



A Half Century of Regional Partnership



COG CELEBRATES 50 YEARS



A Half Century of Regional Partnership
COG CELEBRATES 50 YEARS



**Produced through the generous support of
COG's Regional Visionary Sponsors:**

**Fannie Mae Foundation
Freddie Mac Foundation**



Contents



- 5 **Acknowledgments**
- 7 **Foreword**
- 9 **Part One:** Overview: COG 1957–2007
- 29 **Part Two:** Regional Snapshots: Highlighting Accomplishments by COG and the Region Over the Last Half Century
- 83 **Part Three:** Charting the Future of the National Capital Region: A Summary from COG’s Special 50th Anniversary Event
- 90 **Appendix A:** Full Listing of COG Board Chairs and Presidents
- 94 **Appendix B:** 2007 COG Leadership
- 96 **Appendix C:** Map of COG’s Member Jurisdictions

Copyright © 2007 by the Metropolitan Washington Council of Governments

Library of Congress Cataloging-in-Publication Data

A half century of regional partnership : COG celebrates 50 years.
p. cm.

The book was written by William O. Beck of Lakeside Writers Group.
ISBN 978-1-57864-468-1 (hard cover : alk. paper)

1. Metropolitan Washington Council of Governments--History. 2. Washington Metropolitan Area--Politics and government. I. Metropolitan Washington Council of Governments.

JK2716.H35 2007
320.806'075--dc22

2007040626



Members of the COG Board gather on April 11, 2007 exactly fifty years after the first COG meeting. Front row: Gerald E. Connolly, Carol Schwartz, Vincent C. Gray, Hilda M. Barg, Dr. Jacqueline F. Brown. Back row: Penelope A. Gross, David J. Robertson, Lori L. Waters, Corey A. Stewart, Henry F. Marraffa, Bruce R. Williams, Jay Fisette, James M. Scott, Judith F. Davis, Robert Catlin, Gary Rasmussen, and Roger Berliner.

Acknowledgments

“A Half Century of Regional Partnership: COG Celebrates 50 Years” was produced as part of the Metropolitan Washington Council of Governments (COG) 50th Anniversary, through the generous support of its Regional Visionary Sponsors:

Fannie Mae Foundation

Freddie Mac Foundation

This book was commissioned by COG’s 50th Anniversary Committee. Special thanks to:

Carol Schwartz, 50th Anniversary Chair

Ilona Hogan, Forum Co-Chair

John Mason, Forum Co-Chair

Jim Estepp, Gala Co-Chair

Michael Rogers, Gala Co-Chair

Bruce Adams, Products Co-Chair

Cathy Hudgins, Products Co-Chair

It was also shaped through the ideas and input of a number of people including:

Sherry Conway Appel, former Public Affairs Director

Ruth R. Crone, former Executive Director

Stuart A. Freudberg, Director, Department of Environmental Programs

Carl R. Kalish, Director, Purchasing and Facilities

Ronald F. Kirby, Director, Department of Transportation Planning

David J. Robertson, Executive Director

F. Lee Ruck, General Counsel

Jeanne Saddler, Director, Public Affairs

Walter A. Scheiber, former Executive Director

Calvin L. Smith, Sr., Director, Department of Human Services, Planning and Public Safety

The book was written by Bill Beck of Lakeside Writers’ Group.

The project coordinator was Steven M. Kania, COG Public Affairs Specialist.

Cover and page design by Lori Schantz Wiley, The Donning Publishing Company/Printing by The Donning Publishing Company

All photographs and other images in this book were reproduced from COG’s archives except where noted.

COG 50th Anniversary Committee:

District of Columbia

Carol Schwartz (Chair)

H.R. Crawford

Adrian Fenty

Charlene Drew Jarvis

Betty Ann Kane

Anthony Williams

Maryland

Bruce Adams

Wayne Curry

Doug Duncan

Jim Estepp

Camille Exum

Ilona Hogan

Jack Johnson

Michael Knapp

Ike Leggett

Kathryn Porter

Virginia

Gerry Connolly

Kerry Donley

William Euille

Jay Fisette

Kate Hanley

Cathy Hudgins

John Mason

Corey Stewart

Patsy Ticer

Chris Zimmerman

COG Executive Directors

Ruth Crone

David Robertson

Michael Rogers

Walter Scheiber

Honorary Members/Governors/

Congressional Delegation

Martin O’Malley

Timothy Kaine

Benjamin Cardin

Barbara A. Mikulski

John Warner

James Webb

Eleanor Holmes Norton

Roscoe Bartlett

Christopher Van Hollen

Steny Hoyer

Albert Wynn

Tom Davis

James Moran

Frank Wolf



Foreword

Dear Colleagues, Regional Partners, and Friends:

For many of us, it is impossible to imagine what kind of place our region would be without the Metropolitan Washington Council of Governments (COG.) As we mark the organization's fiftieth anniversary, we also celebrate our history of cooperation and success as a community.

By working to improve our air quality, planning transportation systems to accommodate rapid growth, finding loving homes for children in need, and making plans to enhance the region's health and security, COG has made our home the best place in the nation to live, work and play.

Due partly to our success, our community is large and diverse. Today, COG is an organization of twenty-one local governments with over 250 members. The region is thriving with a high quality of life and the nation's strongest economy. And as we plan for an additional 1.6 million people and 1.2 million jobs over the next twenty-five years, COG will continue to promote regional partnerships and develop sound responses to our major challenges.

Thank you for your support of COG and its mission. As we celebrate this year and recognize how far and how well we have traveled together, I hope you will renew your commitment to metropolitan progress as we plan our community in the twenty-first century.



Sincerely:

A handwritten signature in cursive script that reads "Carol Schwartz".

Carol Schwartz

Chair, COG 50th Anniversary Committee
Member-at-Large
Council of the District of Columbia



The initial meeting of the then Washington Metropolitan Regional Conference on April 11, 1957 at the District Building in Washington, D.C. The participants began the meeting by introducing themselves to each other. (Washington Star)

PART ONE
Overview
COG 1957-2007

The year was 1957. Dwight D. Eisenhower, the commander-in-chief of Allied armies in Europe during World War II, had just been elected to his second term in the White House, defeating Adlai Stevenson, a U.S. senator from Illinois and the Democratic Party candidate, in a landslide victory the previous November.

It was a period of peace and prosperity in America. The business of America was business, and what was good for the Detroit automobile industry was good for America, and vice versa. The first of millions of baby boomers would reach their teenage years beginning the next year, and Dick Clark and *American Bandstand* made their television debut on ABC-TV.

There were uncomfortable reminders that the United States still had unfinished business to attend to, both domestically and internationally. President Eisenhower sent federal troops to Little Rock, Arkansas, to enforce the judicially ordered integration of Little Rock Central High School. In Washington, D.C., South Carolina Senator Strom Thurmond unsuccessfully filibustered for more than twenty-four hours before the Senate passed the

nation's first meaningful Civil Rights Act. In Atlanta, Georgia, a young Baptist preacher from Montgomery, Alabama, the Rev. Dr. Martin Luther King, Jr., was named to lead the newly formed Southern Christian Leadership Conference.

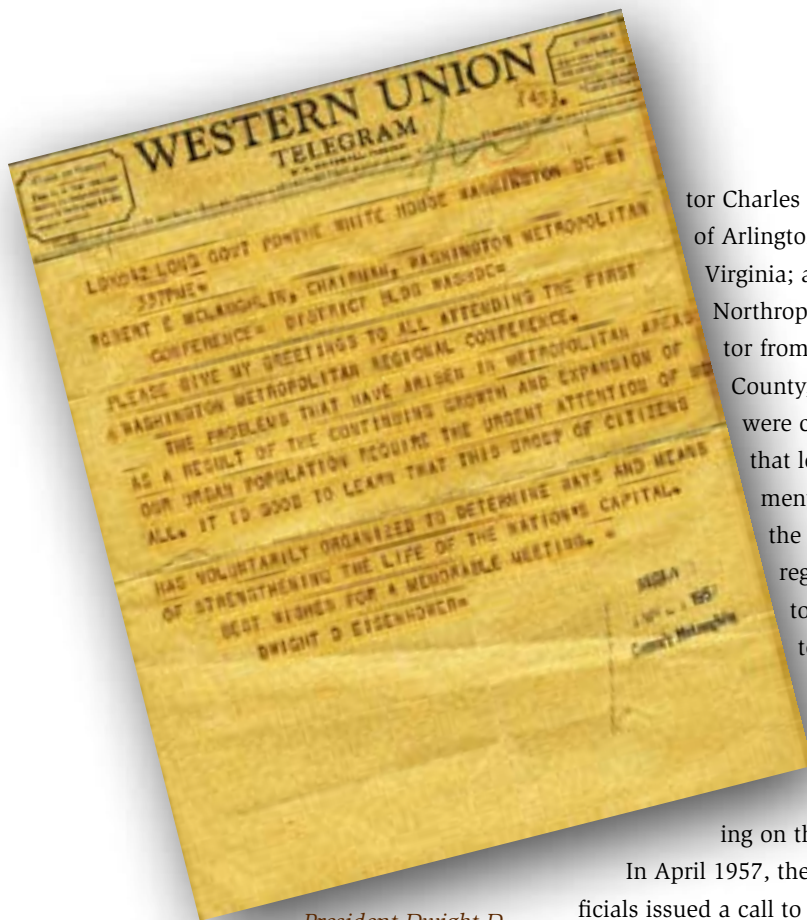
Overseas, the United States maintained its full complement of North Atlantic Treaty Organization (NATO) forces in Germany, while the Soviet Union beefed up its forces in East Germany and the East Bloc countries. Late in the year, the Soviets scored a major propaganda coup when Sputnik I and II made successful entry into earth orbit. American efforts to match the Soviet achievement were met with spectacular failure on the launch pad.

In metropolitan Washington that year, public officials called a meeting to discuss the need for greater cooperation among local and

state governments in the region. The District of Columbia, in many ways, was still a sleepy, southern town whose major industry was the federal government. The city's purse strings were controlled by a congressional committee.

Residents enjoyed the twice weekly Watergate Concerts from the barge anchored just above the Memorial Bridge. The federal city's government employees lived in quiet, leafy neighborhoods called Cleveland Park, Hillcrest Heights and Woodley Park, and they took their drinking water from the high-level reservoir at Wisconsin Avenue and R Street NW. In 1957, the city's inevitable growth was predicated on the growing prevalence of residential air conditioning. Already, by the early 1950s, Potomac Electric Power Company, the city's electric utility, had changed from a winter-peaking to a summer-peaking utility because of the growth of the air conditioning load.

The surrounding suburban counties in Maryland and Virginia were still strongly rural in 1957. Graveled, two-lane roads meandered through the countryside past horse



President Dwight D. Eisenhower's congratulatory telegram to the Washington Metropolitan Regional Conference in November 1957 encouraged public officials to take a regional approach to solving the area's problems.

farms and vegetable gardens. Many of the communities were beginning to cope with residential growth, and the water, sewage and transportation issues that accompanied the conversion of cornfields to subdivisions.

COG's Continental Congress

In 1957, three local government officials were in the habit of getting together periodically over coffee to discuss items of mutual concern. Robert E. McLaughlin, president of the board of commissioners of the District of Columbia; State Sena-

tor Charles R. Fenwick of Arlington County, Virginia; and Edward S. Northrop, a state senator from Montgomery County, Maryland, were convinced that local government officials in the Washington region needed to become better acquainted in order to cope with the changes that were looming on the horizon.

In April 1957, the three officials issued a call to colleagues in the District, Maryland, and Virginia to meet at the District Building at the southeast corner of Fourteenth Street and Pennsylvania Avenue NW. More than forty public officials attended the meeting, which quickly led to the formation of the Washington Metropolitan Regional Conference. Local officials were so isolated from each other at the time that President McLaughlin of the District of Columbia opened the meeting by asking each of the attendees to introduce themselves to their colleagues.

McLaughlin, Fenwick, and Northrop modeled the Conference on the Supervisors' Inter-County Committee of Detroit and the then-newly formed Metropolitan Regional Council of New York. At the end of the meeting, seven local governments agreed to band together as the Conference, including the District of

Columbia, Montgomery and Prince George's Counties in Maryland, and Arlington and Fairfax Counties, as well as the cities of Alexandria and Falls Church in Virginia.

Early Years

In its formative years, the Washington Metropolitan Regional Conference had no budget and no staff. Loudoun County, Virginia, joined the Conference in 1958 as the eighth member. The Conference established committees to deal with water supply, health and welfare, and pollution issues, all concerns that would grow in importance as the region's population exploded in the 1960s.

In 1959, the Conference created a proposed budget when the District of Columbia agreed to fund the fledgling organization for one year for \$19,000. When Congress only appropriated \$13,000 of the proposed budget, the six other charter members agreed to contribute \$1,000 each to the Conference, a sign of the membership's belief in the future of the organization.

Creation of a budget allowed the Conference to hire an executive secretary. Samuel Humes was a former graduate student at the University of Leyden in Holland. Humes was hired to create a secretariat, essentially providing administrative support to McLaughlin and the Conference board members. Humes was constrained by his relationship with the chairman, who was cautious to a fault about growing the organization; by finances; and by the very definition of his role as executive secretary of the Conference.



Washington, D.C., at the time of COG's formation was a sleepy, southern city surrounded by northern Virginia horse farms and Maryland tobacco farms. (Thomas Underwood)

Humes's first concern involved the activation of new committees, including those charged with publicity, creating a permanent organization, statistics, and working with area police chiefs. Humes also was responsible for establishing the Conference's first land use committee.

In those early years, Humes and one staffer worked out of a cubbyhole office at the end of a sixth floor corridor in the District Building. COG's executive secretary was a strong proponent of involving the Conference in regional planning. As early as 1961, he suggested beginning to take control over the Nation-

al Capital Regional Planning Council (RPC), which had been established by Congress during the Eisenhower administration. Founded in 1952 and funded entirely by the federal government, the RPC worked with the National Capital Planning Commission (NCPC) to plan for transportation developments in the Capital region. The RPC also was one of the sponsors of the Year 2000 Plan, which was envisioned as the major planning document for the region for the next one-third of a century.

"Organizations such as the Washington Metropolitan Regional Conference have the potential to

become an effective solution to the problem of governing 'Balkanized' metropolitan regions without developing a new tier of government," Humes wrote in the prestigious *National Civic Review* in the fall of 1961. "These institutions present a means of solving our regional problems cooperatively through building upon and strengthening, not undermining, our strong, vital, local governments."

Developing Leadership, Growth in Membership

Robert E. McLaughlin left the chairmanship of the Conference in 1961 and was succeeded by State Senator Charles Fenwick of Arlington County, Virginia, when co-founder Edward S. Northrop of Montgomery County, Maryland, was appointed to the federal bench. Northrop was replaced on the Conference's executive board by Carleton R. Sickles of Maryland, and McLaughlin's replacement from the District of Columbia was Walter N. Tobriner. Both of the new appointees were named vice-chairmen to serve under Fenwick.

Fenwick and Humes sometimes clashed on the Conference's approach to regional planning, but the new chairman did support the executive secretary's recommen-

dation that the new organization change its name to the Metropolitan Washington Council of Governments (although the group's semi-annual meeting was called the Washington Metropolitan Regional Conference until nearly 1970).

Another strong addition to COG's board was Brigadier General Frederick J. Clarke of the U.S. Army Corps of Engineers, who became a member of the District's Board of Commissioners. Because of the District's federal status, the Corps of Engineers handled much of Washington's water supply and sewage treatment needs. General Clarke brought invaluable expertise to the Council's pollution abatement and transportation committees. In 1962, he served as chairman of COG's board.

Prince George's County Commissioner Frank Lastner joined the COG board in 1962. He quickly assumed the chairmanship of the Council's Health and Welfare Committee. Fairfax County Supervisor Anne Wilkins headed the Council's Public Safety and Civil Defense Committee and served on COG's board. Mayor Frank Mann of Alexandria joined COG's board in late 1962, and when Anne Wilkins was defeated for re-election in Fairfax County the next year, she was replaced on the COG board by Roye L. Lowry.

COG experienced strong membership growth during the early 1960s. In 1960 and 1961, Prince William County and the City of Fairfax in Virginia, along with the cities of Rockville and Takoma Park, Maryland, joined COG.

Walter A. Scheiber was serving as Rockville's city manager in 1960 when Mayor Alexander J. Greene asked him to check out this new organization of local governments. After several months of study, Scheiber reported back to Mayor Greene that it would be worth Rockville's while to get involved in COG.

What impressed Rockville's city manager in 1960 was COG's growing effectiveness in addressing the issues that local governments in the metropolitan region were facing at the time. COG and its members had already quietly lobbied Congress to pass legislation prohibiting the release of sewage into the Potomac River above the water supply intakes of any COG members. And COG had strongly supported congressional authorization of the construction of the Potomac River Interceptor Sewer from what would become Dulles Airport in Virginia to the District of Columbia's Blue Plains Sewage Treatment Plant.

Bumps Along the Regional Road

When a group of first-term Republican candidates won control of the Montgomery County Council in 1962, they began to accuse COG of intending to replace county government with a metropolitan government for the entire area.

Consequently, Montgomery County notified COG in early 1963 it intended to withdraw from the organization at the end of the fiscal year in June. At the same time, neighboring Prince George's

County was discussing leaving COG. Meanwhile, the City of College Park joined COG in late 1962, becoming the Council's thirteenth member.

Frank Lastner of the Prince George's County board lobbied his colleagues not to follow Montgomery County's example, and the Prince George's County board elected to remain in the COG fold when Montgomery County did leave the Council on July 1, 1963.

Back-channel negotiations between the COG board and Montgomery County continued for the next two years, and Montgomery County eventually agreed to return to COG in 1965. The episode reinforced the inherent caution of the COG board, especially when it came to the possibility of offending other jurisdictional members. But it also caused some COG members to become more aggressive in their approach to metropolitan politics and regional planning.

Regional Planning Initiatives

During the 1960s, the Kennedy and Johnson administrations and the United States Senate, led by Senator Edmund S. Muskie, encouraged federal government participation in the planning process, particularly when it dealt with such critical infrastructure issues such as transportation and water and sewage treatment.

COG's staff and board of directors closely followed Congressional passage of the Federal Aid Highway Act of 1962, which for the first time mandated the involvement of local and state governments in the de-



Senator Edmund Muskie of Maine spoke at a Clean Air Rally organized by COG at the District Building in 1963. Muskie was a strong proponent of regional cooperation in government.

velopment of major transportation plans in urban areas. COG began to study its role in regional planning for highway development in the Washington region.

That initiative quickly brought it into conflict with the National Capital Regional Planning Council (RPC). Humes and Richard H. Kraft, RPC's director, had an amicable relationship through the late 1950s and early 1960s. But when Kraft was replaced by G. Louis Heller in early 1962, relations between RPC and COG went downhill quickly. Heller immediately set out to strengthen RPC independently of COG.

The tug-of-war between the two planning bodies would continue throughout 1963 and 1964. COG stressed its ties to local officials, while RPC emphasized its federal relationships and its expertise in planning. COG emerged victorious in 1965, however, when Congress enacted the Housing and Urban Development Act. The landmark housing legislation contained language inserted by Senator Muskie that outlined the eligibility of "regional councils of elected officials" for federal assistance for regional planning appropriations.

With a stroke of the pen, Congress had designated organizations

such as COG as the recipient of federal funding for housing and urban development planning. RPC was not eligible for such funding. The federal planning organization absorbed a further blow in 1965 when state and local governments in the Washington area created the National Capital Region Transportation Planning Board (TPB) to conduct transportation planning required by the 1962 Federal Highway Act. The TPB became associated with COG in 1966. Although the TPB is an independent board, it is housed and staffed by COG.

In July 1965, COG took a momentous step that ensured its independence for the next forty-plus years. John Bosley, the Council's attorney and one of COG's first hires, prepared documents that converted the Council from an agency of the District government to a non-profit corporation. On July 1, 1965, COG was established as a corporation separate from any of its local jurisdiction members but at the same time, an agent of all of them.

On the Brink of Great Things

On January 7, 1966, COG hired its first executive director. Samuel Humes had ably guided the Council's fortunes through the early years of the organization's existence

before submitting his resignation effective in late 1965. To replace Humes, the board sought an executive with municipal management experience. Achilles Tuchtan, then COG's board chair, immediately thought of Walter A. Scheiber, his former city manager in Rockville.

At first, Scheiber was cool to the idea of joining COG. At the time, he was negotiating a senior management position with the Rouse Companies, the Maryland development firm that was building the new town of Columbia, Maryland. The more he looked at the COG job, however, the more he liked the idea of returning to public policy and planning.

