



## BOARD OF DIRECTORS

Wednesday, November 13, 2019  
12:00 - 2:00 P.M.  
Walter A. Scheiber Board Room

### AGENDA

- 12:00 P.M.**
- 1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**  
*Robert C. White, Jr., COG Board Chair*
  - 2. CHAIRMAN'S REPORT**  
*Robert C. White, Jr., COG Board Chair*
- 12:05 P.M.**
- 3. EXECUTIVE DIRECTOR'S REPORT**  
*Chuck Bean, COG Executive Director*
  - 4. AMENDMENTS TO THE AGENDA**  
*Robert C. White, Jr., COG Board Chair*
- 12:15 P.M.**
- 5. APPROVAL OF THE MINUTES FROM OCTOBER 10, 2019**  
*Robert C. White, Jr., COG Board Chair*  
**Recommended Action: Approve minutes.**
  - 6. ADOPTION OF CONSENT AGENDA ITEMS**  
*Robert C. White, Jr., COG Board Chair*
    - A. Resolution R32-2019 – Resolution authorizing COG to receive a grant to upgrade water supply contaminant warning systems
    - B. Resolution R33-2019 – Resolution authorizing COG to receive a grant to provide support for the situational awareness dashboard in the National Capital Region
    - C. Resolution R34-2019 – Resolution authorizing COG to receive a grant to support the WMATA Metrorail station emergency response exercise series
    - D. Resolution R35-2019 – Resolution authorizing COG to receive a grant to develop computer-based Metrorail station emergency response training
    - E. Resolution R36-2019 - Resolution authorizing COG to receive a grant, procure and enter into a contract to conduct independent evaluation of the bi-annual regional air passenger survey
    - F. Resolution R37-2019 - Resolution authorizing COG to receive a grant to assist the Prince George's County Department of the Environment with stream trash survey and maintenance of stream trash traps**Recommended Action: Approve Resolutions R32-2019 - R37-2019.**

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

- 12:20 P.M.**     **7. FY2019 YEAR END FINANCIAL REPORT**  
*Kate Stewart, COG Secretary-Treasurer*  
*Julie Mussog, COG Chief Financial Officer*
- The board will be briefed on the Fiscal Year 2019 Year End Financial Report.
- Recommended Action: Receive briefing.**
- 12:30 P.M.**     **8. FY2021 MEMBER DUES RECOMMENDATION**  
*Chuck Bean, COG Executive Director*
- The board will be briefed on the proposal for the Fiscal Year 2021 Member Dues and Regional Fees.
- Recommended Action: Receive briefing and Adopt Resolution R38-2019.**
- 12:45 P.M.**     **9. ADVANCING REGIONAL HOUSING TARGETS AT THE LOCAL LEVEL**  
*Derrick L. Davis, COG Board Vice Chair and Housing Strategy Group Chair*
- Board members will discuss implementation of the regional housing targets and efforts currently underway in their local jurisdictions to address the region's housing shortfall.
- Recommended Action: Receive briefing.**
- 1:00 P.M.**     **10. CYBERSECURITY IN LOCAL GOVERNMENT**  
*Tara Miller, Process Improvement Achievers President*  
*Rick Mellendick, Process Improvement Achievers Chief Security Officer*
- The board will be briefed on cybersecurity in local government and how to prevent and respond to cyberattacks.
- Recommended Action: Receive briefing.**
- 1:25 P.M.**     **11. REGION FORWARD COALITION ACCOMPLISHMENTS AND PRIORITIES**  
*Marybeth Connolly, COG Region Forward Coalition Co-Chair*
- The board will be briefed by the leadership of the Region Forward Coalition (RFC) on the committee's accomplishments in 2019 and their priorities for 2020. The board will be asked to provide feedback and direction for the upcoming year.
- Recommended Action: Receive briefing.**
- 1:40 P.M.**     **12. HUMAN SERVICES POLICY COMMITTEE ACCOMPLISHMENTS AND PRIORITIES**  
*John Rigg, COG Human Services Policy Committee Chair*
- The board will be briefed by the leadership of the Human Services Policy Committee (HSPC) on the committee's accomplishments in 2019 and their priorities for 2020. The board will be asked to provide feedback and direction for the upcoming year.
- Recommended Action: Receive briefing.**
- 1:55 P.M.**     **13. OTHER BUSINESS**
- 2:00 P.M.**     **14. ADJOURN**  
The next meeting is scheduled for Wednesday, January 8, 2020.

# **AGENDA ITEM #2**

# **CHAIRMAN'S REPORT**



## 2020 COG Board of Directors Meeting Dates

Note: The COG Board of Directors typically meet from 12–2 P.M. on the second Wednesday of every month except July and August.

- January 8
- February 12
- March 11
- April 8
- May 13
- June 10
- July 10 - 12 – Annual Retreat
- August – No Meeting
- September 9
- October 14
- November 12\*
- December 9 – Annual Meeting

\*Note: Due to Veteran's Day on Wednesday, November 11, the meeting will be held on Thursday, November 12.

# **AGENDA ITEM #3**

## **EXECUTIVE DIRECTOR'S REPORT**



## MEMORANDUM

**TO:** COG Board of Directors  
**FROM:** Chuck Bean, COG Executive Director  
**SUBJECT:** Executive Director's Report – November 2019  
**DATE:** November 6, 2019

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## POLICY BOARD & COMMITTEE UPDATES

**National Capital Region Transportation Planning Board (TPB)** – At its October meeting, the TPB discussed regional roadway safety with presentations by the District and Virginia Departments of Transportation. The board also learned about the COG Board action to set regional housing targets, which works in tandem with the TPB's aspirational planning initiative to bring jobs and housing closer together. The board was also briefed on a new web mapping tool showing the region's transit walksheds, the area around a transit station reachable on foot.



**HOUSING TARGETS ALIGN WITH TPB WORK**  
The three regional housing targets recently adopted by the COG Board work in tandem with the TPB's Aspirational Initiatives, particularly its initiative to "bring jobs and housing closer together."

[Read the TPB News article](#)

**Region Forward Coalition (RFC)** – The October RFC meeting featured briefings and discussions on the policies and programs supported by the Center for Climate Health and Equity at the American Public Health Association (APHA). RFC also heard from LEED for Cities & Communities, U.S. Green Building Council, and District Department of Energy and Environment on their programs that infuse sustainability and equity best practices and performance metrics to improve the quality of life in local communities.

## OUTREACH & PROGRAM HIGHLIGHTS

**Fair Housing Plan** – COG convened its member jurisdictions and public housing authorities and the U.S. Department of Housing and Urban Development's Fair Housing and Equal Opportunity department on October 30 to kick off a regional planning process to evaluate impediments to fair housing choice and develop local and regional strategies to create more inclusive communities.

**Regional Housing Targets** – COG leadership completed speaking engagements in October on the region’s new housing targets. COG Executive Director Chuck Bean spoke at the DC Chamber of Commerce State of the District and Region Conference, Housing Association of Nonprofit Developers (HAND) Forum, before the Prince George’s County Council, and at the National Association of Regional Councils’ Executive Directors Conference. Department of Community Planning and Services Director Paul DesJardin spoke to the Maryland National Capital Parks and Planning Commission, Baltimore Metropolitan Council, and before the Prince William County Board, among other groups.

**Street Smart Fall Kickoff** – The region’s Street Smart campaign kicked off October 28 in the District of Columbia. The campaign offers safety tips for drivers, pedestrians, and bicyclists. This year the campaign incorporated video testimonials from victims of crashes and their families.

**Community Leadership Institute (CLI)** – CLI, held October 30, and November 5 and 7, engaged community leaders in discussions and education about transportation planning in the region. Through role-playing and mapping activities, participants learned about how transportation projects are planned, funded, and implemented.

**Sustainable Purchasing Forum** – COG’s Cooperative Purchasing Program and Department of Environmental Programs, and the Mid-Atlantic Purchasing Team sponsored the Second Annual Sustainable Purchasing Forum and Expo to promote “green” purchasing and products in the region. More than 20 agencies from the metropolitan Washington and Baltimore regions attended, as well as 25 vendors.

**Clean Air Partners Slogan Contest** – The 6th annual Clean Air Partners Slogan Contest is accepting submissions. Metropolitan Baltimore-Washington students in grades 4-8 are invited to submit a creative slogan that brings to light the solutions to air pollution and climate change and inspires people to take actions to improve our region’s air quality. Deadline for submissions via cleanairpartners.net is November 13.

**Symposium of Emerging Transportation Trends** – Commuter Connections Director Nick Ramfos spoke at the International Symposium of Emerging Transportation Trends (ISETT) in Rome, Italy on the incentive programs associated with Commuter Connections (Guaranteed Ride Home, ‘Pool Rewards, Flextime Rewards, CarpoolNow, and incenTrip).



**IMAGINE A DAY WITHOUT WATER**  
Area water and wastewater utilities on COG’s Community Engagement Campaign created a video sharing their efforts to strengthen the region’s water infrastructure.

[Watch the video](#)

**WRAPPY Awards** - COG received a 2019 Community Partnership Award from the Washington Regional Alcohol Program (WRAP) for collaborating on the *How Safe Are Our Roads? Report*.

**Ryerson University visits COG** - Department of Community Planning and Services and Department of Transportation Planning staff spoke with visiting students from Ryerson University of Toronto about regional planning.

## MEDIA HIGHLIGHTS

**Alexandria, Arlington take first steps to collaborate as Amazon growth looms** - COG Executive Director Chuck Bean is quoted about collaboration between the Alexandria City Council and Arlington County Board on housing affordability, workforce development, and other challenges.

[Washington Post story](#)

**Overall crime in DC region is down by double digits** - COG Police Chiefs Committee Chair Jay Farr is quoted about the findings of the *Annual Report on Crime and Crime Control*.

[WTOP article](#)

**Regional officials team up to improve racial equity and opportunities** - COG Government Relations Supervisor

Monica Nunez is quoted about a new learning cohort to advance racial equity launched by COG and the Government Alliance on Race and Equity.

[WDVM story](#)

**It's the most dangerous time of year for pedestrians in our area. Here's what you can do** - COG Transportation Planner Michael Farrell is quoted about the launch of the fall Street Smart pedestrian and bicycle safety campaign.

[WUSA 9 article](#)



**STREET SMART PROMOTES ROADWAY SAFETY**  
The campaign launched in the wake of a 14 percent spike in pedestrian fatalities between 2017 and 2018 in the area.

[Read the news release](#)



# **AGENDA ITEM #4**

## **AMENDMENTS TO THE AGENDA**

# **AGENDA ITEM #5**

## **APPROVAL OF THE MINUTES**

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

**MINUTES  
COG Board of Directors Meeting  
October 10, 2019**

**BOARD MEMBERS AND ALTERNATES:** See attached chart for attendance.

**SPEAKERS:**

Dan Sze, COG Climate, Energy, and Environment Policy Committee (CEEP) Chair  
Tamara Toles O’Laughlin, COG Air and Climate Public Advisory Committee (ACPAC) Chair  
Jon Stehle, Chesapeake and Water Resources Policy Committee (CBPC) Vice Chair  
Chief M. Jay Farr, COG Police Chiefs Committee Chair  
Martin Nohe, Transportation Planning Board Chairman

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

COG Board Vice Chair Derrick L. Davis. called the meeting to order at 12:04 P.M. and led the Pledge of Allegiance.

**2. CLIMATE AND ENERGY LEADERSHIP AWARDS**

COG Board Vice Chair Derrick L. Davis, CEEP Chair Dan Sze, and ACPAC Chair Tamara Toles O’Laughlin presented the COG Climate and Energy Leadership Awards to the Prince George’s County Department of Environment’s Food Composting Program, Anacostia Coordinating Council, and Fairfax County Public Schools for their outstanding efforts to reduce greenhouse gas emissions and advance regional goals.

**3. CHAIRMAN’S REPORT**

- A. The Annual Meeting and Awards Luncheon will be held on December 11.
- B. The deadline for awards nominations is October 18.

**4. EXECUTIVE DIRECTOR’S REPORT**

Executive Director Chuck Bean discussed several local efforts that were the first of their kind, including the first gas station to be converted to electric vehicle charging in Takoma Park and the Golden Triangle Business Improvement District (BID) was the first BID to become LEED certified. Next, COG Deputy Director Stuart Freudberg provided an update on the region’s drought and water supply status. Then, Bean noted that the metropolitan Washington region was recognized as one of the four climate leaders in the nation by the Global Covenant of Mayors for Climate and Energy. Finally, Bean recognized COG Transportation Planner Jon Schermann as Heart of COG for his work helping the Transportation Planning Board address traffic safety and freight management issues.

**5. AMENDMENTS TO AGENDA**

There were no amendments to the agenda.

**6. APPROVAL OF MINUTES**

The minutes from the September 11, 2019 board meeting were approved.

## **7. ADOPTION OF CONSENT AGENDA ITEMS**

- A. Resolution R28-2019 – Resolution approving the appointments to the COG 2020 Nominating Committee
- B. Resolution R29-2019 – Resolution approving the appointments to the COG 2020 Legislative Committee
- C. Resolution R30-2019 - Resolution authorizing COG to receive a grant from the District Department of Energy and Environment to repower switcher locomotives at Union Station
- D. Resolution R31-2019 - Resolution authorizing COG to receive a grant to provide funding for homeland security and public safety support

**ACTION: Approved Resolutions R28-2019 - R31-2019.**

## **8. CLIMATE, ENERGY, AND ENVIRONMENT ACCOMPLISHMENTS AND PRIORITIES**

COG Climate, Energy, and Environment Policy Committee (CEEPC) Chair Dan Sze briefed the board on the committee's accomplishments in 2019, including global recognition as U.S. Metro-Scale Climate Leader and EPA and DOE grants for diesel retrofits and LED street lighting, as well as their priorities for 2020, including the Northern Virginia Army Corp of Engineers Flood Risk Study and identifying regional climate and energy goal for 2030.

**ACTION: Received briefing.**

## **9. CHESAPEAKE BAY AND WATER RESOURCES ACCOMPLISHMENTS AND PRIORITIES**

Chesapeake and Water Resources Policy Committee (CBPC) Vice Chair Jon Stehle briefed the board on the committee's accomplishments in 2019, including the Potomac Water Quality Report and congressional letter supporting the Chesapeake Bay Program reauthorization and increased funding, as well as their priorities for 2020, including continued dialogue with the EPA's Chesapeake Bay Program staff and developing a video for Chesapeake Bay Awareness Week.

**ACTION: Received briefing.**

## **10. REGIONAL REPORT ON CRIME AND CRIME CONTROL**

COG Police Chiefs Committee Chair and Arlington County Police Chief M. Jay Farr briefed the board on the results of annual *Report on Crime and Crime Control*. Chief Farr noted that crime decreased for the fifth consecutive year, dropping over 10 percent in 2018. Additionally, he noted that property crime, including burglary, larceny, and motor vehicle theft, decreased more than 11 percent in 2018. Farr attributed the decrease in crime in part to the commitment to regional law enforcement initiatives and dedication to training, information sharing, and innovative crime technologies.

**ACTION: Received briefing.**

## **11. THE INTERSECTION OF HOUSING AND TRANSPORTATION**

Transportation Planning Board (TPB) Chair Martin Nohe congratulated board members for adopting the regional housing targets related to the amount of additional units needed, accessibility of housing location, and affordability at various cost points. He discussed how the housing targets help advance the TPB's long-range transportation plan, Visualize 2045, and specifically its initiative to bring jobs and housing closer together. He called on local governments to explore policies, programs, and projects that increase housing units and locate housing near regional activity centers and near high capacity transit stations.

**ACTION: Received briefing.**

## **12. EXECUTIVE SESSION**

The board entered in a closed session.

**13. OTHER BUSINESS**

There was no other business.

**14. ADJOURN**

Upon motion duly made and seconded, the meeting was adjourned at 2:02 P.M.

