |
| Interns, temp staffing, contract staff | 10,100 | - | - |
| Consultants | 164,900 | 210,000 | 224,000 |
| Other direct program expense | 205,200 | 281,100 | 271,800 |
| Support services & other allocated expense | 307,200 | 407,000 | 404,100 |
| Total Operations Expense | 1,265,400 | 1,566,400 | 1,600,200 |
| Net Surplus (Deficit) From Operations | 1,195,700 | (172,500) | (196,400) |
| <i>Change in Undesignated Fund Balance</i> | <i>1,195,700</i> | <i>(172,500)</i> | <i>(196,400)</i> |
| <i>Change in Designated Program Fund Balance</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| <i>Change in Net Position From Operations</i> | <i>1,195,700</i> | <i>(172,500)</i> | <i>(196,400)</i> |

| Revenue - All Sources | FY2023 | FY2024 | FY2025 |
|---|------------------|------------------|------------------|
| Operations | 2,461,100 | 1,393,900 | 1,403,800 |
| Special Revenue Funds | - | - | - |
| Subrecipient Pass-Through | - | - | - |
| Total COG Revenue Budget - All Sources | 2,461,100 | 1,393,900 | 1,403,800 |

**Metropolitan Washington Council of Governments
Support Services and Other Allocated Expenses
FY2025 Budget**

| | FY23 | FY24 | FY25 |
|---|------------------|------------------|-------------------|
| | Actual | Budget | Budget |
| SUPPORT SERVICES | | | |
| Finance, Facilities & Purchasing | 5,458,600 | 5,623,100 | 5,921,100 |
| Information Technology | 1,521,500 | 1,685,300 | 1,587,100 |
| Human Resources | 852,900 | 950,400 | 1,062,800 |
| Executive Office | 492,200 | 596,600 | 595,300 |
| Communications | 177,100 | 219,900 | 227,200 |
| Total support services | 8,502,300 | 9,075,300 | 9,393,500 |
| | | | |
| OTHER ALLOCATED EXPENSES | | | |
| Website Staff Support | 81,100 | 90,300 | 94,500 |
| Expense recovery adjustment | - | - | - |
| Total other allocated expenses | 81,100 | 90,300 | 94,500 |
| | | | |
| Total support services & other allocated expenses | 8,583,400 | 9,165,600 | 9,488,000 |
| | | | |
| Carryover of (under) over recovery from prior years | (1,212,200) | - | 783,100 |
| | | | |
| Total support services, other allocated expenses, and carryforward | 7,371,200 | 9,165,600 | 10,271,100 |

Metropolitan Washington Council of Governments
 Leave, Fringe Benefits, & Total Personnel Expense
 FY2025 Budget

| | FY23 Actual | FY24 Budget | FY25 Budget |
|----------------------------------|------------------|------------------|------------------|
| FRINGE BENEFITS | | | |
| Health & disability insurance | 1,487,100 | 1,650,000 | 1,802,400 |
| Pension contribution | 1,265,400 | 1,514,900 | 1,564,300 |
| Medicare | 207,600 | 244,100 | 252,000 |
| Public transportation assistance | 80,500 | 125,000 | 140,000 |
| Other fringe benefits | 241,300 | 225,000 | 250,000 |
| Total fringe benefits | 3,281,900 | 3,759,000 | 4,008,700 |

| |
|--------------------------------|
| Total Personnel Expense |
|--------------------------------|

Salaries

| | | | |
|--------------------------|-------------------|-------------------|-------------------|
| Program Salaries | 11,331,900 | 13,539,500 | 14,034,900 |
| Support Service Salaries | 3,076,400 | 3,293,000 | 3,346,200 |
| Total Salaries | 14,408,300 | 16,832,500 | 17,381,100 |

| | | | |
|-------------------------------|------------------|------------------|------------------|
| Fringe benefit expense | 3,281,900 | 3,759,000 | 4,008,700 |
| % of Total Salaries | 22.78% | 22.33% | 23.06% |

| | | | |
|--------------------------------|-------------------|-------------------|-------------------|
| Total Personnel Expense | 17,690,200 | 20,591,500 | 21,389,800 |
|--------------------------------|-------------------|-------------------|-------------------|

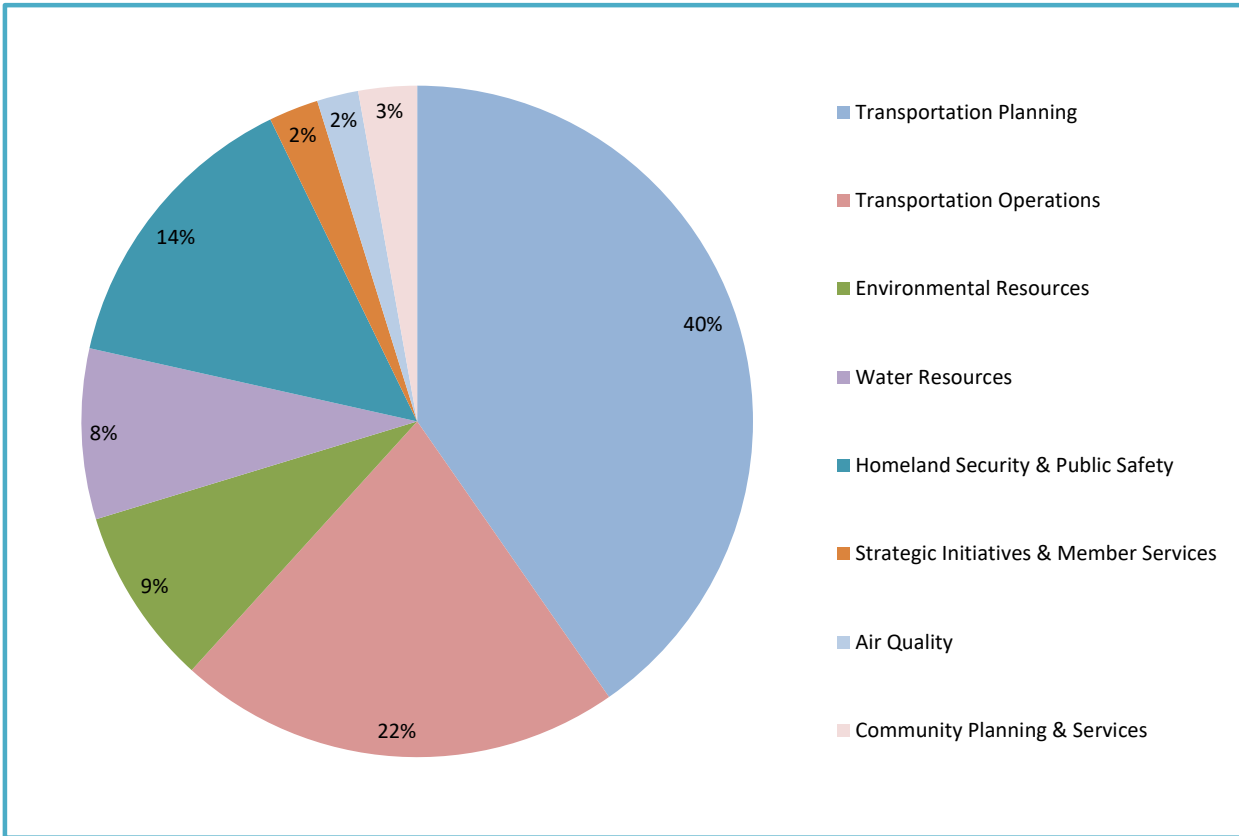
FY 2025 REVENUE DETAIL AND WORK PROGRAM

Metropolitan Washington Council of Governments
 Work Program and Revenue Budget
 For the fiscal year ending 6/30/2025

| REVENUE SUMMARY | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|------------------------|------------------------|--------------------------|
| Member Dues | 4,884,800 | 5,082,400 | 5,302,900 |
| Bldg & Interest Revenue | 440,200 | 480,900 | 480,900 |
| Federal Funds | 7,417,000 | 21,391,200 | 4,907,200 |
| State & District Funds | 19,910,000 | 9,706,600 | 29,434,500 |
| Regional Water Fund | 1,639,500 | 1,718,400 | 1,792,900 |
| Anacostia Restoration Fund | 339,300 | 359,400 | 354,500 |
| Blue Plains User Fees | 840,000 | 895,000 | 925,000 |
| Regional Environmental Fund | 800,600 | 833,200 | 869,400 |
| Community Engagement Campaign | - | - | - |
| Regional Public Safety Fund | 597,100 | 596,500 | 622,400 |
| Regional FARM Fund | 301,700 | 338,800 | 353,500 |
| Service Fees, Donors & Misc. | 6,571,600 | 2,733,600 | 5,533,400 |
| Total Operations Revenue | 43,741,800 | 44,136,000 | 50,576,600 |
| Pass-through to Subrecipients | 5,188,500 | 13,208,800 | 8,131,000 |
| Special Revenue Funds | 46,000 | 124,400 | - |
| Total Pass-Through and Other Funds | 5,234,500 | 13,333,200 | 8,131,000 |
| Total Revenue | 48,976,300 | 57,469,200 | 58,707,600 |
| Other Resources | | | |
| <i>Surplus/(Use) of prior year general funds</i> | <i>1,195,700</i> | <i>(172,500)</i> | <i>(196,400)</i> |
| <i>Surplus/(Use) of prior year program funds</i> | <i>3,463,500</i> | <i>(552,300)</i> | <i>(3,610,100)</i> |
| Fund Balance Surplus/(Use) | 4,659,200 | (724,800) | (3,806,500) |

**Metropolitan Washington Council of Governments
FY2025 Work Program and Budget**

Resources by Program



| By Program | FY25 Budget | |
|---|--------------------|-----|
| Transportation Planning | 23,671,600 | 40% |
| Transportation Operations | 12,562,300 | 21% |
| Environmental Resources | 5,033,700 | 9% |
| Water Resources | 4,817,800 | 8% |
| Homeland Security & Public Safety | 8,393,500 | 14% |
| Strategic Initiatives & Member Services | 1,403,800 | 2% |
| Air Quality | 1,170,300 | 2% |
| Community Planning & Services | 1,654,600 | 3% |
| Total Revenue | 58,707,600 | |