The selection process took most of the second half of 1965, and in December, the board offered Scheiber the position. One week into the new year of 1966, Scheiber walked into COG's offices at 1701 Pennsylvania Avenue as the Council's new executive director, an office he would hold for the next twenty-five years. Scheiber had the uncanny ability to say exactly what he meant, and to mean exactly what he said. Years later, he succinctly described what metropolitan Washington was like in the mid-1960s when he joined COG as its first executive director.



Walter A. Scheiber.

In 1966, Walter Scheiber was hired to serve as COG's first executive director. The then forty-three-year-old Scheiber had grown up in New York City, and had earned his bachelor of science degree in political science from Swarthmore College in 1944. Scheiber had immediately joined the U.S. Army Air Corps and spent much of 1944 and 1945 as an aerial gunner aboard one of the Eighth Air Force's B-24 Liberators. Scheiber had thirty-five missions over Belgium, France and Germany and returned to civilian life in New York in September 1945.

He was accepted at Columbia Law School, where he earned his law degree two years later, in the fall of 1947. Scheiber practiced with his father for the next seven years before making a career change and pursu-

ing a master's degree in city management at the University of Pennsylvania. In 1955, he apprenticed himself to the borough manager of Downingtown, Pennsylvania, after which Scheiber served as borough manager of Grove City, Pennsylvania, an hour's drive north of Pittsburgh, for three years in the late 1950s.

In 1958, Scheiber moved east to Rockville to serve as the city manager for the Montgomery County community. He worked for most of that time for Mayors Alexander J. Greene and Frank A. Ecker. In 1964, Scheiber left city management to join an industrial development firm in suburban Maryland. Just over two years later, Achilles Tuchan, a member of the Rockville Council, approached Scheiber about the job opening at COG.

"Washington had virtually no interstate highways, no Metro, a far smaller geographic area, and less than one-third of its current population," he said in 1987. "Its local and state governments normally operated in isolation from each other, for the most part ignorant of what their neighbors were doing, and in some cases suspicious of them."

Scheiber's acceptance of the board's offer coincided with the flowering of President Lyndon Johnson's Great Society. Landmark legislation dealing with housing, civil rights, and urban planning landed on the president's desk for Johnson's signature. Johnson reorganized planning in the region, abolishing the RPC.

COG sponsored the first national conference of regional councils in the United States in 1967, when the Council teamed with Vice President Hubert H. Humphrey as co-sponsors. Funded with a grant from the Ford Foundation, the conference brought more than five hundred officials from regional councils in forty-five states to Washington's Shoreham Hotel for a three-day meeting. As a result of the three-day conference, the National League of Cities (NLC) and the National Association of Counties (NACO) formed the National Service of Regional Councils. The service soon was reconstituted as the National Association of Regional Councils, and Scheiber became its first president.

The 1970s

With President Johnson's 1968 decision not to run for re-election,



President Lyndon B. Johnson and COG Executive Director Walter Scheiber join COG Board Members Francis Francois of Prince George's County and Walter Washington and Gilbert Hahn of the District for the signing of the D.C. Air Pollution Act. The 1968 legislation, which COG supported and helped coordinate, predated national air quality legislation by several years.

and the subsequent campaign victory of President Richard M. Nixon in November, the climate for regional planning changed dramatically. The federal government withdrew much of the support it had provided regional councils, and COG was forced to rely more and more upon its member jurisdictions for support.

But that didn't mean that regionalism was dead, or even on life support. The Nixon administration proved to be surprisingly sympathetic to regional solutions for urban problems, particularly in the areas of housing and the environment. Gilbert Hahn, Jr., the new chair of the D.C. Council and of the COG Board of Directors, joined the COG board and utilized his contacts with influential members of the Nixon administration to spotlight housing problems in the District and in the region.

In 1972, Hahn brought Secretary of Transportation John Volpe, HUD Secretary George Romney, EPA Administrator William Ruckelshaus,

and Attorney General John Mitchell to COG for a series of highly publicized presentations that resulted in the awarding of federal and foundation grants for targeted problems. As a result, Hahn and COG worked closely with the federal government to alleviate the critical shortage of low-cost housing in the District.

Secretary Romney arranged for COG to administer Section 8 Housing money for the Washington metropolitan area after COG staffers put together a mathematical model, which showed that the District and Prince George's County weren't getting enough Section 8 money. This led to the creation of COG's Fair Share Housing program.

COG also was instrumental during the period in lobbying Congress to provide Home Rule for the District of Columbia. In 1972, COG Chair Martha Pennino, a county supervisor from Fairfax County, introduced a resolution supporting Home Rule that was unanimously endorsed by COG's board. COG treated the District as a state equal

in status to Virginia and Maryland; in 1970, the COG board had granted the District an additional three seats on the board to remedy an oversight of the founding board in 1957.

With its passage of far-reaching air and water quality legislation in the early 1970s, the Nixon administration established new environmental benchmarks for America's public and private sectors. Even as federal budgetary support for regional planning dwindled during the mid-1970s – COG reduced its staff by 25 percent in 1974 – the Council found fertile new ground in the growing field of regional environmental planning.

COG created a new Water Resources Planning Board to carry out planning tasks mandated by the 1972 amendments to the Water Pollution Control Act. COG had long expressed concern about the adequacy of the region's water supply, and during the 1960s had been a strong supporter of a U.S. Army Corps of Engineers plan to build up to sixteen dams on the main stem of the Potomac River. Daniel P. Sheer, a young engineer who worked with



Area residents attended the 1976 opening ceremonies for Metrorail at the Rhode Island Avenue station. (WMATA)

COG staff, proposed a more modest solution in 1977 when he introduced a computer simulation that showed that the problem of shortages could largely be eliminated by constructing only two upstream reservoirs.

In 1975, COG launched its Cooperative Forecasting program, which for over three decades has provided regularly updated population, household, and employment projections for use in area-wide and local planning activities. Meanwhile, the TPB was actively involved in what would become a

revolutionary transformation of the region's transportation infrastructure. When the first Metrorail station opened in April 1976, the TPB and COG had been working with the Washington Metropolitan Area Transportation Authority (WMATA) for more than a decade to make the new system a reality. TPB would continue working with WMATA as Metro built the second largest rail transit system in the United States.

In the late 1970s and early 1980s, COG played a pivotal role in the fashioning of the Blue Plains Intermunicipal Agreement, which hammered out a funding mechanism for expansion of the District's sewage treatment plant, thus allowing suburban Maryland and Virginia counties to continue to grow, to share the cost of, and use the area's

first regional wastewater treatment facility. Without this agreement, the fast-growing region wouldn't have been able to treat the increase in sewage and grow to its potential.

Responding to Crises

In 1979, when radical Iranian students toppled the Shah of Iran and shut off the flow of Persian Gulf oil to the United States, COG was active in the energy crisis that followed. COG energy staffers prepared a seven-point action plan that included an innovative "odd-even" plan for the sale of gasoline. District of Columbia Mayor Marion S. Barry, Virginia Governor John N. Dalton, and Maryland Governor Harry Hughes met at COG headquarters to sign off on the plan, and then journeyed to Capitol Hill to brief mem-

bers of the region's congressional delegation. Within forty-eight hours, the emergency gasoline plan was in effect in the region, demonstrating once again COG's value to the metropolitan area.

The 1980s were characterized by federal cutbacks to local governments. COG shrunk from a two hundred-plus employee payroll in the 1970s to eighty employees in 1986. The biggest controversy that COG engaged in during the decade involved the "Scatter Plan," the Council's attempt to regulate aircraft noise at National Airport by asking the Federal Aviation Administration to distribute takeoffs over a larger area. Due to community opposition, the test was canceled after ten weeks.

Much of the activity during the decade involved social policy. In the early 1980s, COG undertook a federally funded family planning program for the District of Columbia. COG worked closely with the District to alleviate the problem of homelessness, and affordable housing remained a regional priority.

The era was marked by tragedy, both region-wide and on a personal level. During a severe snowstorm on January 13, 1982, Air Florida Flight 90 crashed into the Fourteenth Street Bridge before plunging into the icy Potomac River. The accident resulted in the deaths of seventy-

The Air Florida accident in 1982 was a catalyst for new work by COG with area law enforcement and public safety officials on disaster preparedness. (AP)

eight people including four motorists, who were on the bridge at the time of the crash. Compounding the disaster, a Metrorail train crashed killing three people and injuring many other passengers. The twin accidents and the chaos they created spurred COG Chair Carl Hendrickson of Loudoun County

and the COG Board to create the region's first coordinated disaster response plan.

In June of that same year, Elizabeth Scull died of cancer, bringing to a close a twenty-year relationship between the Sculls and COG. Scull's husband, David, had died suddenly of a heart at-



tack in 1968 one month into his term as COG's president. Elizabeth Scull, a Montgomery County Councilmember, replaced her husband on the COG board. In 1982, when she was battling cancer, Scull served as COG chair, arriving at the Council's headquarters in a wheelchair. After she died in June 1982, the COG board voted to memorialize the Maryland couple with its establishment of the Elizabeth and David Scull Metropolitan Public Service Award, presented each year to a local elected official for his or her contributions to the Washington area.

In 1985, COG addressed another tragedy that was ravaging the community. Board Chair H.R. Crawford, a member of the District of Columbia Council, focused COG's board and staff on the AIDS epidemic then sweeping the Washington area and the nation at large. COG arranged an area-wide conference on the subject for the purpose of educating public health professionals and local government officials on the disease and its ramifications. Almost one thousand attendees made the inaugural AIDS conference one of the most successful of its kind.

During the mid 1980s, COG took what its executive director called "a careful and disciplined look at the future." COG's strategic planning project in 1985 and 1986 involved the board and staff in extended deliberations about the mission and future of the organization. COG examined past and future constituencies, strengths and weaknesses, and resources available for

carrying out the plan. The board and staff concluded that the primary constituents of the Council were the member jurisdictions, although a number of federal and state agencies, regional bodies, and non-profit corporations and foundations were identified as increasingly important COG constituencies.

The 1986 Snow Plan was an example of COG's ability to coordinate complex, multi-governmental responses to natural or man-made disasters. The Washington metropolitan region was buried under two feet of snow in January 1986, and transportation was disrupted for more than a week. Even the third rail on the Metro froze, disabling many of the system's routes.

Without a coordinated plan for clearing blocked streets and highways, chaos ensued. During the next month, COG coordinated the deliberations of eighteen participating state and local governments and federal and state agencies about what needed to be done. The

resulting Snow Plan, engineered by COG, was an exercise in consensus. When the region was lashed by a late fall snowstorm on Veterans Day, 1986, the Snow Plan proved to be a godsend.

New Quarters

Until 1990, COG operated out of leased office facilities in the District of Columbia. When it was an arm of District government, the Council occupied offices on the sixth floor of the District Building. After filing for non-profit status in 1965, COG leased space at 1634 Eye Street and then moved to 1701 Pennsylvania Avenue in 1966, kitty-corner from the White House. COG moved again to 1250 Connecticut Avenue in 1968 and across the street to 1225 Connecticut the next year. It stayed there five years and then moved to 1875 Eye Street in 1979.

After thirty years of leasing property in the District, COG began to explore its options for ownership in 1987. COG staff



COG directors and staff broke ground in 1988 for the Council's new headquarters at 777 North Capitol. The new building would prove COG had earned a permanent place in the region's local government community.

recommended acquiring a vacant piece of District-owned land and erecting a structure in which the Council would have an ownership interest. After searching available land and through the help of District Mayor Marion Barry, COG found property at 777 North Capitol Street on Capitol Hill, across the street from the U.S. Government Printing Office and around the corner from Union Station.

Although an empty lot, 777 North Capitol was owned by the District, and it had a great deal of potential. Redevelopment of Union Station was just getting under way in 1988, the price was right, and COG got a discount on real estate tax abatement. The Council created a partnership with two other organizations, the International City & County Management Association (ICMA) and the ICMA-Retirement Corp. The triumvirate sold half of the lot to the American Psychological Association and constructed the building, which was built on time and within budget.

COG moved into the new, \$31 million building in January 1990. For Scheiber, who retired the next year, the building was “a tangible manifestation of the distance which COG had come in the preceding thirty-three years, of its standing in the Washington area local government community, and of the hopes and confidence which its members vested in it for the future.”

A New Focus

Walter Scheiber’s retirement in 1991 set in motion a full-scale,

nationwide search for COG’s second executive director. After receiving hundreds of resumes from highly-accomplished applicants, the COG Board selected Deputy Executive Director Ruth R. Crone for the position.

In late 1993, the region faced a regional water crisis when the U.S. Environmental Protection Agency declared water from the Dalecarlia Treatment Plant unfit to drink. The December 1993 order, coming just two weeks before Christmas, affected the water supply for several million people. COG stepped into the breach at a time of uncertainty and set up a call center which helped keep Washington area residents informed of boil orders and of progress at the water treatment plant. The twenty-four hour COG hotline received 15,000 calls from concerned citizens.

At the same time, COG was developing consensus for the first phase of a region-wide air quality plan, investigating transportation alternatives to reduce congestion on the area’s highways, and creating a new multi-million dollar drug and alcohol treatment program. Federal money for programs had been declining since the 1980s, and budgets for the member jurisdictions got extremely tight during the early 1990s; the problem was especially acute for the government of the District of Columbia.

“When I arrived at COG in 1969, it was more of a traditional regulatory planning agency. We marched to the beat of the federal government drummer,” Crone said. “It was

unheard of to raise money from the private sector in the 1960s.”

During Crone’s tenure, COG focused on creating and improving a number of valuable partnerships that benefited the community in a variety of ways. The Council worked on patching its programs into the private sector and non-profits to create partnerships at the regional, community, and individual levels.

By adding partners like GEICO in the 1990s, COG was able to continue its traffic safety campaign, “Respect Red Lights,” which began in 1985. In 1991, Alexandria Councilman Kerry Donley led the COG effort to launch the Washington Area Housing Partnership, a public-private partnership dedicated to preserving affordable housing. COG developed Operation FireSafe with Radio Shack, which allowed the region’s fire departments to distribute tens of thousands of smoke detectors and batteries to citizens across the region.

“Our finest work may be in the areas where we know we touched an individual life or the life of a family,” Crone said. Since the 1980s, COG had operated a foster care recruitment program, but in 1992 it formed one of the most recognized initiatives in the organization’s history. COG partnered with the Freddie Mac Foundation and NBC4 to launch Wednesday’s Child, a program which has found loving adoptive homes for children with special needs.

In the fight against poor air quality, COG joined forces with the Baltimore Metropolitan Council,



Ruth R. Crone.

Ruth R. Crone served as COG's second executive director from 1991-1998. Born in Cincinnati, she moved to New York City with her parents and then to Tuscaloosa, Alabama. The family finally settled in the suburbs outside Philadelphia. She earned her undergraduate degree at Muhlenburg College in Allentown, Pennsylvania, and a master's degree in planning at the University of Cincinnati. She met her husband while in graduate school, and the couple moved to Columbus, Georgia, and then Baltimore and Chicago before settling in the District of Columbia. Crone did hospital planning in Cincinnati and was a city planner in Baltimore. She also worked as a regional planner for the Northeast Illinois Planning Commission in Chicago. Since Crone wanted to stay in public service, she sent a resume to COG when she moved to the District, and she joined COG as a health care planner. During her twenty-nine years at COG, she also served as director of Human Resources and Public Safety Programs and assistant and deputy director at COG.

the District of Columbia, Maryland, and Virginia to launch the ENDZONE Partnership in 1997. Guided by Ellen Bozman of Arlington County, a leader in air quality initiatives at COG, ENDZONE sought to improve public health and the environment by educating citizens on ways they could improve air quality through voluntary actions such as carpooling and not cutting the grass with gas-powered mowers on days when unhealthy amounts of ozone were in the air.

A Wider Vision

A joint COG/TPB Conference on Growth and Transportation sparked a major review of the region's long-term plans in 1989. Bolstered by strong job and population growth in the 1980s, the region was growing at a faster pace than had been previously anticipated. For area leaders, challenges like traffic congestion, land use, and air quality became even more urgent. Following the conference, a Joint Task Force on Growth and Transportation released a report, which identified the need for a new regional vision.

In 1992, COG initiated the Partnership for Regional Excellence, a two hundred member group, made up of one-third public officials, one-third private sector representatives, and one-third civic leaders. The Partnership, led by Montgomery County Council Member Bruce Adams, held over a dozen town meetings throughout the region as part of its extensive public outreach campaign. Its report

recommended better integration of transportation, land use, and environmental planning—a necessity in an increasingly interdependent region. It also stressed the importance of community-based initiatives to improve education, public safety and affordable housing.

To engage citizens and elected officials and guided by recommendations of the Partnership, the TPB began its own Vision planning process in 1994 directed by City of Fairfax Mayor John Mason. The TPB convened three citizen task forces to focus on the region's transportation future and collected more than two thousand ideas from a diverse group of citizens. The TPB built upon common themes from the task forces as it crafted the final Vision goals and objectives. Adopted in 1998, the Vision promoted a healthy regional core and dynamic regional activity centers and a transportation system providing reasonable access at reasonable cost to everyone.

Countdown to 2000

One mid-1990s initiative that would have astounded the founders of COG involved the digitization of the flow of Council information. In 1996, COG went online at www.mwcog.org and entered the internet age. The new website included links to member governments' websites, as well as electronic versions of COG and TPB publications, job openings, agendas, minutes of meetings, and a host of other information.

That same year, COG launched Commuter Connections, the or-

ganization's most comprehensive service offering carpool matching, transit route and schedule information, bicycle to work information, and park-and-ride lot and HOV lane information. The program, administered by the TPB and funded by the District, Maryland, and Virginia Departments of Transportation as well as the U.S. Department of Transportation, also offered an appealing Guaranteed Ride Home service for commuters facing unanticipated emergencies.

When Crone announced her retirement in 1998, COG was just wrapping up its fortieth anniversary celebration of "four decades of enormous challenge and change." Crone's successor was Michael C. Rogers, who served as COG's 1997 Board President, the first member named COG executive director. In its next decade, COG would take on a completely new set of responsibilities as the region responded to its greatest tragedy to date.

One thing that Rogers initiated during his time on the Board and carried through as executive director was a focus on planning for the future. The COG Board, under the leadership of Chair Jim Estep of Prince George's County, created a new strategic plan. "The new plan was dynamic," Rogers said. "It made the region economically stronger, environmentally sounder, and capable of providing area residents with an improved quality of life."

As the year 2000 approached, technology became a more important issue, especially in preparation for the Y2K computer problem. Guided

by the region's Chief Administrative Officers Committee, COG conducted region-wide surveys of its members' contingency plans and held seminars and forums to help jurisdictions prepare. On September 1, 1999, COG brought together local, state, and federal government and key transportation and utility agencies for a major Y2K exercise. COG also encouraged its member jurisdictions to start delivering services to their citizens electronically. In addition, the 2000 COG Board Chair Gerald Connolly of Fairfax County spearheaded the regional effort to promote telework, or telecommuting, as a viable commuting option for area workers. Telework's promise to reduce traffic congestion and reduce air pollution by taking drivers off of the road was especially welcome.

In 1999, the third-worst drought of the century spurred the need for a coordinated, regional response. Guided by Montgomery County Executive Doug Duncan and Fairfax County Supervisor Gerald Connolly, COG crafted a drought plan. When another severe drought began in the fall of 2001, the region was prepared. COG also reached out to the community with a regional Wise Water Use campaign to encourage citizens to conserve water. The dry weather throughout the summer of 2002 resulted in several releases from reservoirs located in Maryland and West Virginia. Thanks to the reservoirs, which were constructed as a result of regional action in previous decades, water supplies from the Potomac River continued to be adequate during the drought.



Michael C. Rogers.

Michael C. Rogers served as COG's third executive director from 1998-2003. Rogers had previously served as the city administrator and deputy mayor for operations for the District of Columbia. He also chaired the District's Water and Sewer Authority. Rogers earned a bachelor of arts from Clark Atlanta University, a master of public policy from the University of Michigan, and a juris doctor degree from Georgetown University Law Center. Before joining the D.C. government, Rogers was the director of the Minority Business Development Agency at the U.S. Department of Commerce. Additionally, Rogers served as the director of the Mayor's Office of Contracts and the chief procurement officer for New York City, executive director of the Jacob Javits Convention Center in New York City, the deputy general manager of the Washington Convention Center, and vice president for municipal services for Ogden Allied Services Corporation.



COG hosts a TPB vision planning exercise in 1996. COG's ability to convene diverse groups of stakeholders has been one of the Council's major strengths for the past half-century.



Operation FireSafe in the 1990s was one of COG's innovative public-private partnerships that resulted in the distribution of free smoke detectors to area residents.

Transportation funding also rose to the top of the region's priorities during the turn of the century. On November 30, 2000, the TPB, led by Takoma Park Mayor Kathryn Porter, organized a high-level meeting of the area's Congressional delegation, key state and local officials, as well as top state transportation representatives where public officials, for the first time, identified the transportation funding situation a crisis.