**October 2019 Attendance**

<u>Jurisdiction</u>	<u>Member</u>	<u>Y/N</u>	<u>Alternate</u>	<u>Y/N</u>
<b><i>District of Columbia</i></b>				
<b>Executive</b>	Hon. Muriel Bowser		Ms. Beverly Perry Mr. Wayne Turnage	Y
	Mr. Rashad Young			
<b>Council</b>	Hon. Phil Mendelson	Y		
	<b><i>Hon. Robert White</i></b>			
<b><i>Maryland</i></b>				
Bowie	Hon. G. Frederick Robinson			
Charles County	Hon. Reuben Collins		Thomasina Coates Gilbert Bowling	
City of Frederick	Hon. Michael O'Connor	Y		
Frederick County	Hon. Jan Gardner		Mr. Roger Wilson	Y
College Park	Hon. Patrick Wojahn		Hon. Monroe Dennis	
Gaithersburg	Hon. Robert Wu		Hon. Neil Harris	
Greenbelt	Hon. Emmett Jordan	Y	Hon. Judith "J" Davis	
Laurel	Hon. Craig Moe		Hon. Michael Leszcz	Y
Montgomery County				
<b>Executive</b>	Hon. Marc Elrich	Y	Mr. Andrew Kleine	
<b>Council</b>	Hon. Tom Hucker	Y (phone)		
	Hon. Nancy Navarro			
Prince George's County				
<b>Executive</b>	Hon. Angela Alsobrooks		Mr. Major F. Riddick Mark Magaw	Y
<b>Council</b>	Hon. Todd Turner			
	<b><i>Hon. Derrick Leon Davis</i></b>	Y		
Rockville	Hon. Bridget Newton			
Takoma Park	Hon. Kate Stewart		Cindy Dyballa	Y
Maryland General Assembly	Hon. Brian Feldman			
<b><i>Virginia</i></b>				
Alexandria	Hon. Justin Wilson		Hon. Redella Pepper	
Arlington County	<b><i>Hon. Christian Dorsey</i></b>	Y		
City of Fairfax	Hon. David Meyer	Y	Michael DeMarco	
Fairfax County	Hon. Sharon Bulova		Hon. Patrick Herrity	
	Hon. Penelope A. Gross	Y	Hon. Catherine Hudgins	
	Hon. John Foust	Y	Hon. Kathy Smith	
Falls Church	Hon. David Snyder		Hon. David Tarter	
Loudoun County	Hon. Matt Letourneau	Y		
Loudoun County	Hon. Phyllis Randall			
Manassas	Hon. Mark Wolfe	Y		
Manassas Park	Hon. Hector Cendejas	Y	Hon. Miriam Machado	
Prince William County	Hon. Frank Principi	Y		
	Hon. Ruth Anderson	Y		
Virginia General Assembly	Hon. George Barker	Y		

Total: 21

# **AGENDA ITEM #6**

## **ADOPTION OF CONSENT AGENDA ITEMS**

## **ADOPTION OF CONSENT AGENDA ITEMS**

**A. Resolution R32-2019 – Resolution authorizing COG to receive a grant to upgrade water supply contaminant warning systems**

The board will be asked to adopt Resolution R32-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the State Administrative Agent for the National Capital Region (NCR) in the amount of \$672,000. The purpose of the project is to upgrade monitoring, identification, and response capabilities for intentional or accidental contamination events affecting the NCR water supply and public water systems. Funding for this effort will be provided through a grant from the U.S. Department of Homeland Security, Federal Emergency Management Agency administered by the State Administrative Agent on behalf of the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Approve Resolution R32-2019.**

**B. Resolution R33-2019 – Resolution authorizing COG to receive a grant to provide support for the situational awareness dashboard in the National Capital Region**

The board will be asked to adopt Resolution R33-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from State Administrative Agent for the National Capital Region in the amount of \$290,700. The purpose of the grant is to maintain the situational awareness dashboard licensure and system administration and improve dashboard governance and its use by operations centers. Funding for this effort will be provided through a grant from the U.S. Department of Homeland Security and the Federal Emergency Management Agency administered by the State Administrative Agent on behalf of the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Approve Resolution R33-2019.**

**C. Resolution R34-2019 - Resolution authorizing COG to receive a grant to support the WMATA Metrorail station emergency response exercise series**

The board will be asked to adopt Resolution R34-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the State Administrative Agent for the National Capital Region in the amount of \$265,000. The purpose of the project is to develop and conduct three multi-jurisdictional exercises to improve Metrorail preparedness in the National Capital Region. Funding for this effort will be provided through a grant from the U.S. Department of Homeland Security, Federal Emergency Management Agency administered by the State Administrative Agent on behalf of the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Adopt Resolution R34-2019.**



**D. Resolution R35-2019 - Resolution authorizing COG to receive a grant to develop computer-based Metrorail station emergency response training**

The board will be asked to adopt Resolution R35-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the State Administrative Agent for the National Capital Region in the amount of \$500,000. The purpose of the project is to develop five 30-45-minute Computer Based Training courses for law enforcement covering Metro emergency response priorities. Funding for this effort will be provided through a grant from the U.S. Department of Homeland Security, Federal Emergency Management Agency administered by the State Administrative Agent on behalf of the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Adopt Resolution R35-2019.**

**E. Resolution R36-2019 - Resolution authorizing COG to receive a grant, procure and enter into a contract to conduct independent evaluation of the bi-annual regional air passenger survey**

The board will be asked to adopt Resolution R36-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the Federal Aviation Administration in an amount not to exceed \$195,000. The resolution also authorizes the Executive Director, or his designee, to proceed with procurement for a contractor, or contractors, and enter into a contract to conduct an independent evaluation and prepare recommendations to enhance the bi-annual Regional Air Passenger Survey as part of COG's Continuous Airport Systems Planning Program. Funding under this program is a 90 percent federal grant, requiring a 10 percent non-federal match. Half of the required non-federal match, 5 percent of the total grant amount, will be provided through grants from the Metropolitan Washington Airports Authority and the Maryland Aviation Administration. COG will be required to provide the remaining 5 percent matching amount of \$9,750, which is available in the budget of the Department of Transportation Planning.

**RECOMMENDED ACTION: Adopt Resolution R36-2019.**

**F. Resolution R37-2019 - Resolution authorizing COG to receive a grant to assist the Prince George's County Department of The Environment with stream trash survey and maintenance of stream trash traps**

The board will be asked to adopt Resolution R37-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the Prince George's County Department of the Environment in the amount of \$629,851. The project goal will be to perform stream trash monitoring surveys, identify trash hot spots, work in the Chillum-Ray community to reduce litter, and maintain and clean up to three installed trash traps. Funding for this effort will be provided through a grant from Prince George's County Department of the Environment. No COG matching funds are required.

**RECOMMENDED ACTION: Adopt Resolution R37-2019.**

# **AGENDA ITEM #7**

## **FY2019 YEAR END FINANCIAL REPORT**



## MEMORANDUM

**TO:** COG Board of Directors  
**FROM:** Julie Mussog, COG Chief Financial Officer  
**CC:** Chuck Bean, COG Executive Director  
Stuart Freudberg, COG Deputy Executive Director  
**SUBJECT:** Fiscal Year 2019 Financial Statements  
**DATE:** November 6, 2019

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We are providing the following preliminary, unaudited financial reports to the Board of Directors for the fiscal year ended June 30, 2019:

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

## SUMMARY AND HIGHLIGHTS

### Statement of Revenue, Expenditures, and Changes in Net Position

Revenue from all sources totaled \$41.4 million, which is \$13.8 million less than the FY2019 revenue budget. This is attributable to a significant reduction in federal pass-through funds for Urban Area Security Initiative (UASI) and Secure the Cities (STC) projects, compared to the amount of funding anticipated when the FY2019 budget was prepared. Although most of the funds are used for regional training and equipment, the shortfall also reduced the funding available to support the cost of COG staff assigned to administer the program.

Federal and state revenue exceeded the budget by \$1.4 million. This was due to continuation of COG's role in administering funding for the Metro Safety Commission (MSC). Approvals and paperwork are in the process of being completed to turn those responsibilities over to the MSC by the end of the calendar year.

The additional revenue for the MSC resulted in additional expenditures as well, which accounts for more than half of the \$2.2 million negative variance in FY2019 expenses compared to the budget. Overall, expenditures exceeded revenue by \$910,000, of which \$478,400 is the result of spending down restricted program funds that were received in prior years. The remaining \$431,600 is the amount of deficit that affects COG's bottom line. The primary factors contributing to the overall deficit are the reduced UASI funding described above, less-than-expected revenue to support the Cooperative Purchasing program, and unexpected and non-reimbursable legal expenses in FY2019.

#### Comparative Statement of Net Position

Cash assets were decreased, and capital assets increased by approximately \$520,000 with the completion of the update to the Cisco network. The \$600,000 increase in unearned revenue is related to the transition status of the MSC as of June 30, 2019 and reflects unexpended state funds that will be passed to the MSC by the end of the calendar year. The new balance of \$471,900 in non-current liabilities represents the difference between estimated and actual indirect costs. In some years the difference is a receivable and in others it is a liability, and adjustments are made to subsequent indirect rates to make up the difference.

As of June 30, 2019, the capital reserve has a fiscal year-end balance of \$5.8 million. The board-designated operating reserve is funded at 98.8 percent, in the amount of \$5.3 million, a \$198,600 increase over FY2018. Adjustments will be made in the current fiscal year to ensure 100 percent funding of the operating reserve as of June 30, 2020.

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

**Metropolitan Washington Council of Governments  
Statement of Revenue, Expenditures, and Changes in Net Position  
For the fiscal year ended June 30, 2019**

**ALL PROGRAMS**

	<b>Budget FY2019</b>	<b>Actual FY2019</b>	<b>Variance</b>
<b>Operations Revenue</b>			
Federal and state revenue	21,347,500	22,757,800	1,410,300
Member dues	4,223,100	4,223,100	-
Regional funds	2,175,400	2,175,400	-
Building & investment revenue	694,900	767,200	72,300
Other revenue	2,639,400	2,481,500	(157,900)
<b>Total Operations Revenue</b>	<b>31,080,300</b>	<b>32,405,000</b>	<b>1,324,700</b>
<b>Operations Expense</b>			
Salaries - Direct program	9,012,200	8,537,500	474,700
Salaries - Leave benefits	1,751,100	1,740,400	10,700
Other employee benefits	2,636,900	2,599,100	37,800
Consultants	5,843,400	7,655,100	(1,811,700)
Other direct program expense	3,335,600	4,764,700	(1,429,100)
Support services, rent & other allocated expense	8,501,100	8,018,200	482,900
<b>Total Operations Expense</b>	<b>31,080,300</b>	<b>33,315,000</b>	<b>(2,234,700)</b>
Net Surplus (Deficit) From Operations	-	(910,000)	
Decrease (Increase) in Restricted Program Funds		478,400	
Decrease (Increase) in Unavailable Funds			
<b>Change in Undesignated Net Position</b>	<b>-</b>	<b>(431,600)</b>	

<b>Revenue - All Sources</b>	<b>Budget</b>	<b>Actual</b>
Operations	31,080,300	32,405,000
Subrecipient Pass-Through	23,722,000	9,029,800
Contributed Services	403,400	
<b>Total Revenue - All Sources</b>	<b>55,205,700</b>	<b>41,434,800</b>

*This management report excludes adjustments to the Net Pension Asset, which has a 6/30/2019 balance of \$1,680,700. Net Pension Assets are not available for COG operations.*

**Metropolitan Washington Council of Governments**  
**Comparative Statement of Net Position**  
**As of June 30, 2019 and June 30, 2018**

	As of 6/30/2019	As of 6/30/2018
<b><u>Current Assets</u></b>		
Cash	3,194,300	2,520,200
Investments	5,701,600	5,836,600
Accounts receivable	10,409,600	11,198,200
Other current assets	453,500	759,400
<b>Total Current Assets</b>	<b>19,759,000</b>	<b>20,314,400</b>
 <b>Non-Current Assets</b>		
Capital assets, net of depreciation	2,150,800	1,634,600
<b>Total Assets</b>	<b>21,909,800</b>	<b>21,949,000</b>
 <b>Current Liabilities</b>		
Accounts payable	4,244,600	4,035,900
Accrued payroll	276,400	609,500
Accrued leave	890,700	960,000
Unearned revenue	620,300	27,700
<b>Total Current Liabilities</b>	<b>6,032,000</b>	<b>5,633,100</b>
 <b>Other Non-Current Liabilities</b>	 <b>471,900</b>	
 <b>Total Liabilities</b>	 <b>6,503,900</b>	 <b>5,633,100</b>
 <b>NET POSITION*</b>		
Net investment in capital assets	2,150,800	1,634,600
Board designated operating reserve	5,284,600	5,086,000
Board designated capital reserve	5,256,400	5,772,600
Restricted program funds	2,714,100	3,194,100
Unavailable	-	310,200
Undesignated	-	318,400
<b>Total Net Position</b>	<b>15,405,900</b>	<b>16,315,900</b>
 <b>Total Liabilities and Net Assets</b>	 <b>21,909,800</b>	 <b>21,949,000</b>

*\*This management report excludes the Net Pension Asset of \$1,680,700, since these funds are not available for COG operations.*

# **AGENDA ITEM #8**

## **FY2021 MEMBER DUES RECOMMENDATION**

# FY2021 MEMBER DUES AND REGIONAL FEES

## Working Together to Shape Vibrant Communities and a Stronger Region

COG Budget and Finance Committee  
October 10, 2019



Metropolitan Washington  
Council of Governments

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Metropolitan Washington  
Council of Governments

FY2021: Member Dues and Regional Fees |  
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## COG: The Hub for Regional Partnership

- The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association with a membership of more than 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.
- Metropolitan Washington is a diverse region, home to more than five million people and one of the nation's largest economies.
- COG is home to the National Capital Region Transportation Planning Board (TPB), the region's federally designated Metropolitan Planning Organization, and the Metropolitan Washington Air Quality Committee.
- More than **1,500 officials and experts** come to COG each month to make connections, share information, and develop solutions to the region's major challenges.



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## COG's Region Forward Vision

For more than 60 years, COG has been the hub for regional partnership.

Guided by the **Region Forward Vision**, COG continually strives to make metropolitan Washington more prosperous, accessible, livable, and sustainable.

Together, we're working toward:

- Walkable, mixed-use communities with housing and transportation choices
- Healthy air, water, and land, abundant renewable energy sources, and a smaller carbon footprint
- Supporting a resilient economy with opportunities for all
- Vibrant, safe, and healthy neighborhoods



Activity Centers, including Shirlington in Arlington County, are locations identified by COG and local governments that will best accommodate the majority of the region's future growth. (Elvert Barnes/Flickr)



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## Year-Round Member Benefits

- Monthly meetings where members and subject matter experts **make connections** and develop consensus on issues to improve the region's quality of life.
- Access to COG research, publications, data, and planning documents.
- Consultation with COG staff and contacts, primed to help members think regionally, and act locally.
- Ongoing participation in local and regional forums, conferences, and a voice in shaping regional priorities and actions.



District of Columbia Mayor Muriel Bowser, Montgomery County Executive Marc Elrich, Fairfax County Board of Supervisors Chairman Sharon Bulova, Loudoun County Council Chair Phyllis Randall, Prince George's County Executive Angela Alsobrooks at the 2019 COG Annual Meeting. (COG)

## Member Savings

COG harnesses the purchasing power of member jurisdictions to save them time and money.

- Fuel contracts leverage 40+ million gallons of buying power annually, saving thousands.
- Road salt contracts leveraging over 100,000 tons of annual buying power.

COG continually seeks out cooperative purchasing opportunities for members, like these contracts:

- Water and wastewater chemicals consortium contracts.
- Procurement of self-contained breathing apparatus for fire departments.
- Bottled Water for local schools.
- Public Safety and Health and Wellness training for police, fire and health departments.



## COG Leadership and Members

### COG Corporate Officers

Angela Alsobrooks, President  
Prince George's County

Phyllis Randall, 1<sup>st</sup> Vice President  
Loudoun County

Muriel Bowser, 2<sup>nd</sup> Vice President  
District of Columbia

Kate Stewart, Secretary-Treasurer  
City of Takoma Park

### COG Board of Directors Leadership

Robert C. White, Jr, Chairman  
District of Columbia

Derrick L. Davis, 1<sup>st</sup> Vice Chairman  
Prince George's County

Christian Dorsey, 2<sup>nd</sup> Vice Chairman  
Arlington County

### Members

District of Columbia  
City of Bladensburg\*  
City of Bowie  
Charles County  
City of College Park  
Frederick County  
City of Frederick  
City of Gaithersburg  
City of Greenbelt  
City of Hyattsville\*  
City of Laurel  
Montgomery County  
Prince George's County  
City of Rockville  
City of Takoma Park  
City of Alexandria  
Arlington County  
Fairfax County  
City of Fairfax  
City of Falls Church  
Loudoun County  
City of Manassas  
City of Manassas Park  
Prince William County

### Transportation Planning Board Leadership

Martin Nohe, Chairman  
Prince William County

Kelly Russell, 1<sup>st</sup> Vice Chairman  
Frederick County

Charles Allen, 2<sup>nd</sup> Vice Chairman  
District of Columbia

### Metropolitan Washington Air Quality Committee Leadership

David Snyder, Chairman  
City of Falls Church

Robert Day, 1<sup>st</sup> Vice Chairman  
City of College Park

Michael DeMarco, 2<sup>nd</sup> Vice Chairman  
City of Fairfax

Brandon Todd, 3<sup>rd</sup> Vice Chairman  
District of Columbia

\*Adjunct Members



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## Members Engage in Regional Planning

COG supports policy and technical committees and subcommittees that serve the interests of its member jurisdictions and the entire region and cover a [range of planning areas](#). View the full list at [mwcog.org](#).

- Anacostia Watershed Steering Committee
- Bicycle and Pedestrian Subcommittee
- [Chesapeake Bay & Water Resources Policy Committee](#)
- Chief Administrative Officers Committee
- Chief Information Officers Committee
- Chief Purchasing Officers Committee
- Child Welfare Directors
- Clean Air Partners Board of Directors
- [Climate, Energy, and Environment Policy Committee](#)
- Community Engagement Campaign
- Community Forestry Network
- Commuter Connections Subcommittee
- Emergency Managers Committee
- Fire Chiefs Committee
- Health Officials Committee
- Homeland Security Executive Committee
- Homeless Services, Planning, & Coordinating Committee
- Housing Directors Advisory Committee
- [Human Services Policy Committee](#)
- [Metropolitan Washington Air Quality Committee](#)
- Metropolitan Washington Air Quality Committee Technical Advisory Committee
- [National Capital Region Transportation Planning Board](#)
- [NCR Emergency Preparedness Council](#)
- Planning Directors Technical Advisory Committee
- Police Chiefs Committee
- Recycling Committee
- [Region Forward Coalition](#)
- Regional Tree Canopy Workgroup
- Snow/Winter Weather Briefings Committee
- Solid Waste Managers Group
- TPB Steering Committee
- TPB Technical Committee
- Water Resources Technical Committee



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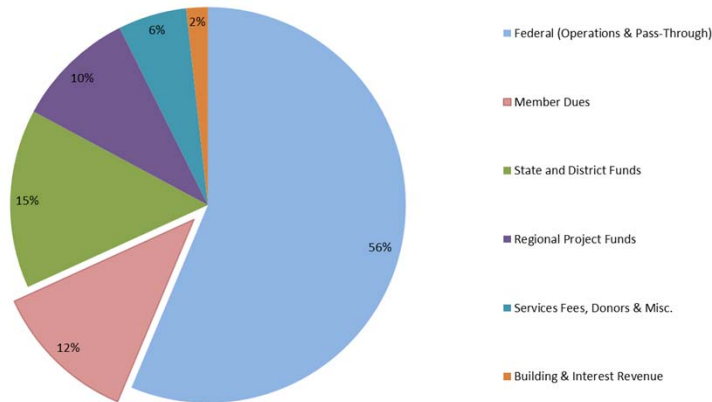
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## Member Dues

- Member Dues Leveraging Federally Sourced Funds
- Member Dues Providing Primary Program Support
- Member Dues Leveraging Additional Resources
- Additional Member Services, Benefits, Outreach, and Forums

Metro (Thomas Hawk/Flickr)

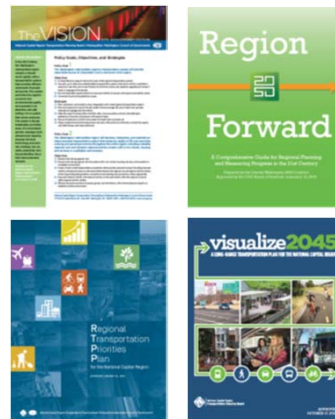
## Member Dues Provide 12% of Total COG Resources – FY2021



## Member Dues Leveraging Federally Sourced Funds

### Deliverables:

- Convene and staff the Transportation Planning Board, with representation from all member jurisdictions.
- Conduct federally mandated metropolitan transportation planning activities to ensure flow of federal transportation funds to local, regional, and state transportation agencies.
- Undertake studies, data collection, and analyses activities to inform transportation decision making at regional and local levels.
- Meet the requirements that allow member jurisdictions to receive and utilize Homeland Security funding.
- Prepare regional air quality plans and identify local measures to help meet federal air quality health standards; promote actions citizens and businesses can take to improve air quality and notify sensitive populations on days with unhealthy air quality



Staff conduct outreach to member jurisdictions to promote and assist in implementing projects, programs, and policies that advance the region's vision for mobility and accessibility.