Metropolitan Washington Council of Governments
 Work Program and Revenue Budget
 For the fiscal year ending 6/30/2025

| FY2025 DEPARTMENT & PROGRAM SUMMARY | | Operations Revenue | Pass-Through and Other Funds | Total FY2025 Revenue Budget | % of Total |
|-------------------------------------|-------------------------------------|--------------------|------------------------------|-----------------------------|------------|
| 1.0 | Transportation Planning | 23,671,600 | - | 23,671,600 | 40% |
| 2.0 | Transportation Operations | 8,508,000 | 4,054,300 | 12,562,300 | 21% |
| 3.0 | Community Planning & Services | 1,654,600 | - | 1,654,600 | 3% |
| 5.0 | Homeland Security & Public Safety | 4,316,800 | 4,076,700 | 8,393,500 | 14% |
| 6.0 | Water Resources | 4,817,800 | - | 4,817,800 | 8% |
| 7.0 | Environmental Resources | 5,033,700 | - | 5,033,700 | 9% |
| 8.0 | Air Quality | 1,170,300 | - | 1,170,300 | 2% |
| 9.0 | Strategic Initiatives & Member Svc. | 1,403,800 | - | 1,403,800 | 2% |
| Totals | | 50,576,600 | 8,131,000 | 58,707,600 | |

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025**

| 1.0 Transportation Planning | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|------------------------|------------------------|----------------------|
| 1.10 Unified Planning Work Program (1) (2) | | | |
| Federal Funds | - | 15,100,300 | - |
| State & District Funds | 11,589,447 | 1,887,500 | 18,481,900 |
| Member Dues | 1,287,716 | 1,887,500 | 2,053,500 |
| Other | - | - | - |
| Total Project Revenue | 12,877,163 | 18,875,300 | 20,535,400 |
| 1.20 Street Smart Safety Education Campaign | | | |
| State & District Funds | 867,653 | 848,000 | 1,000,000 |
| Member Dues | 72,740 | 77,600 | 77,300 |
| Other | 150,000 | 150,000 | 150,000 |
| Total Project Revenue | 1,090,393 | 1,075,600 | 1,227,300 |
| 1.30 Transportation Operations Coordination Program (MATOC) | | | |
| State & District Funds | 1,109,282 | 1,322,900 | 1,351,000 |
| Total Project Revenue | 1,109,282 | 1,322,900 | 1,351,000 |
| 1.40 Continuous Airport Systems Planning | | | |
| Federal Funds | 81,116 | 303,500 | 284,900 |
| State & District Funds | 117,226 | 351,100 | - |
| Member Dues | - | 20,600 | 27,900 |
| Total Project Revenue | 198,342 | 675,200 | 312,800 |
| 1.50 State Planning & Research and Other | | | |
| Other | 223,839 | 248,100 | 245,100 |
| Total Project Revenue | 223,839 | 248,100 | 245,100 |

| FY2025 | 1.00 Transportation Planning | | | % of Revenue | |
|----------------|-------------------------------------|-------------------|-------------------|-------------------------|--------|
| Revenue | Federal Funds | 81,116 | 15,651,900 | 284,900 | 1.20% |
| Budget | State & District Funds | 13,683,608 | 4,409,500 | 20,832,900 | 88.01% |
| | Member Dues | 1,360,456 | 1,985,700 | 2,158,700 | 9.12% |
| | Other | 373,839 | 150,000 | 395,100 | 1.67% |
| | Total Operations Revenue | 15,499,019 | 22,197,100 | 23,671,600 | |

(1) The FY2025 budget approved by the TPB for the UPWP is \$25.49 million

(2) Funding is included in this program area for Air Quality Planning, Metropolitan Planning, Community Planning & Services and Public Safety.

TRANSPORTATION PLANNING

COG's Department of Transportation Planning (DTP) provides staff support to the National Capital Region Transportation Planning Board (TPB) in support of its role as the federally designated Metropolitan Planning Organization (MPO) for the metropolitan Washington region. The TPB's activities are governed by federal regulations and requirements, mostly from the U.S. Department of Transportation (USDOT) and the U.S. Environmental Protection Agency (EPA), and focus on developing the region's National Capital Region Transportation Plan (NCRTP), known as Visualize 2050, and its Transportation Improvement Program (TIP), which are required to secure federal planning and funding approvals for local, regional, and state highway, transit, and other transportation improvements in the region. Since the metropolitan Washington region is a non-attainment area for one criteria air pollutant (ozone), the region must conduct an Air Quality Conformity Analysis of both its NCRTP and its TIP. The TPB's work activities are documented in the Unified Planning Work Program (UPWP) and are summarized below.

Additionally, the TPB coordinates other regional transportation planning and programming activities by providing consensus-based policy principles and technical assistance to address the accessibility and mobility needs of the region. These activities include the Street Smart Safety Education Campaign, Metropolitan Area Transportation Operations Coordination Program (MATOC), Continuous Airport System Planning (CASP) and other technical services summarized below. DTP staff supports this work by coordinating with COG's Department of Community Planning and Services (DCPS) as well as COG's Climate, Energy and Air Program (CEAP).

The department also supports COG's transportation initiatives, employing a multi-disciplinary approach with the other COG policy boards and committees promoting a regional, multi-modal transportation system that is well managed and maintained and provides for the safe and efficient movement of people and goods.

Policy Oversight: National Capital Region Transportation Planning Board (TPB)
Staff Director: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning

FY 2024 Accomplishments

In FY 2024, the TPB completed the following activities. Please note this list may not include annual, recurring, or daily activities. There are 14 advisory and subcommittees that provide subject-matter expertise and consensus for each of these products and projects:

- The Visualize 2050 National Capital Region Transportation Plan, anticipated to be approved in June 2025, is under development. The focus in 2024 is on submission and approval of the Air Quality Conformity Analysis project inputs.
- TPB approved the following projects for funding and/or consultant services:
 - Selected 21 projects for the Transportation Alternatives Set-Aside Program – 15 projects in Virginia for \$19.5 million, and 6 projects in Maryland for \$3.3 million. These projects are slated for implementation in FY 2025-2026.
 - 10 Transportation and Land Use Connections program projects will be completed.
 - 8 Regional Roadway Safety projects will be completed.

- 3 Transit Within Reach projects will be completed.
- TPB set Performance Based Planning and Programming targets for the metropolitan Washington region following federal categories: Annual Highway Safety Targets, Annual Transit Safety Targets, and new Greenhouse Gas Reduction Targets for roads belonging to the National Highway System (NHS).
- Conducted the Community Leadership Institute training for members of the public.
- Advanced the following projects/products:
 - Published the Community Guide to Transportation Decision-making in the National Capital Region; Transportation Resilience Improvement Plan (TRIP); Annual State of Public Transportation Report; Regional Freight Plan; Ground Access Travel Time Study, and an updated National Capital Trail Network map.
 - Performed an Evaluation of Analysis of Transportation Inequities in Disadvantaged Communities.
 - Initiated a new Regional Safety Study; Intercity Bus and Rail Travel Study, ; and transit on-board data collection.
 - Implementation Considerations for On-Road Transportation Greenhouse Gas Reduction (GHG) Strategies.
 - Developed a risk-based vulnerability assessment and interactive mapping tool that outlines transportation infrastructure in the region most at risk to the impacts of natural hazards.
 - Enhanced an interactive web mapping tool of high-capacity transit and Equity Emphasis Areas in the region, initiated October 2021 and maintained with ongoing enhancements throughout FY 2024.

FY 2025 Priorities

- Approve the Visualize 2050 National Capital Region Transportation Plan in June 2025. The focus in 2025 is the Air Quality Conformity Analysis, the Plan Performance Analysis, and including all of the planning elements in the documentation.
- Approve the FY 2026-2029 Transportation Improvement Program.
- Select projects for funding and/or consultant services for the DC and Maryland Transportation Alternatives Set-Aside Program, Transportation and Land Use Connections projects, and Regional Roadway Safety projects.
- Set Performance Based Planning and Programming targets for the following federal categories: Annual Highway Safety Targets, Annual Transit Safety Targets, and Transit Asset targets.
- Advance the following projects/products:
 - 2024 Regional Safety Study (enhanced transportation safety data deep dive).
 - Coordination of climate change mitigation implementation strategies.

- Create the Regional Transportation Resilience Subcommittee and conduct resilience analysis: interior flooding (hydraulic and hydrologic) analysis; economic analysis of select adaptation scenarios; and closures due to natural hazard data analysis and mapping.
- Intercity Bus and Rail Travel Study.
- Annual State of Public Transportation Report.
- Update COG/TPB’s strategic plan for travel demand model development.
- Implementation of new Regional Travel Survey (RTS) format, transitioning from a “once-a-decade” to a more frequent survey activity.
- Regional coordination of future transit on-board surveys (TOBS.)
- Regional bike/active transportation count program.
- 2024 Congestion Management Process Technical Report.

ACTIVITIES AND SERVICES

1.10 Unified Planning Work Program

The Unified Planning Work Program (UPWP) is a federally required document and budget that outlines the activities the MPO plans to undertake to meet its federal planning requirements using federal funds made available solely for this purpose. The TPB develops and adopts the UPWP on an annual basis and it is approved by the Federal Highway Administration and the Federal Transit Administration. During the past fiscal year, the TPB carried out the continuing, comprehensive, and cooperative planning process of metropolitan planning for the National Capital Region as outlined in the approved UPWP.

The UPWP also provides technical assistance services to the District of Columbia, Maryland, Virginia, and the Washington Metropolitan Area Transit Authority (WMATA) to support corridor, project, and sub-area transportation and land use studies as identified by and typically located in the respective transportation agency’s purview.

1.20 Street Smart Safety Education Campaign

Sponsored by COG and the TPB, the Street Smart public awareness and enforcement campaign aims to reduce the number of pedestrian and cyclist injuries and deaths in the region. The campaign, working with local law enforcement agencies, uses creative digital, radio, or television advertising in English and Spanish, to reach drivers, pedestrians, and cyclists. It also deploys outdoor and transit advertising on bus shelters and bus sides, a portable “Testimonial Wall” display for shopping malls or other gathering places, and related in-person events. Most of the program’s funding has been provided the District of Columbia, Maryland, Virginia, and WMATA in federal transportation safety funds, with additional contributions from COG member jurisdictions.