Rogers' tenure was divided by an event that took place on a sunny Tuesday morning in September 2001. Rogers would forever look at 9/11 as a "before and after event." The region's priorities and the last two years of his administration of COG would be sharply different than the first three years.

9/11 and Beyond

COG and the world were inalterably transformed on the morning of September 11, 2001. COG staffers

watched television that morning, horrified at the sight of airliners plunging into the twin skyscrapers of the World Trade Center in New York. By late morning, the story had hit closer to home when a jet plane crashed into the Pentagon, and other hijacked jets were reported to be on the way to strike the Capitol and the White House.

Rogers was out of the country on his honeymoon that day, although he was kept fully briefed about how the Pentagon attack had affected the National Capital Region. The on-the-ground person in charge that Tuesday morning was David J. Robertson, COG's director of Human Services, Planning and Public Safety Department. Rogers recalled being briefed about "a breakdown that day in the region, especially regarding traffic." Indeed, automobile traffic in the region was in virtual gridlock, as 180,000 federal employees released from work early made their way

home. Traffic tie-ups stretched from northern Virginia all the way to the Eastern Shore of Maryland. Law enforcement officials closed two key bridges in the District of Columbia, and thousands of travelers stranded at Reagan National, Dulles, and BWI Airports searched in vain for ways get out of the National Capital Region. Through that Tuesday afternoon, the Metro ran in fits and starts as system capacity was overwhelmed by suburban residents attempting to flee the District.

Like it had during the civil disturbances following the death of Dr. Martin Luther King, Jr., in 1968 and the Air Florida crash in 1982, COG—under the leadership of Board Chair Carol Schwartz of the District of Columbia—once again leapt into action. The Council created a task force to lead the coordinated multi-state, multi-agency response. The 9/11 attacks transformed COG into an organization that would serve the region in more ways than previously imagined.

On the day of the attack, COG contacted local officials from around the region and coordinated a joint

decision to close area schools and offices the next day and for the remainder of the week. Police and fire officials in Arlington County, the epicenter of the disaster in the region, used COG's system of mutual aid agreements to respond to the crisis at the Pentagon.

Emergency preparedness planning, all the work done in the past by the technical committees of police and fire chiefs, kicked in that September morning. Prince William County back-stopped Fairfax County emergency units, which were all assigned to the Pentagon.

In the wake of 9/11, COG played a dual role, helping the area recover from the terrorist attacks and guiding local officials in their preparation for future emergencies. Led by Jay Fissette of Arlington County, COG worked to urge the president to reopen Reagan National, the only airport in the nation closed for an extended period of time following 9/11. COG partnered with the Metropolitan Washington Airports Authority, the Board of Trade, and Arlington County to get the airport reopened in October.

Other emergencies weren't long in coming. In October 2001, the region coped with frightening contamination of mail and postal facilities with the toxin anthrax that many feared was linked to the terror attacks a month earlier. And in 2002, the Washington area was terrorized by a pair of snipers that killed and wounded individuals going about their daily lives.

Within a year, COG developed a Regional Emergency Coordina-



tion Plan through a \$5 million special appropriation from the federal government. The all-hazards plan, which addresses emergencies from hurricanes to terrorist attacks, was considered to be the first of its kind in the nation and considered a model by the National Association of Regional Councils. The centerpiece of the plan was the Regional Incident Communication and Coordination System (RICCS), a 24/7 system enabling the region's leaders to share

The Pentagon Flag waves over the ruins of the 9/11 attack, a defining moment for COG and the millions of residents of the National Capital Region.



COG's 1997 Annual Meeting was an opportunity to celebrate the organization's fortieth anniversary.

NBC-TV Channel 4 News Anchor and Wednesday's Child Host Barbara Harrison at a COG event. Wednesday's Child, one of the most popular programs in COG's history, has found permanent loving homes for over 360 children in need.





WUSA-TV's Bruce Johnson (second from left) joins COG's leaders, including Executive Director Michael Rogers, District Mayor Anthony Williams, COG Chair and District Council Member Carol Schwartz, Prince George's County Executive Wayne Curry, Fairfax County Chair Kate Hanley, Montgomery County Executive Doug Duncan, and Arlington County Board Chair Jay Fiset at COG's 2001 annual meeting.



John Bosley was one of the most influential figures in the regionalism movement. He served as general counsel at both COG and NARC from the 1960s until his death in 2002. (National Association of Regional Councils)



COG Chair Judith Davis of Greenbelt and Fairfax County Chairman Gerald Connolly discuss the need to review and update regional emergency plans at a 2005 COG Board meeting.



David Robertson

David J. Robertson was named COG executive director in 2003 making him the fourth person to hold that title. He arrived in the District of Columbia in 1978 to work for Michigan Congressman David Bonior. Robertson was on Bonior's staff for five years, and he earned a masters degree in public planning at George Washington University. He also has a bachelor's degree from Wayne State University in Detroit, Michigan. In 1983, he left Bonior's office to work for the National Association of Homebuilders. In 1986, he saw an advertisement for a community planner at COG, working for Ruth Crone. In March of that year, he began what would become a twenty-plus year career at COG. Robertson served as director of COG's Department of Human Services, Planning and Public Safety from 1990 to 2002. He was named to head COG's homeland security and emergency preparedness planning efforts in the wake of 9/11.

information and coordinate decisions within minutes of an emergency.

A tragedy that hit closer to home took place in August 2002 when John Bosley, COG's deputy executive director and general counsel, passed away following a long illness. Michael Rogers called Bosley "an institution, the heart and soul of COG."

COG in the Twenty-first Century

When Michael Rogers announced his resignation in early 2003 to take a senior management position with a prominent Washington area health care provider, COG named David J. Robertson interim executive director. After a nationwide search for Rogers' replacement, the Board selected Robertson to be the organization's fourth executive director.

During the early twenty-first century, COG continued to coordinate efforts to secure funding for homeland security initiatives in the National Capitol Region. In 2003, the COG Board created the Emergency Preparedness Council (EPC), the successor to the homeland security task force. The EPC was tasked to provide strategic oversight to the regional homeland security planning process.

The region was faced with a major test in September 2003 when Hurricane Isabel ripped through the mid-Atlantic region, causing in excess of \$800 million in damages in the Washington-Baltimore region. Little more than two years after the tragic events of 9/11, the region's new emergency plan allowed COG member jurisdictions to quickly and efficiently coordinate a response to the damages caused by Isabel.

Hurricane Isabel's passage through the mid-Atlantic region was dwarfed two years later when Hurricane Katrina slammed ashore on the Louisiana and Mississippi Gulf Coasts, devastating New Orleans. Katrina made thousands of residents of the Gulf Coast homeless and encouraged COG and its member jurisdictions to review its own emergency plans. Katrina also gave new impetus to COG's citizen preparedness campaign, designed to remind local residents to make emergency plans for their families, as well as to stock up on emergency supplies of food, water, medicine, and batteries for lights and radios.

The EPC and COG have also provided support to area governments to help them qualify for federal Urban Area Security Initiative grants, which have funded a host of regional security measures, including training and exercises, the purchase of personal protective gear, state-of-the-art 800 megahertz radios for police and fire departments, and a public outreach campaign for citizen preparedness. COG committees also helped establish a region-wide system to track potential disease symptoms caused by terrorist action or a pandemic, and developed the Regional Water Supply Emergency Plan. In 2006, the EPC, led by Chair Gerald Connolly of Fairfax County, adopted a comprehensive strategic plan listing steps for improving disaster response in everything from decontaminating victims of a chemical attack to providing for stranded pets.

A Recommitment to Growth and Development

Emergency preparedness, although given a strong impetus since 9/11, was only one COG focus during the early years of the twenty-first century. COG continued its longtime concentration on growth and development in the Washington area. A 2004 COG study of economic trends pointed out that by 2030 the region would add more than 1.6 million people and 1.2 million jobs. That same year, the COG Board of Directors embarked on a multi-year policy focus on growth and development. They examined where the additional 1.6 million people in the region would live and work, as well as how the growth would affect traffic congestion, air and water quality, and housing costs. A COG committee of local planning officials concluded that area governments would have to add 92,000 homes to their plans. COG also co-sponsored the 2005 Reality Check on Growth Summit and brought together local leaders in a hands-on planning exercise.

By 2004, Metro was nearly thirty years old. With more than 1.1 million trips each day, it was one of the heaviest traveled transit systems in the United States – and the largest system in the U.S. without a dedicated source of funding. COG joined with the Greater Washington Board of Trade and the Federal City Council to create an independent, Blue Ribbon Metro Funding Panel which recommended alternative sources of funding to ensure the transit system's continued fiscal health. Since the release of the

panel's report, COG has advocated its recommendations to the highest levels of government.

The Washington area has long depended on federal employment for its economic sustenance, so when in 2005, the U.S. Department of Defense proposed a number of military base closings and moves, the District of Columbia, Maryland, and Virginia turned to COG to analyze their impact. COG's study determined that local governments needed to plan for an anticipated drop in jobs by 2010, but the COG study also predicted that the region's economy would experience a sharp rebound in employment by 2020.

During the COG Board multi-year policy focus, COG promoted balanced, sustainable growth through the creation and distribution of "Smart Growth kits" for local planning commissions and civic associations. The kits were designed to educate them about land use and transportation challenges facing the region. In 2005, the Washington Area Housing Partnership created a new Toolkit for Affordable Housing Development

in an attempt to provide member jurisdictions and local governments with proven strategies and new ideas for maintaining and increasing affordable housing stock. During this time, the TPB has also reached out to its member jurisdictions and the public with presentations on its Regional Mobility and Accessibility Study, which illustrates how different transportation and land use scenarios would shape the future region.

Looking to Future

As COG approached its fiftieth anniversary in 2007, it still concerned itself with planning the transportation, housing, public safety, environmental and economic future of the Washington metropolitan area.

"The Council of Governments began as an idea," Walter Scheiber wrote in 1991, an idea that government officials in the region could come together to understand each other's problems, hopes, and visions for the future. Gradually, that idea evolved into a vision, a vision of an organization controlled by local governments, but mobilized to confront

and solve the problems unique to the region.

Today, fifty years later, that vision is stronger than ever. COG has proved time and time again its ability and willingness to tackle the thorniest problems facing the metropolitan region it calls home.

And it will likely continue to shape innovative solutions to the region's challenges for decades to come. "One of the themes of the fiftieth anniversary is that we've been lucky to have had so many leaders who have been forward-thinking," Robertson said. Over two hundred years ago, Pierre L'Enfant envisioned a world-class capital for a new nation. One hundred years ago, the Mall developed its monumental character. Around the time COG began, visionary leaders were drawing up plans to construct Dulles Airport, the Beltway, and Metrorail. "All of these regional initiatives that shaped today's National Capital Region were planned by bold thinkers," Robertson said. "Our legacy is to continue to sharpen that vision for the next fifty years."



The Fiftieth Anniversary Committee, a distinguished group of current and former elected officials, has guided COG's celebration of its first half-century.



To many, regionalism was an unpopular concept in the 1950s and 1960s, but COG's proven record of success made believers out of people over the past fifty years.

PART TWO *Regional Snapshots*

The Metropolitan Washington Council of Governments' members and partner organizations often describe it as a planning organization that coordinates policy on issues of mutual concern. Because it is the place where regional leaders come together, local elected officials enjoy the camaraderie they find at COG, and the chance to wrestle with substantive issues and make a difference on a regional stage.

The details of COG's work and achievements reveal the importance and vitality of the organization's role. COG is where regional transportation plans have taken shape. COG is the organization that helped citizens clean up the Potomac and Anacostia Rivers. It led the region through an energy crisis. And it has worked to confront issues like drug addiction, affordable housing, and AIDS with frankness and determination. COG created a way for police and fire officials from different jurisdictions to work together and helped build a system for regional emergency preparedness.

The following historical segments and photographs take a look at many of the big regional issues COG took on over the last half century. They are grouped by themes, not by

order of importance, and are meant to spotlight COG and the region it serves. They show how an organization's consistent planning, coordination, and convening of leaders continue to move the region forward.

The Making of Metropolitan Washington

1. Regionalism

Regional planning has been the pillar on which all Metropolitan Washington Council of Governments programs have been built. Since 1957, COG has made its mission to provide intelligent planning for the growth of the metropolitan Washington region.

Much of the early effort to focus attention on the Washington area's regional potential was spearheaded by U.S. Senator Alan H.

Bible. A Nevadan who earned his law degree at Georgetown University in 1934, Bible returned to his home state to practice law. Bible was elected to the United States Senate from Nevada in 1954 and served in Washington for the next twenty years.

From 1957 to 1969, Bible was chairman of the committee on the District of Columbia. As chairman, he established the Joint Committee on Metropolitan Problems, which worked closely with the newly formed Washington Metropolitan Regional Conference from 1957 to 1961.

From the start, the Conference made local and regional planning its primary program. Charles R. Fenwick, the Council's second chairman, noted in 1962 that water supply, waste disposal, mass transit, urban flight, suburban sprawl, economic and physical health were problems "which disregard intrametropolitan boundaries. The solutions for these needs cannot be found by individual jurisdictions pulling separately; joint action is necessary."

Fenwick added that the Council's challenge "is to cooperate to meet the needs of today and



Metropolitan Washington Council of Governments leadership attends a retreat to focus on challenges confronting the region in the twenty-first century.

to develop through wise regional planning the kind of community we want for tomorrow.”

President John F. Kennedy echoed Fenwick’s sentiments when he sent Congress his urban affairs message in January 1962. “The present and future problems of our cities are as complex as they are manifold,” Kennedy said. “There must be expansion, but orderly and planned expansion, not explosion and sprawl. Basic public facilities must be expanded ever further into the areas surrounding urban centers, but they must be planned and

coordinated so as to favor rather than hamper the sound growth of our communities...”

In 1962, the Council of Governments worked closely with the National Capital Regional Planning Council on the preparation of *A Policy Plan for the Year 2000*, also known as *The Year 2000 Plan*, a comprehensive proposal for future urban living patterns in metropolitan Washington. For the next twenty years, the Council’s land use planning envisioned the growth of radial corridors across the metropolitan area interspersed with wedges of preserved open spaces.

In 1966, President Lyndon B. Johnson abolished the National Capital Regional Planning Commission and assigned all regional

planning duties for the area to the Council of Governments. In 1972, the Council re-examined the Wedges and Corridors concept of *The Year 2000 Plan* and published its re-examination in 1974.

2. Economic Development

In 1974, District Mayor Walter E. Washington told local officials that economic growth was the key to the area’s future. “Let each jurisdiction move promptly to establish its growth policies as soon as possible,” Washington said. “Then let us come together again and agree on our metropolitan growth policies, as well as the strategies to carry them out.”

Since at least the 1960s, the Council of Governments has

involved itself with the remarkable growth of economic opportunity in the Washington metropolitan area. In 1979, COG formalized what had been an informal Council concern, developing a coordinated economic strategy for the Washington area for the very first time. Under the direction of COG Chairman Arrington L. Dixon, the Council began a new program to develop and help carry out the strategy, which was intended to stimulate economic development throughout the entire Washington region.

Dixon, chairman of the D.C. City Council, spearheaded a public input process that resulted in the Council's economic development policies transmission to area citizens and civic organizations for review and comment. Dixon noted that the economic development

draft was aimed at "improving the overall economic vitality of the region and increasing job opportunities so the unemployed and underemployed may benefit from this economic vitality."

Two years later, in 1980, Dixon chaired a special Metropolitan Economic Advisory Committee to address the challenge of economic development. Martha V. Pennino, COG's chair at the time and vice chair of the Fairfax County Board of Supervisors, articulated the Council's approach to economic development when she addressed the forum that Dixon had created. "What could be more regional than what we are doing – individually and collectively – in economic development?" Pennino asked. "Ours is not a Fairfax County economy, or a District of Columbia

economy, or a Prince George's or Montgomery County economy. Ours is a regional economy."

By 1981, COG had developed a series of regional economic policies and strategies based on a number of specific assumptions. The Council determined that the Washington region was essentially one labor market with a basic economic interdependence across the entire region. COG noted that the improvement of the region's economic strength would enhance the economic vitality of each of the jurisdictions that made up the region. Fiscal efficiency, location advantages, and the quality of the en-

Tysons Corner quickly evolved from a sleepy, northern Virginia crossroads into one of the most dynamic office and retail centers on the East Coast.





Suburban growth in Bethesda, Maryland, during the 1980s typified the challenges facing COG in planning for orderly development in the region.

vironment would each have a role to play in economic development decision-making. And finally, the federal government had a special responsibility to the region simply because it was the driving force of the entire area's economy.

COG used the economic assumptions developed during the early 1980s for the next quarter-century in its work to enhance the regional economy. During the 1990s,

the Council's influential *Economic Trends in Metropolitan Washington* charted the region's rapid and sustained economic growth. Issued annually and covering the previous five years, *Trends* reported and analyzed employment and inflation rates, income levels, federal spending rates, and economic forecasts for the region ten years into the future. By 1998, one of the biggest stories in economic development was the role of private investment in the \$1.8 billion in non-residential construction activity. Private firms accounted for 88 percent of the projects, an 11 percent increase over 1996 figures.

The 2001 issue of *Trends* reported a pattern of steady economic growth, including a gain of 320,000 jobs since 1996, and a 2001 unemployment rate of just above three percent, one of the lowest such rates in the United States.

3. Demographic Change

Perhaps the biggest change in metropolitan Washington during the past half-century has been demographic. A community that in 1957 was a small, southern town surrounded by rural Virginia and Maryland counties has become a vital part of the megalopolis that

stretches from south of Richmond to north of Boston.

The metropolitan region's population in 1957 was estimated at just over two million people. That year, the District of Columbia became the first major city in the United States with an African-American majority. The African-American percentage of the population peaked at 65 percent in the 1970s, but the movement of the city's middle-class to the Virginia and Maryland suburbs during the 1970s, 1980s, and 1990s stabilized the city's African-American population at 60 percent.

The growth of employment engendered by the presence of the federal government and the

myriad of contractors, consulting firms, trade associations, and media outlets made metropolitan Washington one of the fastest-growing regions in the United States during the last third of the twentieth century.

Another huge demographic change that the Council of Governments has charted over the years is the growth of women in the region's workforce. As early as 1980, the Council reported that two-thirds of the people who entered the Washington area's work force during the 1970s were women. Increasingly, those women added to the local workforce were managers and technicians.

COG has been following demographic trends in the region since the 1960s. The Council has published dozens of reports during the past half-century analyzing education levels, per capita income, socio-economic characteristics, and many other general characteristics of the region's population.

In the 1990s, COG leaders like Patsy Ticer of the City of Alexandria, Hilda Pemberton of Prince George's County, and Linda Cropp of the District of Columbia represented the demographic change that has characterized the COG region since the 1950s.





4. Federal Presence

COG has the unique distinction of being the regional council serving the Nation's Capital.

COG Chair Hilda Pemberton, Maryland Governor Parris Glendening, and other Board members brief the media on COG initiatives during a 1993 White House visit.





5. Political Movements

The region has played host to many political movements during the past fifty years, including this civil rights rally in 1965 to protest racial discrimination in Alabama, as well as peace protests and rallies for D.C. voting rights.

The region was host to the 1963 March on Washington for Jobs and Freedom where the Rev. Dr. Martin Luther King, Jr. delivered his famous "I Have a Dream" speech.



6. Cultural

When it opened in 1986, the Wolf Trap Farm Park in Vienna, Virginia, was the first national park for the performing arts.

The Music Center at Strathmore opened just outside the Beltway in 2005 as a second home for the Baltimore Symphony Orchestra.



The opening of the John F. Kennedy Center for the Performing Arts in September 1971 marked the region's emergence as a major American cultural center.



7. Higher Education

The National Capital Region is home to a number of well-respected institutions of higher education including American University, the Catholic University of America, Gallaudet University, Georgetown University, George Mason University (left), the George Washington University, Howard University (above), Marymount University, Southeastern University, Trinity University, the University of the District of Columbia, and the University of Maryland, College Park (top).



8. Sports

Named for Senator Robert F. Kennedy, RFK Stadium was the first multi-purpose concrete stadium built in North America when it opened in 1961. RFK, formerly the home field for the NFL's Washington Redskins, has housed the Washington Nationals since professional baseball returned to the area in 2005. Sports teams are spread throughout the region. The City of Bowie, the City of Frederick, and Prince William County have minor league baseball teams, and the Redskins now play in Prince George's County.



Environmental Programs

9. Air Quality

COG Executive Director Walter Scheiber and Fairfax County's Jean Packard brief the media on the Air Quality Index in 1975, an early COG attempt to inform local residents of air pollution problems.