## Member Dues Leveraging Federally Sourced Funds

- 32% of Member Dues
- For these programs, each \$1.00 in member dues leverages \$8 in direct federal funding.

	Member Dues	Direct Federal	District & States	Regional Funds	Other	Total Resources
Regional Transportation Planning (UPWP)	1,243,100	9,958,400	1,244,800		1,700	12,448,000
Homeland Security Staff Support	192,200	1,534,600		350,000	12,200	2,089,000
Continuous Airport Systems Planning	40,200	361,800				402,000
<b>Total</b>	<b>1,475,500</b>	<b>11,854,800</b>	<b>1,244,800</b>	<b>350,000</b>	<b>13,900</b>	<b>14,939,000</b>

Amounts are rounded for presentation purposes.

## Member Dues Providing Primary Program Support

### Deliverables:

- Conduct annual point-in-time count of homeless persons, with results and analysis.
- Convene regional health directors and coordinate response to health emergencies.
- Address the region's unmet housing needs by helping members and partners work toward three regional housing targets adopted in 2019.
- Work with member governments to address inequalities in government policies and programs following the inaugural racial equity cohort.
- Grow and expand the region's smart technologies infrastructure through participation in Connected DMV, a smart region movement.



COG's *Homelessness in Metropolitan Washington* report recorded the fewest number of persons experiencing homelessness since the count began 18 years ago (Community for Creative Non-Violence)

## Member Dues Providing Primary Program Support

- 16% of Member Dues
- \$723,400 supports regional coordination and planning efforts, where other funding is limited or not available.

	Member Dues	Other	Total
Health Planning & Community Svc.	346,400	64,100	410,500
Housing Opportunities	204,300		204,300
Regional Incident Communication and Coordination System (RICCS)	172,700		172,700
<b>Total</b>	<b>723,400</b>	<b>64,100</b>	<b>787,500</b>

Amounts are rounded for presentation purposes.

## Member Dues Leveraging Additional Resources

### Deliverables:

- Prepare annual employment, population, and household forecasts by traffic analysis zone.
- Advance regional efforts to restore local waterways, reduce air pollution, increase renewable energy use, promote recycling, and enhance the region's tree canopy and agriculture.
- Conduct pedestrian and bicycle safety campaign.
- Award grants for transportation alternatives and transportation land use connection projects.
- Convene regional Fire Chiefs, Corrections Officers, Emergency Managers, and Police Chiefs to address areas of mutual concern.
- Coordinate services to address emergency and severe weather situations.
- Evaluate progress under the 2017-2020 Climate and Energy Action Plan and implement a revised 2021-2025 plan.



Street Smart, a bicyclist and pedestrian safety program and campaign each spring and fall, combines public education with increased enforcement of traffic laws.

See also the Regional Environmental, Water, and Public Safety Funds section (page 23).

## Member Dues Leveraging Additional Resources

- 32% of Member Dues
- \$1.5 million in Member Dues leverages \$5.7 million from various funding sources, and provides baseline resources to ensure continuity of programs

	Member Dues	Federal, District & States	UPWP Funds (1)	Regional Funds (2)	Other	Total
Regional Environmental Resources Planning	449,100	80,000		676,500	95,000	1,300,600
Regional Planning & Coordination	284,300	-	433,400	-		717,700
Regional Air Quality Attainment Planning (1)	174,600	174,600	174,600			523,800
Regional Public Safety Planning	204,600	-	79,600		44,000	328,200
Regional Water Resources Management	105,000	-		1,539,100		1,644,100
Anacostia Watershed Program & Projects	93,500	426,000			300,000	819,500
Clean Air Partners	58,800	474,200			65,000	598,000
Air Quality Index, Monitoring & Forecasting	31,000	25,000				56,000
Street Smart Safety Education Campaign	50,400	600,000			200,000	850,400
Agriculture and Forestry Management	27,800	-		131,500	210,000	369,300
<b>Total</b>	<b>1,479,100</b>	<b>1,779,800</b>	<b>687,600</b>	<b>2,347,100</b>	<b>914,000</b>	<b>7,207,600</b>

(1) Included in Regional Transportation Planning Program total on page 13  
 (2) Regional Environmental and/or Regional Water Funds - See separate section starting on page 23  
 Amounts are rounded for presentation purposes.



FY2021: Member Dues and Regional Fees  
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## Additional Membership Services, Benefits, Outreach, and Forums

### Deliverables:

- Save members money through COG's Cooperative Purchasing Program, including cooperative bids and contract riding opportunities. Vendor-paid fees are helping to support the budget.
- Support of initiatives that diversify the economy, promote economic resiliency, and benefit the current and future workforce.
- Member-driven legislative advocacy and development of partnerships and peer-exchanges with the area business community and non-profits, and other regions.
- Spotlight COG members, partners, and major initiatives utilizing a variety of communications tools.



**Regional Target 1: AMOUNT**  
 At least 320,000 housing units should be added in the region between 2020 and 2030. This is an additional 75,000 units beyond the units already forecast for this period.

**Regional Target 2: ACCESSIBILITY**  
 At least 75% of all new housing should be in Activity Centers or near high-capacity transit.

**Regional Target 3: AFFORDABILITY**  
 At least 75% of new housing should be affordable to low- and middle-income households.

COG members and staff discuss housing affordability and regional housing targets on NBC Washington's News 4 Your Sunday (COG)



FY2021: Member Dues and Regional Fees  
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## Additional Member Services, Benefits, Outreach, and Forums

- 19% of Member Dues
- \$878,000 is allocated to support COG as a membership organization by coordinating and conducting cooperative purchasing, providing leadership training, convening and staffing the Board of Directors and other regional officials, sponsoring special studies and reports, creating and maintaining regional and national partnerships, and representing regional interests to the public and media.

	Member Dues	Interest & Bldg Revenue*	Other	Total
Member Relations	220,700			220,700
Public/Media Relations & Communications	207,900			207,900
Cooperative Purchasing	166,200		50,000	216,200
Executive Office, Governance and Special Reports	232,000	613,800		845,800
Institute for Regional Excellence	51,200		118,400	169,600
<b>Total</b>	<b>878,000</b>	<b>613,800</b>	<b>168,400</b>	<b>1,660,200</b>

\*Subject to revision should there be a sale of 777 North Capitol St. Equivalent revenue would be expected but source might change to additional interest income replacing building revenue. Amounts are rounded for presentation purposes.



FY2021: Member Dues and Regional Fees  
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## FY2021 Member Dues

The FY2021 member dues increase is based on a forecast of general operating expenses and estimated changes in revenue and federal match requirements.

**COG Member Dues**  
**Increase of \$170,018 (3.88%), from \$4,385,993 to \$4,556,011**

- Population change: 55,045 (+0.90%)
- Per Capita rate increase by 1 cent: 76.5 cents to 77.5 cents (+1.31%)
- Jurisdictional cap of 6% applied to 8 jurisdictions

**Basis for the increase:** Increase in required match for Federal programs, and general cost increases

A table with the dues amount for each jurisdiction is included in the Appendix.



FY2021: Member Dues and Regional Fees  
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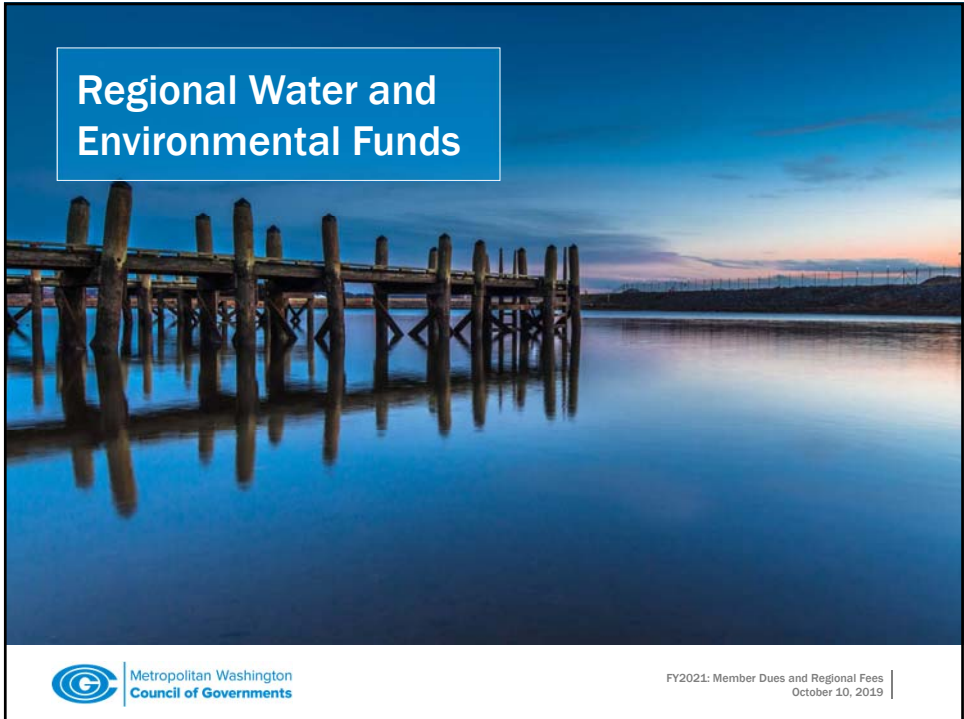
## FY2021 Member Dues by Category

Member Dues Leveraging Federally Sourced Funds	1,475,500	32%
Member Dues Providing Primary Program Support	723,400	16%
Member Dues Leveraging Additional Resources	1,479,100	32%
Additional Member Services, Benefits, Outreach, & Forums	878,000	19%
<b>Total Member Dues FY2021</b>	<b>4,556,000</b>	

*Amounts are rounded for presentation purposes.*

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# Regional Water and Environmental Funds



## Regional Water Fund

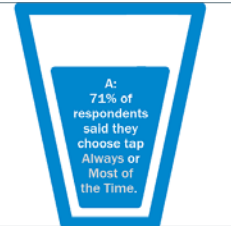
### Deliverables:

- Represent the region in the Chesapeake Bay Program.
- Support local stormwater management programs and compliance with stormwater permits.
- Assist water utilities with implementing resiliency and source water protection plans.
- Manage the region's Water and Wastewater Agency Response Network (WARN).
- Run the Wise Water Use Campaign, including Protect Your Pipes and the Drug Take Back Campaign.
- Implement the regional drought management plan.

### REGIONAL WATER USE SURVEY

Q: "When you want to drink water, how often do you fill a glass or reusable bottle with tap water?"

[mwcog.org/waterusesurvey](http://mwcog.org/waterusesurvey)



COG worked with area utilities and governments on the Community Engagement Campaign to survey residents about their drinking water, utility rates, and how well they connect their own behaviors to water quality. (COG)

## Regional Water Fund

- Two-thirds is paid by water and sewer utilities to protect the area's water quality and condition of its wastewater and drinking water infrastructure, and to represent the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature.

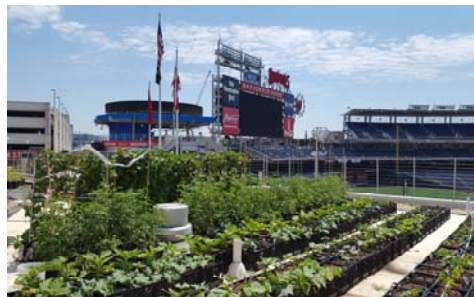
	Regional Water Fund (1)	Regional Environ Fund	COG Member Dues (2)	Other	Total
Water Resources Management	1,371,300	20,000	105,000		1,496,300
Drinking Water Quality, Security & Response	101,900			432,000	533,900
Agriculture & Forestry Management	81,100	50,400	26,300	210,000	367,800
Community Engagement Campaign	45,900			118,000	163,900
<b>Regional Water Fund FY2021</b>	<b>1,600,200</b>	<b>70,400</b>	<b>131,300</b>	<b>760,000</b>	<b>2,561,900</b>

(1) Two-thirds of the Regional Water Fund is paid by water and sewer utilities  
 (2) Included in the Proposed Member Dues on page 33  
 Amounts are rounded for presentation purposes.

## Regional Environmental Fund

### Deliverables:

- Assist local and regional entities implement the Climate and Energy Action Plan.
- Provide analysis and assessments that support energy system planning and resiliency for the region's critical infrastructure.
- Support local and regional recycling programs and public education campaigns.
- Coordinate the Food Policy Council and sustainable farm to table expansion.
- Expand availability of energy financing solutions.
- Support purchase and installation of electric vehicles and infrastructure.
- Support local and regional actions to expand the urban tree canopy.



COG released *What Our Region Grows*, a comprehensive report that tracks changes in the farming landscape—including farmland, farmer demographics, and food production. (Niraj Ray/Cultivate the City)

## Regional Environmental Fund

- \$746,900 for special projects focused on facilitating the deployment of renewable energy, removing barriers to implementation of solutions, and installing technology solutions to reduce greenhouse gas emissions.

	Regional Environ Fund	COG		Total
		Member Dues (1)	Other	
Environmental Resources Planning	551,500	450,600	130,000	1,132,100
Recycling & Solid Waste	125,000		45,000	170,000
Agriculture & Forestry Management	50,400	26,300	291,100	367,800
Water Resources Management	20,000	105,000	1,519,100	1,644,100
<b>Regional Environmental Fund FY2021</b>	<b>746,900</b>	<b>581,900</b>	<b>1,985,200</b>	<b>3,314,000</b>

(1) Included in the Proposed Member Dues on page 33  
Amounts are rounded for presentation purposes.

## FY2021 Fee Structure: Regional Water and Environmental Funds

The fee increases for FY2021 are based on a forecast of general operating expenses and estimated changes in revenue and matching requirements for sponsor funds.

### Regional Water Fund

Increase of \$59,746 (3.88%), from \$1,540,458 to \$1,600,204

### Regional Environmental Fund

Increase of \$27,876 (3.88%), from \$719,028 to \$746,904

#### Basis for increases:

Regional fees are increased in proportion to the annual dues increase, to maintain the balance between funding sources.

A table with the fees for each jurisdiction is included in the Appendix.



**Regional Public Safety Fund**  
 Complex Coordinated Attack Symposium (COG)

## Regional Public Safety Fund

**Deliverables:**

- Provide public safety support to the CAOs and supporting committees in identified focus areas.
- Facilitate and update regional agreements including regional mutual aid
- Develop and update regional public safety policies.
- Regional coordination including assistance with transition of HSEC identified UASI projects, which started in FY 2020.
- Design and implement new regional leadership training program.



In 2019, COG Public Health Emergency Planners Subcommittee organized an exercise with 20 jurisdictions to evaluate how area governments would respond to a biological attack. (Fairfax County Government)

## Regional Public Safety Fund

The Regional Public Safety Fund was created in FY2020 to provide a sustainable solution for the region to support its long-term public safety coordination needs.

The fee increases for FY2021 are based on a forecast of general operating expenses.

**Regional Public Safety Fund**  
**Increase of \$20,781 (3.88%), from \$536,199 to \$556,980**

**Basis for increases:**

Regional fees are increased in proportion to the annual dues increase.

A table with the fees for each jurisdiction is included in the Appendix.



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## FY2021 Fee Structure: Regional Public Safety Fund

The fund is shared among core participants on a per-capita basis. Core participants are City of Alexandria, Arlington County, District of Columbia, Fairfax County, Loudoun County, Montgomery County, Prince George's County, and Prince William County. For FY 2021 these jurisdictions will contribute \$519,150.

Other COG members have joined in this initiative and provide additional funding and capacity. For jurisdictions with populations exceeding 51,000, the FY2021 per capita rate is 9.7 cents. For jurisdictions with populations of 51,000 or less, the fee for FY2021 is set at a flat rate of \$5,194.

A table with the fee for each participating jurisdiction is included in the Appendix.



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## Summary: FY2021 Member Dues and Regional Fees

	Proposed FY2021	Budget FY2020	Increase
Member Dues	4,556,011	4,385,990	170,021
Regional Environmental Fund	746,954	719,028	27,926
Regional Water Fund	1,600,196	1,540,458	59,738
Regional Public Safety Fund	556,980	536,199	20,781
<b>Total</b>	<b>7,460,141</b>	<b>7,181,675</b>	<b>278,466</b>
Population Estimate	6,145,900	6,090,855	55,045
Per Capita Rate	0.775	0.765	0.010
Population X Per Capita Rate	4,763,073	4,659,504	103,568
Adjust for Adjunct Members (50%)	(11,083)	(10,939)	(144)
Adjust for 6% Cap	(195,979)	(262,575)	66,596
Member Dues Assessment	4,556,011	4,385,990	170,020

Amounts are rounded for presentation purposes.