1.30 Transportation Operations Coordination Program (MATOC)

The Metropolitan Area Transportation Operations Coordination (MATOC) Program is a coordinated partnership of transportation agencies in the District of Columbia, Maryland, and Virginia that aims to improve safety and mobility in the region through information sharing, planning, and coordination. This is achieved through communicating consistent and reliable information that enables operating agencies and the traveling public to make effective and timely decisions. Program activities include maintaining and improving technological systems for sharing transportation information among agencies involved in managing regional incidents, maintaining, and enhancing the transportation sector's standard operating procedures and interagency notification practices for traffic incidents and severe weather events, and enabling more timely and accurate transportation information for the public during incidents. COG serves as the administrative and fiscal agent for MATOC funding agencies.

1.40 Continuous Airport System Planning (CASP)

The CASP program provides a regional process that supports the planning, development, and operation of airport and airport-serving facilities in a systematic framework for the Washington-Baltimore Air Systems Planning Region, which includes the region's three major commercial airports: Baltimore-Washington International Thurgood Marshall Airport (BWI), Ronald Reagan Washington National Airport (DCA), and Washington Dulles International Airport (IAD). Oversight of the program is the responsibility of the TPB Aviation Technical Subcommittee.

This program conducts the Washington-Baltimore Regional Air Passenger Survey every two years and completes other airport ground access analyses, including the ground access forecast update, the air cargo element and ground access element of the Regional Air System Plan, and the airport ground access travel time study to each of the region's three major commercial airports.

1.50 Other Technical Services – Contractual State Planning and Research (SPR)

Under this program, DTP staff assists the District Department of Transportation with its federally mandated Highway Performance Monitoring System (HPMS). This ongoing program assists the department with monitoring and evaluating highway performance and complying with this federal requirement.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 2.0 Transportation Operations | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|------------------|------------------|------------------|
| 2.10 Commuter Connections (1) | | | |
| Federal Funds | 533,622 | 3,405,800 | 337,600 |
| State & District Funds | 5,387,330 | 4,477,900 | 7,762,200 |
| Other | 92,565 | 53,700 | 95,000 |
| Total Project Revenue | 6,013,517 | 7,937,400 | 8,194,800 |
| | | | |
| 2.30 Enhanced Mobility Programs | | | |
| Federal Funds | 1,656,236 | 428,200 | 313,200 |
| Other | - | - | - |
| Total Project Revenue | 1,656,236 | 428,200 | 313,200 |

| FY2025 | 2.00 Transportation Operations | | |
|---------|---------------------------------|------------------|-------------------|
| Revenue | Member Dues | - | - |
| Budget | Federal Funds | 2,189,858 | 3,834,000 |
| | State & District Funds | 5,387,330 | 4,477,900 |
| | Other | 92,565 | 53,700 |
| | Total Operations Revenue | 7,669,753 | 8,365,600 |
| | Pass-Through and Other Funds | 2,081,810 | 3,893,200 |
| | Total Revenue | 9,751,563 | 12,258,800 |

(1) The FY2025 budget approved by the TPB for the CCWP is \$7,762,200

TRANSPORTATION OPERATIONS

The Transportation Operations Division of the Department of Transportation Planning is responsible for implementing many programs that assist the region in meeting demands on its transportation infrastructure and targets a wide range of programs and services that assist the public with mobility options. These include Commuter Connections, the Enhanced Mobility program, commuter incentive programs, and special events, such as Bike to Work Day.

Policy Oversight: National Capital Region Transportation Planning Board (TPB)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Dan Sheehan, Transportation Operations Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Completed the triennial regional TDM (Transportation Demand Management) program evaluation process, which resulted in the capstone publication of the FY 2021 – FY 2023 TDM Analysis Report. Notable findings from the report include an estimated 99,780 daily vehicle trips are reduced and 1.8 million daily vehicle miles of travel are reduced due to elements associated with the regional Commuter Connections TDM program.
- Publication and distribution of the *2022 State of the Commute* report, which surveyed over 8,000 commuters throughout the region to document commute patterns and explore workers' awareness/use of non-SOV transportation programs and infrastructure present throughout the region. Survey findings are used to enhance and adjust TDM programs to meet regional commute needs.
- Operated and administered a robust regional TDM marketing program, where nearly \$3.8 million was spent to raise awareness of the various free Commuter Connections services and programs available to the public, such as the ridematching, Guaranteed Ride Home, incenTrip, Flextime Rewards, CarpoolNow, and 'Pool Rewards programs. This also includes implementation of the Bike to Work Day and Car Free Day regional events, along with preparations for the 2024 Employer Recognition Awards. Marketing efforts resulted in the registration of 330 new monthly Commuter Connections accounts and 245 monthly re-registrations (monthly average), which total nearly 7,000 commuters who were actively engaged in the program throughout the fiscal year.
- Continued managing the \$6.2 million Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) federal project to grow and enhance the incenTrip commute gamification mobile application and the \$312,500 Enhanced Mobility Innovations (EMI) federal project to develop a flexible vanpool program with focused implementation in Equity Emphasis Areas; and kicked off the \$125,000 Innovative Coordinated Access and Mobility (ICAM) federal project to grow and enhance the region's Reach a Ride specialized transportation referral program.
- Completed the 2023 Enhanced Mobility Project Solicitation and Selection process, whereupon 23 projects were recommended by the TPB to receive \$10.2 million in federal funding from FTA's Section 5310 FYs 2022-2023 apportionment.

FY 2025 Priorities

- Celebrate the 50th Anniversary of the Commuter Connections program by organizing a marquee event and leveraging the accomplishment in public-facing outreach materials.
- Conclude the \$6.2 million federal ATCMTD program by obtaining the source code used to power incenTrip and transferring it to operate as a re-branded and COG-owned commute gamification mobile application.
- Convene the Regional TDM Evaluation Work Group to oversee updates to the FY 2024 – FY 2026 TDM Evaluation Framework Methodology document and the 2025 State of the Commute survey design and data collection activities.
- Complete development and fully launch FTA’s EMI demonstration project, “VanHoppr,” which seeks to expand opportunities for vanpool ridership in COG’s Equity Emphasis Areas by promoting flexible vanpool options.
- Commence projects awarded FTA Section 5310 Enhanced Mobility funding from the FY 2024 solicitation. This includes facilitating a Grantee Orientation Session, executing/administering 23 subaward contracts, and ordering over 20 wheelchair accessible vehicles.

ACTIVITIES AND SERVICES

2.10 Commuter Connections

Commuter Connections promotes programs, services, and special events such as Bike to Work Day and Car Free Day that ease traffic congestion and put measures in place to help reduce vehicle emissions to support regional air quality goals. The program also provides leadership and support for efforts to improve access to jobs and transit.

2.30 Enhanced Mobility (EM) – Operating Fund

COG is the designated recipient for the FTA’s Section 5310 Enhanced Mobility of Older Adults and Individuals with Disabilities program which provides matching grants to non-profits and other organizations for specialized transportation. COG was also awarded competitive grant funding for the FTA’s ICAM program and will continue to administer all grants until the projects are completed.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 3.0 Community Planning and Services | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|----------------|----------------|------------------|
| 3.10 Housing Opportunities | | | |
| Member Dues | 302,777 | 335,500 | 346,345 |
| Other | 540,000 | 540,000 | 540,000 |
| Total Revenue | 842,777 | 875,500 | 886,345 |
| | | | |
| 3.20 Regional Planning & Coordination | | | |
| Member Dues | 266,875 | 360,700 | 372,660 |
| Total Revenue | 266,875 | 360,700 | 372,660 |
| | | | |
| 3.50 Health Planning & Community Svc | | | |
| Member Dues | 345,754 | 357,700 | 350,292 |
| State & District Funds | - | 47,800 | 45,308 |
| Other | 46,650 | - | - |
| Total Project Revenue | 392,404 | 405,500 | 395,600 |

| FY2025 | 3.0 Community Planning and Services (1) | | | % of Revenue | |
|---------|---|------------------|------------------|------------------|--------|
| Revenue | Member Dues | 915,406 | 1,053,900 | 1,069,297 | 64.63% |
| | State & District Funds | - | 47,800 | 45,308 | 2.74% |
| Budget | Other | 586,650 | 540,000 | 540,000 | 32.64% |
| | Total Operations Revenue | 1,502,056 | 1,641,700 | 1,654,605 | |
| | Pass-Through and Other Funds | - | 18,000 | - | |
| | Total Revenue | 1,502,056 | 1,659,700 | 1,654,605 | |

- (1) Additional funding for Community Planning is included in the Unified Planning Work Program, Section 1.0 and Public Safety, Section 5.0 of this budget.
- (2) Programs from Section 3.0 and 4.0 were combined; previous numbering for all other sections has been retained for historical records.

COMMUNITY PLANNING AND SERVICES

This program advances COG's *Region Forward Vision* by promoting a strong economy, sustainable growth, and livable communities in coordination and collaboration across all COG policy boards and committees and departments.

The program provides analytical tools and timely economic and demographic information to the COG Board of Directors, the Region Forward Coalition (RFC), the Planning Directors Technical Advisory Committee (PDTAC), the Housing Directors Advisory Committee (HDAC), and the Homeless Services Planning and Coordinating Committee (HSC). Data and analyses produced by its Cooperative Forecasting program serve as major inputs to much of the work done by the National Capital Region Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), water and sewer flow forecasts, and other state, regional, and local organizations. The program also assists local governments in assessing their own plans and forecasts across multiple sectors—transportation, workforce development, health, and housing—to inform decision-making as well as achieve compliance with federal-level agencies.

The health planning portion of the program coordinates projects from across the region to enhance the health of the communities within each jurisdiction. Committees include the Health Officials Committee (HOC), Human Services Policy Committee (HSPC), and Region Forward Coalition (RFC).

Policy Oversight: Region Forward Coalition (RFC)
 Human Services Policy Committee (HSPC)
Staff Director: Paul DesJardin, Department of Community Planning and Services Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Completed development of and obtained approval by the COG Board of the new Round 10 Cooperative Forecasts of population, households, and employment to 2050, which enable COG and its member and partner agencies to coordinate planning activities using common assumptions about future growth and development. As part of the preparation of Round 10, COG developed a range of regional growth forecasts that reflect potential long-term economic effects of COVID and remote work.
- Supported the Housing Directors and Planning Directors in pursuit of COG's regional housing targets. Solicited the second round Housing Affordability Planning Program (HAPP) grant awards to local governments and non-profit housing developers seeking to create affordable housing near transit and distributed \$500,000 in grant funding.
- Finalized the Regional Fair Housing Plan with goals and strategies to remove barriers to housing choice and submitted the Plan to HUD for approval. To assist with implementation of the plan, developed and submitted a consortium application for a HUD "Pathways to Removing Obstacles to Housing (PRO Housing)" grant.
- Coordinated the 23rd annual regional point-in-time count of persons experiencing homelessness and supported efforts to achieve significant reductions in persons experiencing homelessness in the region, including a regional report to the Board of Directors.