Above: Since the 1960s, COG has been a force for cleaning the air in the National Capital Region. As late as the 1980s, smog and haze regularly blanketed the area on hot and humid summer days.





COG's Department of Environmental Programs Director Stuart Freudberg and Executive Director Ruth Crone raise the Ozone Action Day flag over COG's headquarters in 1996.



Fairfax County Supervisor Penelope Gross speaks during the tenth anniversary celebration of Clean Air Partners in 2007.



The Council of Governments recognized early on that air pollution was a health and safety issue that needed addressing on a regional basis. In 1960, COG joined the U.S. Public Health Service in establishing the Council's Air Pollution Advisory Board and Oxidant Sampling Network to analyze pollutants in the air over Washington, D.C.

At the time, Washington, D.C. was home to a thriving chapter of the Air Pollution Control Association (APCA), one of the nation's most effective scientific societies working to address the need to reduce and prevent air pollution. APCA's Cleaner Air Week, held in cities across America each October since 1954, helped municipal governments publicize the steps being taken to clean up America's air. The Council of Governments began working with the local chapter of APCA to sponsor Cleaner Air Week in Washington during the early 1960s. Frank J. Lastner, chairman of the Council's Health and Welfare Committee, spearheaded Cleaner Air Week observations in the District for much of the remainder of the 1960s.

By the mid-1960s, COG had become the region's clearinghouse for information concerning the fight to clean the air over metropolitan Washington. Shortly before leaving office, President Lyndon B. Johnson signed the District of Columbia Air Pollution Control Act, a model for the air quality legislation that Congress and the states would pass in the early 1970s. Strongly supported by the Council of Governments, the District's Air Pollution Control Act

banned open burning, except by permit; limited the sulfur content of heating fuels; and restricted the operation of inefficient incinerators.

In the 1970s, COG became even more involved in regional air pollution prevention activities. In 1967, the Council had been tasked with monitoring pollution levels under an air pollution emergency system established by the member governments. On July 28, 1970, COG declared the first of what would become many smog advisories for the metropolitan region. As part of the advisory, COG warned sensitive persons, including those with allergies, respiratory ailments, and the elderly, to curtail activities and remain at home.

In the years to come, COG would continue to monitor and publicize air quality issues affecting people living in the entire metropolitan region. In 1972 alone, the Council issued four separate pollution alerts. By the mid-1970s, COG's Air Quality Index had become a standard for the weather segments of local news broadcasts across the region.

The air pollutant most difficult for the Washington region to address, which had been the impetus for COG's smog alerts begun in the early 1970s, is called ground-level ozone. This pollutant is an intense lung irritant that particularly affects the young, the elderly, and those with breathing problems, but also can affect healthy people as well at high enough concentrations. In 1977, the Congress passed Clean Air Act Amendments which required the Washington area to

meet a one-hour average ozone standard by 1987, and COG became the venue for the planning effort that followed. In 1982, the region submitted a plan to achieve the standard to the U.S. Environmental Protection Agency (EPA). Unfortunately little progress was made over the next several years, and the region experienced its worst year on record in 1988, with nearly half the summer days exceeding the EPA ozone standard. The Clean Air Act Amendments of 1990 set an aggressive schedule requiring progress on an annual basis and for the Washington area, achievement of the ozone standard by 1999.

COG was again in the forefront of this effort; it became the home for the Metropolitan Washington Air Quality Committee (MWAQC), a local-state policy committee, which was certified by the mayor of the District of Columbia and the governors of Maryland and Virginia to prepare air quality plans for the DC-MD-VA Metropolitan Statistical Area. Under the leadership of Ellen Bozman of Arlington County, MWAQC's first chair, the new committee took action very quickly. It issued air quality plans in 1994 and 1999. MWAQC also recognized a new phenomenon – perhaps as much as half of the air pollution problem was due to transported poor air from outside the region, mainly in the Midwest, home to numerous coal-fired power plants. As a result, it wasn't until 2005 that the region finally achieved the one-hour EPA standard, two years after EPA finally cracked down on

transported air pollution. EPA then set a new more stringent ozone standard for the region to meet by 2009. MWAQC submitted this plan in early 2007, and the region is well on its way to meeting this standard as well.

Complementing the region's efforts to meet the EPA standards is a voluntary public-private partnership created through the efforts of MWAQC and the Transportation Planning Board. Originally chartered as ENDZONE by the COG Board and Baltimore Metropolitan Council in 1997, ENDZONE became Clean Air Partners in 2002. This organization, made up of local governments in the Baltimore and Washington regions, as well as major employers, focused on taking action on forecasted poor air days and encourages use of transit, telecommuting, refueling after dark, deferral of lawn mowing and painting, and numerous other actions to reduce air pollution. It also educates the public about the health affects of poor air quality and how to reduce exposure. Finally, Clean Air Partners sponsors the color-coded air quality forecast. In 2007, the partnership celebrated its tenth anniversary and continues to play an important role in the region's ongoing efforts to make our air as clean as possible.

Over the past fifty years, the region has made great strides making the air cleaner. The region now meets federal standards for carbon monoxide, nitrogen dioxide, sulfur dioxide, lead, and large particles. Ozone levels are dropping, but the region still faces a new small particle standard and the possibility of an

even more stringent ozone standard. COG will continue to be in forefront of helping make the region's air clean for our children, grandchildren, and great-grandchildren.

10. Potomac River

The health of the historic river that winds its way through the District of Columbia and drains much of the surrounding Virginia and Maryland countryside has been a concern of COG since the organization's inception. Long befouled by municipal sewage and effluents from upstream communities, the Potomac River was a slow-moving cauldron of filth that imparted a noticeable stink on hot summer evenings over the city's monuments and museums.

The real impetus for serious discussions on cleaning up the Potomac came early in 1965 when President Johnson keynoted conservation and improvement of the river when he sent his first, all-encompassing environmental message to Congress. LBJ called for legislation, which would clean up the Potomac and keep it clean for boating, swimming, and fishing. The President also demanded protection of the river's natural beauty as well as

funds for the provision of adequate recreational facilities along the storied waterway's banks.

Johnson designated COG and the capital's Regional Planning Council as the point agencies for his ambitious Potomac River clean-up plans. COG had been working with its member governments since late 1963 in getting them to adopt resolutions for land-use policies for the banks of the river. "These poli-



In 1970, water pollution was such a problem in the region that the National Park Service had to warn visitors against fishing in the Tidal Basin. (AP)

cies,” COG said in a 1965 statement, “include the acquisition of land or interests in land, the encouragement of open space uses, and the preclusion of multi-family, commercial, or industrial uses within the vicinity of the Potomac.”

In 1973, COG researchers began interviewing local citizens to determine what the public was willing to pay to clean up the Potomac River. The results were intended to show in dollar terms the public’s enthusiasm for funding improved water quality. The information was then used to identify the best strategies available.

Financing for the study was provided by the U.S. Environmental Protection Agency. The study was the first of its kind undertaken in the nation. Any benefits derived from the research were also made available to other metropolitan areas. The results were a key factor in designing future programs to clean up the Potomac River.

Local governments had long been concerned with the development of the Potomac. Consequently, they worked together through COG to come up with a master plan for development, including comprehensive sewage treatment for the region.

In 1977, the Council of Governments’ Water Resources Planning Board issued a report entitled “State of the Waters.” It found that many of the tributaries, as well as entire sections of the Potomac and Patuxent Rivers, did not meet state water quality standards. In addition, “State of the Waters” found that bacterial counts were periodically high, low levels of dissolved

oxygen endangered healthy aquatic life, and extensive algae growths periodically plagued the Potomac Estuary. Sedimentation also was a problem throughout the Potomac River Basin.

In 1978, local government representatives approved a major new plan aimed at improving the region’s water resources. The plan, approved by COG’s Water Resources Planning Board, spelled out possible solutions to water pollution problems, which could be achieved in relatively short order. The plan also anticipated water quality problems for the next twenty years.

Federal law required that the plan be updated annually. The plan urged renewed emphasis on regional solutions, including local sharing of sewage treatment capacity, sludge processing and disposal. The plan recommended the prompt settlement of inter-jurisdictional disputes. Planners submitted the strategy to Virginia, Maryland, the District of Columbia, and the Environmental Protection Agency for certification and approval. The stage was finally set for the massive cleanup that was to take place during the 1980s and 1990s.

The regional water quality plan had a bumpy ride almost right after it was adopted. With the area’s largest plant, Blue Plains, limited to only 309 million gallons per day, the potential for a limit on regional growth became front and center.

With COG’s technical support, a Blue Plains Feasibility Study was issued in 1984. It concluded that Blue Plains could be expanded to

370 million gallons per day and meet regional sewage treatment needs through 2010. COG also created the Potomac Coordinated Regional Monitoring program in the 1980s, which resulted in same day water quality sampling at a series of stations in the Potomac Estuary by local and state agencies.

COG’s regional water quality database, now twenty-five years old in 2007, in combination with water quality modeling, has helped track progress in restoring the Potomac Estuary and the investment of well over a billion dollars in wastewater treatment technology. In fact, by 1997, COG’s data was demonstrating the remarkable revitalization of the Potomac and area streams. The river rarely smelled any more, it was widely used for boating, fishing, and even the occasional daring swimmer or water skier.

Since the mid 1980s, area wastewater treatment plants have upgraded their technology and spurred by new analyses of Chesapeake Bay water quality, have begun to implement practices to help protect the Bay. COG has been the regional venue where the modeling and technical analyses have been carefully dissected, to insure that the most cost-effective investments in wastewater technology are being made. By the end of COG’s first fifty years, area wastewater treatment plants are now moving forward with the implementation of technology designed to help insure the Bay will be restored, at a cost of several billion dollars. COG has been a prime mover in seeking an

The Chesapeake Bay has been a water quality focus for the National Capital Region for generations. Since the 1970s, COG's focus on water quality has included cleaning up the Bay.



equitable approach to funding these investments, and progress has been made. The cleanup of the Potomac River will always remain a jewel in the crown of major achievements accomplished by the Metropolitan Washington Council of Governments in its first fifty years.

II. Chesapeake Bay

Since the Council of Governments had met the challenge of helping establish programs to clean up the Potomac River Basin, it was only natural that COG turn its attention to the problem of pollutant runoff into the Chesapeake Bay.

Stretching from Cooperstown, New York, five hundred miles south to Norfolk, Virginia, the Chesapeake Bay is the largest of 130 estuaries in the United States. The Bay,

as it is known to residents, drains all or parts of six states, including Maryland, Virginia, West Virginia, Delaware, Pennsylvania, New York, and the District of Columbia. The Chesapeake holds about eighteen trillion gallons of water and receives about half of its volume from the Atlantic Ocean. More than 150 major rivers and streams drain from the Bay's 64,000 square mile watershed into the nearly five thousand square mile tidal Chesapeake Bay.

COG was actively involved with the federal-state Chesapeake Bay program from its inception in the early 1980s, advocating for the critical voice of local governments in helping shape the direction of the cleanup. When a local government advisory committee was cre-

ated, COG housed the group for several years.

In 1994, COG developed a regional pilot program for wastewater plants to help meet the Chesapeake Bay Program's goals for limiting pollution caused by excess nitrogen. The program proposed a more flexible and cost-effective way of reducing pollutants than would be allowed under standard state and federal regulatory programs. Implementation of the pilot program allowed the region's local governments to manage impacts of growth at a much lower cost than would be the case under the standard regulatory approach.

In conjunction with the pilot program and recognizing that volunteers are the key to preserving the Chesapeake Bay, COG published a manual describing projects that

area residents and groups could undertake to make a difference. Entitled “The Chesapeake Bay Community Action Guide: A Step-by-Step Guide to Improving the Environment in Your Neighborhood,” the guide described activities to improve local streams, forests, and water quality along the Bay’s 11,685 miles of shoreline.

In 1998, COG created the Chesapeake Bay Policy Committee, which reflected the fact that over 25 percent of the Bay watershed population resided in the COG region and a major share of the cost of the cleanup would be borne by area jurisdictions. Fairfax County Supervisor Penelope Gross, a regional leader on the Bay cleanup issue, became the first chair of the CBPC, and the committee immediately played an active role in helping to shape a major new Chesapeake Bay agreement, Chesapeake 2000. The CBPC’s proactive response ensured that COG would remain an active participant in devising the action agenda for Chesapeake 2000 in the years to come, thus helping to continue cleaning up the Bay’s watershed.

Chesapeake 2000 was an ambitious cleanup initiative that addressed a number of issues, including restoring the Bay’s water quality; managing fisheries; implementing sound land use; restoring habitat; monitoring the Bay’s environmental health; and programming computer models that would allow scientists to track the Bay’s health well into the twenty-first century.

In 2003, the COG Board approved a resolution authorizing the

Chesapeake Bay Policy Committee to pursue funding to clean up the Bay and its tidal tributaries. The Committee recommended that the Council seek additional funding to address three main sources of water pollution in the Bay: wastewater from municipal treatment plants, urban storm water, and runoff from agriculture.

In 2005, COG held a one-day Agricultural Tour and Forum in Maryland’s Frederick County. The Forum helped remind elected officials that farmers play an important role in preserving the area’s natural resources, as well as helping to advance the Chesapeake Bay’s restoration efforts. The Forum also provided the agricultural community an opportunity to discuss policies and regulations with regional leaders on the Chesapeake Bay Policy Committee.

By undertaking all of these initiatives, COG demonstrated the benefits that a clean and healthy Chesapeake Bay can provide for everyone including residents, farmers, tourists, and fishermen.

12. Anacostia River

By the twentieth century, the Anacostia River that runs through the District of Columbia had become both an eyesore and a public sewer. “A public disgrace” is what some detractors called the slow-flowing tidal river that drains major parts of the nation’s Capital.

The Anacostia Watershed was a thriving center of Indian culture set amidst the Piedmont and Coastal Plain provinces in the early seventeenth century, the time of European

contact. The Nanchotank Indians, a semi-agricultural tribe, lived at the confluence of the Potomac and Anacostia Rivers in what would become Washington, D.C., nearly two centuries in the future.

Centuries of development altered the character of the Anacostia Watershed. Agriculture and urbanization were the two great engines of change.

Agricultural development resulted in the forested Anacostia Watershed being cleared for the cultivation of tobacco, corn, and cotton. Uncontrolled sedimentation resulted in soil eroding from upland fields and flowing downstream to the tidal river. The sedimentation continued through the latter half of the nineteenth century, resulting in the formation of extensive mudflats along the banks of the tidal river.

The second great change, urbanization, created a loss of forest and wetland habitat, alteration of stream flow, increases in non-point source pollution, and discharges of combined sewer overflow and industrial waste. These factors all contributed to the decline in the health of the river. The Anacostia Watershed remains heavily urbanized, with more than 600,000 residents living within walking distance of the river’s banks.

To address the deterioration of the river, the landmark 1987 Anacostia Watershed Restoration Agreement, signed by the District of Columbia, Montgomery County, Prince George’s County, and the State of Maryland, created an intergovernmental partnership. The Agreement



Maryland Governor William Donald Schaffer, D.C. Mayor Sharon Pratt Kelly, and other regional leaders get an up-close view of the Anacostia River during a 1992 COG boat tour.



U.S. Senator Paul Sarbanes of Maryland signs the Anacostia River Restoration Agreement in 1996.

formalized a cooperative partnership to restore the Anacostia River and its tributaries. To guide the restoration process, the Agreement called for the formation of an Anacostia Watershed Restoration Committee (AWRC), charged with developing a comprehensive restoration plan.

The Metropolitan Washington Council of Governments was assigned the responsibility for providing administrative and technical support to help facilitate the resto-

ration activities of the Anacostia Watershed Restoration Committee. The primary goal of the AWRC was to plan and coordinate restoration projects throughout the watershed.

The AWRC commissioned a comprehensive inventory of the watershed to help identify necessary restoration projects. By 1990, AWRC had identified 207 storm water retrofit, stream restoration, wetland creation, and riparian reforestation projects. In 1998, AWRC reported that more than 700 restoration projects had already been planned and that 30 percent of them had been completed since the organization's founding.

In 2001, District Mayor Anthony Williams, Maryland Governor

Parris Glendening, Prince George's County Executive Wayne Curry, and Montgomery County Executive Douglas Duncan signed a new Anacostia Restoration Agreement. The Agreement reaffirmed the jurisdictions' commitment to the goals first established in 1991 and later reaffirmed in 1999, to protect and restore the Anacostia Watershed.

The Agreement came as a renewed commitment to recognize the Anacostia River as an important asset to the Washington region, and as a part of the larger watershed that includes both the Potomac River and the Chesapeake Bay. This larger watershed remains important to the health and well-being of the region; the jurisdictions' commitment to a

set of underlying restoration principles continues to help guide and sustain the programs and projects necessary for restoring and protecting the Anacostia Watershed.

In addition to these initiatives, COG also continued to assist its partners with the restoration of the Anacostia River. In 1995 alone, restoration and community activities planted more than 1,200 trees and restored forests along streams in the watershed.

In 2005, sensing that greater focus was needed to re-energize the restoration efforts, a group of governmental and nongovernmental

stakeholders conceived of a new partnership. In June 2006, the COG Board created the Anacostia Restoration Partnership, which explicitly included elected and senior government officials along with others committed to a restored watershed. The Partnership is currently focused on developing a watershed-wide restoration plan, authorized by Congress.

15. Wastewater

The Blue Plains Treatment Center had been a dream of metropolitan water use planners for fifty years. It treats all wastewater that is discharged into the sewer system

of the District, as well as parts of Maryland's Montgomery and Prince George's Counties and parts of Virginia's Arlington, Loudoun, and Fairfax Counties. It is ranked as the largest advanced wastewater treatment plant in the country.

When the wastewater treatment plant at Blue Plains opened in 1938, it was a primary treatment facility only. It was designed to serve a population of 650,000 people through the year 1950. The operating cost was less than \$175,000 per year. At that time, the relatively small discharge from Blue Plains to the Potomac River was less than one hundred million gallons per day (mgd). As population and industry increased sharply in the District and surrounding Maryland and Virginia counties in the 1950s, primary treatment proved to be inadequate. In 1959, the Blue Plains plant was expanded to accommodate secondary treatment with a capacity of 240 mgd.

Flows continued to increase and, by 1969, the inflow of effluent



13. Water Supply

When EPA and area health departments called a boil-water alert in December 1993, COG established a 24/7 drinking water hotline to keep citizens informed of the fast moving situation.

14. Water Conservation

Since 2002, the region's Wise Water Use campaign has educated the public on the importance of using water in a responsible and efficient manner. It has distributed paraphernalia to citizens at numerous sporting events and has advertised on Metrorail and through public service announcements.





had exceeded the design capacity of Blue Plains once again. The District government, along with authorities from Maryland and Virginia, called a regional conference during which all parties agreed to expand the facility to increase its ability to meet the Federal Clean Water Act, mandated at that time.

During 1973, the Nixon Administration had impounded almost \$6 billion that had already been approved by Congress for environmental programs. In January 1973, the COG Board of Directors called

on the Administration to honor prior environmental commitments by restoring funds reportedly cut that were earmarked for the expansion of the Blue Plains Sewage Treatment Plant. With formal approval of two strongly worded resolutions, the Board, at its January 1973 meeting, took the step of urging President Nixon to release federal funds to ensure completion of the expansion and improvement of the Blue Plains Treatment Facility.

The request was consistent with the agreement negotiated and

District of Columbia Mayor Walter Washington and fellow COG Board Members Francis Francois of Prince George's County and Martha Pennino of Fairfax County tour the Blue Plains Wastewater Treatment Center in the 1970s. The Blue Plains Agreement, negotiated by COG, provided long-term protection to the Potomac River and allowed development to continue as planned in the region.

approved by the EPA, the states of Maryland and Virginia, the government of the District of Columbia, and local governments under the auspices of the Potomac River Enforcement Conference. Without the expenditure of these impounded funds, the expansion of Blue Plains would likely be set back two to three years.

In the succeeding ten years, construction at Blue Plains expanded the secondary plant to an advanced wastewater treatment facility, processing more than 300 mgd. Treatment levels were greatly improved in order to restore the Potomac River to recreational and commercial use.

Analysis by COG demonstrated that Blue Plains capacity of 309 mgd would not be adequate to meet the needs of the fast-growing region, and unless the plant was expanded, growth could be jeopardized. In early 1984, in parallel with the ongoing work of the Blue Plains Feasibility Study, COG, at the urging of J. Hamilton Lambert of Fairfax County, began to quietly host the negotiations that would lead to a fundamental new governance structure and legal relationship among the parties to Blue Plains. The 1985 Intermunicipal Agreement, as it would ultimately be called, addressed various rights and responsibilities of the participating jurisdictions and created a new governance structure to guide implementation of the agreement in the succeeding years. The agreement also created a permanent water quality modeling and monitoring program at COG to

help insure that the major investment in wastewater treatment capacity at Blue Plains was achieving the desired result of cleaning up the Potomac River.