## Appendix

- Member Dues by Jurisdiction
- Regional Fund Fees by Jurisdiction



## Member Dues by Jurisdiction

Metropolitan Washington Council of Governments				FY2020 Assessment Rate:	0.765	Increase of	
PROPOSED FY2021 Schedule of Membership Dues				FY2021 Assessment Rate:	0.775	1.31%	
Jurisdiction	POPULATION FIGURES			DUES AMOUNT			
	FY2020 Population Estimate	FY2021 Population Estimate	Compare to FY2020	FY2020 Adjusted Contribution	FY2021 Adjusted Contribution (1)	FY2021 Increase (Decrease)	FY2021 Percent Increase
Alexandria, City of	159,000	160,800	1.13%	\$ 121,625	\$ 124,620	\$ 2,985	2.45%
Arlington County	238,300	240,500	0.92%	\$ 179,637	\$ 186,388	\$ 6,751	3.76%
Bladensburg, Town of (Adj)	9,600	9,600	0.00%	\$ 3,672	\$ 3,720	\$ 48	1.31%
Bowie, City of	60,200	60,200	0.00%	\$ 44,511	\$ 46,655	\$ 2,144	4.82%
Charles County	167,000	167,200	0.12%	\$ 126,483	\$ 129,580	\$ 3,097	2.45%
College Park, City of	33,000	33,000	0.00%	\$ 25,245	\$ 25,575	\$ 330	1.31%
District of Columbia	724,300	724,300	0.00%	\$ 554,090	\$ 561,333	\$ 7,243	1.31%
Fairfax County	1,161,800	1,171,100	0.80%	\$ 888,777	\$ 907,603	\$ 18,826	2.12%
Fairfax, City of	25,600	26,300	2.73%	\$ 19,200	\$ 20,352	\$ 1,152	6.00%
Falls Church, City of	14,200	14,800	4.23%	\$ 10,863	\$ 11,470	\$ 607	5.59%
Frederick County	267,800	270,400	0.97%	\$ 144,931	\$ 153,627	\$ 8,696	6.00%
Frederick, City of	72,050	80,900	12.28%	\$ 55,118	\$ 58,425	\$ 3,307	6.00%
Gaithersburg, City of	70,700	71,500	1.13%	\$ 54,086	\$ 55,413	\$ 1,327	2.45%
Greenbelt, City of	23,900	23,900	0.00%	\$ 16,846	\$ 17,857	\$ 1,011	6.00%
Hyattsville, City of (Adj)	19,000	19,000	0.00%	\$ 7,268	\$ 7,363	\$ 95	1.30%
Laurel, City of	26,300	26,300	0.00%	\$ 20,120	\$ 20,383	\$ 263	1.30%
Loudoun County	424,000	433,100	2.15%	\$ 282,491	\$ 299,440	\$ 16,949	6.00%
Manassas Park, City of	16,805	17,000	1.16%	\$ 12,856	\$ 13,175	\$ 319	2.48%
Manassas, City of	43,800	44,100	0.68%	\$ 32,886	\$ 34,178	\$ 1,292	3.93%
Montgomery County	1,052,000	1,059,000	0.67%	\$ 738,323	\$ 782,622	\$ 44,299	6.00%
Prince George's County	923,100	926,100	0.32%	\$ 619,778	\$ 656,965	\$ 37,187	6.00%
Prince William County	467,900	475,100	1.54%	\$ 357,944	\$ 368,203	\$ 10,259	2.87%
Rockville, City of	72,200	73,400	1.66%	\$ 55,233	\$ 56,885	\$ 1,652	2.99%
Takoma Park, City of	18,300	18,300	0.00%	\$ 14,000	\$ 14,183	\$ 183	1.30%
<b>Totals</b>	<b>6,090,855</b>	<b>6,145,900</b>	<b>0.90%</b>	<b>\$ 4,385,993</b>	<b>\$ 4,556,011</b>	<b>\$ 170,018</b>	<b>3.88%</b>

(1) Adjusted Contribution is calculated by multiplying the adjusted population by the approved rate, limited to 6% annual increase per jurisdiction.



FY2021: Member Dues and Regional Fees  
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## Regional Fund Fees by Jurisdiction

FY2021 REGIONAL FUNDS Proposed Fee Schedule by Jurisdiction	Regional Water Fund (1)	Regional Environmental Fund	Regional Public Safety Fund (2)	Total Regional Funds
Alexandria, City of	31,559	22,220	16,085	69,864
Arlington County	47,200	33,234	24,057	104,491
Bladensburg, City of	-	-	-	-
Bowie, City of (WSSC)	11,815	8,120	-	19,934
Charles County	-	-	17,054	17,054
College Park, City of (WSSC)	6,477	4,560	5,194	16,231
District of Columbia (DC Water)	320,080	100,088	72,451	492,619
Fairfax County	320,080	161,830	117,144	599,054
Fairfax, City of	5,152	3,623	-	8,775
Falls Church, City of	2,889	2,045	-	4,934
Frederick County	-	-	-	-
Frederick, City of	-	-	-	-
Gaithersburg, City of (WSSC)	14,033	9,880	-	23,913
Greenbelt, City of (WSSC)	4,521	3,179	5,194	12,894
Hyattsville, City of	-	-	-	-
Laurel, City of	-	-	-	-
Loudoun County (Loudoun Water)	85,000	58,297	43,323	186,619
Manassas, City of	-	-	5,194	5,194
Manassas Park, City of	-	-	-	-
Montgomery County (WSSC)	320,080	139,219	105,931	565,230
Prince George's County (WSSC)	320,080	122,284	92,637	535,000
Prince William County	93,243	65,652	47,524	206,419
Rockville, City of	14,405	10,143	-	24,548
Takoma Park, City of (WSSC)	3,592	2,529	5,194	11,314
<b>TOTAL</b>	<b>1,600,204</b>	<b>746,904</b>	<b>556,980</b>	<b>2,904,088</b>

(1) Where indicated, water and sewer utilities support the Regional Water Fund on behalf of the local jurisdiction.  
(2) Additional jurisdictions may opt into the new Regional Public Safety Fund before the start of FY2021.



FY2021: Member Dues and Regional Fees  
October 10, 2019

**Chuck Bean**

Executive Director  
[cbean@mwkog.org](mailto:cbean@mwkog.org)

**Stuart Freudberg**

Deputy Executive Director  
[sfreudberg@mwkog.org](mailto:sfreudberg@mwkog.org)

**Kanti Srikanth**

Deputy Executive Director for Metropolitan Planning  
[ksrikanth@mwkog.org](mailto:ksrikanth@mwkog.org)

**Julie Mussog**

Chief Financial Officer  
[jmussog@mwkog.org](mailto:jmussog@mwkog.org)

[mwkog.org](http://mwkog.org)

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777 North Capitol Street NE, Suite 300  
Washington, DC 20002

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
777 NORTH CAPITOL STREET NE  
WASHINGTON, DC 20002**

**RESOLUTION ADOPTING THE FY-2021 COG MEMBER FEE ASSESSMENTS**

**WHEREAS**, COG bylaws require that assessment of the annual fee for all members and other participating governments and agencies be fixed no later than January 31 for the subsequent fiscal year beginning July 1; and

**WHEREAS**, the Budget and Finance Committee comprised of the COG Board Executive Committee, the Chairs of the Transportation Planning Board and the Metropolitan Washington Air Quality Committee, and the COG Secretary Treasurer and Corporate President, reviewed and approved the proposed FY-2021 COG member fees; and

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS THAT:**

The board approves the proposed FY-2021 member fee assessment, and corresponding regional fund fees, as recommended by the Budget and Finance Committee.

Staff shall transmit the assessment to member jurisdictions and ask that the proposed assessments be integrated into local government FY-2021 budgets.

# **AGENDA ITEM #9**

## **ADVANCING REGIONAL HOUSING TARGETS AT THE LOCAL LEVEL**

The following are materials from COG member jurisdictions providing some recent examples of local governments helping to advance the regional housing targets adopted by the COG Board of Directors.

1. Montgomery County Resolution
2. City of Takoma Park Press Release and Resolution
3. Prince George's County Resolution
4. District of Columbia Press Release
5. Fairfax County Memo



**Committee:** Directly to Council  
**Committee Review:** N/A  
**Staff:** Linda McMillan, Sr. Legislative Analyst  
**Purpose:** Final action – vote expected  
**Keywords:** COG, Future of Housing, Urban Institute, Future Housing Needs

AGENDA ITEM #2B  
November 5, 2019  
**Action**

## SUBJECT

Resolution to Support Metropolitan Washington Council of Governments' (MWCOG) Regional Housing Targets for Montgomery County. Lead Sponsor: Council President Navarro; Co-Sponsors: Councilmembers Riemer, Hucker, Katz, Rice, Alborno, Glass, Friedson, and Jawando.

## EXPECTED ATTENDEES

None

## COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

- Action on resolution introduced at the Council's October 29, 2019 session to support MWCOG housing targets for Montgomery County.
- The Council was briefed on these targets at its October 15, 2019 session.
- The resolution highlights actions the County is already taking to increase production of new housing and increase production and preservation of affordable housing.
- The resolution states the Council's commitment to produce and preserve quality housing for all residents, support the MWCOG targets, support the policy that most new housing will be in Activity Centers or near high-capacity transit, reduce the number of very-low, low, and middle-income households that are housing-cost burdened, act as a catalyst for new cooperation and collaborations between government, non-profit and for-profits housing partners, financial institutions, and the community at-large.
- The Council is committed to working closely with all municipalities to achieve these housing goals.
- The resolution states the support of the Cities of Gaithersburg, Rockville, and Takoma Park to increase housing production and efforts to produce and preserve affordable housing.

## DESCRIPTION/ISSUE

Over the last year, MWCOG analyzed and reviewed cooperative employment and housing forecasts. Employment growth is currently outpacing housing. Insufficient housing impacts housing affordability and undercuts economic development that relies on an available workforce. Transportation systems are strained as workers commute long distances.

MWCOG has adopted three regional housing targets: (1) Add at least 320,000 housing units to the region between 2020 and 2030; (2) At least 75% of new housing should be in Activity Centers or near high-capacity transit; and (3) At least 75% of new housing should be affordable to low- and middle-income households. The new housing target is 75,000 more units than the current regional forecast and allocates 10,000 of these additional units to Montgomery County (including a portion in the City of Gaithersburg and the City of Rockville.)

## SUMMARY OF KEY DISCUSSION POINTS

- At the October 15, 2019 discussion, the Council received presentations from Planning Director Wright and the Urban Institute’s Senior Policy Associate Maya Brennan and Senior Research Associate Hendey. The Council also received comments from Mr. Buchanan of Buchanan Partners, and Department of Housing and Community Affairs’ Director Nigam. The Council was joined by representatives from the cities of Gaithersburg, Rockville, and Takoma Park.
- In addition to information on the targets, presentation material from Planning Director Wright included information on building permits since 2007, a heat map showing where new housing has been built since 2006, and the Planning Board’s continued analysis through the development of the General Plan. The Planning Department will continue to review impediments to housing production and strategies to increase the production of new housing units to meet the new housing targets.
- Presentation material from the Urban Institute included recommended actions for the region (noting that jurisdictions may be doing some or all already), data on the need for additional housing in the two lowest cost bands (housing cost less than \$1,299 month), the need to preserve existing affordable housing (placing a focus on housing with expiring Federal assistance), and a menu of policy tools to preserve and produce housing and protect households from discrimination and displacement.

### **This report contains:**

Resolution to Support MWCOG Housing Targets for Montgomery County © 1-3

### **Links to background material:**

Link to October 29, 2019 staff report for introduction of the resolution that includes presentation slides from Planning Director Wright and the Urban Institute from the October 15, 2019 briefing.

[https://www.montgomerycountymd.gov/council/Resources/Files/agenda/col/2019/20191029/20191029\\_2A.pdf](https://www.montgomerycountymd.gov/council/Resources/Files/agenda/col/2019/20191029/20191029_2A.pdf)

Link to MWCOG report “Future of Housing in Greater Washington”

<https://www.mwcog.org/documents/2019/09/10/the-future-of-housing-in-greater-washington/>

Link to Urban Institute report “Meeting the Washington Region’s Future Housing Needs”:

[https://www.urban.org/research/publication/meeting-washington-regions-future-housing-needs/view/full\\_report](https://www.urban.org/research/publication/meeting-washington-regions-future-housing-needs/view/full_report)

**Alternative format requests for people with disabilities.** If you need assistance accessing this report you may [submit alternative format requests](#) to the ADA Compliance Manager. The ADA Compliance Manager can also be reached at 240-777-6197 (TTY 240-777-6196) or at [adacompliance@montgomerycountymd.gov](mailto:adacompliance@montgomerycountymd.gov)

Resolution No.: \_\_\_\_\_  
Introduced: October 29, 2019  
Adopted: \_\_\_\_\_

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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Lead Sponsor: Council President Navarro; Co-Sponsors: Councilmembers Riemer, Hucker, Katz, Rice, Albornoz, Glass, Friedson, and Jawando

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**SUBJECT:** Resolution to Support Metropolitan Washington Council of Governments' Regional Housing Targets for Montgomery County

**Background**

1. On September 4, 2019 the Metropolitan Washington Council of Government (MWCOG) issued the report, "The Future of Housing in Greater Washington, A Regional Initiative to Create Housing Opportunities, Improve Transportation, and Support Economic Growth."
2. The report is the culmination of a year long review of employment and housing cooperative forecasts. Employment growth in the region currently outpaces housing growth. Insufficient housing growth impacts affordability, undercuts economic development efforts that rely on the availability of the workforce, and strains transportation systems as people must commute long distances.
3. On September 11, 2019, MWCOG's Board of Directors adopted Resolution R27-2019 that supports three regional housing targets: (1) Amount: At least 320,000 housing units should be added in the region between 2020 and 2030. This is an additional 75,000 units beyond the units already forecast for this period. (2) Accessibility: At least 75% of all new housing should be in Activity Centers or near high-capacity transit. (3) Affordability: At least 75% of new housing should be affordable to low- and middle-income households.
4. MWCOG estimated jurisdiction contributions to achieve these housing goals and calls on Montgomery County to increase its share of housing by 10,000 units, including 1,000 additional units each in the City of Gaithersburg and the City of Rockville.



5. Montgomery County has already taken many steps to increase the production of all housing and preserve affordable housing. Some of these efforts include: updating the Zoning Ordinance and adopting master plans that increase residential density near transit, incentivize increased affordable housing and include creative ways to preserve affordable housing; revising the Moderately Priced Dwelling Unit law and requiring more MPDUs in high income areas of the County; expanding opportunities for accessory dwelling units; increasing funding for the Housing Initiative Fund; approving higher annual caps for payment in lieu of taxes agreements; using County-owned land for affordable housing developments; and preserving affordable housing using the County's right-of-first refusal law.
6. The Cities of Gaithersburg, Rockville, and Takoma Park have each reviewed the MWCOG recommendations and support efforts to increase housing production to meet future need and to work to preserve and produce affordable housing. The Takoma Park City Council adopted its "2019-2030 Housing and Economic Development Strategic Plan" on October 16, 2019 to advance these efforts.

### Action

The County Council for Montgomery County, Maryland approves the following action:

The County Council is committed to pursuing ways to produce and preserve quality housing for all its residents. A sufficient stock of quality housing at all levels of affordability is critical to quality of life, health of residents, and the economic development that will bring increased employment opportunities.

The Council supports the goals of the Metropolitan Washington Council of Government's (MWCOG) resolution which calls for an additional 320,000 housing units in the region by 2030. This is an increase of 75,000 housing units beyond the current forecast and calls for Montgomery County to set a goal of producing 10,000 housing units above the existing forecast, including housing that will be produced in the City of Gaithersburg and City of Rockville. The Council is committed to working closely with all County municipalities to achieve this new goal.

The Council supports MWCOG's policy goal that 75% of new housing be in Activity Centers or near high-capacity transit.

The Council will undertake efforts to analyze and find solutions for barriers to increasing housing production, particularly for housing affordable to low- and middle- income

Resolution No.  
Page 3

households. The Council will monitor data on the number and percent of households that are housing-cost burdened with a focus on reducing the number of very-low, low- and middle-income household that are spending more than 30% of their income on housing.

The Council will work to act as a catalyst for new cooperation and collaborations between government, the non-profit and for-profit housing development and construction community, financial partners including banking and foundations, and the community at-large to achieve these critical housing goals.

This is a correct copy of Council action.

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Mary Anne Paradise  
Acting Clerk of the Council



## City of Takoma Park Press Release

**Contact:** Communication Specialist  
City of Takoma Park  
301-891-7236  
donnaw@takomaparkmd.gov

### For Immediate Release

#### **Takoma Park City Council adopted the 2019-2030 Housing and Economic Development Strategic Plan through Resolution #2019-47**

**City of Takoma Park, MD – (October 18, 2019)** On Wednesday, October 16, the Takoma Park City Council adopted the [2019-2030 Housing and Economic Development Strategic Plan](#) through [Resolution #2019-47](#). This Plan positions the City to set affordable housing goals that complement the work of the Board of the Metropolitan Washington Council of Governments and the Montgomery County Council and take advantage of new funding and investment opportunities, while considering every action through a race equity lens and taking into account climate change resiliency needs.

Mayor Kate Stewart commented, “When we have stable, high quality housing available for all, families thrive and our community succeeds. On Wednesday night, the City took the critical and necessary steps to work toward the realization of the human right to safe, high quality, and affordable housing and the interrelated right to an adequate standard of living.”

As the City looks to meet its critical housing needs, housing development initiatives are interlaced with the City’s economic development initiatives, particularly in light of the positive and negative challenges of the coming Purple Line light rail line, the recent closing of the community’s hospital in the heart of the city, and changing regional market forces.

The themes of the Strategic Plan are:

- Preserve existing businesses and affordable housing in Takoma Park, including in revitalizing areas
- Produce more housing and opportunities for businesses to start and grow across the income spectrum and in neighborhoods across the City to meet the diverse housing and economic needs
- Protect renters, homeowners, and local businesses from discrimination and displacement; and protect our environment from destruction.

The City of Takoma Park is unique in that it has a strong rent stabilization program that has kept its rental housing rates low. With rental units making up approximately half of the City's housing units, Takoma Park provides a large percentage of Montgomery County's affordable rental housing stock. However, single family home prices in Takoma Park have been rising and there has been almost no new residential or commercial construction in Takoma Park in 50 years.

Residents looking for townhouses, accessible housing appropriate for multi-generational families, shared housing, housing for adults with special needs, or simply updated apartments, cannot find those units in Takoma Park at this time. And, strategies to allow aging residents to remain in Takoma Park have been needed. This Plan provides the framework to begin to meet these needs.

New construction as part of economic development efforts spurred by the Purple Line can help address the City's housing and business needs while also improving the appearance and walkability of New Hampshire Avenue and University Boulevard. Redevelopment of the site of the former Washington Adventist Hospital could help meet community needs in the areas of education, health care and housing.

Councilmember Talisha Searcy, representing the area closest to the Purple Line construction, noted, "The Housing and Economic Strategic Plan establishes the foundation upon which the City can build a thriving community that meets the needs of current and future residents and businesses. The world around us is changing. With the Purple Line and other major projects, such as the redevelopment of the Takoma Park Recreation Center, this document is critical to ensuring that the City is proactive in addressing changing demands and capitalizing on new opportunities."

While zoning for redevelopment near the Purple Line is in place, zoning changes will be required for areas on and near the hospital site. Montgomery County has master plan and zoning authority for land in Takoma Park. The passing of the Housing and Economic Development Strategic Plan provides direction as County zoning changes are pursued and considered.

The Plan will be particularly important in taking advantage of the State-designated Opportunity Zone in Takoma Park. The Zone covers the area along New Hampshire Avenue near the Purple Line. This area is also an Enterprise Zone. Having the goals and strategies in place will help advance the redevelopment of the Takoma Park Recreation Center on New Hampshire Avenue, as well as other commercial properties in the Takoma Langley Crossroads area.

Takoma Park's Economic Development Manager Samira Cook Gaines summarized, "The Housing and Economic Development Strategic Plan is an exciting leap forward for Takoma Park. It sets the stage for new partnerships and opportunities for growth and equity for our residents and businesses. I look forward to working with the community and our neighboring jurisdictions to create a thriving, creative, and equitable city for all Takoma Park residents."