- Supported the Human Services Policy Committee’s 2024 focus on interventions to support youth mental health as it applies to health and human services policy and programs in the region.

FY 2025 Priorities

- Monitor the region’s economy through the preparation of the monthly Regional Economic Monitoring System (REMS) report, and annual Commercial Construction and Multi-family Rental Construction reports, to inform the potential need for updates to the Round 10 Cooperative Forecasts.
- Continue to support Housing Directors and Planning Directors work to collaboratively achieve the regional housing targets adopted by the COG Board. Solicit applications and determine eligible recipients for the 3rd Round of Amazon-funded HAPP Grants.
- Coordinate the annual Point-in-Time homelessness enumeration, publish the results, and seek new opportunities for regional collaboration through practice and policy, such as COG’s new partnership with national nonprofit Community Solutions’ Built for Zero initiative, which is providing the region’s nine Continuums of Care (CoC) with three years of pro-bono technical assistance and coaching to improve regional data quality, systems operation, and cross-jurisdictional collaboration. .
- Convene the RFC and advance the goals and targets in the *Region Forward Vision*, and specifically further incorporate equity and inclusion into those goals for FY 2025.
- Continue hosting the Human Services Policy Committee (HSPC) with a focus on interventions to support youth mental health. Continue to lead regional efforts to attract permanent homes for children in foster care.

ACTIVITIES AND SERVICES

3.10 Housing Opportunities

This program promotes housing opportunities for all residents of metropolitan Washington. The program also seeks to revitalize neighborhoods and expand housing affordability through sharing best practices, providing information, local analyses, and promoting regional cooperation. In addition, the program manages COG’s Housing Affordability Planning Program, which supports planning initiatives and projects to increase the amount and affordability of housing near transit, and coordinates regional fair housing planning to increase access to safe and affordable housing and resources in priority areas, and create more inclusive communities.

This program intersects with many of COG’s other core competencies through its housing-focused committees (Housing Directors Advisory, Regional Fair Housing Project Team, Regional Fair Housing Community Advisory Committee, Homeless Services Committee and the two Homeless Services Working Groups) as well as through housing’s relationship to public health, child welfare, the Region Forward vision, and long term planning goals in transportation (Visualize 2045) and the environment (2030 climate goals). The program supports the region’s annual homeless enumeration and provides opportunities for data sharing through reporting on the annual results as well as strategies to ensure that the experience of homelessness is brief, rare, and non-recurring.

3.20 Regional Planning and Coordination

This program supports the Region Forward Coalition (RFC), a multi-sector group created by the COG Board of Directors to help the region achieve its goals and targets by focusing on regional affordable housing needs, economic development and workforce development, and efforts to improve the region's Activity Centers. The program also supports the Planning Directors Technical Advisory Committee (PDTAC), who have oversight of local comprehensive plans, zoning, and development review. In addition, the Planning Directors have technical oversight and approval for COG's Cooperative Forecasts, which enable local, regional, and federal agencies to coordinate planning activities using common assumptions about future growth and development. Since 1975, this program has provided regularly updated population, household, and employment estimates and forecasts for use in local and regional planning activities.

As the official Census Bureau Co-State Data Center for the region, COG will continue to provide local governments and the public with the access to in-depth data from the Census and the American Communities Survey. Staff will also continue work to expand COG and its Department of Community Planning and Services economic and demographic research and database capabilities.

3.50 Health Planning and Community Services

This program supports COG committees and regional programs with relationships to public health. The work program is focused on achieving and measuring regional progress in meeting health goals and communication information to policy officials and the public. It ensures coordination regarding health-related emergency response alongside the region's homeland security program, its program management office, and water utilities, among others.

This program also facilitates action-oriented meetings and issues dialogues among the Child Welfare Directors and their staff. It coordinates an annual foster parent video series to recruit and retain outstanding foster parents for children most at risk of aging out of foster care. Foster parents who serve children with special medical needs, large sibling groups, and teenagers are recognized by local elected officials and by the media.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 5.0 Homeland Security and Public Safety | FY23 Actual | FY24 Budget | FY25 Proposed |
|---|------------------|------------------|------------------|
| 5.10 Urban Area Security Initiative Projects (1) | | | |
| Federal Funds | 428,513 | 162,000 | 362,300 |
| Total Project Revenue | 428,513 | 162,000 | 362,300 |
| | | | |
| 5.20 Homeland Security & Policy | | | |
| Member Dues | 109,027 | 133,400 | 161,800 |
| Federal Funds | 4,453,056 | 1,743,300 | 2,771,200 |
| Regional Public Safety Fund | 597,096 | 596,500 | 622,400 |
| Other | 650,739 | 71,200 | 8,200 |
| Total Project Revenue | 5,809,918 | 2,544,400 | 3,563,600 |
| | | | |
| 5.30 Public Safety Planning | | | |
| Member Dues | 172,135 | 183,700 | 201,400 |
| Other | 15,000 | - | - |
| Total Project Revenue | 187,135 | 183,700 | 201,400 |
| | | | |
| 5.40 RICCS, Web Site Support and Other (1) | | | |
| Member Dues | 192,041 | 183,500 | 189,500 |
| Total Project Revenue | 192,041 | 183,500 | 189,500 |

| FY2025 | 5.0 Homeland Security and Public Safety (2) | | | % of Revenue | |
|---------|---|------------------|------------------|------------------|--------|
| Revenue | Member Dues | 473,203 | 500,600 | 552,700 | 12.80% |
| Budget | Federal Funds | 4,881,569 | 1,905,300 | 3,133,500 | 72.59% |
| | Regional Public Safety Fund | 597,096 | 596,500 | 622,400 | 14.42% |
| | Other | 665,739 | 71,200 | 8,200 | 0.19% |
| | Total Operations Revenue | 6,617,607 | 3,073,600 | 4,316,800 | |
| | Pass-through and Other Funds (3) | 3,106,694 | 6,722,000 | 4,076,700 | |
| | Total Revenue | 9,724,301 | 9,795,600 | 8,393,500 | |

(1) Funding is included in this program area for Water Resources 6.0 and Environmental Resources 7.0

(2) See separate schedule for details on pass-through and special revenue funds

HOMELAND SECURITY AND PUBLIC SAFETY

COG's Homeland Security and Public Safety programs support local, state, and federal governments, and non-profit, academic, and private sector partners in promoting safe and secure communities. The program provides coordination and policy support for area law enforcement, fire protection, emergency medical service, and emergency management, along with supporting technical expert subcommittees. The program also focuses on facilitating regional mutual aid and other public safety agreements, statistical measures of regional progress, and execution and administration of projects that enhance regional and sub-regional prevention, preparedness, response, and recovery capabilities to address threats to homeland security in the National Capital Region (NCR). The program's mission also includes facilitating regional coordination during emergencies and weather events, emergency exercises, and after-action reporting.

The program also provides decision support for regional programs, including those supported by the Urban Area Security Initiative (UASI) grant program. This support is focused on informing leadership about the current threat picture, regional gaps, and unmet needs as defined by subject matter experts in all disciplines associated with prevention, preparedness, response, and recovery, and supporting these operations.

Policy Oversight: Homeland Security Executive Committee (HSEC)
Staff Director: Scott Boggs, Homeland Security and Public Safety Managing Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Planned and executed several regional exercises, including a tabletop exercise on critical infrastructure disruptions in the NCR for the Chief Administrative Officers (CAO) Committee and Emergency Preparedness Council (EPC); a cybersecurity exercise for the Chief Information Security Officers (CISO) and Public Information Officers (PIO) Committees; and an exercise for the 9-1-1 Directors Committee on the process for transferring incoming calls between Public Safety Answering Points (PSAP).
- Hosted two comprehensive, three-part leadership seminars for area homeland security and public safety professionals that explore real-life scenarios and challenges faced by individuals, teams, and organizations throughout the region.
- Supported the transition of eight local Regional Preparedness System (RPS) positions previously financed by the federal Urban Area Security Initiative (UASI) grant to local funding beginning January 2024, providing more stable support to several valuable regional preparedness programs.
- Hosted several regional events for homeland security and public safety stakeholders, including the annual Corrections Officers Wreath Laying Ceremony, Chaplain's Conference, and the Fire Health and Safety Symposium.
- Began implementing Microsoft Teams federation for the NCR, which allows users in one participating jurisdiction/organization to seamlessly communicate with users in another participating jurisdiction/organization, enhancing collaboration and information sharing.

FY 2025 Priorities

- Develop a regional system to collect data and report on crime trends and information to regional decision makers including elected officials, chief administrative officers, and police chiefs.
- Support regional response planning for events and emergencies, such as the 2024 Presidential election and inauguration, First Amendment-related activities, and severe weather.
- Maintain the Regional Incident Communication and Coordination System (RICCS), a 24/7 service facilitating rapid and secure communication among regional officials during emergencies.
- Support the homeland security and public safety community, including law enforcement, emergency management, and fire/emergency medical services (EMS) agencies by drafting and updating regional MOUs and operations plans.
- Continue organizing regional exercises and training, including an active shooter tabletop exercise and the leadership seminar for area homeland security and public safety professionals.

ACTIVITIES AND SERVICES

5.10 Urban Area Security Initiative (UASI) – Projects & Project Management

In support of the region's UASI, FEMA, and DHS grant program, COG provides financial and procurement management and subject matter expertise where requested in administering approximately 20 sub-grants from the State Administrative Agency of DC HSEMA.

5.20 Homeland Security and Policy

A primary mission of the program is supporting HSEC and ensuring the group and the supporting subject matter experts are informed and have material for regional decision making, including developing draft regional agreements and policies. This also includes managing information on action items and decisions made at all levels of the regional organization.