The Blue Plains Intermunicipal Agreement of 1985 was signed in a major ceremony held at COG in September 1985. It provided a context for the creation in 1996 of the District of Columbia Water and Sewer Authority (DC-WASA). DC-WASA's creation was driven by the financial challenges of the District at the time, and the vision of Michael Rogers, then city administrator of the District of Columbia, who believed – and convinced everyone involved – that creating an independent water and sewer authority within the District of Columbia government would strike the right balance among the parties. It enabled the District to continue its pre-eminent role as owner and operator, while providing increased involvement by the suburbs in the management of Blue Plains. The venue for the negotiations establishing DC-WASA was again the Metropolitan Washington Council of Governments.

16. Airport Noise

Efforts to mitigate aircraft noise at the then Washington National Airport (National) in the 1980s led to one of the biggest controversies in the fifty year history of the Council of Governments.

The “Scatter Plan” was an attempt in 1983 and 1984 to scatter planes departing the Potomac River corridor above National Airport as

much as two miles north and three miles south of the airport at a minimum elevation of 1,500 feet.

Instead of facilitating consensus about airport noise and the need to disperse it, the “Scatter Plan” ignited a firestorm of protest from residents along the projected flight paths. Critics quickly began calling the noise reduction strategy the “scatter-brained plan.”

The Council's involvement in the issue began during the mid-1970s. Residents of the District and nearby areas of Virginia complained long and loud to their elected representatives about the growing noise problem created by increased jet air traffic at National. In 1977, the Federal Aviation Administration approached COG and asked the Council to coordinate a series of six hearings in the local area.

That first series of meetings in the spring of 1977 should have been a tip-off that airport noise had the potential to single anyone who came into contact with the contentious issue. More than 1,200 area residents attended the 1977 hearings, and most in attendance thought the best solution to the problem was to divert flights to Dulles and Baltimore-Washington Airports.

COG assigned the thorny problem to its Citizen Advisory Committee, which sponsored the 1977 meetings. The Committee summarized public comments on the issue and analyzed potential solutions. By 1979, the FAA was testing a south-bound extension of current flight paths at National in an attempt to



reduce noise problems. At the same time, COG's Board of Directors rejected a northbound extension of flight paths, primarily because of the disruption it would cause in the already overburdened Cabin John area.

By 1980, COG was negotiating with the FAA for reduced flight operations at National. The Council's board of directors suggested that a cap of 14 million passengers a year be instituted at the airport, four million fewer passengers than the FAA authorized. Another COG proposal called for a limit of twenty flights an hour by 1985, down from the forty flights an hour authorized by the FAA, between the hours of 7 a.m. and 10:30 p.m.

As the problem of aircraft noise continued into the early 1980s, the FAA experimented with lengthening the flight path south along the

Potomac River. By that time, COG was assigned the responsibility of reviewing projects affecting the broader metropolitan area. Since the flight path south along the River crossed portions of Virginia's Fairfax County and Maryland's Prince George's County, COG was asked to review the FAA tests.

The FAA tests, which the media quickly dubbed the "Scatter Plan," were delayed because of the Professional Air Traffic Controllers strike against the FAA. Although the "Scatter Plan" was found to be operationally feasible and safe, it never gained widespread public acceptance.

In 1985, COG created the Committee on Noise Abatement at National and Dulles Airports (CONANDA) to monitor the noise problem and make recommendations to the Metropolitan Wash-

COG's suggestion of a "Scatter Plan" for airports serving the region envisioned spacing airplanes out over a larger area. Although the test was not successful, regional leaders have continued to work through COG on the issue of airport noise.

ington Airport Authority. By 1992, COG staff was working with legislative and administrative attempts to modify the slot and high-density rules at National.

In the wake of 9/11 and the subsequent closing of the re-named Ronald Reagan Washington National Airport, COG and area policymakers came to the realization that there was simply no forum for addressing the economic impacts stemming from the facility's closure. COG expanded the committee's mission to include

formulating regional policies related to a number of issues, including noise abatement, economic aspects of aviation policy, environmental guidelines, and airport transportation procedure matters.

Airport noise again took center stage in 2004 when COG helped conduct a regional noise compatibility study for Ronald Reagan Washington National Airport. The new study included a community outreach project involving surveys of 1,200 residents and comprehensive focus groups.

17. Energy

For the National Capital Region and the nation at large, the world changed that third week of October 1973. As Israeli Defense Forces flanked the BarLev Line and re-took the Suez Canal in the short but brutal Yom Kippur War, Arab leaders protested American support of Israel by embargoing Middle Eastern oil shipments to the United States and its Western European allies.

As a result, Nixon and the na-

tion were caught by surprise when gas prices began to rise in November. By the end of the year, gas at the pump had doubled and would double again during the first quarter of 1974. Federal standby rationing plans spooked many motorists, and Washington and many other communities were soon the scene of long lines in gas stations.

The Council of Governments, aware of the vacuum in political leadership, moved swiftly during the first quarter of 1974 to help local governments deal with the rapidly deteriorating energy situation gripping the metropolitan area. Joseph L. Fisher, vice chair of COG's new Energy Policy Advisory Committee, announced a contingency plan that would establish emergency actions to be taken on a coordinated basis by the area's local governments during a gasoline shortage. The plan envisioned expanded car pooling, staggered work hours in the region, and establishment of private jitney services.

More important, Fisher, vice

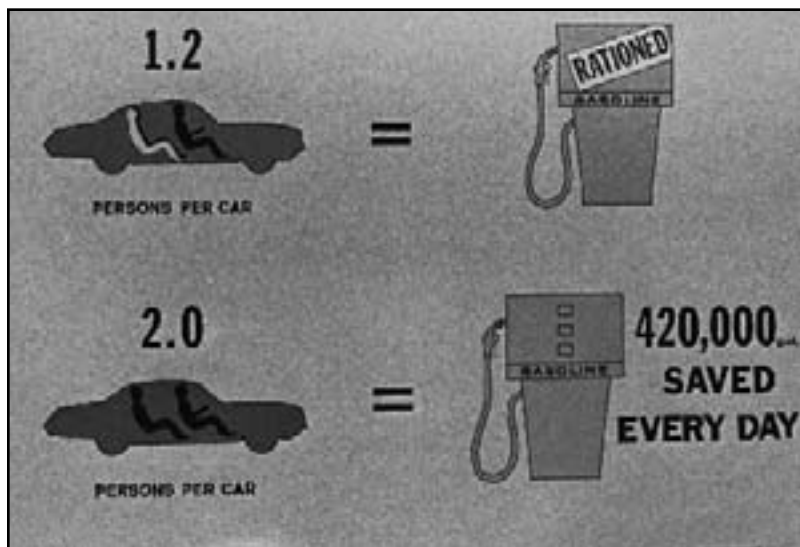
chair of the Arlington County Board, noted the committee had approved an area-wide gasoline allocation plan for the metropolitan region. The simple plan called for motorists with even-numbered license plates to buy gas on even-numbered days, and those with odd-numbered plates would buy gas on odd-numbered days. Developed and implemented in just eight days, the COG plan was quickly adopted by the District, the City of Alexandria, Arlington County, Fairfax County, and the City of Falls Church.

Five years later, in the summer of 1979, the fall of the Shah of Iran precipitated a second energy crisis. Once again, COG stepped to the fore and helped blunt the effects of gasoline shortages at the pump in metropolitan Washington.

Rich Adams, then editorial director for the District's Channel 9 newscast said, "COG is at its best" when wrestling with crises. He told viewers in the summer of 1974 that COG's seven-point action plan and odd-even rationing program helped the region avert disaster.

The Council followed up its quick action in 1979 with its 1980 publication of the *Metropolitan Washington Energy Conservation and Management Plan*, which called for employer-sponsored ridesharing and minimum purchases of gasoline.

During the 1973 Arab oil embargo, COG worked to educate Washington area residents about the necessity of not wasting gasoline, as this poster attests.





In the twenty-first century, COG continues to promote new energy solutions, such as hydrogen-powered cars. A GM prototype is parked at COG headquarters in 2005.

18. Recycling

COG Board Chair Robert B. Dix of Fairfax County joins his colleagues to promote the Council's "Get in the Loop – Buy Recycled" program in 1997 to encourage area residents to purchase products made from recycled material.



A quarter-century later, residents of the Washington region are still dealing with energy supply issues, and COG is still proposing innovative solutions to longstanding problems. In the mid-1990s, COG coordinated the formation of the Metropolitan Washington Alternative Fuels Partnership, which brought together private and public

sector participants in the region's energy economy. The Partnership was charged with meeting the goals of cleaning the air, increasing energy security for the region's residents, and creating economic growth.

During the remainder of the 1990s and early twenty-first century, the Partnership oversaw the Washington Alternative Fuels Clean

Cities Program and continued a series of educational forums for local government and private sector vehicle fleet managers on alternative fuel technology and policy.

In 2006, the COG Board approved a new Strategic Energy Plan addressing energy conservation, climate change, green building, and energy generation.



William Newman, Jr., of Arlington County introduces a public-private partnership with Bell Atlantic designed to recycle the hundreds of thousands of telephone books used in the region each year.

19. Forest Cover

COG and its partners work to increase the region's tree canopy coverage, which promises to lower future energy costs and reduce air pollution.





**Human Services, Planning,
& Public Safety**

20. Combating Drunk Driving

In 1997, COG provided a forum for area law enforcement officials to lobby for unified .08 blood alcohol concentration legislation in the District and in Maryland. COG was joined in the effort by Mothers Against Drunk Driving and the Washington Regional Alcohol Program.



In 1980, COG helped establish the National Capital Poison Center located at Georgetown University Medical Center.



U.S. Representatives Tom Davis and Jim Moran of Virginia unveiled the Metropolitan Area Treatment Enhancement System (MATES) at a 1995 news conference. MATES provided treatment and support services to women who abused alcohol and drugs.



21. Health

In the spring of 1981, epidemiologists in Washington, D.C., San Francisco, New York, and other large American cities began to take note of unexplained pneumonia cases among gay men, intravenous drug users, and hemophiliacs in

their communities. By the next year, members of those communities would be exhibiting signs of Kaposi's sarcoma, a rare and often fatal form of cancer.

America was being introduced to Acquired Immune Deficiency Syndrome and the Human Immuno-

deficiency Virus. AIDS/HIV erupted into a full-scale epidemic during the early 1980s.

On December 18, 1985 representatives from around the country attended an AIDS conference at the D.C. Convention Center. The purpose of the gathering, which was spear-

headed by COG Chair H. R. Crawford of the District of Columbia and sponsored by COG and other public and private agencies, was to educate the public and exchange information on the often fatal disease. Representatives from Montgomery County and other metropolitan counties' police, health, social services, and correctional departments were invited to the conference, which was also open to the public.

Following recommendations of the 1985 conference—the first in the nation of its kind—the COG Board authorized establishment of a regional public health program in June 1986. In March 1996, the Board

expanded COG's public health role to include initiatives to support clean drinking water. COG provides planning and coordination for local government health agencies and other regional health providers.

The Metropolitan Washington Council of Governments also focuses on regional disease prevention, health promotion, and risk reduction strategies in such areas as immunization and HIV/AIDS.

In 1994, the Metropolitan Area Treatment Enhancement System (MATES) project became fully operational. COG received a three-year demonstration grant to administer the MATES project, which was designed

to provide substance abuse treatment and case management for at-risk women in the region. By December 1994, more than 140 clients were referred to MATES by local treatment agencies. Almost one hundred of those clients were enrolled and receiving specialized case management and other treatment and support services.

MATES served more than three hundred drug addicted women in area facilities such as the Hope Center in Fairfax County. MATES also joined with Washington's Arena Stage to raise awareness of community programs dealing with substance abuse.



22. Foster Care

COG Chair Vincent Gray of the District of Columbia, Margie Chalofsky of the Foster and Adoptive Parent Advocacy Center, Maxine Baker of the Freddie Mac Foundation, COG Human Services Planning and Public Safety Director Calvin Smith, and Barbara Harrison of NBC4 attend the 2007 Foster Parent Gala. The event, sponsored by COG and the Freddie Mac Foundation, is held for hundreds of volunteer foster parents who provide loving temporary homes for children in need.



23. Violence/Crime Prevention

The emergence of the drug culture in the Washington region in the 1970s required a coordinated, concentrated response from the law enforcement and social service communities. COG was there to help facilitate those efforts by launching a frontal assault against the misuse of drugs, and the social havoc that drug abuse wreaked in the community. The attack featured an intensive education program conducted through area schools; a broad public service advertising campaign using radio, television, and the press; and a greater coordination of anti-drug programs than ever before. COG's initiative stressed the severe harm to users and their families and com-

munities caused by the misuse of drugs. One of the campaign's principal targets was the first-time offender, the young person trying drugs for the first time out of curiosity.

In the 1990s, area jurisdictions placed a new focus on combating violence in the region. At the direction of the Board of Directors and its Human Services and Public Safety Committee, led by Montgomery County Council Member Gail Ewing, COG released the report, "Recommended Goals and Action Strategies to Combat Violence in the Washington Metropolitan Area." The report recommended a regional gun turn-in program and increased outreach in the media and in schools. At a major conference in October 1994 featuring actor Tom Selleck, area officials shared information on successful programs to prevent violence and developed a directory of area anti-violence activities.

In the twenty-first century, area leaders turned their attention to gangs and gang-related violence affecting an increasing number of young people throughout the area, and worked through COG to plan and organize the area's first Regional Gang Summit. A diverse group of human services providers, educators, law enforcement officers, U.S. Congressmen, local elected officials, dozens of experts, and journalists—over five hundred people from Maryland, Virginia, and the District of Columbia—participated in the conference in Arlington, making it the most comprehensive summit on gangs undertaken in the National Capital Region. Participants



In 1986, COG's Police Chiefs Committee sponsored a Crime Prevention Van equipped with helpful safety information for parents and children.

Top: During its long history, COG has held several anti-violence, anti-gang conferences. This one in 1994 featured actor Tom Selleck.



learned about the clinical, legal, and social implications of gang activity as well as best practices to reduce gang membership and eliminate the groups altogether. The summit, spearheaded by Penelope Gross of Fairfax County and Walter Tejada of Arlington County, and co-sponsored by the U.S. Department of Justice-Office of Justice Programs, the Arlington County Police Department, and COX Communications, served as an important step towards improving regional coordination on crime and gang prevention.

24. Affordable Housing

In 1969, the Metropolitan Washington Council of Governments launched a massive new effort to do something about the metropolitan housing problem that had attracted so much attention and very little action since the end of World War II.

The District and its suburbs, like other urban locales in the United States, had wrestled with the problem of substandard and overcrowded housing for decades. Social reformers bemoaned the fact that

Maintaining and expanding viable neighborhoods in the District and surrounding suburbs have long been a priority for COG.



The Washington Area Housing Partnership has been COG's voice in promoting affordable housing for the residents of the region.

25. Growth Forecasting

Area leaders attended the Reality Check on Growth Summit. Developers, environmentalists, homeowners, business people, and local government officials discussed ways to work together in innovative partnerships designed to shape growth in the region.

thousands of District residents lived in alley slums within the shadow of the Capitol and the White House. There was a need for housing for families with low and moderate incomes in both the District of Columbia and the suburbs.

People who worked for the city, such as police officers, teachers, and lower-level federal employees, often found it difficult if not pretty much impossible to afford a home in the suburbs. Thus, they were forced to look for affordable housing in the District, even though a growing numbers of jobs at their income levels were locating in the region's suburbs.

This two-way dilemma meant that jobs in the suburbs were going vacant. Private industry, which could provide sorely needed tax revenues for local governments, was forced to look elsewhere for new locations because of the labor shortages. Suburban homeowners, who could obtain some relief in their property taxes with the pres-



ence of the new industries, missed out on that benefit. Everybody lost when affordable housing was in short supply.

In 1971, COG released a new study on the Washington area's housing problems and enumerated four steps toward solving them. The highlights of the study were (1) the number of housing units increased at a greater rate than the population in 1971, but the housing needs of

low and moderate income families remained a critical problem; (2) the waiting list for public housing grew by more than 1,500 families in 1971, many of them elderly; (3) the vast majority of the residents requiring such housing were large families needing more than two bedrooms; and (4) racial and economic minorities continued to be over-concentrated in the older sections of the region. Unless new programs were

The Report of the Partnership for Regional Excellence



begun to rehabilitate more than 51,000 units, the overall housing supply was likely to become even more inadequate.

The report then went on to propose major objectives such as promoting an increase in housing production, expanding housing opportunities for low and moderate-income families, increasing housing quality, and continuing to revise and refine area-wide housing projects.

The end result of those early studies was the adoption of the Fair Share housing distribution formula

in January 1972. Under the Fair Share plan, which was worked out by local governments through COG, a distribution formula indicated to each jurisdiction what percentage of regional funds for subsidized housing it was entitled to receive each year, based on a series of indicators. The percentage, subject to adjustment each year because of changing conditions, included such factors as the amount of available vacant land within the jurisdiction, the number of low and moderate-income units, and other factors.

26. Partnership for Regional Excellence
COG's Partnership for Regional Excellence focused its efforts on improving quality of life for future generations.

In 1991, COG, led by Kerry Donley of the City of Alexandria, started the Washington Area Housing Partnership (WAHP). It was a regional public-private partnership working to remind local and regional policy makers that housing remained an important part of stable neighborhoods, a healthy economy, and social reform both at the local and at the policy level. In 1994, the Council completed the region's first comprehensive inventory of at-risk affordable housing. COG compiled a database that contained detailed information on 200,000 affordable rental units in more than 1,200 real estate developments.

The focus on affordable housing issues increased sharply in 2001 under the leadership of COG Chair Carol Schwartz of the District of Columbia. In March, COG and the Washington Area Housing Partnership released a joint study showing that the area's lack of affordable housing was costing the region \$9 billion a year in lost income and reduced consumer spending. The study estimated that because a substantial number of the area's new workers had to live in distant, more affordable communities, and said the area would not be able to sustain its rapid economic growth without creating substantially more affordable housing.

As a result, Chair Schwartz led the Board in the adoption of several principles and goals to guide action related to affordable housing. The Board also established a Housing Trust Fund, in partnership with the Housing Partnership, to help secure

additional sources of funding for affordable projects.

In 2005, WAHP created a "Toolkit For Affordable Housing Development," which provided local governments with new ideas and successful strategies for preserving housing units for the scores of hard-working citizens who couldn't necessarily afford to live in the region.

Affordable housing remains an important part of the American Dream. COG has shown that by using public-private partnerships, it is entirely possible to keep the dream of home ownership within reach of every citizen in the Washington metropolitan area, making affordable home ownership a reality for all the region's citizens.

27. Public Safety/Mutual Aid

When it comes to regional planning, public safety plays a major role in the orderly growth of any urban society. The Metropolitan Washington Council of Governments has been heavily involved in the coordination of public safety programs and joint law enforcement for the District since the very inception of the Council in 1957.

As early as the fall of 1960, the Special Committee of Police Chiefs explored the possibility of a metropolitan communications system to enable rapid communication and exchange of information between and among police forces in the metropolitan region. With the opening of the Woodrow Wilson Memorial Bridge in 1962, the earliest coordination of law enforcement became a reality. Since the bridge connected

Alexandria and Prince George's County, as well as cutting across a corner of the District of Columbia, police from all three jurisdictions formed plans to patrol the area in the first phase of a regional public safety program.

In 1968, President Lyndon B. Johnson signed a bill authorizing the District of Columbia to enter into police mutual aid agreements with suburban governments under procedures developed through COG. The agreements enabled police officers to cross jurisdictional boundaries to aid each other in fulfilling law enforcement responsibilities. They were similar to agreements that had already been developed through COG for the area's fire departments.

By 1969, the Washington area's local governments established agreements among a number of police departments enabling them to cross city, county, and state lines to aid each other in emergencies. These agreements were the first in the United States to cover an interstate metropolitan area. The mutual aid agreements were developed by two Council of Governments' committees, one consisting of police chiefs and the other consisting of

Cooperative public safety agreements coordinated by COG were first put to the test in 1968 when suburban fire departments came to the aid of the District's department during civil disturbances following the assassination of the Rev. Dr. Martin Luther King, Jr.

attorneys representing local governments. They were patterned after the successful arrangements, worked out through COG's Fire Chiefs' Committee, which protected area fire departments.

The agreements became possible on a metropolitan scale when then-Governor Marvin Mandel signed legislation approved by the 1969 Maryland General Assembly authorizing local governments to form such pacts. This completed the cycle of bringing this authority to enter into mutual aid agreements to the local level. Earlier in 1969 the Virginia General Assembly granted cities and counties the same authority, and Congress did the same for the District of Columbia.