Now that the Plan has been adopted, implementation steps and metrics will be refined by staff. Over the next four months, the Council will act to implement a number of the key strategies, including adoption of housing targets consistent with those adopted by the Metropolitan Washington Council of Governments and those that may be considered by Montgomery County.

Introduced by: Councilmember Searcy

**CITY OF TAKOMA PARK, MARYLAND**

**RESOLUTION 2019-47**

**RESOLUTION ADOPTING THE CITY OF TAKOMA PARK  
HOUSING AND ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**WHEREAS,** the City of Takoma Park acknowledges the fundamental human right to adequate housing as part of the right to an adequate standard of living as recognized in the [1948 Universal Declaration of Human Rights](#) and in the [1966 International Covenant of Economic, Social and Cultural Rights](#); and

**WHEREAS,** human rights are interdependent, indivisible, and interrelated, and therefore, the human right to adequate housing is interrelated with the right to work, earning a living and education, as well as other rights; and

**WHEREAS,** as a City we have the responsibility to enact legislation and take other measures within our available resources to facilitate realization of these rights and ensure safe, habitable and affordable housing; steady economic, social and cultural development; and full and productive employment; and

**WHEREAS,** the City of Takoma Park is a small, densely developed community in the Metropolitan Washington, D.C. region and, as such, is affected by regional market, transportation and environmental forces; and

**WHEREAS,** the City has been able to withstand pressure on residential rent prices due to its long-standing rent stabilization program, but has been increasingly affected by rising home purchase prices in the region; and

**WHEREAS,** there has been little new development in the City since the 1970's, which has limited the financial stability and growth of Takoma Park businesses and has led to a lack of diversity of housing types in the community; and

**WHEREAS,** a very large portion of the commercial and residential building stock is older and not energy efficient, with 70% of residential structures built before 1940; and

**WHEREAS,** the City has a relatively small commercial tax base and no industrial base and its largest employer – the Washington Adventist Hospital – has recently moved; and

**WHEREAS,** the Purple Line light rail transit line is being constructed on the northern side of the City, bringing with it both opportunities and challenges; and

**WHEREAS,** many Takoma Park residents have financial pressures due to inadequate income and high expenses, particularly high housing costs; approximately 27% of homeowners and 43% of renters have housing expenses that represent 30% or more of their monthly income, thereby meeting the Federal definition of housing burdened; and

**WHEREAS,** the aforementioned issues, along with the impacts of climate change and the City's commitment to actively use race equity as a guiding principle in decision-making, caused the City Council and City Staff to identify a need for and develop a Housing and Economic Development Strategic Plan for the period 2019 through 2030; and

**WHEREAS,** the themes of the Strategic Plan fall into these categories:

- Preserve existing businesses and affordable housing in Takoma Park, including in revitalizing areas
- Produce more housing and opportunities for businesses to start and grow across the income spectrum and in neighborhoods across the City to meet the diverse housing and economic needs
- Protect renters, homeowners, and local businesses from discrimination and displacement; and protect our environment from destruction; and

**WHEREAS,** the Plan calls for increased efforts to support the existing residential and business communities while also increasing the number and types of housing units and improving economic self-sufficiency of residents and business owners throughout the City; and

**WHEREAS,** the Council acknowledges its responsibility to assist the larger region on meeting affordable housing goals and greenhouse gas reduction targets; and

**WHEREAS,** to implement this Strategic Plan, Council will need to take action on some of the strategies, including:

- Adoption of housing targets, consistent with the regional targets adopted by the Metropolitan Washington Council of Governments and those to be considered by Montgomery County
- Criteria for use of the City's Housing Reserve and other City funding sources
- Enhancements to the effectiveness of the Rent Stabilization program, including consideration of modification of the capital improvement process for ease of use
- Criteria for the granting of Payments in Lieu of Taxes (PILOTs)
- New or modified real property tax credits
- Adoption of criteria for assessing a higher vacant building property tax
- Recommended changes to the County's zoning and allowable use provisions; and

**WHEREAS,** a schedule for such Council actions should be established by February 2020; and

**WHEREAS,** other steps to advance this Plan are to be prepared by City staff, including presentation of indicators to measure success, the preparation of annual implementation plans, and biannual presentations to Council on the status of work on the Plan; and

**WHEREAS,** this Strategic Plan significantly advances the Council's Priorities for 2019-2020 and will guide this and future Councils when setting policies and adopting budgets, will assist City staff in the development of annual implementation plans and work plans, and will be reviewed and, if necessary, updated periodically as conditions and needs change in the City of Takoma Park.

**NOW, THEREFORE, BE IT RESOLVED THAT,** the Council of the City of Takoma Park hereby adopts the 2019-2030 City of Takoma Park Housing and Economic Development Strategic Plan.

**Adopted this 16th day of October, 2019.**

AYE: Stewart, Kovar, Dyballa, Kostiuk, Seamens, Searcy  
NAY: Smith  
ABSENT: None  
ABSTAIN: None

Attest:



Jessie Carpenter, CMC  
City Clerk

**COUNTY COUNCIL OF PRINCE GEORGE'S COUNTY, MARYLAND**

**2019 Legislative Session**

Resolution No. CR-16-2019

Proposed by Council Members Glaros, Turner, Davis, Hawkins, Dernoga, Ivey, Taveras

Introduced by Council Members Glaros, Turner, Davis, Hawkins, Dernoga, Ivey, Taveras,  
Harrison, Anderson-Walker and Streater

Date of Introduction March 5, 2019

**RESOLUTION**

1 A RESOLUTION concerning

2 Housing Opportunities for All Workgroup

3 For the purpose of establishing a Housing Opportunities for All Workgroup to assist the County  
4 in setting priorities and implementing the Comprehensive Housing Strategy report for Prince  
5 George's County; to provide advice on any proposed legislation and/or changes being considered  
6 by the County to existing policies and legislation and to recommend possible changes for  
7 consideration by the County to the County's policies, regulations, procedures, and distribution of  
8 County resources; and generally relating to housing in the County.

9 WHEREAS, developing an effective housing policy, which would be comprised of  
10 strategies that develop housing for all, benefits the health, social, and economic development of  
11 our entire County; and

12 WHEREAS, the Prince George's County Council established, by Council Resolution (CR-  
13 13-2016), a Comprehensive Housing Strategy Ad-Hoc Housing Subcommittee to work with the  
14 Department of Housing and Community Development, consultants and citizen advisory groups  
15 to initiate and develop a Comprehensive Housing Strategy for the County; and

16 WHEREAS the goals of the Ad-Hoc Housing Subcommittee were to provide a variety of  
17 quality and diverse housing choices to meet existing and future needs of a diverse population and  
18 demographic; evaluate existing housing policy and program tools for effectiveness; provide  
19 quality, secure, long-term affordable and workforce rental housing through strategic new  
20 development and redevelopment; promote and support provision of affordable and workforce  
21 home purchase opportunities for County residents and workers; increase homeownership  
22 opportunities, develop strategies that promote regional housing collaboration and coordination as



1 well as consider the unique housing and fiscal challenges in Prince George's County; and  
2 promote and encourage sustainable and vibrant communities, thriving families and housing  
3 options for all; and

4 WHEREAS, after working with stakeholders over a twenty-four (24) month period, a  
5 County Comprehensive Housing Strategy Report, titled "*Housing Opportunity for All*", (herein  
6 "Report") was developed and was finalized in March 2019; and

7 WHEREAS, Prince George's County has become a key location for the relocation or  
8 expansion sites of several key federal agencies and high value economic development activities,  
9 all which will have a direct effect on short and long-term job creation, whereby diverse  
10 affordable housing is needed to house potential employees; and

11 WHEREAS, Prince George's County has significant land opportunities, transit-oriented  
12 development sites and a diverse housing stock at prices less than neighboring jurisdictions; and

13 WHEREAS, the Comprehensive Retail Market Strategic Plan recognized the need for  
14 housing in strategic locations to support high-quality retail and the Approved County General  
15 Plan 2035 identified the need for different housing types to support mixed-use walkable  
16 neighborhoods; and

17 WHEREAS, Prince George's County continues to experience challenges including  
18 foreclosures and shortages of quality affordable and workforce housing; and

19 WHEREAS, there is value in having a Housing Opportunities for All Workgroup to assist  
20 the County with the creation and monitoring of a Countywide Housing Policy, to provide  
21 guidance and assistance with implementing comprehensive strategies to promote and preserve  
22 housing for all; to provide guidance and innovation in financing tools and the re-distribution of  
23 County resources, promote strategies for equitable access to healthcare, education, jobs, and  
24 transportation; and to assist the County assess barriers to fair, affordable, diverse and quality  
25 housing opportunities to meet existing and future needs for the County's diverse population.

26 NOW, THEREFORE, BE IT RESOLVED by the County Council of Prince George's  
27 County, Maryland, that the Housing Opportunities for All Workgroup is hereby established to  
28 assist the County monitor and evaluate the effectiveness of the Comprehensive Housing Strategy  
29 and implementing the strategies thereof.

30 BE IT FURTHER RESOLVED that the Housing Opportunities for All Workgroup will  
31 have an initial term of two (2) years from the date of adoption of this Resolution. If determined

1 advantageous and desirable, the Housing Opportunities for All Workgroup may be reauthorized  
 2 in subsequent years by Council Resolution. The Housing Opportunities for All Workgroup shall  
 3 meet at least on a quarterly basis, unless otherwise required by the County Council or as deemed  
 4 appropriate by the Co-Chairs of the Workgroup.

5 BE IT FURTHER RESOLVED that the Housing Opportunities for All Workgroup shall be  
 6 composed of nineteen (19) members, as follows:

- 7 1. The Chair of the Prince George's County Council or the Chair's designee; and
- 8 2. The Director of the Department of Housing and Community Development or their  
 9 designee who will serve as Co-Chair of the Comprehensive Housing Workgroup; and
- 10 3. The President and CEO of the Prince George's County Chamber of Commerce or their  
 11 designee; and
- 12 4. The President and CEO of the Prince George's Economic Development Corporation,  
 13 or their designee; and
- 14 5. The Director of the Prince George's Department of Social Services, or their designee;  
 15 and
- 16 6. The Director of Prince George's County Department of Planning or their designee; and
- 17 7. The Chairman of the Board of the Prince George's County Housing Authority or their  
 18 designee; and
- 19 8. One (1) Representative from each of the following Organizations: Prince George's  
 20 County Association of Realtors (PGCAR); CASA de Maryland (CASA); Prince George's  
 21 County Municipal Association (PGCMA); Maryland Building Industry Association – Prince  
 22 George's Chapter (MBIA); Apartment and Office Building Association (AOBA); and the City of  
 23 Bowie (the County's Fair Housing partner); and
- 24 9. One (1) Representative from each category of the following areas, jointly selected by  
 25 the County Executive and County Council Chair: Senior Community, Non-Profit/Faith  
 26 Community, Housing Advocacy Organization, Disability Community; Non-profit housing  
 27 developer and "For-profit" Developer.

28 BE IT FUTHER RESOLVED that appointment of members shall be completed within 30  
 29 days after the adoption of this Resolution.

30 BE IT FURTHER RESOLVED that should either member listed above cannot serve in  
 31 their full capacity, the agency/organization should provide a replacement within 30 days.

1 BE IT FURTHER RESOLVED that the Council Administrator and the Department of  
2 Housing and Community Development shall assign appropriate technical and administrative  
3 support staff, or contract for policy support as necessary, to assist the Housing Opportunities for  
4 All Workgroup in its work.

5 BE IT FURTHER RESOLVED that the Housing Opportunities for All Workgroup will use  
6 the existing Report and other data resources to create the framework of a housing policy; will  
7 create benchmarks that will be monitored and distributed in a transparent manner; and provide  
8 quarterly updates of the benchmarks and strategies to the County Council and submit an annual  
9 report by January 1st of each year outlining activities, status of implementation and  
10 recommendations to be used for incorporation within the upcoming budget and calendar year.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 2019.

COUNTY COUNCIL OF PRINCE  
GEORGE'S COUNTY, MARYLAND

BY: \_\_\_\_\_  
Todd M. Turner  
Chair

ATTEST:

\_\_\_\_\_  
Redis C. Floyd  
Clerk of the Council

# Mayor Bowser Makes Washington, DC the First City in the Nation to Set Affordable Housing Goals by Neighborhood

Tuesday, October 15, 2019



(Washington, DC) – Today, Mayor Muriel Bowser was joined by DC Office of Planning (OP) Director Andrew Trueblood to release the [Mayor's Housing Equity Report](#) and the District's draft [Comprehensive Plan proposal](#). By establishing goals specific to each planning area of the city, the Housing Equity Report makes Washington, DC among the first cities in the nation to create area-specific goals for affordable housing and dedicate an entire initiative to examining the barriers and opportunities within each area. "What both the Housing Equity Report and the updated Comprehensive Plan recognize is that housing is a citywide challenge that requires citywide solutions," said Mayor Bowser. "Washington, DC will continue to change – we can be sure of that. These plans are focused on how we manage that change and balance competing interests in order to ensure a vibrant, equitable, and resilient city, not only for us, but for our children and grandchildren."

The Office of Planning and Department of Housing and Community Development collaborated to produce the Housing Equity Report. The report provides an analysis of current affordable housing distribution and proposes specific targets to achieve Mayor Bowser's bold goal of building 36,000 new homes, including 12,000 homes affordable to low-income residents, by 2025.

Recognizing the critical need to make progress toward these goals, the Mayor also released the draft Comprehensive Plan (Comp Plan) proposal today. The Comp Plan is a high-level guiding document that sets a positive, long-term vision for the District, through the lens of its physical growth and change. It is divided into 25 elements and two maps, the Future Land Use Map and the Generalized Policy Map. Housing is a critical theme of the proposed Comp Plan, and achieving the Mayor's bold goals will require changes being proposed to the text and maps. In addition to housing, the other three major themes of this update are equity, resilience, and leveraging public resources.

"Mayor Bowser recognizes the urgency of addressing housing affordability and opportunity. She has pushed the District to use all of our affordable housing tools to ensure an economically diverse future," said Office of Planning Director Andrew Trueblood. "With the Comprehensive Plan and the Housing Equity Report, we can be intentional about how and where we change, and how we balance competing interests in order to ensure a vibrant, equitable and resilient city for our future."

The Comp Plan was approved in 2006 and amended in 2011. Given how Washington, DC has changed in that time, it is important that the plan is amended now to reflect today's conditions, opportunities, and challenges.

"Mayor Bowser has challenged us to create a more inclusive city, one that gives all residents a fair shot at a pathway to the middle class," said Interim Deputy Mayor for Planning and Economic Development John Falcicchio. "Today, Mayor Bowser makes DC the first city in the nation to set affordable housing targets by neighborhood. This goal-setting strategy will help us achieve our overall mission of building a more inclusive DC."

The release of the Draft Comp Plan marks the beginning of a public review period. OP is providing a public review period of 67 days to accommodate review of the amended Elements; from October 15, 2019 through December 20, 2019. The Administration has prioritized ANC feedback during this public review period by providing 108 days (October 15, 2019 through January 31, 2020) for ANCs to meet with constituents and submit Official Actions (Resolutions).



# County of Fairfax, Virginia

## MEMORANDUM

**DATE:** November 5, 2019

**TO:** BOARD OF SUPERVISORS

**FROM:** Thomas E. Fleetwood, Director  
Department of Housing and Community Development

**SUBJECT:** Council of Governments Housing Goal Resolution

At its meeting on September 17, 2019, the Board of Supervisors' Health, Housing and Human Services Committee requested information on how the Metropolitan Washington Council of Governments' (MWCOG) new housing goals and the goals adopted by the Board as part of the *Fairfax County Communitywide Housing Strategic Plan* process fit together. This memorandum provides the requested information.

**About the MWCOG Housing Resolution:** In September 2019, the MWCOG board passed a resolution establishing a goal of adding 320,000 housing units to the region between 2020 and 2030. The resolution also notes that at least 75% of all new units be located in activity centers or high-capacity transit and at least 75% of all new units be affordable to low- and middle-income households. The MWCOG goal is based on projections indicating that employment growth over the next decade will be at a higher rate than housing growth in the metro area. If left unaddressed, the projected mismatch between jobs and housing units could potentially dampen economic competitiveness, further inflate housing costs, and strain transportation systems. The motion to establish the resolution, made by Chairman Bulova, was unanimously supported.

**About Fairfax County's Affordable Housing Goals:** Fairfax County is playing a key role in helping the region meet the forecasted housing shortage. Prior to the adoption of the MWCOG regional goal, the Board-directed *Fairfax County Communitywide Housing Strategic Plan* was developed in two phases. Phase One outlined 25 short- and medium-term strategies to preserve and produce affordable and workforce housing. Phase Two, adopted as part of the FY2020 Budget Guidance, outlines longer-term strategies to build and preserve affordable housing which require resources for implementation. As part of the plan, the Board adopted the goal of producing a minimum of 5,000 new homes, affordable to households earning 60 percent of the Area Median Income (AMI) and below, over the next 15 years. Known as "5k by 15," the goal is a floor, or a minimum number of new housing units needed in Fairfax County. Critically, the Board also endorsed through the FY 2020 budget guidance the inclusion of the equivalent of one penny of the real estate tax rate in the budget to provide the resources for this initiative. The goal is intended to be supplemented with additional financing mechanisms and land use tools to produce and preserve affordable homes above the 5,000 mark.

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Department of Housing and Community Development

3700 Pender Drive, Suite 300

Fairfax, Virginia 22030-6039

Tel. 703-246-5100 • Fax 703-653-7130 • TTY 711

[www.fairfaxcounty.gov/housing](http://www.fairfaxcounty.gov/housing)

November 2019 COG Board Packet 62

**MWCOG and Fairfax County's Goals – A Common Mission:** While the timeframe and specific methodologies used to develop the “5k by 15” goal and the MWCOG goal differ slightly, the overall intent of both targets is the same – to strengthen the competitiveness of our region and improve the quality of life for residents. It should be noted that MWCOG coordinated with Fairfax County to ensure overall consistency among the goals. Efforts to produce affordable homes that are tracked in the 5k by 15 goal, as well as through Fairfax County’s inclusionary zoning and land use programs – the Affordable Dwelling Unit and Workforce Housing programs – will count toward the MWCOG goal and will support the overall regional economy. Like Fairfax County, other neighboring jurisdictions have also set specific housing production goals which are contributing to the regional goal adopted by MWCOG. While jurisdictions are focusing housing production and preservation specific to their local needs, the combined efforts and sustained focus on affordable housing across the metropolitan area will allow the region to meet the goal.