5.30 Public Safety and Planning

Law Enforcement: COG will continue to support Police Chiefs and their technical subcommittees with coordinating law enforcement initiatives; produce the *Annual Report on Crime and Crime Control* and *How Safe Are Our Roads Report* to keep elected officials, other leaders, and residents of the region apprised of challenges.

Fire Services: COG will continue to assist area Fire Chiefs and their technical subcommittees as they collaborate on emergency planning and shared resources, investigate new communication technology options for interoperability among first responders, and provide training and support related to local fire operations. This includes ongoing coordination and assistance regarding Metro safety in the areas of communications, training, exercises, and related activities.

Corrections: COG's Corrections Committee works to prepare corrections facilities for natural disasters and discusses standards and best practices across the region. The committee plans, organizes, and conducts the Annual Wreath Laying Ceremony in May to recognize corrections officers throughout the United States who lost their lives in the line of duty in the past year.

Winter Weather Coordination Plan: The Managing Director of Homeland Security and Public Safety will continue to maintain and improve working relationships with regional partners and conduct the Annual Winter Weather Coordination Briefing for the region; continue to provide oversight of and participate in implementing the *Winter Weather Coordination Plan* for the area; coordinate with federal, state, and local partners at the end of the winter season to identify enhancements to the Winter Weather Coordination Plan; and revise the plan as necessary to meet the needs of regional partners.

Regional Programs: DHSPS coordinates and provides fiscal and programmatic oversight for the following regional programs on behalf of the region: AFIS, LPR, IAMS, NCR GDX, LInX, NCR RAPID, Police Mutual Aid Radio System (PMARS), Law Enforcement Training, Securing the Cities (STC) program, and Regional Leadership Training. Fiscal and programmatic oversight for these programs are coordinated with the CAOs and the appropriate subject matter experts such as the Police Chiefs, Fire Chiefs, and Chief Information Officers.

5.40 RICCS and Website Support

COG created the Regional Incident Communication and Coordination System (RICCS) to facilitate rapid and secure communication between regional officials during emergencies. The system, used daily, currently has about 2,800 users in 130 groups and delivers more than 1,200 messages per year. COG will continue to sustain the Everbridge Notification System; review COG/NCR utilization of the capabilities offered by Everbridge; and determine if there are additional capabilities not being utilized by COG that would further enhance RICCS communications within the NCR.

5.50 WMATA Fire Chief Liaison – Operations

WMATA funding for this program providing a contractor serving as fire and rescue liaison officer at the WMATA Rail Operations Control Center (ROCC) to coordinate fire and rescue activities. Most of the funding will be used to cover the salary and training expenses of qualified COG contractors that fill the fire and rescue liaison officer position and to reimburse the Fire Departments in seven jurisdictions and the Metropolitan Washington Airports Authority (MWAA) that also provide fire liaison officer personnel to the WMATA ROCC. The Department of Homeland Security and Public Safety administers the program for the Fire Chiefs and WMATA.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 6.0 Water Resources | FY23 Actual | FY24 Budget | FY25 Proposed |
|---|------------------|------------------|------------------|
| 6.10 Regional Water Resources Management | | | |
| Member Dues | - | 4,500 | - |
| Regional Water Fund | 1,332,810 | 1,546,400 | 1,620,900 |
| Other | 1,493 | 290,000 | - |
| Total Project Revenue | 1,334,303 | 1,840,900 | 1,620,900 |
| 6.20 Drinking Water Quality, Security and Response | | | |
| Member Dues | 53,500 | 55,000 | 63,000 |
| Regional Water Fund | 175,507 | 125,000 | 125,000 |
| Service Fees, Donors & Misc. | 360,679 | 412,300 | 412,000 |
| Total Project Revenue | 589,686 | 592,300 | 600,000 |
| 6.30 Community Engagement Campaign | | | |
| Regional Water Fund | 35,325 | 47,000 | 47,000 |
| Other | 100,400 | 107,400 | 107,400 |
| Total Project Revenue | 135,725 | 154,400 | 154,400 |
| 6.40 Food Security | | | |
| Member Dues | 1,211 | 4,300 | - |
| Regional FARM Fund | 301,680 | 338,800 | 353,500 |
| Other | 600 | 103,700 | - |
| Total Project Revenue | 303,491 | 446,800 | 353,500 |
| 6.50 Anacostia Watershed Restoration Program | | | |
| Member Dues | 57,037 | 69,200 | 69,200 |
| Anacostia Restoration Fund | 339,282 | 359,400 | 354,500 |
| Service Fees, Donors, & Misc. | 100,141 | 30,000 | 45,300 |
| Total Project Revenue | 496,460 | 458,600 | 469,000 |
| 6.60 Anacostia Watershed Special Projects | | | |
| Member Dues | 17,666 | 26,000 | 30,000 |
| State & District Funds | 345,479 | - | - |
| Service Fees, Donors, & Misc. | (4,842) | 465,300 | 665,000 |
| Total Project Revenue | 358,303 | 491,300 | 695,000 |
| 6.70 Blue Plains User Support | | | |
| Blue Plains User Fees | 840,001 | 895,000 | 925,000 |
| Total Project Revenue | 840,001 | 895,000 | 925,000 |

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| | | | |
|----------------------------|---------------|---------------|-----------------|
| 6.0 Water Resources | FY23 | FY24 | FY25 |
| | Actual | Budget | Proposed |

| FY2025 | 6.0 Water Resources | | | % of Revenue | |
|----------------|---------------------------------|------------------|------------------|---------------------|--------|
| Revenue | Member Dues | 129,414 | 159,000 | 162,200 | 3.37% |
| Budget | Regional Water Fund | 1,543,642 | 1,718,400 | 1,792,900 | 37.21% |
| | Blue Plains User Fees | 840,001 | 895,000 | 925,000 | 19.20% |
| | Anacostia Restoration Fund | 339,282 | 359,400 | 354,500 | 7.36% |
| | Regional Environmental Fund (1) | - | - | - | 0.00% |
| | Regional FARM Fund | 301,680 | 338,800 | 353,500 | 7.34% |
| | Federal Funds | - | - | - | 0.00% |
| | State & District Funds | 345,479 | - | - | 0.00% |
| | Service Fees, Donors & Other | 558,471 | 1,408,700 | 1,229,700 | 25.52% |
| | Total Operations Revenue | 4,057,969 | 4,879,300 | 4,817,800 | |

(1) See also 7.0 Environmental Resources for additional use of Regional Environmental Funds

WATER RESOURCES

This program addresses regional water resources, protecting human health and safety through improving surface and groundwater quality and ensuring an adequate supply and protection of drinking water sources. Actions are aimed at coordinating regional efforts to protect local water quality, including the Potomac and Anacostia Rivers and the Chesapeake Bay; supporting wastewater treatment; ensuring resilient long-term supplies of drinking water in the region; advocating for water infrastructure support; and promoting preservation of and improvements to stormwater management and green infrastructure that helps protect water quality and provide for flood control and improved community resiliency.

The program supports work to restore water quality more quickly in the Anacostia River and its tributaries through efforts like advanced stormwater management techniques. It provides technical, policy, and secretariat support for implementation of the 2012 Blue Plains Intermunicipal Agreement (IMA)—COG serves as a neutral forum for addressing key issues such as capital cost allocations for the region's largest advanced wastewater treatment plant.

The Water Resources Program supports the regional Water Security Workgroup to enhance water supply resiliency, improve coordination during drought and emergencies, and protect drinking source waters and critical infrastructure. In addition, the program supports COG's work on food security, agricultural development, and food system resilience.

Policy Oversight: Chesapeake Bay and Water Resources Policy Committee (CBPC)
Food and Agriculture Regional Member (FARM) Policy Committee
Staff Director: Steve Bieber, Water Resources Program Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Supported the Blue Plains IMA Parties by completing the Long-Term Planning Study required by the 2012 IMA, facilitating approval of a cost allocation framework for the \$819M Potomac River Tunnel to be constructed as part of DC Water's Long-Term Control Plan, and coordinating agreement on the terms for WSSC Water's biosolids management contract solicitation.
- Worked with a coalition of water utilities and other partners to obtain funding for a proposed U.S. Army Corps of Engineers feasibility study of the region's water supply, including the identification of a secondary water source and additional water storage capability for metropolitan Washington.
- Represented the region's technical and policy interests to the Chesapeake Bay Program—advocating for regional water priorities and providing a voice for local perspectives on important issues such as proposed per- and polyfluoroalkyl substances (PFAS) National Primary Drinking Water Regulations (NPDWR), funding for water infrastructure, and implementation of the Chesapeake Bay Total Maximum Daily Load or TMDL (a pollution diet for the Bay and region's waterways).
- Worked with Anacostia Watershed Restoration Partnership members to submit a grant application to the NOAA Marine Debris Removal Program. Grant partners included state and local governments, environmental organizations, and private industries all working together to remove

abandoned, derelict vessels and large debris from the Anacostia River and the Lower Beaverdam Creek Tributary.

- Worked with members to establish the National Capital Region Partnership for Regional Invasive Species Management (NatCap-PRISM) at COG. This group is working to address the effects of invasive species on native plants, wildlife, and habitats.
- Worked with the Food and Agriculture Regional Members (FARM) Policy Committee to update the Healthy Food Access Compendium, which highlights state and local policies supporting food security and healthy food access. This tool provides policy makers with comprehensive examples of what is possible with their decision-making authorities and what has, and hasn't, worked well in neighboring jurisdictions.

FY 2025 Priorities

- Continue to provide technical and administrative support to the Blue Plains users. This will include updating elements of the 2012 IMA Operating Agreements; supporting cost allocation efforts; managing biosolids research; assisting as needed with National Pollutant Discharge Elimination System (NPDES) permit renewal efforts; and updating regional wastewater flow forecasts.
- Work with a coalition of water utilities and other partners in the region to implement a U.S. Army Corps of Engineers feasibility study of the region's water supply, which received funding in the Energy and Water Appropriations Bill approved by Congress and signed by the president in March 2024.
- Serve as the local voice in the Chesapeake Bay Program "Beyond 2025" process, advocating for regional priorities and the use of sound science in the development of policy recommendations and restoration priorities for meeting the goals and outcomes of the Chesapeake Bay Watershed Agreement beyond 2025.
- Continue to work with the Anacostia Watershed Restoration Partnership to conduct several watershed monitoring studies, assist with the fish collection for the polychlorinated biphenyls (PCB) toxicity study, and highlight microplastics studies in the watershed.
- Continue to support the FARM Committee to facilitate regional collaboration on food systems issues, including addressing food insecurity in the region, supporting farmers identifying as Black, Indigenous, and People of Color, and to oversee implementation of other FARM Committee priorities.