The Metropolitan Washington Council of Governments also took the lead in the early establishment of emergency communications for the region. The 9-1-1 emergency phone service then slowly spreading across the country during the

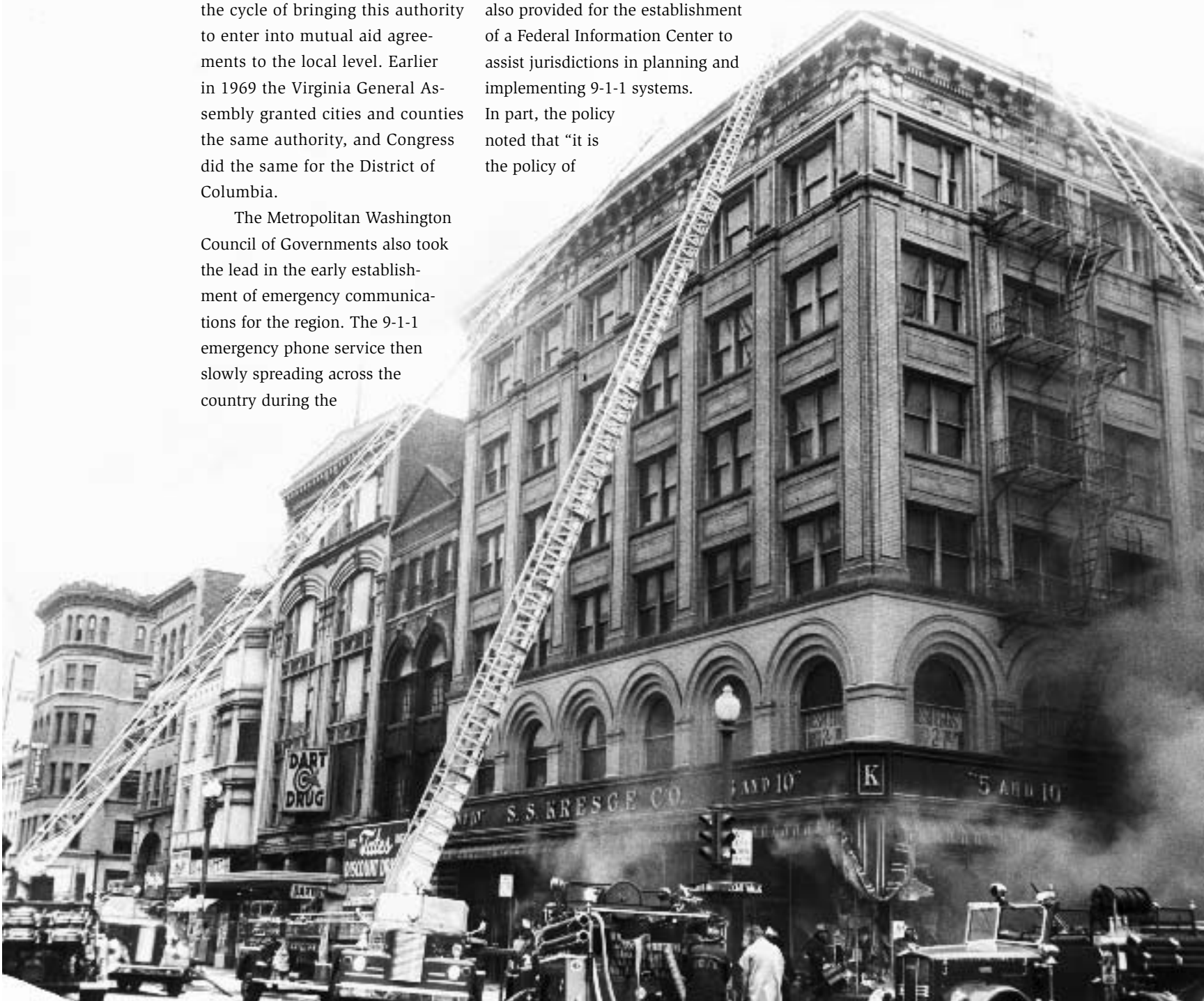
late 1960s (with the first system installed in Haleyville, Alabama, in 1968) was given a tremendous boost when the Federal Communications Commission (FCC) recommended in 1972 that 9-1-1 service be implemented nationwide.

In March 1973, the White House's Office of Telecommunications issued National Policy Bulletin No. 73-1, which recognized the benefits of 9-1-1 and encouraged its nationwide adoption. The statement also provided for the establishment of a Federal Information Center to assist jurisdictions in planning and implementing 9-1-1 systems.

In part, the policy noted that "it is the policy of

the Federal Government to encourage local authorities to adopt and establish 9-1-1 emergency telephone systems in all metropolitan areas and throughout the United States. Whenever practicable, efforts should be initiated in both urban and rural areas at the same time."

COG's early championing of emergency communications for the region resulted in the District and its suburbs becoming one of the first metropolitan communities in





Area fire department chiefs display some of the equipment and gear they were able to purchase for their departments with federal grants in the wake of the 9/11 attacks.

America to fully convert to the new 9-1-1 system.

In 1984, the COG's Board of Directors approved a series of actions to strengthen the area-wide effectiveness of the 9-1-1 emergency phone number. The recommendations were intended to address a number of problems, including the large number of non-emergency calls made to the 9-1-1 number and the need to transfer emergency calls to another city or county quickly.

Montgomery County Councilman R. Scott Fosler, then president of COG, brought the operating problems to the attention of the Coun-

cil's Board. The COG Board quickly responded to Fosler's request by establishing a special working group of police and fire/rescue communications officials to accelerate and coordinate the improvements. Some of the group's recommendations included raising public awareness and encouraging use of the 9-1-1 number for emergencies only, as well as emphasizing that all large jurisdictions had the capability to transfer 9-1-1 calls to another jurisdiction quickly.

Laying the groundwork for legislation allowing various law enforcement agencies to provide a wide safety net for the entire metropolitan area remains a signal accomplishment for COG. The continuing refinement of the 9-1-1 emergency service demonstrates that COG continually strives to en-

hance public safety, including the upgrading and refinement of emergency services.

28. Homeland Security

The world changed dramatically that bright Tuesday morning in September of 2001. Americans quickly understood that the world was a much more dangerous place in the wake of the attacks on the World Trade Center and the Pentagon.

What became known to a generation as 9/11 had part of its epicenter in the Washington metropolitan area. Terrorists piloted a plane into the Pentagon, and other terrorists on United Flight 93 were reportedly headed for Congress and the White House before their unspeakable mission ended in a Pennsylvania pasture after being thwarted by heroic passengers.

As early as 1982, COG endorsed and submitted to the metropolitan region's local governments a series of seventy-two recommendations to strengthen the area's ability to cope with natural and man-made disasters. The report originated from the deliberation of a task force consisting of police, fire, disaster preparedness, and emergency medical officials. They examined the response to the crash of an Air Florida plane into the Potomac River on January 11, 1982.

COG's 1982 report singled out specific objectives, including strengthening metropolitan planning, training and manpower development, mutual aid agreements, notification and alert procedures, command and control arrangements, communications and response by emergency medical services units and hospitals. Every segment of the region's emergency response building blocks identified in that 1982 COG report would be called upon as the events of 9/11 unfolded.

In the wake of the events of September 11, the Metropolitan Washington Council of Governments undertook the mission of becoming the one organization in the region that could serve as a clearinghouse for emergency preparedness information because of its expertise in bringing together disparate entities. COG demonstrated enormous skill in guiding local governments in assisting citizens in the wake of the terrorist attacks that destroyed a portion of the Pentagon and killed many inside the building.

Led by Board Chair Carol Schwartz of the District of Colum-

bia, COG developed its role in the disaster by helping the area recover from the attack and making sure that local officials were prepared in dealing with the possibility of future emergencies. COG became a magnet that drew the region together. The Council's response on the day of the attack was key to shaping its future role. COG contacted local officials from around the region and sponsored a conference call that helped them reach a joint decision to close most of the area's schools and offices the next day. COG and its members also immediately understood the critical importance of communication for the region's safety and security.

When police and fire departments from Arlington County, Virginia, and from around the region used COG's system of mutual aid agreements to respond rapidly to

the attack on the Pentagon, they discovered that there were serious gaps in communication capabilities. This was primarily due to the fact that various police and emergency departments were using different kinds of radios, making communication at the scene of the attack very difficult. This particular problem would be identified and addressed by local participants in follow-up meetings held in the months following the attack.

Opening Reagan National Airport proved to be critical since it was the only airport in the nation closed for an extended period of time following the attacks. The tourism industry in the area suffered a huge blow when the nation's airline industry was shut down. In addition, tourists avoided airline travel in general, and the Washington area in particular,



District of Columbia Police Chief Jerry Wilson reads a statistical report compiled by the Department's IBM 360 Computer in 1963. COG has helped area police departments modernize their information technology systems since the 1960s.

so many hotels and restaurants continued to suffer from low occupancy well into the fall and winter of 2001. Led by Jay Fiset of Arlington County, COG worked in partnership with the Greater Washington Board of Trade, the Metropolitan Washington Airports Authority, and Arlington County, and the region was able to successfully coordinate the re-opening of Reagan National.

After the terrorist attacks, COG brought together federal, state, and local officials, as well as the private sector, to develop a Regional Emergency Coordination Plan (RECP), which was funded through a \$5 million special appropriation from the federal government. The COG Board of Directors' Task Force on Homeland Security and Emergency Preparedness for the National Capital Region described the plan as one that would eliminate the communication problems experienced by the attack on the Pentagon. During 2002, the Board completed and adopted the plan; the RECP is now the handbook for coordinating a response to any hazard or threat to the National Capital Region. COG was also instrumental in getting the U.S. Department of Homeland Security to establish a federal Office of National Capital Region Coordination.

In addition to the RECP, the COG Board established the National Capital Region Emergency Preparedness Council (EPC). Formation of the EPC was necessary to provide leadership and vision for the con-

tinually changing emergency preparedness needs of the metropolitan Washington area. The EPC is an advisory body charged with managing and implementing the RECP, coordinating activities of various support function working groups, and helping to develop and conduct preparedness training.

The EPC consists of elected officials, COG committee chairs, and representatives of federal homeland security offices, state emergency management services, and federal and state transportation agencies, along with the nonprofit and business communities.

The expertise of the Metropolitan Washington Council of Governments in coordinating regional law enforcement efforts lent itself to rapid response when the attack on the Pentagon occurred on September 11, 2001. With almost forty-five years of experience in regional plan-

ning, COG was able to assist various regional authorities to build a new framework to deal with these kinds of situations should the unthinkable happen again.

29. Regional Communications

With the growth of the National Capital Region, the need for more sophisticated technologies in the areas of communication, transportation, and the sharing of information has become paramount. Law enforcement agencies in the region also need to find inventive ways to deal with issues related to public safety. COG has been aware of these critical needs for more than thirty years and has constantly investigated innovative ways to create new and better methods of regional cooperation in the area of communications.

After the events of 9/11 brought the need for better regional



30. Y2K Planning

Prince William Supervisor Mary Hill, U.S. Representative Tom Davis of Virginia, U.S. Representative Connie Morella of Maryland, and COG Executive Director Michael Rogers participated in the region's Y2K planning efforts in 1999.

cooperation to the fore, local governments began to find newer and better methods for securing the metropolitan region surrounding the nation's capital. Among the major achievements of the emergency preparedness planning process was COG's development of the Regional Incident Communication and Coordination System (RICCS). The 24/7 communication system was quickly tested by events. In the summer of 2002, the Washington area was terrorized by a pair of snipers, who traversed the region randomly selecting victims. In February 2003, the region was paralyzed by the worst snowstorm to hit the mid-Atlantic states in decades. And in September 2003, Hurricane Isabel dumped torrential rains across much of the region. Thanks to

RICCS and COG's focus on emergency preparedness, communications and coordination helped member jurisdictions respond to what could have been some of the worst natural disasters to hit the National Capital Region in years.

In 2005, the District of Columbia, Maryland, and Virginia agreed to support a coordination program to handle transportation incidents and emergencies. The new system, spearheaded by David Snyder of the City of Falls Church and Phil Mendelson of the District of Columbia, was designed to improve coordination among state transportation departments and Metro and allow them to share information during all types of incidents, from major traffic accidents to a potential terrorist attack. The project was funded with a

Congressional earmark of \$1.6 million matched by \$400,000 provided by the District of Columbia, Maryland, and Virginia.

In the area of crime prevention involving stolen goods, local police came up with an innovative way to share law enforcement information. In the area of burglaries, items stolen in one jurisdiction were often taken to pawnshops in another jurisdiction with the result that stolen goods were often not recovered. But in 2005, COG assisted law enforcement officials as they created a new regional pawnshop database to share information on stolen goods and to help solve property crimes across the metropolitan area.

By giving police departments direct access to lists in neighboring jurisdictions, the database greatly increased chances of recovering items that are stolen in one jurisdiction and then pawned in another. Within the first six months, the system, championed by U.S. Congressman Jim Moran of Virginia, has assisted in the recovery of \$4 million worth of stolen property in COG member jurisdictions. COG's Regional Pawn Database Sharing System is now a national model, and it was selected for awards by both the International Association of Chiefs of Police and the Urban and Regional Information Systems Association for innovative technology.

The integration of the region's Emergency Operation Centers began in 2005 by connecting local jurisdictions digitally. This process greatly enhanced the exchange of information during emergencies.



Transportation Planning

31. Access for All

Carol Petzold and Michael Knapp of Montgomery County and Catherine Hudgins of Fairfax County participate in the TPB's Disability Awareness Day. The 2004 event was organized by the Access for All Advisory Committee, which advises the TPB on transportation issues important to low-income communities, minority communities, and people with disabilities.

32. Dulles Airport

When Dulles Airport was built in 1962 in a remote corner of northern Virginia, skeptics questioned whether it would ever carry the air traffic its designers predicted. Today, Dulles is the region's busiest airport according to COG's Economic Trends: 2002–2006 report.



33. Beltway

When the Beltway opened in 1964 around the District of Columbia, it quickly became an integral part of the region's transportation system. A 2006 TPB aerial traffic study showed high levels of congestion on the highway where, in some locations, commuters only average 5 to 10 mph during rush hour.



A twenty-first century priority for COG is to secure dedicated funding for Metro, which has become the jewel in the crown for the region's transportation system.

A 1976 COG, TPB, and WMATA task force examined alternatives to the adopted Metrorail plan and decided that building the system to its planned 103-mile length would be a sound investment. (WMATA)





Long before Metro began serving the region's transportation needs, COG helped implement the Capital Flyer, an express bus service that connected the District with outlying suburbs. In 1969, Maryland Congressman Gilbert Gude and Montgomery County Council Member Richard Keeney opened the Flyer's service from Montgomery County to the District.

It involved a new web-based system that connected individual emergency operations centers through government-owned fiber networks that consequently increased the speed at which counties and cities can communicate while responding to crisis situations that cross jurisdictional lines.

The Metropolitan Washington Council of Governments has enabled the region to keep pace with technological advances that continue to upgrade the communication capabilities of local governments. This activity sends a strong signal to both residents and visitors that authorities at the highest level are working to achieve the safest environment possible. COG, through its promotion of cutting edge technology, has established the Washington metropolitan area as the benchmark for the exchange of information and the consequent rapid response to emergencies.

34. Metrorail

An enduring symbol of the National Capital Region is Metrorail,

the one hundred-plus mile rapid transit system that serves the District and adjacent parts of Virginia and Maryland. Now more than forty years old, the Metro, as it is known to Washington area residents and millions of visitors each year, is perhaps the most successful transportation planning effort ever undertaken in the region.

When Congress sent the National Capital Planning Act to President Harry S Truman in 1952, it envisioned new means of preparing to move people in and out of the District. Two years later, the Maryland and Virginia general assemblies approved a joint commission to study passenger transportation in the Washington region.

After 1957, COG closely monitored plans to create a mass transit system in the District, and when Congress debated establishing a twenty-five mile, \$430 million rapid transit system in the mid-1960s, the Council urged swift passage of the legislation. President Lyndon B. Johnson established the Washington Metropolitan Area Transit

Authority (WMATA) in late 1966 to oversee construction of the new rapid transit system. COG's Transportation Planning Board, established the previous summer, took a lead role in coordinating the transportation planning process for the new system.

As it was, the Metro didn't break ground at the first station at Judiciary Square until late in 1969, and it wasn't until more than six years later that the first five stations opened along 4.2 miles of the Red Line from Rhode Island Avenue to Farragut North. Once opened, however, the Metro proved tremendously popular. During the remainder of the 1970s, WMATA and the Transportation Planning Board planned and built an additional thirty miles of track along the Red, Orange, and Blue Lines.

In 1976, COG partnered with WMATA and the Transportation Planning Board to assess the rapid run-up in building costs on future Metro construction and concluded that the four segments then under study, which would extend service



Above: A span of the new Woodrow Wilson Bridge opened in 2006. The new bridge, a product of a federal, state, and local multi-agency process, carries the I-95/I-495 Capital Beltway over the Potomac River at Alexandria, Virginia.

Top left: The construction of I-66 during the early 1980s gave area residents another major transportation artery from the suburbs into the District, and vice versa.

Top right: COG facilitated the commute to and from work during the 1960s with the establishment of express bus lanes.

into suburban Maryland and Virginia, would be a sound investment.

“The shift of riders from their cars to Metrorail surely is encouraging news to those concerned about traffic congestion and air pollution,” COG editorialized in the fall of 1981. “And those opportunities for land development in turn mean opportunities for jobs, economic expansion, increased revenues for our financially pressed local governments, and a significantly brighter outlook for our regional economy.”

Today, nearly four decades after groundbreaking for the first Metro station, regional leaders can take pride in creating one of the

Western world’s pre-eminent transportation systems.

35. Capital Flyer

In 1970, as construction began on a new rapid rail transit system for Washington and the surrounding area, the Metropolitan Washington Council of Governments also was busy with other mass transit initiatives. COG promulgated a plan to improve travel in the Washington area through a unique bus project whereby express buses would use specially-built bus lanes to speed travelers to and from the area’s airports. COG, working with the Transportation Planning Board, completed a survey to determine people’s travel needs and habits. The study resulted in the use of express buses to provide fast, cheap bus service to suburban jobs for inner city residents while furnishing more express bus service to downtown jobs for suburbanites.

COG extensively promoted the two-way project, dubbed “the Capital Flyer,” to alert citizens to a fast and effective way of relieving their employment and transportation problems. The campaign was conducted not only through the mass media, but also through word-of-mouth in the suburbs. The service

experienced an encouraging start and was enthusiastically received, both by inner city leaders and suburban residents. The Capital Flyer was then expanded to provide service to and from two other locations in suburban Washington, Tysons Corner Shopping Center in Fairfax County, Virginia, and the Montgomery Mall in Montgomery County, Maryland.

In the second year of service for the Capital Flyer, express bus service began operating between three more suburban shopping malls and the District of Columbia. In addition, work was completed on the first extension of the successful “buses only” lanes on the Shirley Highway, which was part of Interstate 95. The project provided an express transportation link to better jobs for inner city residents in the vicinity of four suburban shopping centers. Suburban residents riding the bus to jobs in the District benefited from free all-day parking located in reserved sections of the shopping center lots.

The onset of the Capital Flyer provided low-fare transportation for people who could least afford the rising transportation costs of the 1970s. The project provided a valuable labor force as residents from the inner city could now be transported to jobs in the suburbs where employers were now able to take advantage of their new accessibility and provide jobs for this available pool of workers.

COG funded the mass transit experiment with \$750,000, 90 percent of which was contributed by the U.S. Department of Transportation. The remaining 10 percent came

from contributions by the four local governments served by the new bus routes, the District of Columbia and Montgomery, Prince George’s, and Fairfax Counties.

The Capital Flyer also helped other workers displaced by the relocation of federal agencies to the suburbs. Part of the popular service in Virginia was designated for employees who formerly held jobs in the temporary buildings of the Navy Department on Constitution Avenue. When those buildings were demolished in the late 1960s and early 1970s, 1,100 Washington residents had to find transportation across the Potomac to new offices in Arlington. Capital Flyer buses provided the answer in many cases.

By the second year of operation, all of the suburban commuter lines that made up the Capital Flyer were successful, with every suburban area producing an adequate ridership base. Success of the program was primarily due to offering more direct service downtown from free fringe parking points, to scheduling trips tailored to work hours, and to limiting loading at discharge stops.

By making the public aware of the Capital Flyer and helping in the creation of a regional bus service, COG was once again instrumental in bringing a huge benefit to the citizens of the Washington area. In the years before Metro reached out to the District’s Virginia and Maryland suburbs, the patrons of the new bus service experienced savings from not having to operate a car or pay for parking. Even more important, riders found the decreased travel

time helped reduce stress and improve productivity.