In addition to the production of new housing units, the Fairfax County Redevelopment and Housing Authority and community partners are pursuing numerous efforts to preserve affordable homes in the county. This is particularly important in areas that are planned for redevelopment and will help to support the regional MWCOG goal, as many of these areas are our activity centers located near high-capacity transit. It should also be noted that data on the number of affordable homes preserved and produced are being monitored by the Board’s Affordable Housing Advisory Committee (AHAC).

If you have any questions regarding this information, please contact me at 703-246-5105.

cc: Bryan J. Hill, County Executive  
Tisha M. Deeghan, Deputy County Executive  
Joseph M. Mondoro, Chief Financial Officer  
Rachel Flynn, Deputy County Executive

For more information about Fairfax County's Affordable Housing goals, please view the Fairfax County Affordable Housing Resources Panel Report at:

<https://www.fairfaxcounty.gov/housing/sites/housing/files/assets/documents/ahrp/ahrp%20recommendations%20final.pdf>



# **AGENDA ITEM #10**

## **CYBERSECURITY IN LOCAL GOVERNMENT**

## **CYBERSECURITY SPEAKER BIOS**

### **Tara Miller**

Tara Miller is the President of Process Improvement Achievers, LLC (PI Achievers), an IT Security and process improvement firm in Baltimore, Maryland. Ms. Miller specializes in evaluating internal business operations and controls to identify ways to increase employee productivity and efficiencies. Ms. Miller has vast experience writing and testing policies and processes; developing training aids; and interacting with or presenting to employees at all levels of companies.

Ms. Miller's prior experience includes Information Security Program Manager for a large government agency, HIPAA Privacy and Security Officer for a Baltimore based hospital, and Training and Development Manager for various contracts. Ms. Miller also fulfills the role of COO for the Wireless Village, a volunteer organization that performs RF and wireless capture the flag training for security conferences within the U.S.

Ms. Miller holds a B.A. in English, and an M.S. in Economic Crime Management.

### **Rick Mellendick**

Rick Mellendick is the Chief Security Officer for Process Improvement Achievers, LLC, (PI Achievers), an IT security and process improvement firm in Baltimore, Maryland. Mr. Mellendick specializes in designing and testing wireless networks with non-traditional strategies using offensive techniques. Mr. Mellendick has been a wireless security architect for multiple U.S. Government agencies and numerous corporations. His knowledge was gained from researching advanced threats to critical infrastructure, federal agencies, as well as private corporations.

Mr. Mellendick has extensive experience in computer network operations including developing proof of concept attacks and performing demonstrations for many federal and corporate clients. Mr. Mellendick leads teams that regularly perform Red Team analysis, specializing in wireless and radio frequency (RF) attack and defense. He is a subject matter expert for computer network operations, wireless offensive tactics, and designing information systems to comply with federal and local regulations. Mr. Mellendick has personally completed over 300 RF and Red Team penetration tests.

He is a builder and breaker of RF signals and the creator of the Wireless Capture the Flag which is hosted by the Wireless Village.

Mr. Mellendick's certifications include CISSP, ISSEP, OPSA, CEH, IEM, IAM, MCP, Linux Security, and Certified DoD System Administrator.



# Protecting Our Data:

WHAT CITIES SHOULD KNOW  
ABOUT CYBERSECURITY

**NLC** NATIONAL  
LEAGUE  
OF CITIES

CITIES STRONG TOGETHER



**About the National League of Cities**

The National League of Cities (NLC) is the nation’s leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans. NLC’s Center for City Solutions provides research and analysis on key topics and trends important to cities and creative solutions to improve the quality of life in communities.

**About the Authors**

**Kyle Funk**, Program Specialist of City Solutions

**Cooper Martin**, Director of Sustainability & Solutions

**Nicole DuPuis**, former manager of the Urban Innovation program at NLC’s Center for City Solutions

**Alan Shark**, the Executive Director and **Dale Bowen** is Managing Director, Public Technology Institute at CompTIA.

**Acknowledgements**

NLC is grateful for the guidance and review from the Public Technology Institute; Angelina Panettieri, Principal Associate for Technology and Communications, Federal Advocacy and John Manwell, Program Director for Information Technology at NLC; and Dan Lohrmann, Chief Security Officer & Chief Strategist at Security Mentor, Inc.

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## Foreword

**M**any of us remember a time before technology permeated every aspect of life - including our local governments. Not so long ago, our communities ran on filing cabinets stuffed with documents, fax machines and paper public transit schedules. Our timecards and records were kept by hand, and resident engagement only happened in-person or over the phone.

Today, our communities have moved online. This change has made many aspects of modern life more efficient. But this digital revolution is happening quickly, often at a pace faster than we can keep up with. As a result, individuals and institutions alike have been left vulnerable to hackers and ransomware.

Every day in the United States, a local government is hacked. Since 2013, ransomware attacks have impacted at least 170 county, city, or state government systems. The damage can cost millions, but the loss of public trust and safety come at an even higher price.

Despite being a primary target for hackers, local governments continue to integrate technology into their day-to-day operations and are increasingly collecting massive amounts of data. The pressure on cities to become “smarter” and more connected is mounting.

This rush toward digitization has resulted in a frenzy of competition and anxiety about being left behind, or not being able to provide the right services to their residents. As local leaders consider the risks and rewards of greater connection, they must also consider the crucial need for cybersecurity.

The National League of Cities remains committed to helping our members protect themselves, online and offline. That is why we are proud to release “Protecting Our Data: What Cities Should Know About Cybersecurity” in collaboration with the Public Technology Institute. This guide will help local leaders prepare and implement systems to protect their institutions online.

New technologies have the potential to create a brighter, more equitable future for the people in America’s cities, towns and villages. But, cybersecurity and smart city initiatives must go hand-in-hand. If we continuously invest in the people and systems needed to keep our information secure, our communities will thrive.



**Clarence E. Anthony**  
CEO and Executive Director, NLC

“

**The National League of Cities remains committed to helping our members protect themselves, online and offline.**

## Introduction

The White House reported that there were 77,200 cyber incidents in 2015 occurring in federal agencies alone. The Federal Trade Commission (FTC) received more than 800,000 consumer fraud and identity theft complaints, where consumers reported losses from fraud of more than \$1.2 billion. Security threats from the “outside” are increasing in frequency and sophistication, but most of the greatest threats are coming from users “within” – network users who click on malicious links, open email attachments that contain viruses, or make other mistakes that allow hackers to gain access.

Public services are going digital. At the most complex level, this requires policymakers to understand, manage and regulate the use of facial recognition software and micromobility technology like e-scooters, energy storage, smart energy meters or autonomous vehicles. But data is also increasingly at the core of more fundamental services such as trash collection, building and zoning permitting, fleet management, public facility operations, utility maintenance and even tree inventories. The pressure on cities to become “smarter” or more connected is mounting, resulting in a frenzy of competition and anxiety about being left behind. A report from the McKinsey Global Institute estimates that the economic impact of the internet of things (IoT) in smart cities could surpass \$1.7 trillion worldwide in 2025.<sup>i</sup>

Local governments do not often think of themselves as tech organizations, but nearly everything a government does depends on its ability to create, maintain and share large quantities of data – and to ensure that data is secure. Undoubtedly, the confluence of government and technology has great potential for cities to improve service quality and efficiency. But embracing technology-driven governance is not without risk.

Today’s networks are constantly being probed for weaknesses and vulnerabilities. All organizations must deal with these threats as technology continues to play a larger and larger role in business and governance. From Russia disrupting Ukraine’s infrastructure and breaches of corporations such as Equifax and Marriott, to attackers targeting American cities like Atlanta, Baltimore, and Riviera Beach, FL, ransomware and email scams plague internet users daily.

Local leaders should make cybersecurity an administrative and budgetary priority. When a local government is the victim of an attack, the cost can far exceed that of proactive investment in cybersecurity. In 2016, the average cost of a data breach was estimated to be about \$6.53 million.<sup>ii</sup> However, in many cities, the cost can be even higher, and the price of failing to secure our networks is clearly rising. The cost for Atlanta to recover from its ransomware attack was estimated around \$17 million.<sup>iii</sup> Similarly, the recent Baltimore ransomware attack is predicted to cost over \$18 million.<sup>iv</sup>

While there are several examples of high visibility hacks on the private sector, there are three main reasons why the concerns are very different when a local government falls victim to a breach:

- Governments collect and maintain **far more sensitive information** than most private sector companies.
- Residents **can’t easily move** or choose a competitor if they are unhappy with their local government service and security.
- Trust in government is eroding, and security breaches may further **reduce faith in government**.

Cybersecurity and smart city initiatives must go hand in hand as local leaders continue to invest in 21st century infrastructure. This municipal action guide is a collaboration of the National League of Cities and the Public Technology Institute. Our aim is to strengthen cybersecurity policies and systems in local governments. The guide looks at the state of cybersecurity in local governments and includes policy recommendations for local leaders to implement in order to keep their residents, and their own data, safe. To get a clearer picture of the state of cybersecurity in local governments today, NLC and PTI conducted a small survey of PTI’s IT members and NLC’s Information Technology Committee (ITC). We found that while local governments are making improvements, they still lack support from elected leaders and face budget constraints that limit their abilities to improve cybersecurity further.

There are many simple and effective steps cities can take to avoid vulnerabilities and reinforce cybersecurity best practices:

- Identify one individual to be responsible for cybersecurity programs in that jurisdiction
- Make digital hygiene an institutional priority
- Educate the local workforce, elected leaders and residents about cybersecurity
- Conduct an analysis of local government vulnerabilities
- Ensure your data is properly backed up
- Implement multi-factor authentication
- Create policies or plans to manage potential attacks
- Ensure public communication is part of your attack response plan
- Adopt a dot gov (.gov) address to reduce risk of fraudulent municipal websites
- Work with educational partners to create a cybersecurity talent pool

No network can be 100 percent secure, but by following the recommendations in this guide, local government leaders can reduce the risk of a cyber-attack and be more resilient when one does occur.

# What is Cybersecurity?

## DEFINITIONS YOU SHOULD KNOW

### CYBERSECURITY

The protection, confidentiality, integrity and availability of data, systems and infrastructure in technology. Cybersecurity is a combination of secure systems (hardware and software) built into technology as well as human intervention, monitoring, training, awareness, and good network habits.

### MALWARE

Short for “malicious software,” this software is designed specifically to damage or disrupt a system, such as a virus.

### RANSOMWARE

A type of malware that threatens to publish or block access to data until a ransom is paid

### BREACH

An incident that resulted in confirmed disclosure (not just exposure) to an unauthorized party

### PHISHING

The illegal practice of sending email claiming to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and social security numbers

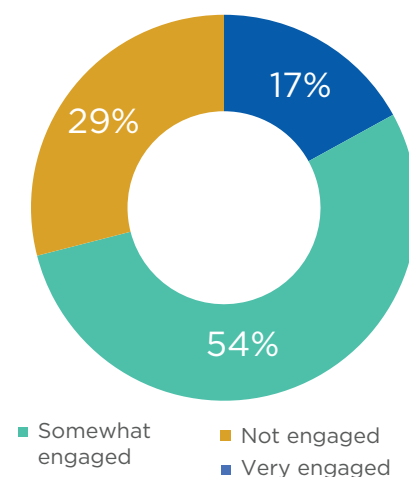
# How Prepared are Cities?

NLC and PTI conducted a survey of IT officials representing local governments from across the United States to prepare for this survey. PTI sent the survey out to their broader membership while NLC targeted members of our Information, Technology and Communications Advocacy Committee, generating 165 responses:

- 45% represent communities with a population under 50,000
- 33% represent local governments in the 50,000 to 150,000 population range
- 22% represent local governments above 150,000 in population.

## HOW ENGAGED ARE YOUR LOCAL OFFICIALS IN CYBERSECURITY EFFORTS?

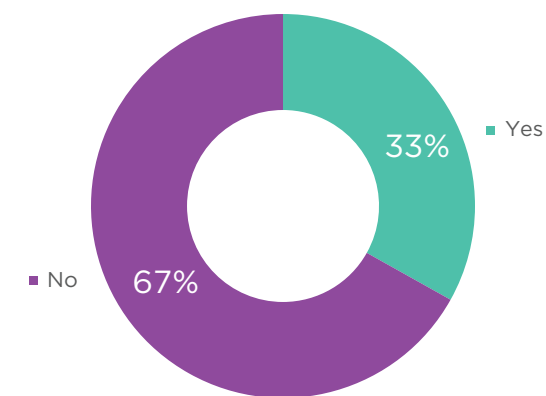
Only 17 percent of respondents say their local elected officials are very engaged in cybersecurity efforts. In fact, 29 percent admitted that they were “not engaged” at all.



## IS YOUR BUDGET ADEQUATE ENOUGH TO SECURE THE NETWORK PROPERLY?

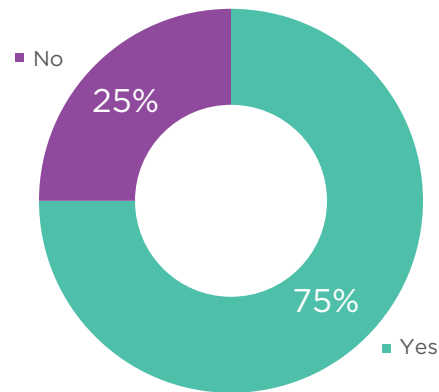
When asked if the local government’s budget was adequate, 67 percent of respondents said it was high enough to secure the network properly.

Over half of those who answered the survey said that elected officials tended not to prioritize cybersecurity budgets and policy.

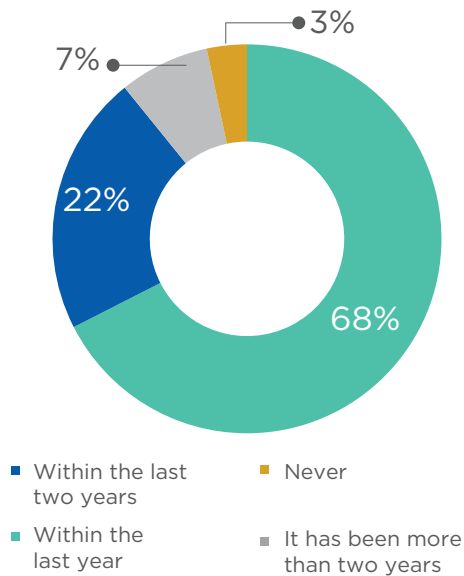


**DOES YOUR LOCAL GOVERNMENT HAVE A CYBERSECURITY PLAN/STRATEGY?**

Over three-fourths (75%) of local governments have a cybersecurity plan/strategy in case of an attack. These plans also include the steps to recover data should the system be breached.

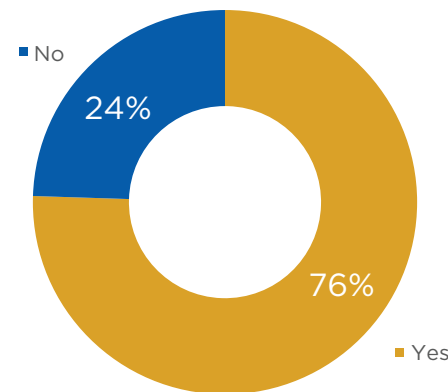


**IF YOU HAVE A CYBERSECURITY PLAN, HOW OFTEN IS IT REVIEWED?**

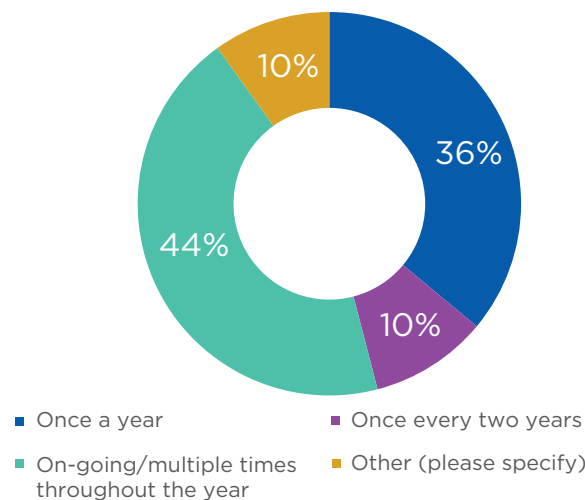


However, only 68 percent of these plans have been reviewed in the last year. This is troubling, since annual audits are considered a best practice with ever-changing technology and threats.

**DOES YOUR JURISDICTION PROVIDE FOR EMPLOYEE AWARENESS TRAINING (WHAT TO DO AND WHAT NOT TO DO WHEN IT COMES TO CYBER SECURITY)?**



**IF YES, WHAT IS THE FREQUENCY?**



PTI and NLC's survey revealed that around 76 percent of respondents conduct employee awareness trainings. While most (80%) conduct these trainings yearly, a few local governments only conduct cybersecurity training at employee onboarding.

The information collected by NLC and PTI are consistent with prior research and analyses in local government cybersecurity, indicating that little progress is being made to improve security in the face of mounting threats. In 2016, the International City/County Management Association (ICMA) and the University of Maryland, Baltimore County, conducted the first-ever survey of U.S. local governments about their cybersecurity practices and experiences. Their results revealed an alarming state of unawareness and unpreparedness for the majority of the 3,423 local governments they surveyed. These risks may cost local governments significant money and time as they seek to reverse the effects of a cybersecurity incident.

The most alarming result from the survey dispels the myth that cities, towns and villages are safe from attacks by bad actors. The survey found that 44 percent of local governments report an attack from a cyber incident hourly (26 percent) or daily (18 percent). That number rises to 66.7 percent over the duration of a year. But what is even more alarming is the large number of local governments that do not know how often they are attacked (27.6 percent), experience an incident (29.7 percent) or a breach (41.0 percent).

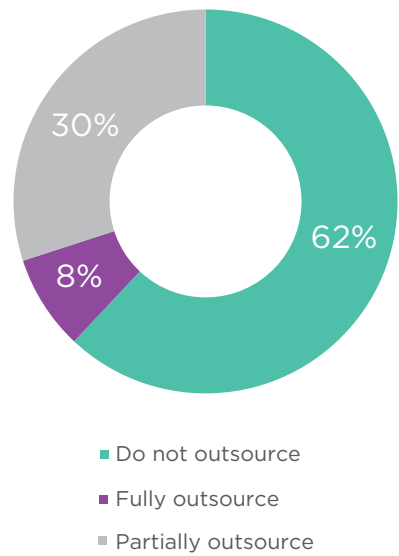
Worse still, while 88.8 percent of local governments know that most incidents come from external actors, nearly one-third (31.9 percent) do not know if the attacks were from an internal source or an external one. Even though local governments constantly experience incidents, a majority do not catalog or count attacks (53.6 percent).<sup>v</sup>

According to the ICMA/University of Maryland, Baltimore County survey, local governments are trying to improve cybersecurity resilience through policy planning. The top policies that governments adopted included rules regarding how passwords are created, requirements on the frequency that end users must change their passwords and use of employee personal electronic devices on local government systems. Even though these policies were adopted, most officials incorrectly wrote them off as ineffective to increasing cybersecurity.<sup>vi</sup> The experts also noted in the paper that maintaining a strong cybersecurity culture with all users was vitally important. A strong cybersecurity culture means keeping good digital hygiene on top of mind, and sharing responsibility between all end users – not just the IT department or officials.