ACTIVITIES AND SERVICES

6.10 Regional Water Resources Management

COG's Regional Water Quality Management Program supports COG members' commitment to protecting water quality, water resources, and water infrastructure. The program represents the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature. A primary driver of this work is to improve local water quality and protect drinking source water, while also improving water quality in the Chesapeake Bay watershed

to meet nutrient and sediment pollutant load reductions mandated under the Chesapeake Bay TMDL and related state and federal permits.

The Chesapeake Bay Program drives significant requirements for wastewater treatment and stormwater management. COG provides a forum for members to influence Chesapeake Bay Program policies, programs, and decisions; voice local concerns; measure progress; quantify funding needs for water infrastructure and restoration; identify multiple benefits and cross-media issues (e.g., water quality, employment, economic, climate impacts, and air quality links); and communicate local successes and challenges.

6.20 Drinking Water Quality, Security and Response

COG works with the regional Water Security Workgroup to address water security issues, enhance drinking water system resiliency, and facilitate information sharing and coordination during water emergencies.

COG maintains the regional Water Supply Emergency Plan, the regional Water Supply and Drought Awareness Response Plan, and the operational plan for the NCR Water/Wastewater Agency Response Network (i.e., NCRWARN utility mutual aid). COG coordinates technical support and maintenance of a regional source water assessment tool (WaterSuite) and a Potomac water security monitoring capability network in partnership with utilities and local governments.

6.30 Community Engagement Campaign

COG works with area water utilities and local governments on outreach and education addressing water conservation (Wise Water Use), the value and safety of water and proper disposal of medications, and fats, oils, and grease (Protect Your Pipes). This focuses on the importance of water infrastructure to the region's public health, environment, as well as economic viability.

6.40 Food Security and Resilience

Now centered on supporting the Food and Agriculture Regional Member (FARM) Policy Committee and its Work Groups, this program advances FARM's mission to support development of long-term regional direction and collaboration toward a more resilient, secure, equitable, connected food and farm economy (food system) across Metropolitan Washington's urban, suburban and rural communities to provide more of the region's food needs. FARM's five major priorities include improving food security, supporting Black, Indigenous, and People of Color and small farmers, focusing on farmland preservation, land use regulations, environmental sustainability, and resilience, leveraging procurement to support equity and the region's food and farm economy, and improving and communicating regional food system data.

6.50 Anacostia Watershed Restoration Program

The Anacostia Watershed Restoration Partnership facilitates advancing the restoration of the Anacostia River and its tributaries through applications of best practices and advanced stormwater management techniques. COG supports the ongoing implementation of the Anacostia Restoration Plan, including tracking targets and indicators of and reporting metrics on the watershed restoration. This includes completing restoration projects, outreach campaign, implementation strategies, watershed monitoring, and reporting on conditions in the Anacostia.

6.60 Anacostia Watershed Special Projects

As a service to members in the Anacostia watershed, COG provides technical and professional assistance in addressing a range of issues related to urban stormwater management, stream ecology, fish passage, water quality monitoring, forestry, and watershed GIS analysis. Projects include riparian land restoration, stream trash surveys, fish and bacteria monitoring using DNA analysis, addressing the effectiveness of trash controls, and monitoring restored stream projects.

6.70 Blue Plains Users Support

The Blue Plains Advanced Wastewater Treatment Plant is the largest advanced wastewater treatment plant in the world and provides approximately half of the wastewater treatment in the region. Serving over two million people, the Blue Plains service area includes the District of Columbia, and portions of Fairfax, Prince George's, Montgomery, Loudoun, and Arlington counties. COG supports implementation of the 2012 Blue Plains IMA, providing Blue Plains users with a neutral forum for addressing policy and technical issues.

COG also provides specialized technical support to the Blue Plains users to address wastewater treatment; biosolids management research and outreach; wastewater conveyance and metering; water quality modeling; flow and load management; financial and cost allocations; asset management; and long-term planning. These efforts also support the Blue Plains plant discharge permit with Bay TMDL issues.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 7.0 Environmental Resources | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|--------------------|--------------------|----------------------|
| 7.10 Regional Environmental Resources Planning | | | |
| Member Dues | 237,869 | 440,500 | 463,000 |
| Regional Environmental Fund | 570,748 | 587,000 | 596,800 |
| Total Project Revenue | 808,617 | 1,027,500 | 1,059,800 |
| 7.20 Regional Environmental Special Projects | | | |
| Regional Environmental Fund | 36,151 | - | 15,000 |
| Regional Water Fund | 8,666 | - | - |
| Federal Funds | 156,031 | - | 838,000 |
| State & District Funds | - | - | - |
| Other | 3,183,813 | 103,000 | 2,802,500 |
| Total Project Revenue | 3,384,661 | 103,000 | 3,655,500 |
| 7.30 Regional Agriculture and Forestry Management | | | |
| Member Dues | 25,288 | 40,000 | - |
| Regional Environmental Fund | 70,000 | 95,400 | 99,600 |
| Regional Water Fund | 87,200 | - | - |
| Federal Funds | 108,350 | - | - |
| Total Project Revenue | 290,838 | 135,400 | 99,600 |
| 7.40 Recycling and Solid Waste | | | |
| Regional Environmental Fund | 123,715 | 150,800 | 158,000 |
| Other | 137,450 | 40,000 | 50,000 |
| Total Project Revenue | 261,165 | 190,800 | 208,000 |
| 7.50 Landfill Committee | | | |
| Other | 12,442 | 14,000 | 10,800 |
| Total Project Revenue | 12,442 | 14,000 | 10,800 |

| FY2025 | 7.0 Environmental Resources | | | % of Revenue | |
|----------------|------------------------------------|------------------|------------------|---------------------|--------|
| Revenue | Member Dues | 263,157 | 480,500 | 463,000 | 9.20% |
| Budget | Regional Environmental Fund (1) | 800,614 | 833,200 | 869,400 | 17.27% |
| | Regional Water Fund | 95,866 | - | - | 0.00% |
| | State & District Funds | - | - | - | 0.00% |
| | Federal Funds | 264,381 | - | 838,000 | 16.65% |
| | Other | 3,333,705 | 157,000 | 2,863,300 | 56.88% |
| | Total Operations Revenue | 4,757,723 | 1,470,700 | 5,033,700 | |
| | Pass-through Funds (2) | - | 2,700,000 | - | |
| | Total Revenue | 4,757,723 | 4,170,700 | 5,033,700 | |

(1) See also 6.0 Water Resources for additional use of Regional Environmental Funds
(2) See separate schedule for details on pass-through and special revenue funds

ENVIRONMENTAL RESOURCES

This program advances regional action on achieving environmental and sustainability goals for climate change, sustainable development, renewable energy, low-emission vehicles, alternative fuels, energy efficient communities, high performance buildings, energy conservation, resiliency planning, equity and environmental justice, tree canopy, and waste management. The region's energy and climate change initiative ties together the multi-sector work of COG's environmental resources, air, and water quality programs and is coordinated and integrated with transportation, land use, housing, and other areas.

Special projects focus on renewable energy deployment, removing barriers to sustainable solutions, and installing technology solutions to reduce energy use and emissions of greenhouse gases and pollutants. COG is also a forum to address regional waste management and recycling issues. Grants from federal, state, and other sources enable successful project implementation. Specific objectives include supporting local government efforts to develop local climate and energy action plans, electric vehicle plans, as well as expanding green building technologies, adoption of electric vehicle (EV) and charging infrastructure. The program also measures progress toward meeting the region's greenhouse gas emission reductions goals, addressing tree canopy management planning issues, and works toward coordinated responses to energy supply emergencies.

Policy Oversight: Climate, Energy, and Environment Policy Committee (CEEPC)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Jeff King, Climate, Energy, and Air Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Continued supporting implementation of the *Metropolitan Washington 2030 Climate and Energy Action Plan*. COG worked with members to develop the Priority Climate Action Plan (PCAP) for EPA's Climate Pollution Reduction Grant (CPRG). The plan presents practical and achievable strategies to reduce greenhouse gas emissions and air pollution in the Metropolitan Statistical Area (MSA) and positions the region to be eligible to compete for more than \$4B in new federal funding.
- Working with CEEPC, COG also established new regional solar deployment goals adopted by the COG Board, including a goal of 250,000 solar rooftops in the region by 2030. Additional goals that call on local jurisdictions to pursue solar installations on government facilities, explore renewable energy for 100 percent of government operations, and support community-wide efforts to deploy solar.
- Supported various climate and energy projects and initiatives across the region, including local member efforts to develop and implement climate and energy action plans; local electric vehicle planning through COG's Regional Electric Vehicle Deployment working group (REVD) and the EV information clearinghouse.
- Partnered with the District Department of the Environment to receive funding to repower switcher locomotives at Union Station. .
- Recruited sponsors and ran a regional multimedia campaign, Go Recycle, to promote best practices for waste reduction and recycling, which included a new Battery Management

media campaign with public and private sponsors to promote safer citizen battery disposal, which helps reduce solid waste and recycling facility fires.

- Developed a new tree canopy report entitled *Conserving Forests and Trees in Metropolitan Washington*, including new regional tree canopy goals, as the latest COG product to assist members in protecting, managing, and expanding their forest cover resources.

FY 2025 Priorities

- Continue supporting priority implementation activities to accelerate action on climate: regional EV readiness planning to support broader EV infrastructure deployment and coordination on best practices to deploy solar energy systems to meet the new regional solar goals, including through a Solar Summit with local climate, energy and procurement staff. Support clean electricity through large scale solar, community choice aggregation, and energy equity. Develop approaches to work with utilities, HOAs, schools, local energy procurement officers.
- Support local climate and energy action planning and implementation, with an emphasis on equity and resilience. Conduct engagement with key climate stakeholders including in low-income and disadvantaged communities across COG's equity emphasis areas.
- Continue to support resilient infrastructure planning. Collaborate with TPB staff on the Transportation Resilience Improvement Plan (TRIP) development and the Regional Electric Vehicle Infrastructure Deployment Plan (REVI).
- Expand Battery Management media campaign to promote safer citizen battery disposal, which will help reduce solid waste and recycling facility fires.
- Enhance and protect the region's forests and green infrastructure through activities of the Regional Tree Canopy Subcommittee, including work to meet local and regional tree canopy goals through development of a regional action plan.