36. TPB Initiatives

Founded in 1965 to carry out the continuous, comprehensive planning process in the Washington area, the National Capital Regional Transportation Planning Board (TPB) was affiliated with COG in 1966, and has worked closely with COG on cooperative planning initiatives for the states and local communities in the region.

Over the past forty years, COG and TPB have worked on a host of highway and transit projects designed to smooth the flow of traffic through the District and the Maryland and Virginia suburbs. One of the earliest recommendations of the TPB’s planning process was the 1969 suggestion that two lanes of the Shirley Highway be reserved for express buses during the morning rush hour. The experiment, which took place during the fall of 1969, utilized two lanes for the buses along the five-mile stretch from Edsal Road to Shirlington Circle, allowing commuters from Fairfax and Arlington Counties to arrive at their workplaces in the District as much as ten to fifteen minutes faster than during normal rush hours.

By 1979, the I-395 Shirley Highway express lane for buses and carpools of four or more people was one of the Washington area’s most significant transportation success stories. And the carpool lanes led to the TPB’s recommendation that highway designers incorporate High-

Occupancy Vehicle (HOV) lanes along all of the controlled access highways serving the region.

In the 1980s, COG and the TPB were involved with the long-awaited completion of I-66. On the drawing boards of the Virginia Department of Highway and Transportation since the 1940s, I-66 ran from the Capital Beltway through Rosslyn to the Theodore Roosevelt Bridge. For the first time ever, a major stretch of interstate highway opened to four-person carpools, vanpools and buses during peak hours in the predominant direction.

I-66, besides comprising a twenty mile stretch of HOV-4 capacity, made use of the latest in traffic monitoring and control technologies. It featured several recreational uses within the project right-of-way, including a two-and-a-half acre linear park and a five-mile extension of the Arlington Bikeway.

37. Advocating for Transportation Funding

Since 2000, the TPB has made advocating for more funding for the region's transportation needs one of its top priorities. In 2004, TPB Chair Chris Zimmerman of Arlington County and Board Members held a press conference emphasizing a critical shortfall facing Metrorail.

TPB's sponsorship of the Vision Van in 1995 was an attempt to solicit public input for its twenty-first century transportation planning initiatives.

In the 1990s, the TPB took on new responsibilities when it participated in the federal, state, and local multi-agency effort to determine the future of the Woodrow Wilson Bridge. The TPB also participated in studies regarding new investment for the Beltway, I-270, the Dulles Corridor, and the Georgetown Branch transitway in Maryland.

COG's partnership with the Transportation Planning Board has paid dividends for residents of the Washington metropolitan region for forty years and likely will remain a critical component of transportation planning in the region for decades to come.

38. TPB Vision

One of the guiding principles for the Metropolitan Washington Council of Governments through its first half-century of existence has been the critical importance of transportation planning to the region's continued growth and prosperity.

COG's affiliation with the Transportation Planning Board in 1966 was the beginning of a productive partnership that has continued for over forty years. A major highlight of this partnership was the development of the 1998 TPB Vision.

The adoption of the Vision was the culmination of a ten-year process. The journey began in 1989





The Commuter Connections program serves over 20,000 area commuters each year.

39. Household Travel Survey

As early as 1968, the TPB began surveying households in every part of the area to assess the travel habits and needs of the region's population. The surveys were a key initial step of a continuing transportation planning process by the TPB from its inception to the present time.



Martha Pennino, of Fairfax County, was an early supporter of the Council's Commuter Club.

when TPB and COG sponsored a regional conference on growth and transportation. The result of the meeting was the formation of the Task Force on Growth and Transportation in 1990. The joint committee spent a year studying the region's growth needs and then issued a report in 1991 entitled, "A Legacy of Excellence for the Washington Region."

By 1992, the Task Force was expanded to form the two hundred member Partnership for Regional Excellence. The Partnership, guided by Bruce Adams of Montgomery County, made recommendations published in 1993, regarding regional agreements on land use, transportation, and the environment.

In 1994, TPB adopted its first Financially Constrained Long Range Transportation Plan (CLRP) under the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. The CLRP quickly identified the problem of limited funding as a key issue. TPB followed up by embarking upon a vision planning process to

engage Washington-area citizens and elected officials in a discussion on the region's long-term transportation future. That discussion was guided by the 1993 recommendations of the Partnership for Regional Excellence.

A year later, TPB launched an ambitious outreach campaign called GETTING THERE. Focus groups were formed, while TPB facilitators conducted brainstorming sessions and public opinion surveys throughout the region. Three citizen task forces were formed, with their focus being directed toward quality of life, access to opportunities, and economic prosperity. They were charged with developing three alternatives for the development of the region's transportation system for the next half-century.

In 1996, TPB formed a Vision Planning Steering Committee, chaired by City of Fairfax Mayor John Mason, to draft a consensus vision. The following year, the Board approved the triennial update of the CLRP, which essentially reaffirmed that limited transportation funding is a major



In 2007, District Mayor Adrian Fenty and over 6,300 people participated in Bike to Work Day, organized by Commuter Connections and the Washington Area Bicyclist Association.

long-term challenge for the region. In October 1998, the Transportation Planning Board unanimously adopted the Vision.

The work of the ten years from 1989 to 1998 clearly demonstrated that dedicated citizens could achieve remarkable results in developing a set of goals to guide the investments in new transportation infrastructure into the next century.

“The Vision is important for many reasons,” remarked Kathleen Seefeldt, 1998 TPB chairman. “It is a framework that will make our arguments and discussions more constructive. The goals, objectives, and strategies in the Vision can be used to buttress arguments for new policies or projects.”

The Vision was a symbol of regional consensus. It demonstrated that general agreement was possible amid all the diverse needs and opinions that were found in the region. The Vision laid out a framework for the transportation needs of the region for the first half of the twenty-first century. Its framers noted that the Vision would provide a roadmap for the goals regarding the kinds of transportation systems that will be needed in the future

and how those goals will be made into a reality.

40. Commuter Connections

With the advent of the Arab oil embargo in late 1973, carpooling in the Washington area became an increasingly important response to the escalating cost of gasoline. In December 1973, the Metropolitan Washington Council of Governments started the Commuter Club. Jointly sponsored by COG, the Transportation Planning Board, the Board of Trade, and radio station WTOP, the purpose of the Commuter Club was to promote ridesharing throughout the area by providing free, computerized matching services to potential carpoolers and vanpoolers.

At the beginning of the program, more than eighty major employers, representing more than 60,000 employees, began participating in the program. Local companies such as National Geographic, AT&T, Comsat, Washington Gas Light Company, American University, and Sears, Roebuck became involved at the very outset. In addition, the District of Columbia, the City of Alexandria, and the Federal General

Services Administration also agreed to participate.

According to Martha V. Pennino, COG’s 1973 board chairman, the new regional program differed from those in other metropolitan areas because it was operated through employers and was based on incentives as a means of encouraging employees to form carpools. It also merged public and private efforts to reach the greatest number of potential carpoolers.

Under the program, questionnaires were distributed to employees through major employment centers and then returned to a central office operated by COG. The questionnaires were then fed into computers to match commuters with similar pooling needs. Each potential carpooler then received from six to ten names and phone numbers of other commuters interested in carpooling. This computerized matching of “buyers and sellers” proved to be an efficient method for increasing the number of passengers in cars in the Washington area.

By 1975, carpooling had become an accepted practice even though supplies of gasoline were more plentiful and prices had declined accordingly. Several studies conducted in 1975 attested to the fact that the Commuter Club was beginning to set records for multi-passenger cars.

41. Traffic Safety

U.S. Representative Frank Wolf and Al Eisenberg of Arlington County showed their support for the Red Light Campaign, COG's initial foray in 1986 into traffic safety education.



According to the TPB, pedestrians and bicyclists account for 25 percent of fatalities on the region's roads. The region has responded with Street Smart, a major public outreach campaign, in both English and Spanish, designed to save lives and reduce injuries.



42. COG Building

Middle, right: District of Columbia Mayor Marion Barry introduces dignitaries during the 1988 groundbreaking for COG's new headquarters.

In 1990, COG Chair Betty Ann Kane of the District, Stephen Del Giudice of Takoma Park, and other officials participated in the dedication of the new COG building to Walter Scheiber, the Council's longtime executive director.





An exterior view of COG's headquarters located at 777 N. Capitol Street on Capitol Hill.

The glut of gasoline in the mid-1970s proved to be illusory. In 1978, rebel students overthrew the Shah of Iran, and oil prices began a second round of increases that eventually resulted in a market price of almost \$29 a barrel. The events of late 1978 and 1979 led to a repeat of the long gasoline lines that the nation had previously experienced in 1974 and gave added impetus to an expansion of the Commuter Club and an increase in its popularity.

By the 1980s, COG's original partnership with the General Services Administration and the Board of Trade had been joined by numerous other partners. The program changed its name to the RideFinders Network and grew in membership to include all local governments in the National Capital Region, several federal and transportation agencies, and governments from as far as Baltimore and southern Maryland.

By 1997, after steady growth in both size and strength, RideFinders became Commuter Connections and expanded to include transit route and schedule information,

park-and-ride lots, HOV Lane information, telecommuter program assistance, bike-to-work information and a regional Guaranteed Ride Home Program. The Guaranteed Ride Home Program, which area residents quickly dubbed GRH, offered commuters who carpooled, vanpooled, biked, walked, or took public transit to work at least two days a week the opportunity to avail themselves of a free ride home to deal with unexpected emergencies. The popular program allowed commuters to use GRH up to four times a year for such emergencies as personal illness, a sick child, or unscheduled overtime.

Several new elements were added to Commuter Connections to help meet regional air quality requirements, and today's service has a budget and scope over ten times the size of the original Commuter Club.

The program is generally regarded as one of the most effective and comprehensive commuter assistance programs in the nation.

COG Programs & Community Outreach

43. Cooperative Purchasing

In an effort to run government more like a business, Francis B. Francois, COG's incoming board chairman, made cooperative purchasing one of his top priorities when he began his term of office in January 1977. By acting as the sole purchasing agent for many government agencies, Francois argued that COG could achieve economies of scale through quantity discounts for the purchase of almost any item used by local government. Administrative costs would also be lowered through the joint purchasing function.

In addressing the COG Board, Francois noted that "we are limited

COG's Cooperative Purchasing Program has saved area jurisdictions about two million dollars a year through joint purchases of heating oil, diesel fuel, and other equipment for the region's governments.



44. Library Programs

First Lady Barbara Bush reads to area schoolchildren at COG's program to encourage youngsters to read, SummerQuest '89, at the Smithsonian's Air & Space Museum.



One of COG's most successful library programs was Passport to Your Local Public Libraries, an annual directory of branch libraries in the region.

Members of the Washington Redskins rookie squad read to Washington area schoolchildren as part of a COG-sponsored program, "Redskins Read."



only by our own imagination in buying items together – highway paint, office supplies, books, fire and rescue equipment, even such major items as police cars, city and county cars, and school buses.” Other supplies such as audiovisual and library materials, spark plugs, automobile tires, batteries, fertilizer, and emergency highway flares were just a few of the items which local governments were buying together through COG once the cooperative purchasing program became well established in the 1980s.

The impetus for cooperative purchasing had begun earlier in 1974 with a joint purchasing effort by COG. The plan that evolved allowed local governments in the area to purchase needed equipment and supplies for their jurisdictions. Martha V. Pennino, COG's board chairman at the time, called the joint purchasing effort “a dramatic step forward” in



dollar savings for area local governments and their residents.

The greatest area of savings through cooperative purchasing was in the acquisition of gasoline

and heating oil. By the winter of 1984, COG's program achieved savings of almost \$600,000 for member jurisdictions by buying gasoline together. Added to previ-



45. MaxAccess

Left: COG has sponsored several minority business conferences. Max Access has drawn hundreds of minority business people, local government representatives, and contract officers.

46. Institute for Regional Excellence

COG established the Institute for Regional Excellence with George Washington University as a program for the region's top local government managers.

ous purchases, the total amount saved to that time was almost \$6.4 million. Twenty-one governments and agencies bought their gasoline under the contract worked out by COG, a total of more than twenty million gallons.

In 1995, COG provided information to the participating jurisdictions on many contracts that included the COG rider or piggybacking clause. This clause allowed a member jurisdiction to ask in its invitation to bid if a vendor would be willing to sell its goods under the same terms and conditions to any or all of the other jurisdictions in COG. By using the rider, vendors with favorable pricing terms could be quickly located. COG was then able to use this information to inform other jurisdictions of available low prices.

By including the concept of cooperative purchasing in its program of regional planning, COG once again demonstrated its ability to lower the cost of government for all its member jurisdictions.



In 2007, the cooperative purchasing program worked with the District of Columbia to host the region's first reverse auction for a cooperative contract with natural gas suppliers. This meant that the suppliers competed for the business of multiple jurisdictions by attempting to offer the lowest purchase price for the commodity. The resulting natural gas purchase – which was the largest in the mid-Atlantic region – is expected to save twenty-four participating jurisdictions and entities about \$10 million over a three-year period.

47. Public Outreach

COG has always realized the necessity of reaching out to the public to help shape and promote its initiatives. From its inception,

the Council published studies and sponsored community meetings and events to inform citizens on a variety of issues such as health alerts, drug and crime prevention, carpooling, affordable housing, water conservation, foster care, and most recently, emergency preparedness.

In 1971, COG sponsored a high-level symposia that brought four sitting Cabinet members to focus the region's attention on four major issues of great concern to the local public—transportation, the environment, crime, and housing. Secretary of Transportation John A. Volpe, in a February meeting, praised COG for two projects that had brought relief to the region's snarled traffic—the “Capital Flyer” express bus project and the use of exclusive highway lanes for bus service only. He also pro-

posed that the region's aviation needs should be addressed with the organization of a regional airport authority designed to take over the operation of Dulles and National Airports.

When U.S. Environmental Protection Agency Administrator William D. Ruckelshaus spoke before the Council of Governments in May of 1971, he raised the specter of the region experiencing severe water shortages and predicted that by the beginning of the next century, the shortages could last for more than five months. The Ruckelshaus speech demonstrated that the newly-formed EPA was willing to work with COG to alleviate any future water shortages that the region might experience.

Attorney General John Mitchell emphatically endorsed the regional approach to the area's public safety problems the following September in a speech before COG. After citing several COG accomplishments, the attorney general urged a four-point attack against crime in the Washington area. He endorsed more regionalization of certain police functions, more use of auxiliary police to handle public service duties, more opportunities for minority employment in law enforcement, and more visible support for law enforcement by government officials.

The message delivered by U.S. Department of Housing and Urban Development Secretary George Romney sounded an alarm about the shortage of low and moderate income housing in the Washington area. Romney noted that the housing problem must be approached on an area-wide basis covering the entire

metropolitan region in a united and coordinated effort of all of the fifteen cities and counties that together comprised COG. He also strongly endorsed a plan being developed at the time by COG to distribute low and moderate income housing equitably across the region.

The 1971 series of meetings with four sitting members of the Nixon administration demonstrated that the federal government was eager to encourage private initiatives to solve problems that affected the public welfare. Getting citizens involved at the grass roots level showed that COG was succeeding in bringing together local governments to help solve problems that affected the entire Washington area.

Public interest and involvement in COG programs grew over the years

Attorney General John Mitchell urged a regional approach to crime prevention at a 1971 COG open forum on public safety.



Throughout its history, COG has held high-profile press conferences and meetings to inform citizens on a variety of issues such as health alerts, drug and crime prevention, and most recently, emergency preparedness.



48. Publications

This selection of publications illustrates a variety of recent COG initiatives.

Top: In the 1980s and 1990s, COG maintained a library of as many as 60,000 publications in its Information Center. Today, COG publications can be found online at www.mwcog.org

as COG sponsored a wide range of initiatives. Citizens concerned about airport noise in the mid-1980s began participating in the COG Committee on Noise at National and Dulles Airport. A 1985 COG conference on the developing AIDS epidemic involved hundreds of citizens and encouraged other local efforts to address the problem. In 1993, when the water supply was contaminated in some areas of northern Virginia, COG established a call center to answer residents' questions during a "boil your water" alert.

COG's Air Quality Alerts, a fixture of local weather reports since the 1970s, have warned the public when pollution levels are unhealthy. Clean Air Partners, a program of the Metropolitan Washington Air Quality Committee, asks residents to limit their driving and use of fuel-pow-

ered appliances on days when air pollution is high. The program has successfully involved citizens and businesses in working to improve air quality for the last ten years.

A COG campaign to educate the public about drunk driving helped lead to stricter laws in Maryland and the District of Columbia on the acceptable level of alcohol consumption for motorists.

Most recently, after the 2001 terrorist attacks, COG helped reassure the public by working actively with its members' emergency managers and police and fire officials to establish a Regional Emergency Coordination Plan. The organization also helped plan and continues to be an active part of Citizen Emergency Preparedness campaigns that have been supported with federal and local funds.



Scull Award Winners

- 1982 – Ellen M. Bozman, Arlington County
- 1983 – James M. Scott, Fairfax County
- 1984 – Jerry A. Moore, Jr., District of Columbia
- 1985 – Polly Shackleton, District of Columbia
- 1986 – William Amonett, Prince George’s County
- 1987 – Neal Potter, Montgomery County
- 1988 – James P. Moran, Jr., City of Alexandria
- 1989 – Joseph C. Isaacs, City of Greenbelt
- 1990 – Michael L. Gudis, Montgomery County
- 1991 – Parris N. Glendening, Prince George’s County
- 1992 – Albert C. Eisenberg, Arlington County
- 1993 – Bruce Adams, Montgomery County
- 1994 – Stephen Del Giudice, Prince George’s County
- 1995 – Patricia S. Ticer, City of Alexandria
- 1996 – Gerald W. Hyland, Fairfax County
- 1997 – John Mason, City of Fairfax
- 1998 – William E. Hanna, Jr., Montgomery County
- 1999 – Jim Estep, Prince George’s County
Katherine K. Hanley, Fairfax County
- 2000 – Gerald E. Connolly, Fairfax County
Charlene Drew Jarvis, District of Columbia
- 2001 – Carol Schwartz, District of Columbia
Douglas M. Duncan, Montgomery County
- 2002 – Kerry J. Donley, City of Alexandria
- 2003 – Mary K. Hill, Prince William County
Penelope A. Gross, Fairfax County
- 2004 – Bruce R. Williams, City of Takoma Park
- 2005 – Phil Mendelson, District of Columbia
- 2006 – Anthony A. Williams, District of Columbia

49. Awards

Carl F. Hendrickson and H. R. Crawford present Ellen Bozman with the first Elizabeth and David Scull Award for outstanding achievement by a public official in the region.



The District of Columbia delegation attends COG’s annual meeting in 1973.

50. Annual Meetings

Top, right: Delegates renew old friendships with government officials across the region at the COG annual meeting.

John Mason of the City of Fairfax, Robert Mallett of the District of Columbia, and Bruce Allen of the City of Bowie discuss items of concern at a COG annual meeting in the 1990s.



David Clarke and Ellen Bozman reminisce at the 1989 COG annual meeting.



Right, middle: Neal Potter of Montgomery County and the Rev. Jerry A. Moore of the District of Columbia share the podium at the 1974 COG annual meeting.

Bruce Adams of Montgomery County, James Marrinan of Rockville, and William T. Newman, Jr. of Arlington County get together for the camera at a 1990s COG annual meeting.





Board Members Penelope Gross of Fairfax County, Ilona Hogan of Frederick County, Judith Davis of the City of Greenbelt, James Scott of the Virginia General Assembly, D.C. Police Chief Charles Ramsey, Assistant D.C. Police Chief Terrance Gainer, Paul Ferguson of Arlington County, COG Executive Director Michael Rogers, and William Dodge of NARC are captured by the camera at a COG annual meeting.



A COG meeting in the 1990s included regional leaders (clockwise from top left) Charlene Drew Jarvis of the District of Columbia, Maryland Congressman Steny Hoyer, Jim Estep of Prince George's County, Marion Barry of the District of Columbia, Bruce Romer of Montgomery County, Carol Schwartz of the District of Columbia, Bill Hanna of Montgomery County, Doug Duncan of Montgomery County, Dale Polen Myers of Loudoun County, Kate Hanley of Fairfax County, and Mary Hill of Prince William County.

Montgomery County's Elizabeth Scull and Donald Graham of the Washington Post share a laugh at the head table during a COG annual meeting in the 1980s.