Though the ICMA/University of Maryland, Baltimore County survey revealed alarming cybersecurity results, the NLC/PTI survey shows that local governments are starting to adjust to the dangers the cyberworld presents. Three years have passed since the two surveys and cities, towns and villages seem to be progressing on cybersecurity. However, bad actors have not sat idly by. Nowadays, cybersecurity work will require constant evolution and local governments are best adapted to prepare and innovate solutions that can help the whole country remain secure.

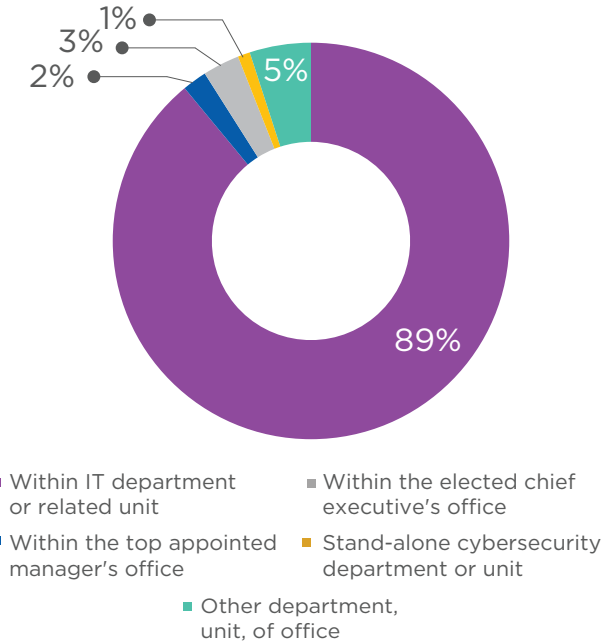


**DOES YOUR LOCAL GOVERNMENT OUTSOURCE ANY OF ITS CYBERSECURITY FUNCTIONS?**



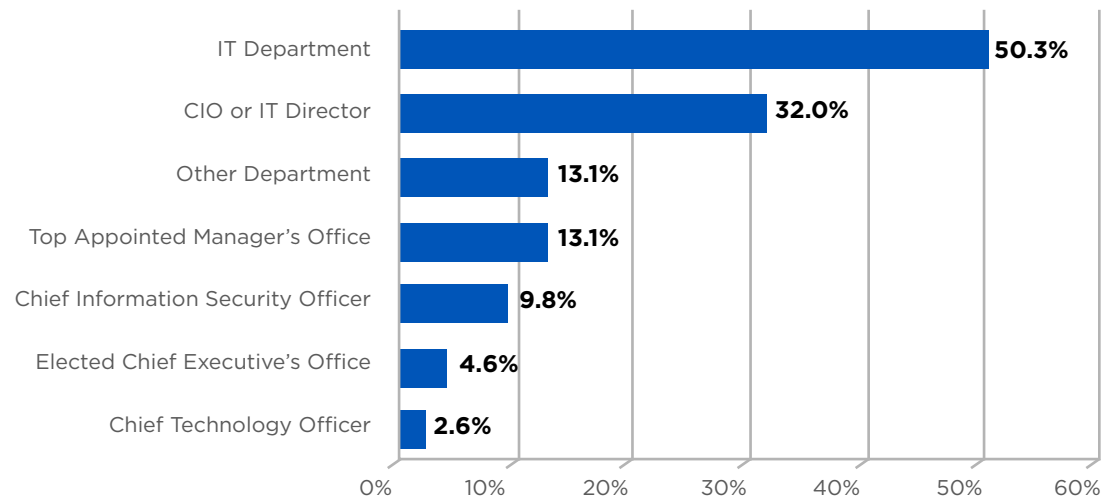
Graph courtesy of ICMA/University of Maryland, Baltimore County.

**WHERE IS THE PRIMARY RESPONSIBILITY FOR CYBERSECURITY LOCATED IN YOUR LOCAL GOVERNMENT'S ORGANIZATION?**



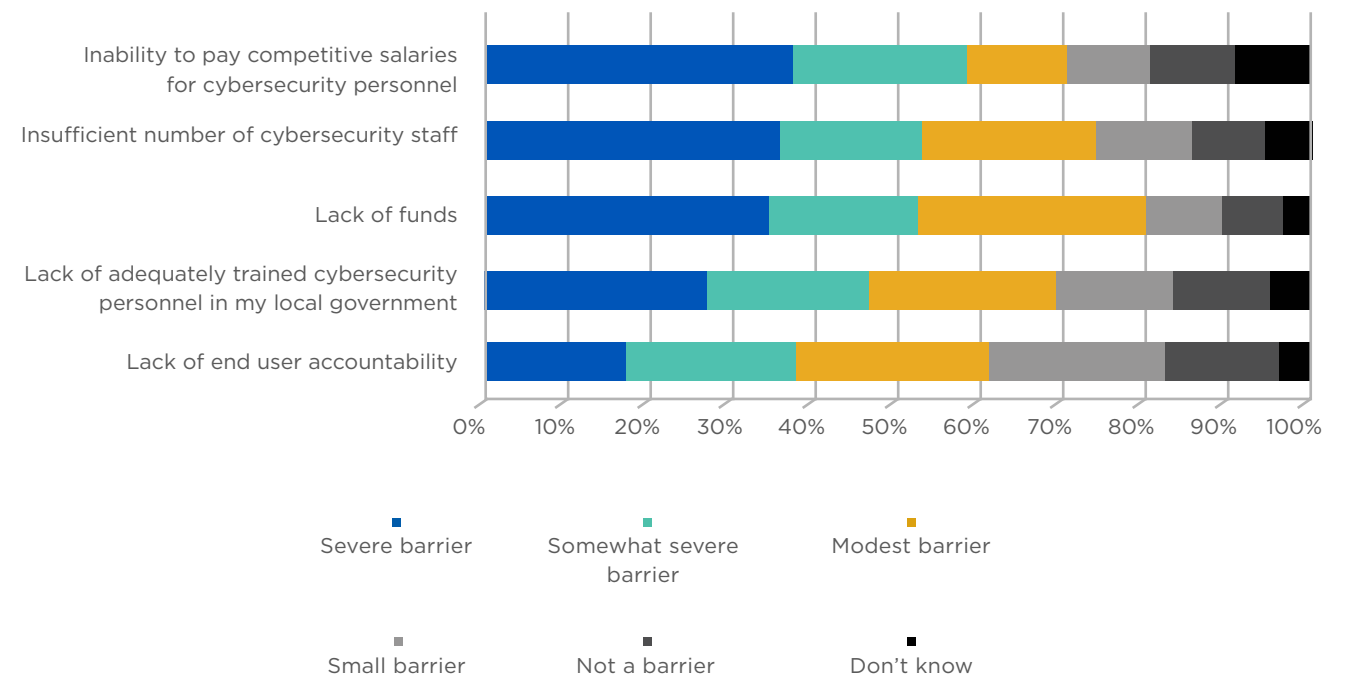
Graph courtesy of ICMA/University of Maryland, Baltimore County.

**IF OUTSOURCED, TO WHAT OFFICE OR OFFICIAL IN YOUR LOCAL GOVERNMENT DOES THE CONTRACTOR(S) TO WHOM YOU OUTSOURCE CYBERSECURITY REPORT?**



Graph courtesy of ICMA/University of Maryland, Baltimore County.

**TO WHAT EXTENT IS EACH OF THE FOLLOWING A BARRIER FOR YOUR LOCAL GOVERNMENT TO ACHIEVE THE HIGHEST POSSIBLE LEVEL CYBERSECURITY?**



Graph courtesy of ICMA/University of Maryland, Baltimore County.

# Private Sector Perspectives:

## 6 STRATEGIES FOR CYBER SECURE CITIES

Haiyan Song, Senior VP and GM, Security Markets, Splunk

Cities are increasingly focused on cybersecurity best practices, with several high-profile attacks in recent years causing major disruptions to city operations across our nation. Developing the practices and tools to protect our cities from ransomware, cryptomining and a wide range of emerging threats is vital to safety, data protection and the security of the critical infrastructure that cities manage. But there's hope in the chaos. The ability to dramatically improve your cybersecurity defense is within reach for the largest cities and smallest towns, provided we work together across all levels of government, academia and private sector partners.

Last fall I was honored to host a cybersecurity roundtable with the National League of Cities at Splunk's San Francisco headquarters, where I shared advice from my years of conversations with cybersecurity experts around the globe in every industry. Here are some of our observations:

**1 CITY LEADERS NEED TO UNDERSTAND THAT CYBERSECURITY ISN'T JUST AN IT DEPARTMENT CHALLENGE.** It's the responsibility of the entire organization, and the buck ultimately stops with leadership. In the private sector, there's no question that cybersecurity is now a CEO and board-level responsibility, and recent cyber incidents for local governments have made it clear that mayors, city managers and councilmembers must be informed and ready to lead on this issue. City leaders need to align with their IT and security staff and stay informed about cyber risks and their potential impact to the city.

**2 CITIES NEED TO START IMPROVING THEIR DEFENSES AND KEEP MOVING.** There is no "finish line" when it comes to cybersecurity. It's a continuous journey. No matter where your city is in its cybersecurity defense maturity, it's important to commit to always moving forward. Threats are always evolving, which means your strategy to monitor, detect and act on risks must as well. Has your city adopted a risk-based cybersecurity framework, such as the one from the National Institute for Standards and Technology (NIST)? Does your city have a cyber incident response plan? If so, how often is it tested?

**3 CYBERSECURITY IS A TEAM SPORT.** Just as cities proactively form partnerships to prepare for natural disasters, it is critical that cities forge strong partnerships for cybersecurity incident response before disaster hits. Even the most technologically mature cities will struggle with resources if they are hit with a major cybersecurity incident. Cities must play an active role in sharing and collaborating with each other, other levels of government and security industry partners.

**4 CITIES NEED TO UNDERSTAND THAT THE CYBERSECURITY TALENT GAP IS A GLOBAL PROBLEM WITH MILLIONS OF UNFILLED POSITIONS,** and everyone is scrambling to recruit and train the next generation of cyber defenders. Do your local universities, community colleges or high schools have cybersecurity programs? Identify both short- and long-term talent pipelines for cybersecurity in your region. Be a champion of these programs and your cities will benefit.

**5 BUDGETS ARE IMPORTANT.** City IT leaders have been red flagging cybersecurity and the lack of an adequate budget as their top priority for years. Does your city have a dedicated cybersecurity budget? Is that budget realistic to provide the protection you're aiming for?

**6 LASTLY, THERE'S AN IMPORTANT QUESTION ALL LOCAL GOVERNMENTS SHOULD ASK: DOES YOUR IT LEADERSHIP HAVE ACCESS TO THE MODERN TOOLS IT NEEDS TO DO ITS JOB EFFECTIVELY?** A modern cybersecurity practice fundamentally comes down to being smarter with data than those looking to do you harm or hold your data for ransom. Big data analytics, machine learning and even artificial intelligence (AI) aren't futuristic fantasies, they're the core technologies of today's cybersecurity defenses.

It's paramount that all city leaders look at security as a mission enabler and not just a checkbox. The most advanced cities I come across understand that data needs to be at the heart of any security operations center (SOC). And there's a hidden pot of gold in putting advanced data analytics at the center of your security strategy. We've seen countless enterprises that learned the modern skills of being "data driven" through their cybersecurity practices, and then transformed their organizations by transferring those skills into their core missions. There are even examples of organizations taking the data skills and machine learning tools they use for cybersecurity and applying them to pressing policy issues like combating the opioid crisis and human trafficking.

## Policy Landscape and Resources for Local Governments

Cities are not alone in this effort to secure public information. Several state governments are stepping up to assist cities as they identify areas of cybersecurity vulnerability. Local leaders should be aware of what their own state might offer, and advocate for programs that have been successful from other state governments.

Examples of this work can be found in Georgia and West Virginia, which are cultivating state government ecosystems to help cities improve their cybersecurity defenses. Georgia offers consultations to all municipalities upon request. They do this by creating IT contracts that allow them to work for local governments for general

purpose or incident response needs.<sup>vii</sup> West Virginia has also followed this route, setting up state contracts to allow local governments to take advantage of state resources.<sup>viii</sup>

New York and Virginia are attempting to help local governments with different approaches. New York's Department of Homeland Security and Emergency Services is helping local governments evaluate their vulnerability assessments against the [Cybersecurity Framework](#) developed by NIST. Virginia, on the other hand, is tackling cybersecurity with help from the military. The state has mobilized its National Guard to 'State Active Duty' status to perform vulnerability assessments and

penetration tests on local government networks. The Commonwealth also plans to use homeland security grants to hold regional working group meetings on cybersecurity.<sup>ix</sup>

For any cybersecurity program to work, sharing costs and retaining talented cybersecurity employees in local governments is crucial. State officials in Michigan launched a chief information security office (CISO) service to aid nine small- and medium-sized governments. The program allows local governments to pay a fraction of the price for a trusted cybersecurity expert to assist them with their cybersecurity needs. CISO and other tech officials are engaged through this cost-sharing system which allows them to receive the expertise they normally could not

afford on their own. This partnership approach resulted in improved cybersecurity for the state and was cited by FEMA as being a valuable example for other jurisdictions.<sup>x</sup>

Dozens of state and local government agencies are members of the [Multi-State Information Sharing & Analysis Center \(MS-ISAC\)](#). This coalition is open and free for all state, local, tribal and territorial governments. MS-ISAC is hosted by the non-profit Center for internet Security and supported by the Department of Homeland Security, and provides multiple resources, including a 24/7 Security Operations Center, Incident Response Services and a Vulnerability Management Program.

# Cyber Disruption Response Plans



**Every government must be prepared to respond to cyber emergencies, in the same way that fire departments train and prepare to respond to fires. The National Governors Association (NGA) has created guidance on how to respond to emergency cybersecurity incidents. The NGA publication examines ‘Cyber Disruption Response Plans’ across America and offers best practices and tips to help. Bottom line, every government should test their processes and procedures with business leaders at least annually with a tabletop exercise that addresses cyber and other threats.**

*-Dan Lohrmann, Chief Security Officer & Chief Strategist, Security Mentor, Inc., former leader of Michigan state government cybersecurity teams.*

## Local Government Examples

### Durham, North Carolina

(228,330 population)

Durham, North Carolina, was hit with two major cyberattacks in the last decade. The first attack, in 2009, targeted the public-school system and multiple systems managing student grades, phones and other networks were down for three months. Once the systems were back online, over 5,000 teachers had to manually reenter grades and other information. In addition to the costs of restoring or replacing hardware, the attack reduced functionality of the school system for months and it took thousands of hours to recover information.

Thus, the city of Durham worked diligently to create new policies, procedures and plans to make sure an attack like the 2009 incident never happened again. The school district and elected leaders established a cyber security framework complete with context, leadership, evaluation, compliance, audit, review and media plan. They also established partnerships with the FBI, the state of North Carolina and MS-ISAC.

When a second attack occurred in 2018, the city was better prepared. This time, the fleet vehicle network was inflicted with a virus that tried to jump to other agencies. DeWayne Kendall, deputy director of technology Solutions for the city of Durham, was worried.

“We were on our way to being in the newspaper,” he said.

When the second attack took place, staff quickly reached out to partners at MS-ISAC, who then connected them with staff in Allentown, Pennsylvania, who just had a similar attack. This time, instead of taking months to diagnose and identify the attack, they were able to do it in hours. The attack was shut down completely and the city was able to eliminate reinfections of the system within two weeks.

### Worcester, Massachusetts

(Population estimate: 185,877)

The city of Worcester, Massachusetts, recognized that in order for its cybersecurity awareness program to be effective and successful, it must have support at the highest level. The city has increased its security efforts over the past year by prioritizing them in the fiscal 2019 budget, and creating a full-time data security specialist position to implement policies and procedures that will help safeguard the city’s data. The city also created a cybersecurity awareness trainer position, another full-time employee whose job was to deliver cybersecurity awareness training to employees on an ongoing basis. The city started its cybersecurity awareness program in October 2018.

Since cybersecurity is too broad of an area to tackle all at once, city officials identified training as the first priority. They aimed to train employees on cybersecurity awareness and equip them with the knowledge to help identify and prevent cybercrime. Additionally, the city continues to

research cybersecurity best practices and available training for local government. To date, the city's cybersecurity awareness program includes: A one-hour, mandatory introduction to cybersecurity awareness class to employees;

1. A process to encourage users to report suspicious emails;
2. Acknowledgement of "cyber champions" in each department who can help their co-workers identify "fake" emails, distribute awareness flyers and posters and participate in monthly meetings to provide input for additional cybersecurity awareness training;
3. Development and enforcement of security policies and
4. Creation of a cybersecurity incident response plan.

Cities interested in bolstering their approach to cybersecurity preparedness often start by seeking grant opportunities to help fund cybersecurity risk assessments. The city of Worcester received such funding to review current policies, processes and procedures and identify potential security risks.

### Matanuska-Susitna Borough, Alaska

(Population around 100,000)

The Matanuska-Susitna Borough (Mat-Su) is a local government in Alaska with a population of about 103,000. Borough officials felt that they had a fairly secure system. The borough monitored web, email, and network traffic; weathered DDOS attacks, viruses, malware, and ransomware; and had a good backup/disaster

recovery system designed to withstand the next big Alaska Earthquake.

In mid-2018, several local and state government organizations in Alaska were hit by cyber attacks. Matanuska-Susitna was hit with an advanced malware suite on July 23, 2018, that took down 150 servers and nearly 600 desktop computers. Mat-Su and the nearby city of Valdez were completely incapacitated. Both governments were infected with ransomware, but each responded differently. Valdez decided to pay the ransom, whereas Mat-Su did not. Upon investigation, Mat-Su found that the attack had infected and encrypted their backups. Primary cleanup and mitigation took three months and cost \$2.5 million. To reduce the risk of a new infection, both locations completely rebuilt their networks and scrubbed all data imported to the new networks.