ACTIVITIES AND SERVICES

7.10 Regional Environmental Resources Planning

This program advances regional action on achieving environmental and sustainability goals for climate change, sustainable development, renewable energy, alternative fuels, low-emission vehicles, energy efficient communities, high performance buildings, energy conservation, resiliency planning, equity and environmental justice, tree canopy, and recycling. The region's energy and climate change initiative ties together the multi-sector work of COG's environmental resources, air, and water quality programs and is coordinated and integrated with transportation, land use, housing, and other areas. The actions are directed through the *Metropolitan Washington 2030 Climate and Energy Action Plan*, such as preparing climate action plans, implementing new financing options for energy efficiency and renewable energy such as green banks, expanding community-level solar energy implementation, expanding building benchmarking and challenge initiatives, advocating for improved building energy codes, and assisting with reaching 100 percent energy code compliance.

The program manages the annual COG Climate and Energy Awards and the annual utility data request. It supports the Air and Climate Public Advisory Committee (ACPAC), tracks legislative and regulatory issues for the CEEPC Legislative Committee, and prepares advocacy materials for several state legislation measures, as well as for federal-level legislation/regulation. It also manages the Climate and Energy Progress Dashboard on the COG website as well as the DMV Climate Partners website and the weekly DMV Climate Clips e-news.

7.20 Regional Environmental Special Projects

Special projects focus on facilitating the deployment of renewable energy, removing barriers to implementation of solutions, and implementing projects that directly install technology solutions to reduce energy consumption, emissions of greenhouse gases, and criteria pollutants. Grants are received from federal, state, and other sources. This may include assisting developing climate plans, equity initiatives, resilience assessments, and implementation and deployment of electric vehicle infrastructure, diesel emission reduction technologies, energy efficiency measures, and solar photovoltaic systems.

7.30 Forestry Management

The program supports implementation of the *Regional Tree Canopy Management Strategy* and provides staff support to the Regional Tree Canopy Management Subcommittee under CEEPC. It supports the region's green infrastructure network by coordinating with COG members and other stakeholders on forest canopy assessments and updates and providing technical assistance on a range of forest, tree canopy, and food and agriculture issues.

7.40 Recycling and Solid Waste

COG is a forum to address regional waste management issues such as recycling, composting, and disposal. Activities under this program include supporting the Recycling Committee and Solid Waste Managers Group, coordinating a regional celebration of America Recycles Day, and implementing the regional Go Recycle promotional campaign. This work helps localities across the region advance toward zero landfilling goals, managing debris after significant storms, providing for alternate management of organic materials, and composting.

7.50 Landfill Committee

The I-95 Landfill Committee is a partnership between local governments participating in a regional agreement governing the use of the I-95 Landfill property resource owned by Fairfax County.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 8.0 Air Quality | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|----------------|----------------|------------------|
| 8.10 Clean Air Partners | | | |
| Member Dues | 58,800 | 58,800 | 58,800 |
| State & District Funds | 642,055 | 571,900 | 572,000 |
| Other | 73,500 | 50,000 | 75,000 |
| Total Project Revenue | 774,355 | 680,700 | 705,800 |
| | | | |
| 8.20 Regional Air Quality Attainment Planning | | | |
| Member Dues | 174,461 | 174,500 | 197,100 |
| State & District Funds | 174,539 | 174,500 | 197,100 |
| Total Project Revenue | 349,000 | 349,000 | 394,200 |
| | | | |
| 8.40 Air Quality Index & Monitoring | | | |
| State & District Funds | 22,523 | 25,000 | 25,000 |
| Total Project Revenue | 22,523 | 25,000 | 25,000 |
| | | | |
| 8.50 Air Quality Forecasting | | | |
| Member Dues | 30,578 | 59,400 | 45,300 |
| Total Project Revenue | 30,578 | 59,400 | 45,300 |

| FY2025 | 8.0 Air Quality (1) | | | % of Revenue | |
|---------|---------------------------------|------------------|------------------|------------------|--------|
| Revenue | Member Dues | 263,839 | 292,700 | 301,200 | 25.74% |
| Budget | Federal Funds | - | - | - | 0.00% |
| | State & District Funds | 839,117 | 771,400 | 794,100 | 67.85% |
| | Other | 73,500 | 50,000 | 75,000 | 6.41% |
| | Total Operations Revenue | 1,176,456 | 1,114,100 | 1,170,300 | |

(1) Additional funding for Air Quality Planning is included in the Unified Planning Work Program , Section 1.0 of this budget.

AIR QUALITY

The air quality program's purpose is to promote, plan for, and achieve healthy air quality for the residents in metropolitan Washington. It advances the region's sustainability goals by working to improve air quality and meet federal health standards. Over the past decade, the region's air quality has significantly improved as emissions of pollutants declined due to strategies adopted at the local, state, and federal levels. The strategies contributing to this significant progress are established through regional air quality plans developed by COG.

This program supports air quality activities to meet and maintain attainment of National Ambient Air Quality Standards (NAAQS), to forecast air quality to protect public health, analyze air quality data trends, promote individual and business community actions to improve air quality, and conduct public education and outreach programs.

It supports the work of the Metropolitan Washington Air Quality Committee (MWAQC) to protect public health and promote environmentally sound economic development. MWAQC is the designated regional air quality planning body under Section 174 of the Clean Air Act, responsible for preparing air quality plans for metropolitan Washington and advising the National Capital Region Transportation Planning Board (TPB) on conformity of regional transportation plans to the region's air quality plans. The air quality program also manages Clean Air Partners, a bi-regional public-private partnership (Baltimore-Washington) that promotes individual and business actions to improve air quality and conducts student and public education programs.

Policy Oversight: Metropolitan Washington Air Quality Committee (MWAQC)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Jeffrey King, Climate, Energy, and Air Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- COG released its Ozone Season Summary, which revealed 17 “Code Orange” and four “Code Red” unhealthy air days in 2023. The region recorded that high number of unhealthy air days due to an unusually high number of wildfire smoke events affecting ozone and fine particle levels adversely. COG applied for a waiver from the Environmental Protection Agency to declare several of the ozone exceedance days driven by wildfires as “exceptional events” and to therefore not impact the region's compliance with federal air quality standards.
- MWAQC submitted an air quality plan with updated motor vehicle emissions budgets for the 2008 Ozone National Ambient Standard.
- COG published its Air Quality Trends report. The report shows the region's air quality in relation to federal air quality standards for six pollutants—ground-level ozone, particulate matter, carbon monoxide, sulfur dioxide, nitrogen dioxide, and lead. It also highlights actions that have led to significant progress in reducing air pollution in the region.
- To communicate forecasted and real-time air quality information to the public, staff maintained an air quality dashboard, forecast, and real-time data display. The air quality forecast page continues to be one of the most visited pages on the COG website.

- Clean Air Partners held a lawn equipment exchange event where residents exchanged gas-powered equipment for cleaner, electric models. The campaign included three 'Backyard Bubble' exhibits at local ACE Hardware stores to educate residents on how they can contribute to clean air by making small changes in their home and garden care and outdoor leisure activities .

FY 2025 Priorities

- Continue coordinating with the U.S. Environmental Protection Agency to redesignate the region as meeting the 2015 ozone standard (*Redesignation Request*) for the first time and develop a *Maintenance Plan* detailing how officials will maintain the region's air quality progress.
- Work with local jurisdictions to identify and implement initiatives to reduce air pollution, with a goal of achieving no unhealthy air days in the region and maintaining the federal standard for ozone.
- Advocate for federal clean air policies that improve metropolitan Washington's air and protect public health.
- Communicate to regional leaders and the public on improvements to air quality and the need for actions to reduce emissions and continue to improve the air.
- MWAQC's Environmental Justice (EJ) Subcommittee will develop an EJ action plan. The plan will assist members on how they can consider EJ when implementing air quality policies, projects, and programs.

ACTIVITIES AND SERVICES

8.10 Clean Air Partners

Clean Air Partners, operating through COG, is a non-profit, public-private partnership that works to improve the health and quality of life of residents in the metropolitan Baltimore and Washington regions. Clean Air Partners educates the public about the health risks associated with poor air quality and encourages individuals and organizations to take simple actions to protect public health, improve air quality, and reduce greenhouse gas emissions that contribute to climate change. This will include implementing various grassroots outreach and public awareness campaigns to encourage residents to take actions to improve the region's air, such as taking transit, teleworking, or refueling vehicles after dark.

8.20 Regional Air Quality Attainment Planning

COG works with the state and District clean air agencies and local environmental departments to develop plans and documentation for attaining compliance with Clean Air Act requirements for the region. The program will complete actions to document progress toward meeting and maintaining the federal ozone standards and implement any additional actions needed to further reduce the region's ozone levels and eliminate unhealthy air days in the region.

8.40 Air Quality Index and Monitoring

This program calculates and publicly reports a daily Air Quality Index (AQI) for metropolitan Washington, updates real-time and historical data on the COG and Clean Air Partners websites, communicates with local media outlets regarding air quality, and develops the air quality trends report.