As for ransomware, the Mat-Su subscribes to the conventional wisdom of never paying a ransom, as doing so simply encourages the attacker to use new and bolder methods, and paying never guarantees a return of assets.

There are many models for cybersecurity, and the most common, *prevention*, is no longer enough. Since the attack, the municipality's multi-level email filters capture more than 650,000 bad emails an hour, and yet there are still dozens of targeted email attacks that get through daily. For prevention to work, a city's defense has to be correct 99 percent of the time, as no system will ever be perfect. Mat-Su now uses the *detect and contain* approach for that reason.

### National League of Cities

The National League of Cities suffered a ransomware attack in February 2017. The total downtime experienced was less than 15 hours thanks to the inclusion of cybersecurity in NLC's disaster recovery plan. By having, following and sticking to the plan, NLC was able to recover the stolen files without having to pay the ransom.

One evening, a network user noticed that several files were locked on the network drive and suspected that this was a potential ransomware attack. They immediately called NLC's IT director who confirmed that the files were in a state of encryption caused by a ransomware attacker. The managed services provider (MSP) who maintains NLC's network was contacted and quickly discovered the attack was coming from an account logged on through a terminal network that allows for remote working — essentially, the attacker was posing as an NLC employee. They immediately disconnected the user and reset the password to stop the hacker from getting back into the network.

By that time, over 11,000 files had been locked by the attack. However, there was no need to pay the ransom because NLC backs up its data every night. The first thing NLC's disaster plan calls for is a recovery via a shadow copy from the off-site location to the on-site location, but this failed because of inadequate free space. A second action called for making the off-site file server the primary file server for the time being while the MSP took time to wipe clean and re-build the on-file server from scratch. Additionally, it was decided that terminal services be terminated during the recovery period and was later rebuilt.

There is nothing like an attack to test the disaster recovery plan for any government or organization, and NLC learned several important lessons about its strengths and vulnerabilities. First, the rapid response plan and nightly file backups allowed the organization to quickly respond to the initial attack. Second, hosting those backup copies off-site allowed the organization to quickly restore critical services after the attack, even while the primary file server was being rebuilt. Third, there were additional steps that the NLC could take to prevent similar attacks in the future. This included lengthening employee passwords to a minimum of 14 characters as suggested by the NIST security standard, adding an application to strengthen the terminal services by limiting the number of invalid login attempts, and implementing multi-factor authentication (MFA) on the terminal service and VPN. Finally, NLC made cybersecurity training mandatory for all staff with a focus on phishing and scams.

# What Cities Need to Know About Cyber Insurance

As cyberattacks against local governments have become more widespread, cyber insurance has emerged as an attractive backup for some cities to expand the full set of cybersecurity protections. Insurance should not be considered an alternative to updating systems and improving digital hygiene, but no system can be 100% safe in such a dynamic and changing environment.

Cyber insurance premiums can cost thousands of dollars, but they can save a municipality much more, in the event that there is a cyberattack. Here are just a few things cities should include when thinking about the scope of potential coverage:

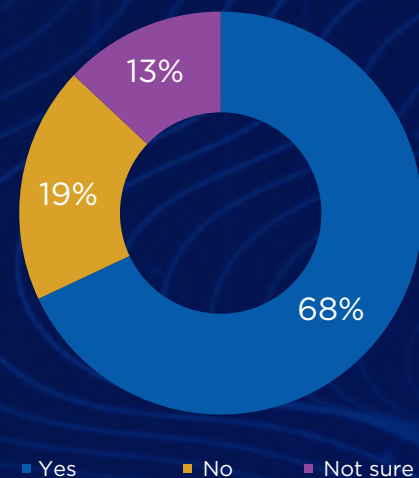
- Overtime for employees attempting to restore a system
- The cost of lost revenue (some non-recoverable)
- The cost of outside technical support servicesThe monthly and annual costs to provide “free” credit monitoring reports to affected citizens or businesses whose information was stolen
- The replacement of some equipmentLegal fees
- Forensics after an attack occursCrisis management and post-event related expenses

## WHAT DO CYBER INSURANCE COMPANIES LOOK FOR?

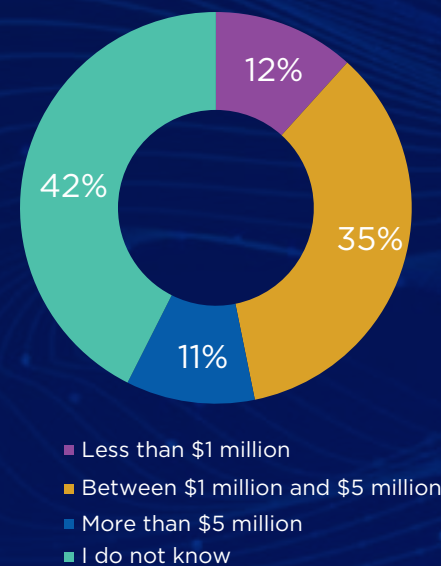
Some cyber insurance forms ask dozens of key questions. Failure to answer honestly could lead to a denial of payment. Imagine a chain smoker who smokes ten packs a day and falsely claims to be a non-smoker on a medical insurance form. Were the patient to succumb to a smoking-related illness, the insurance company is not obligated to pay anything. In the cyber realm, those providing cyber insurance want to minimize their risk as well, and premiums and deductibles are predicated on how good your jurisdiction manages its digital infrastructure. Common questions are:

- Has the jurisdiction adopted a cybersecurity incident response plan and adopted basic technology practices and policies?
- Are internet and email use policies reviewed with employees, elected leaders and contractors?
- Are employee access rights reviewed?
- How often is employee training provided and what is addressed?
- How are backups of devices managed?
- What anti-spam, anti-virus filters, anti-malware are utilized?
- Is computer access terminated when an employee departs?
- Is there an on-going process of forcing employees to change passwords?
- Are service providers required to demonstrate adequate security policies and procedures?
- What are the security and privacy provisions for cloud and managed services?
- What procedures are in place to test or audit your policies, procedures and controls?

**DOES YOUR LOCAL GOVERNMENT CURRENTLY HAVE CYBER INSURANCE?**



**IF YES, WHAT IS THE COVERAGE AMOUNT?**



PTI's and NLC's national survey of local government information technology officials revealed that 70 percent of respondents have cyber insurance. However, when asked what the amount of their insurance coverage was, 50 percent of respondents “did not know.” Whether known or not, the amount of coverage and exposure should be reviewed on a regular basis to make sure your organization is properly covered. While cyber insurance does not protect your municipality from a cyber-attack or breach, it does help to mitigate the risk that your municipality could be crippled indefinitely by an attack or faced with the prospect of having to front thousands of even millions of dollars in the wake of a cyber event. With this in mind, cyber insurance should be considered a key component of your government's cybersecurity strategy.

Finally, be sure to reach out to your state municipal league to determine whether they offer cyber insurance through their affiliated risk pools.

## Strategies and Recommendations for Local Leaders

### 1. Identify one individual to be responsible for cybersecurity programs in that jurisdiction

This individual should be the “go-to” person when a security problem arises, and also serve as an “ambassador” who promotes cybersecurity awareness within the organization. With this role, they can also serve to enforce your cybersecurity rules and ensure staff receive the necessary training. They should report directly to the local government’s top executive/administrator. Larger municipalities should hire a full time IT executive. For smaller jurisdictions with tight resources, hiring a full-time IT person to help with more complex issues may not be possible. This is when local governments should consider soliciting state/county resources or partnering with a neighboring jurisdiction to address this need.

### 2. Make digital hygiene an institutional priority

For local elected officials, keeping residents safe and secure is no longer just about having an able police force and sound justice system. Today, security encompasses the digital world and ensuring bad global actors cannot take advantage of weaknesses in online systems. Local leaders should work to promote a shift toward cybersecurity as a governing priority, both internally and in their connected communities. This should include emphasizing the importance of cybersecurity in the city budget, instituting best practices around cybersecurity and digital hygiene, recruiting new staff with cybersecurity and technical skills, training

existing staff annually, training new staff as part of onboarding, and conducting an audit to identify points of weakness within local government networks.

### 3. Educate the local workforce, elected leaders, and residents about cybersecurity

While investing in sophisticated software is important, towns and villages should take, investing heavily in people is also critical. NLC and PTI recommend that cybersecurity awareness training happen at least once a year, if not more. All new staff, including newly elected officials, should receive cybersecurity training as part of their onboarding processes. Lastly, periodic awareness campaigns should occur throughout the year. Be sure to also think what role city hall can play in reaching out to small and medium size business and schools. These places are also under constant attack. At the annual National Night Out in 2018, the city of Bellevue, Washington, created a venue for IT staff and community relations coordinators to meet with neighborhood groups, residents of low-income housing units and other local groups to inform parents and their children about online safety. The team plans to return next year and even started a monthly newsletter.

### 4. Conduct an analysis of local government vulnerabilities

Before making any significant investments in cybersecurity systems or reinforcements, it is valuable to assess the gaps and weaknesses in your local government’s network. For

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**This is a rapidly changing landscape and there is an ongoing up-tick in attack vectors which make this a topic that cannot be ignored. Staff must know how to protect the enterprise systems and perimeter while balancing security and functionality. This requires an advanced, ever-evolving skillset and the ability to communicate and train end users rapidly. This is not just an IT problem, but an organizational one.**

*-Chris J. Neves, IT Director, City of Louisville, Colorado Information Technology*

local governments, this might include identifying any vulnerabilities present in connected infrastructure throughout the city. Simple tabletop exercises for officials to practice their incident response plan can help identify these vulnerabilities, and many state governments can help coordinate these drills. As noted above, MS-ISAC is supported by the federal government to help local governments analysis and recommendations.

**5. Ensure your data is properly backed up**

The number one defense against ransomware is tested, offline (non-connected or cloud hosted) backups. This is an extension of good digital hygiene that is worth emphasizing for its own sake. Even organizations that have policy in place need to ensure that backups are being conducted frequently, that these backups are sufficiently isolated to avoid attack, and that they are technically capable of restoring service and functionality.

**6. Implement multi-factor authentication**

Multi-factor authentication (MFA) is a valuable tool against attacks. MFA requires a user to enter an additional security code or confirmation via their smartphone, e.g., through an app or text message. Cities should implement MFA on all business-critical systems, e.g., email. If an attacker gained the credentials of a city employee through a phishing attack, the attacker would still be blocked from gaining access because they don't have their employee's smartphone.

**7. Create policies or plans to manage potential attacks**

Every local government should have a cybersecurity response plan. This can be developed internally or with the help of a private sector firm that specializes in security. The plan should include several key components:

- Employee awareness training, incident response and after-action planning.
- An incident response team, similar to ones created to address natural or man-made disasters.
- Protocols to notify local law enforcement as well as other appropriate officials (state officials, the US Department of Homeland Security, FBI). Almost all states require that local governments contact the state CIO, the state attorney general, and other departments.
- Prioritization of systems to restore in case of an attack. For most governments this would mean making sure safety and health services come back online first or a shifting of resources if services cannot be brought back on immediately

**8. Ensure public communication is part of your attack response plan**

Public trust is essential to local government, and when it comes to potential attacks, public communication is a unique concern.

Utilize all of your jurisdiction's communications channels to share

information with the public – the press, social media, television. In the event of a data breach, some state laws require the local government to notify the press if a certain number of personally identifiable pieces of information are exposed.

What should you tell the public? Your community needs to know that their local leaders are fully engaged in the situation and are working to resolve it. To maintain the public trust, it is important to be as transparent as possible, keeping in mind that your jurisdiction is involved in a situation that impacts the public safety and full details may not be available until after the situation is resolved.

**9. Consider converting to a dot gov (.gov) domain**

Hackers are not only attempting to target cities, they may impersonate a municipal service in order to target your residents. Identity thieves can easily create websites in the dot com (.com) or dot org (.org) domains that can look and seem like a legitimate web page and direct targets there to pay bills or submit personal information. These scams can be reduced by establishing your municipal systems on a .gov domain, which is much more difficult to mimic.

**10. Work with education partners to create a cybersecurity talent pool**

Individuals with cybersecurity skills are highly sought after in today's job market, and the public sector often struggles to compete with the higher salaries in the private sector. Local leaders should tap into local community colleges, universities and high schools to help fill cybersecurity gaps. This way students can get hands-on experience and serve their communities, which may encourage to stay in in those positions. Two examples of this already exist. For twenty years, Cisco Networking Academy has worked to help students gain technical and entrepreneurial skills. Students can take courses online in subjects such as the IoT and cybersecurity. Along the way, Cisco will help students seek out job and networking opportunities. CompTIA is also working to create certifications around cybersecurity and keep those in the IT world on a growing path throughout their careers.



## Conclusion

**T**oday, digitization of services and management of sensitive data requires cities to invest in cybersecurity to fend off risks to their network. Local governments are in the midst of a sea of change, as more and more of their basic governance functions rely on technology. Connected infrastructure is critical to service delivery and efficiency.

Many improvements to local cybersecurity will involve partnerships between cities and private consultants or vendors who can provide important services. It is essential that local leaders understand that they can outsource

many of these functions, but they cannot outsource responsibility. They have a duty to embrace cybersecurity both in practice and policy as tech is integrated into our cities, towns and villages. Local governments can prepare by doing the cyber basics and then begin stepping it up from there. Local elected officials owe it to their residents to protect their most valuable data — it is their responsibility, their duty of care. The National League of Cities and the Public Technology Institute stand ready to help the nation's local governments strengthen their cybersecurity efforts.

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**Local elected officials owe it to their residents to protect their most valuable data — it is their responsibility, their duty of care.**

# **AGENDA ITEM #11**

## **REGION FORWARD COALITION ACCOMPLISHMENTS AND PRIORITIES**

# REGION FORWARD COALITION

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Marybeth Connelly  
Region Forward Coalition Chair  
City of Falls Church Vice-Mayor

Presentation to the COG Board of Directors  
November 13, 2019



## Region Forward Coalition Overview

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**MISSION:** Established as a multi-jurisdictional and multi-sector advisory committee of the COG Board of Directors to:

- Oversee the implementation of Region Forward and help create a more **prosperous, accessible, livable, and sustainable** metropolitan Washington.

**MEMBERSHIP:** Includes representatives from:

- COG member local governments,
- State and federal government, and
- Stakeholder groups including business, non-profit, philanthropic, and community-based organizations.

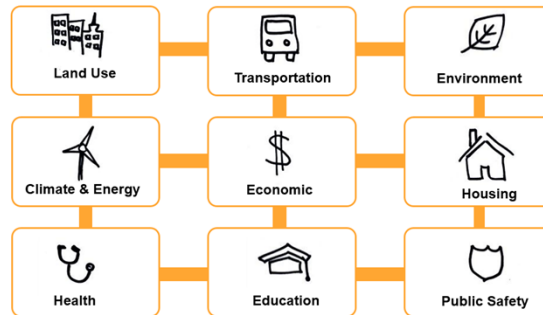


## 2019 Focus and Priorities

### **EQUITY FOCUS:**

In 2019, the Region Forward Coalition addressed equity within the pillars of Prosperity, Accessibility, Livability, and Sustainability. This included the promotion of promising practices, resources, and metrics to advance equity at a local and regional level.

Everyone benefits from equitable approaches, not only residents in low-income neighborhoods and communities of color, but the entire regional economy.



| 3

## 2019 Accomplishments

The coalition convened quarterly aligning each pillar with equity:

1. **Prosperity:** Equitable Prosperity & Equitable Homeownership
2. **Accessibility:** Regional Housing Needs & Prince George's County Housing Opportunity for All
3. **Livability:** Suburbanization of Poverty & Addressing Homelessness Across Jurisdictions
4. **Sustainability:** National Perspective of Climate, Health, and Equity and Local Programs Infusing Sustainability and Equity Best Practices and Performance Metrics.

Coalition members also reviewed current and proposed equity measures throughout the year.

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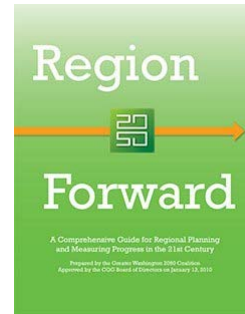
## Looking Ahead

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(1) Convene to share programs enhancing the prosperity, accessibility, livability, and sustainability in the region.

(2) Develop the Region Forward 2020 Report

- Updated Measures
- Propose New Equity Measures
- Develop Online Dashboard
- COG Board Review of New Measures



### COG Committee Contacts

**Jennifer Schitter**

(202) 962-3266  
jschitter@mwkog.org

**Jaleel Reed**

(202) 962-3321  
jreed@mwkog.org

**Paul DesJardin**

(202) 962-3293  
pdesjardin@mwkog.org

[mwkog.org](http://mwkog.org)

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777 North Capitol Street NE, Suite 300  
Washington, DC 20002

# **AGENDA ITEM #12**

## **HUMAN SERVICES POLICY COMMITTEE ACCOMPLISHMENTS AND PRIORITIES**

# HUMAN SERVICES POLICY COMMITTEE (HSPC)

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John Rigg  
HSPC Chair  
College Park City Councilmember

Presentation to the COG Board of Directors  
November 13, 2019



## HSPC Committee Overview

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The goal of the HSPC is to provide the oversight on all health and human service matters for the COG Board of Directors including:

- Public health
- Foster care
- Child care
- Housing
- Behavioral health
- Substance abuse programs



## 2018 Focus and Priorities

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**Organizing Framework:** Regional Fragmentation of Human & Social Services

**Focus Areas:**

- Asset Limited, Income Constrained, Employed Populations (ALICE)
- Suburbanization of Poverty
- 2-1-1 Systems
- Medicaid Reciprocity
- Data Platforms Connecting Residents to Services

## 2019 Accomplishments

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- Learning opportunities from subject matter experts in the region
- Better understanding of Medicaid in the region
- Proposed Considerations to COG Board:
  - Explore **Medicaid harmonization**, through regional provider network reciprocity, or through a regional waiver.
  - Explore the development of a regional Memorandum of Understanding **to coordinate 2-1-1 systems** across jurisdictional lines.



## Looking Ahead

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- Regional Collaboration to End Homelessness



(American DeFleur)

### COG Committee Contacts

**Jennifer Schitter**

(202) 962-3266  
jschitter@mwkog.org

**Paul DesJardin**

(202) 962-3293  
pdesjardin@mwkog.org

[mwkog.org](http://mwkog.org)

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777 North Capitol Street NE, Suite 300  
Washington, DC 20002

# **AGENDA ITEM #13**

## **OTHER BUSINESS**

# **AGENDA ITEM #14**

## **ADJOURN**