8.50 Air Quality Forecasting

The air quality forecast program provides daily forecasts of ozone and fine particle levels during the summer. Forecasts are provided for COG, Clean Air Partners, and EPA AirNow websites. Forecasts are made in cooperation with year-round regional fine particle forecasts prepared in cooperation with the state air agencies for the Washington region. Forecasts are distributed to both the news media and employers and individuals who subscribe to the EPA EnviroFlash system.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025

| 9.0 Strategic Initiatives & Member Services | FY23 Actual | FY24 Budget | FY25 Proposed |
|--|------------------------|------------------------|--------------------------|
| 9.10 Strategic Initiatives & Board Engagement (1) | | | |
| Member Dues | 1,308,300 | 439,900 | 298,600 |
| Bldg & Interest Revenue | 440,200 | 480,900 | 480,900 |
| Other Revenue | 25,900 | 23,200 | 10,000 |
| Total Revenue | 1,774,400 | 944,000 | 789,500 |
| 9.20 Communications & Public Relations (1) | | | |
| Member Dues | 171,000 | 220,500 | 223,500 |
| Total Revenue | 171,000 | 220,500 | 223,500 |
| 9.30 Cooperative Purchasing | | | |
| Member Dues | - | 48,400 | - |
| Service Fees | 364,900 | 100,000 | 152,100 |
| Total Revenue | 364,900 | 148,400 | 152,100 |
| 9.40 Institute for Regional Excellence | | | |
| Member Dues | - | 45,400 | 12,500 |
| Service Fees (Registration) | 113,000 | 118,400 | 165,000 |
| Total Revenue | 113,000 | 163,800 | 177,500 |
| 9.50 Sublease, Non-Reimbursable Expense | | | |
| Member Dues | - | 57,600 | 61,200 |
| Rent | 37,700 | 30,000 | - |
| Total Revenue | 37,700 | 87,600 | 61,200 |

| FY2025 | 9.00 Strategic Initiatives & Member Services | | | % of Revenue | |
|----------------|---|------------------|------------------|-------------------------|--------|
| Revenue | Member Dues | 1,479,300 | 811,800 | 595,800 | 42.44% |
| Budget | Bldg & Interest Revenue | 440,200 | 480,900 | 480,900 | 34.26% |
| | Service Fees & Other Revenue | 541,500 | 271,600 | 327,100 | 23.30% |
| | Total Operations Revenue | 2,461,000 | 1,564,300 | 1,403,800 | |
| | Pass -Through and Other Funds | - | - | - | |
| | Total Revenue | 2,461,000 | 1,564,300 | 1,403,800 | |

(1) A portion of the costs for the Board of Governors, Executive Office, and the Office of Communications is included in the indirect cost pool and allocated across all programs of the organization. The figures shown here are for the portion of costs that are not included in the indirect cost pool and require direct funding.

STRATEGIC INITIATIVES & MEMBER SERVICES

COG provides many benefits to its members. Several of these benefits, which are tied to specific departments, have been noted earlier in this document, such as planning work, data and analysis, and public services like Commuter Connections and Clean Air Partners.

This section of the work program covers COG's strategic initiatives and how staff are facilitating cross-departmental programs, developing partnerships between COG and regional stakeholder organizations, and providing additional member services that support the entire organization, including the COG Board of Directors, Chief Administrative Officers (CAO) Committee, and other affiliated committees.

Additional member services include providing value-added programs that support member government productivity and education. The Cooperative Purchasing Program and the Institute for Regional Excellence (IRE) maximize return on local investment in COG by providing valuable training and cost savings.

Policy Oversight: COG Board of Directors
Staff Directors: Clark Mercer, Executive Director
Monica Beyrouti Nunez, Government Relations & Member Services Manager

WORK PROGRAM HIGHLIGHTS

FY 2024 Accomplishments

- Convened area officials to help address the major deficit Metro is facing for the system's Fiscal Year 2025 budget. A workgroup of COG's Chief Administrative Officers Committee analyzed WMATA's cost structure and proposed near-term recommendations, which have helped forge consensus on a path forward to avoid major service disruptions in FY 2025.
- Advanced various regional racial equity initiatives. COG and the Government Alliance on Race and Equity (GARE) organized the third Advancing Racial Equity Learning Cohort for more than 100 local government staff members focused on strategies that normalize conversations about race, operationalize new policies and cultures, and organize policy, change, and reform to achieve racial equity. COG also launched a topic-based mini-series providing an opportunity for local government staff to participate in advanced racial equity training on centering equity in the areas of community engagement, budget and finance, and equitable development.
- Continued strategic outreach to the congressional delegation and state lawmakers, such as hosting a reception that convened the region's four U.S. Senators and COG members on Capitol Hill, to increase awareness of COG priorities and maximize potential partnerships to advance regional legislative goals. Staff also strengthened external relations with the public, private, and nonprofit sectors to advance shared regional goals.
- Coordinated media outreach promoting COG members, staff, and programs on various topics, including feature stories and interviews covering COG's coordination on Metro, the regional solar goals, the city and county managers' letter on federal telework policies, and air quality forecasts and health alerts.

- Managed and promoted the Cooperative Purchasing Program, which saves participants time and money through volume buying of goods and services. Current contracts include diesel fuel, bio-diesel, heating oil, self-contained breathing apparatus (SCBA), personal protective equipment (PPE), subscriber radios, health and safety training, environmental, transportation and public safety consulting, staffing services, bottled water, road salt and ice melt.
- Continued sponsorship and promotion of the Institute for Regional Excellence (IRE) program, a graduate-level Certified Public Manager training program held in partnership with the George Washington University, for mid- to senior-level managers in area governments. In the most recent cohort, 25 participants graduated from the program, which has graduated almost 500 managers since its inception.

FY 2025 Priorities

- Build on the recent work on WMATA's budget as well as the dialogue about the region's post-pandemic future. COG is proposing moving forward with a more comprehensive examination of the region's entire transit network—WMATA and the various other providers—to develop a new, long-term vision for transit in metropolitan Washington.
- Continued coordination of racial equity initiatives, including facilitation of additional regional trainings focused on implementation within various local government disciplines.
- Coordinate a wide range of member communications products, including bimonthly COG newsletters, daily regional news clip emails, social media posts, as well as multimedia projects featuring COG members, staff, and programs.
- Enhance the Cooperative Purchasing Program, through savings on cooperative and collaborative procurement of goods and services, savings on administration, training, and joint service delivery for selected services for interested jurisdictions. Potential upcoming procurements are anticipated to include wastewater treatment chemicals, staffing services, specialized vehicles, and EMT training services.
- Further enhance the role of the IRE program to facilitate research, proposals, and thought leadership on regional challenges to improve regional decision and policy making.

ACTIVITIES AND SERVICES

9.10 Strategic Initiatives & Member Services

COG's membership and government relations program focuses on member retention by visiting jurisdictions and highlighting member programs and benefits throughout the year. The program also fosters state and federal relationships and oversees production of COG's annual legislative priorities to advocate on behalf of region and member governments.

9.20 Communications & Public Relations

COG's Office of Communications (OC) supports COG's mission by enhancing its reputation as the hub for regional partnership, where area officials and experts make connections, share information, and develop solutions to the region's major challenges. OC regularly coordinates with COG program and administrative staff to highlight the leadership of COG's members and knowledge of COG's subject

matter experts in advancing regional priorities using traditional news placement, articles on the COG website, various e-newsletters, social media, podcasts, and videos.

9.30 Cooperative Purchasing

COG's Cooperative Purchasing Program saves participants time and money through volume buying of goods and services—such as diesel and biodiesel fuels, heating oil, gasoline, road salt, ice melt, consulting services, self-contained breathing apparatuses, and public safety radios. The program also offers a clearinghouse for local government solicitations. COG encourages the use of cooperative purchasing rider clauses in members' procurement specifications and contract awards, which allow members to take advantage of other members' contracts and reduce administrative costs.

COG continues to implement the reinvestment fee paid by contractors to assure long-term support for COG's Cooperative Purchasing Program and related membership services initiatives, thereby leveraging COG's subject matter expertise and increasing the value of COG's membership dues contributions.

9.40 Institute for Regional Excellence

COG sustains and enhances value-added services to its local jurisdictions through the Institute for Regional Excellence (IRE). Through partnership with local jurisdictions, George Washington University's Center for Excellence in Public Leadership (GW CEPL) and other private partners, the IRE Regional Executive Development Program targets mid-level and senior managers for leadership and management training. The IRE is fully accredited by the National Certified Public Managers Consortium, making COG the first and only regional council in the nation to receive such distinction.

IRE Program participants examine issues and develop recommendations that are shared with the COG CAOs Committee and other COG committees and staff. These have proven valuable for enhancing existing COG programs as well as fostering new ideas and initiatives. Recent topics have included transportation, public safety, education, mental health, and economic development.

9.50 Sublease, Non-Reimbursable Expense

COG sublet a small portion of its office space to the building manager. The lease ceased in FY24. Non-reimbursable expenses are those not allowed by federal cost reimbursement guidelines to be charged to indirect.

Building and Interest Revenue

COG's membership fees are heavily leveraged and provide substantial match to federal, state, and private or foundation grants and contracts as described in the program sections of this document. COG also receives a small amount of interest income from very conservative instruments that hold COG's reserve funds and building income as one of the owners of the Center for Public Administration and Service building at 777 North Capitol Street where COG is headquartered. COG has an adopted policy outlining both capital and operating reserve fund targets and the criteria and process consideration of the use of capital and operating reserve fund.

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2025**

| Pass-Through & Special Revenue Funds | FY23 Actual | FY24 Budget | FY25 Budget |
|---|------------------------|------------------------|------------------------|
| UASI Projects Pass-Through | 3,106,700 | 4,000,000 | 4,076,700 |
| Securing the Cities | - | 2,000,000 | - |
| Enhanced Mobility Pass-Through | 2,081,800 | 3,675,900 | 4,054,300 |
| Switcher Locomotive Pass Through | - | 2,700,000 | - |
| Commuter Connections Pass-Through | - | 110,900 | - |
| WMATA Fire Chief Liaison Pass-Through | - | 722,000 | - |
| Public Safety Special Projects | 46,000 | - | - |
| Foster Parent Pass-Through | - | 18,000 | - |
| Commuter Connections Client Memberships | - | 56,400 | - |
| Bike to Work | - | 50,000 | - |
| Total Pass-Through & Special Revenue Funds | 5,234,500 | 13,333,200 | 8,131,000 |

Metropolitan Washington Council of Governments
Active Positions by Department
(Excluding interns)

| | FY2023 | FY2024 |
|---|---------------|---------------|
| Department of Transportation | 55 | 54 |
| Department of Environmental Programs | 23 | 25 |
| Department of Community Planning and Services | 7 | 6 |
| Department of Homeland Security and Public Safety | 11 | 10 |
| Office of Finance and Administrative Services | 11 | 11 |
| Information Technology | 7 | 6 |
| Executive Office and Member Services | 3 | 3 |
| Office of Human Resources | 4 | 4 |
| Office of Communications | 2 | 3 |
| | 123 | 122 |

Note: Employee number (excluding interns) on the last payroll of FY23 for FY23 data, employee number(excluding interns) on the pay period ending 3/09/24 for FY24 data



Metropolitan Washington
Council of Governments

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