*COG Futures Forum
Panel: Dr. Robert Lang,
Dr. Stephen Fuller,
Jim Vance, Harriet
Tregoning, and Michael
Rogers.*

*Over two hundred
elected officials and
civic, business, and
education leaders
participated in
Charting the Future of
the National Capital
Region.*



*Montgomery County Executive Ike
Leggett and District of Columbia
Council Member Carol Schwartz
were among the regional leaders at
the special May 30 forum.*

PART THREE
Charting the Future
OF THE NATIONAL CAPITAL REGION 1957-2007-2057
A Summary from COG's Special Fiftieth Anniversary Event

How many people will be here fifty years from now? Who will those people be? What about our economy? Will it still be strong fifty years from now? What will it cost to buy a house fifty years from now? Remember when you bought a house thirty-five years ago compared to what it's worth now? Don't you wish you still had that house? How large will this region be? Fifty years ago, does anybody in this room recall ever having a conversation about climate change? How will that affect us fifty years from now?

—Jim Vance, Moderator

Charting the Future of the National Capital Region

Background

With a flurry of questions on the region's long-range outlook, NBC4 veteran newscaster Jim Vance set the stage for the discussion at *Charting the Future of the National Capital Region 1957-2007-2057*. The lively, thought-provoking Metropolitan Washington Council of Governments (COG) forum featured a distinguished panel of leaders, who have spent the better part of their careers studying and working in the National Capital Region.

MedStar Health's Michael Rogers – formerly COG's executive director, Dr. Stephen Fuller of George Mason University, Dr. Robert

Lang of Virginia Tech, and Harriet Tregoning of the District of Columbia Office of Planning reflected on the region's past and identified key challenges over the next half century. They also fielded questions from an audience of over two hundred leaders from the public, private, and civic sectors who were gathered at The George Washington University – Marvin Center to participate in the special COG fiftieth anniversary event. Several participants asked if the current regional governance structure would work in the future, while others stressed the importance of more comprehensive planning – including better so-

cial services to those most in need. The dialogue suggested a re-commitment to the regional cooperation at the core of COG's mission.

By 2057:

The average home in metropolitan Washington will likely cost more than \$14 million.

The area will be part of a megaregion stretching from Baltimore to Richmond.

Energy use and climate change will be key factors in determining the region's prosperity.

Retrospective

Michael Rogers, Executive Vice President-Corporate Services, MedStar Health

In 1957, Washington, D.C., was still a sleepy, southern city. Its neighboring jurisdictions in Maryland and Virginia were sparsely developed bedroom communities. The federal government was the area's largest employer. In 1957, the region was more homogeneous. It was majority white and minority African American. Only 4 percent of the population was foreign born.

The region was disconnected in 1957. The Beltway did not exist. Me-

Tysons Corner in the late 1950s.
(Fairfax County Chamber of Commerce)

rorail did not exist. Dulles Airport did not exist. Regional governance was different as well. A board of commissioners that was appointed by the federal government ran the District of Columbia. Montgomery County and Prince George's County didn't have county executives. And Fairfax County voters didn't directly choose their chairman. In 1957, the Metropolitan Washington Council of Governments (COG) was formed, a test experiment by local officials to encourage coordination on issues related to growth in the region.

From 1957 to 2007, growth and percent of the population development have transformed the region and stretched its boundaries. Today, the majority of the region lives in the inner suburbs of Montgomery County and Prince George's County in Maryland and Arlington County, Fairfax County, and the Cities of Alexandria, Fairfax, and Falls Church in Virginia. Outer suburbs like Loudoun County, Prince William County, and Frederick County, Maryland are growing at the fastest pace of all. Workers commute from many directions – some from as far as Baltimore, Pennsylvania, West Virginia, or from their homes via telework.

Dulles Airport, at first ridiculed for being in a remote corner of the region, is now our busiest airport, attracting major development along



its corridor. The Beltway, which opened for use in 1964, has had a huge impact on where growth has occurred in the region. Metrorail was another key initiative by past leaders that has had a great influence on today's region. It is currently experiencing record ridership levels. Environmental infrastructure has made the region drought resistant, and a highly-advanced wastewater treatment system has allowed the region to continue its rapid growth.

Observations/Challenges

- Bold action by past leaders shaped the growth and development of today's region.
- To continue prospering, the region must hold on to its core principle of intergovernmental cooperation.

Growth and Change

Dr. Stephen Fuller, Director, Center for Regional Analysis, George Mason University

In 2057, the National Capital Region will have 9.9 million residents, 8.8 million jobs, and a \$1.7 trillion economy. In 1957, the region was the nation's ninth largest economy and ranked tenth in population. Today, it is the fourth largest economy and ranks seventh in population. In 1957, Philadelphia, Pittsburgh, Boston, Detroit, San Francisco, and Oakland were bigger than the National Capital Region in terms of economic activity, but their economies were based in manufacturing. While manufacturing declined over the last half century [nationally], the white-collar economy in this region – which is tied to the federal government and the kinds of spending that the federal government generates – enjoyed sustained growth.



In 2057, this house could be worth \$14 million.

Job Growth and Distribution			
	Total Jobs	% Federal	% Services
1957	791,900	31.8%	26.6%
2007	3,921,100	9.5%	47.6%
2057	8,836,800	6.5%	49.8%

Source: Center for Regional Analysis, George Mason University

Household Income and Housing			
	Income	House Price	Housing Price/ Income
1957	\$7,100	\$13,960	1.96
2007	\$137,600	\$477,400	3.50
2057	\$1,307,300	\$14,061,000	11.70
Current Year \$			

In the next half century, the region will continue to add more people, but at a slower growth rate. Northern Virginia will grow faster than suburban Maryland, and the suburbs will outpace the District of Columbia. By 2057, 92 percent of the region's population will be suburban. Despite the population growth, the region will add more jobs than work-age people. The region will also add two million households over the next fifty years or forty thousand per year, which is a number much higher than the current rate. The average household income will be \$1.3 million in 2057, but an average priced house will cost \$14 million.¹ Today, it takes 3.5 times the average household income to afford the average priced house. In 2057, it will take 11.7 times the average household income, creating a huge affordability problem. In Los Angeles, an average priced house currently costs 8.8 times the average household income.

The region's economy or gross regional product will be \$1.7 trillion in the next fifty years. However, about \$370 billion, a number that is the size of our current economy, will be lost to people who commute in and leave every night and go home. This non-taxable "leakage" will create serious fiscal implications to local governments and highlights the growing dependence on non-local residents to do our work.

Observations/Challenges

- The National Capital Region faces a future labor force shortage that jeopardizes its ability to meet the requirements of a more advanced economy.
- Housing supply and affordability are two of the greatest threats to the region's future economic potential.
- The growing dependency on non-local workers will have serious fiscal impacts.

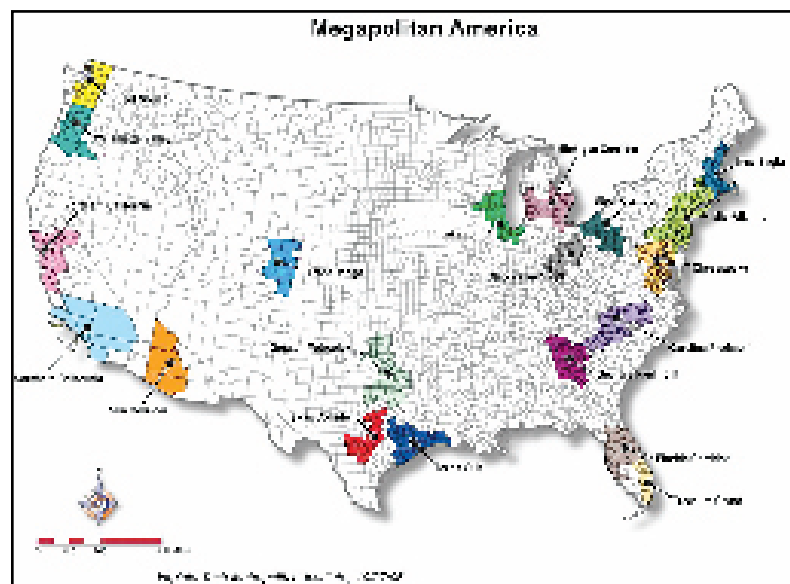
Planning on a Megapolitan Scale

Dr. Robert Lang, Director, Metropolitan Institute, Virginia Tech

A megapolitan is an area consisting of metropolitan regions that have merged together. The U.S. Census has redone the nation's

geography by developing a model known as a combined statistical area. Washington and Baltimore were grouped together as a test. Because these regions have enough commuters overlapping, their economies have joined together. The growth of these megapolitan regions is a trend that can be found across the nation. Boston and Providence have already run into each other. The same thing is occurring in fast growing areas like Phoenix and Tucson.

By the mid twenty-first century, Baltimore and Richmond will join with the stronger Washington economy to form the Chesapeake megapolitan region. In Caroline County, Virginia, for example, Washington and Richmond are already bumping into one another.



¹For a perspective on inflation, the 1957 house in 2007 dollars would cost \$78,874 and the 2057 house in 2007 dollars would cost \$2,478,000. (Calculations based on Office of Management and Budget figures.)



Improved transportation connections, such as high speed rail, will help slower-growing areas unite with the larger megapolitan region.

Although the county is located much closer to Virginia’s capital, a growing number of commuters are trekking to jobs located in the National Capital Region.

The National Capital Region is one of the most polycentric, metropolitan areas in the United States. It has many subcomponents or urban realms of employment that fall back into downtown Bethesda, Arlington County, and even Tysons Corner. This fairly well-managed polycentrism is tied often to rail. The National Capital Region has already undergone rounds of decentralization aided by contemporary transportation and flexibility of employment. Today, people can move further

away because the commute is less frequent even though the duration of the commute is longer. Improved transportation connections, such as high speed rail, will also help slower-growing areas unite with the larger megapolitan region.

The Chesapeake megapolitan region is already a multi-state region, which is a potential asset as it faces regional governance challenges. It already crosses the state boundaries that it would reach by the mid twenty-first century. In the future, the federal government might also mandate that COGs around the country must plan at the megapolitan scale in order to receive federal funds for transportation in the

same way it did in the 1960s when it first required planning at the regional scale.

Observations/Challenges

- The megapolitan scale is the new reality of large regions such as the National Capital Region.
- This scale has important implications for transportation investment, environmental planning, and economic development.
- The region is now so big that it has differentiated into semi-autonomous “urban realms” and these realms are how the region should be planned.

Tale of Two Futures: Energy, Environment, and Land Use

Harriet Tregoning, Director, District of Columbia Office of Planning

Area leaders have an exciting opportunity to reshape the region in the next several decades. They will determine which future vision predominates – a region that spreads out over more land or concentrates around transit and pedestrian-oriented development. The National Capital Region has some of the most successful urban centers in the nation as well as some of the most extensive sprawl. The future population and job growth will also be accompanied by the construction of new buildings. About 70 percent of the buildings that will exist in 2030 did not exist in 2000.

More so than any other issue, energy will determine which regions succeed in the future. In this region, there are opportunities in the building and transportation sectors to aggressively manage energy demand and accommodate growth. One challenge is to figure out on the supply side how to move quickly to alternative energy sources like hydrogen, wind, solar, bio-fuels, and nuclear. But the region's success will hinge on how effectively the demand for energy can be managed. In the transportation sector, for example, passenger travel accounts for more than 60 percent of the total energy used.

Climate change is another major challenge facing the region. In addition to the environmental concerns, there is an economic in-

centive to take action. The region must adapt and attempt to shape future policy as the global market increasingly moves away from a carbon-based economy. Growth and development have also placed an enormous strain on the region's natural resources. Between 1986 and 2000, developed land has expanded by 40 percent, which is five times the population growth for that time span. Estimates from COG show that 25 percent of the region is covered by impervious, paved-over surfaces, which lead to water quality problems. Air quality is showing signs of progress, but the region remains in federal non-attainment for ozone and fine particulates.

There is currently an incredible convergence of issues that citizens care about – whether it is safety and security, the environment, or their daily commute – and regional leaders need to better integrate these issues.



COG estimates that 25 percent of the region is covered by impervious, paved-over surfaces, which lead to water quality problems.



In the future, regional leaders will need to figure out on the supply side how to move quickly to alternative energy sources.

Observations/Challenges

- The National Capital Region has the chance to channel its growth to achieve one (or the other) vision of its future.
- Energy-related issues will create big winners and losers among regions.
- The region needs to provide resiliency, redundancy, and capacity in the region's infrastructure to respond to natural disasters and security needs.
- The region needs to protect and reclaim regionally significant natural resource systems and promote less land-consuming patterns of growth.

General Discussion

Panelist Responses on Selected Questions

On “What kind of jobs, education will be needed for the future?”

Ninety percent of the workers in the National Capital Region produce services as opposed to goods. A university education is critical and the region is blessed with having many good universities and colleges and a very highly educated workforce. But we don't have enough of these people yet. -- Dr. Stephen Fuller

On “Can today's government structure handle future issues without being a regional government?”

Portland, Oregon has the only regional government and people aren't asking them [how can they imitate] it. Regional leaders need to focus on those areas that make sense across that space of cooperation – like the environment, transportation, and economic development – and not get into some of the local autonomy issues. -- Dr. Robert Lang

On “What happens to the working poor in areas of rapid growth?”

You're starting to see in the region, and I think it's not nearly enough, but almost every jurisdiction is looking at affordable housing... If we want to be a sustainable region, a globally competitive region, we have to be a place that does not have the disparities in every outcome – health, education, employment, wealth, exposure to environmental hazards. --Harriet Tregoning

As the region adds more people, not all of them are going to be

prosperous. It's going to put strains on the education system. It's going to put strains on the health care system and we're trying to grapple with finding solutions for expanding coverage for health care for the people we have. --Michael Rogers

On “What is the role of the private sector and public sector in solving issues like affordable housing?”

Government has to take the lead to bring the private sector in. I don't know why COG isn't the kind of vehicle that can convene public officials and private officials to talk about this problem. --Dr. Stephen Fuller

Luncheon Keynote Address

Leonard Downie, Jr., Executive Editor, The Washington Post

I've come as a journalist to ask questions – questions about the future of the National Capital Region and questions about COG's role in helping to shape that future. --Leonard Downie, Jr.

- What progress has been made in protecting the region from another terrorist attack and in recovering from one if the unthinkable should happen?
- Are the region's first responders really ready for the next attack?
- Are the region's businesses, institutions, and families prepared for such an emergency?
- Have the federal, state, and local governments allocated enough money for disaster preparedness in the National Capital Region, especially



Leonard Downie, Jr. posed a series of questions on a range of regional issues.

considering its high risk for attack?

- COG has identified the worst choke points on the region's roads and has warned its governments that congestion will more than double in the next twenty-plus years if development and transportation plans don't change. Will they?
- What does the difficulty over reaching regional agreement on dedicated Metro funding portend for regional cooperation on even more difficult issues?
- What is COG's responsibility to help find solutions to health-care to underserved areas of the region?
- What is COG's responsibility to help find education solutions?
- What is COG's responsibility to find solutions for [the immigrant populations' diverse needs]?
- Should suburban Maryland and Northern Virginia work more closely with each other and the District of Columbia than with the states in which each is located?

Appendix A: COG Chairs (1957-2007)



1957-1961
Robert F. McLaughlin
D.C.



1962
Charles R. Fenwick
Virginia State Senate



1963
Brigadier Gen. F. J. Clarke
D.C.



1963
Anne A. Wilkins
Fairfax County



1964
Roye L. Lowry
Arlington County



1965
Brigadier Gen. C. M. Duke
D.C.



1966-1967
Achilles M. Tuchtan
City of Rockville



1968
Frederick A. Babson
Fairfax County



1969
Francis B. Francois, Jr.
Prince George's County



1970
Joseph L. Fisher
Arlington County



1971
Gilbert Hahn, Jr.
D.C.



1972-1973
Martha V. Pennino
Fairfax County



1974-1975
Sterling Tucker
D.C.



1976
Francis B. Francois, Jr.
Prince George's County



1977
Harold L. Miller
City of Falls Church



1978-1979
Arrington L. Dixon
D.C.



1980-1981
Elizabeth L. Scull
Montgomery County



1981-1983
Carl F. Hendrickson
Loudoun County



1984-1985
H. R. Crawford
D.C.



1986-1987
Gil Weidenfeld
City of Greenbelt



1988-1989
Ellen M. Bozman
Arlington County



1990
Betty Ann Kane
D.C.



1991
James E. Nathanson
D.C.



1992-1993
Hilda Pemberton
Prince George's County



1994
Patricia S. Ticer
City of Alexandria



1995
Jack Evans
D.C.



1996
William E. Hanna, Jr.
Montgomery County



1997
Robert B. Dix, Jr.
Fairfax County



1998
Charlene Drew Jarvis
D.C.



1999
M.H. Jim Estep
Prince George's County



2000
Gerald E. Connolly
Fairfax County



2001
Carol Schwartz
D.C.



2002
Bruce R. Williams
City of Takoma Park



2003
Mary K. Hill
Prince William County



2004
Phil Mendelson
D.C.



2005
Judith F. Davis
City of Greenbelt



2006
Jay Fisette
Arlington County



2007
Vincent C. Gray
D.C.

Presidents (1957-2007)



1963
Carlton R. Sickles
U.S. House – Maryland



1964
Frank J. Lastner
Prince George's County



1965
Roye L. Lowry
Arlington County



1966
Brigadier Gen. C. M. Duke
D.C.



1967
Frederick A. Babson
Fairfax County



1968
David Scull
Montgomery County



1968
Walter E. Washington
D.C.



1969
Joseph L. Fisher
Arlington County



1970
William W. Greenhalgh
Montgomery County



1971
Francis B. Francois, Jr.
Prince George's County



1972
Gilbert Hahn, Jr.
D.C.



1972
Charles E. Beatley, Jr.
City of Alexandria



1973
John A. Nevius
D.C.



1974
Idamae Garrott
Montgomery County



1975
Jean R. Packard
Fairfax County



1976
Rev. Jerry A. Moore, Jr.
D.C.



1977
Neal Potter
Montgomery County



1978-1979
Martha V. Pennino
Fairfax County



1980-1981
Stephen H. Detwiler
Arlington County



1982-1983
H. R. Crawford
D.C.



1984-1985
R. Scott Fosler
Montgomery County



1986-1987
Nancy K. Falck
Fairfax County



1988-1989
David A. Clarke
D.C.



1990
Stephen J. Del Giudice
City of Takoma Park



1991
William E. Hanna, Jr.
Montgomery County



1992
William T. Newman, Jr.
Arlington County



1993
Thomas M. Davis, III
Fairfax County



1994
Robert L. Mallett
D.C.



1995
Gary G. Allen
City of Bowie



1996
John Mason
City of Fairfax



1997
Michael C. Rogers
D.C.



1997
M. H. Jim Estep
Prince George's County



1998
James T. Marrinan
City of Rockville



1999
Mary K. Hill
Prince William County



2000
Phil Mendelson
D.C.



2001
Bruce F. Romer
Montgomery County



2002
Daniel E. Gardner
City of Falls Church



2003
John Koskinen
D.C.



2003-2004
Robert E. Dorsey
City of Rockville



2005
Penelope A. Gross
Fairfax County



2006
Carol Schwartz
D.C.



2007
Jacqueline F. Brown,
Ph.D.
Prince George's County

Appendix B: 2007 COG Leadership

Officers of the Corporation

President Jacqueline F. Brown, Ph.D. Prince George's County Chief Administrative Officer	Vice President Redella S. Pepper City of Alexandria Council Member	Vice President Adrian M. Fenty District of Columbia Mayor	Secretary-Treasurer Hilda M. Barg Prince William County Supervisor
---	--	---	---

Board of Directors

Chair Vincent C. Gray District of Columbia Council Chair	Vice Chair Michael Knapp Montgomery County Vice President	Vice Chair Penelope A. Gross Fairfax County Supervisor
--	---	--

District of Columbia

Adrian M. Fenty Mayor	Carol Schwartz Council Member	Dan Tangherlini City Administrator
--------------------------	----------------------------------	---------------------------------------

Maryland

G. Frederick Robinson City of Bowie Mayor	Robert Catlin City of College Park Council Member	William J. Holtzinger City of Frederick Mayor
David P. Gray Frederick County Vice President	John B. Schlichting City of Gaithersburg Council Member	Judith F. Davis City of Greenbelt Mayor
Isiah Leggett Montgomery County Executive	Roger Berliner Montgomery County Council Member	Jack B. Johnson Prince George's County Executive
Camille A. Exum Prince George's County Council Chair	Tony Knotts Prince George's County Council Member	Robert E. Dorsey City of Rockville Council Member
Bruce R. Williams City of Takoma Park Mayor Pro Tem	William A. Bronrott Maryland General Assembly	

Virginia

William D. Euille City of Alexandria Mayor	Jay Fissette Arlington County Board Member	Gary Rasmussen City of Fairfax Council Member
Gerald E. Connolly Fairfax County Chairman	Joan DuBois Fairfax County Supervisor	Robin Gardner City of Falls Church Mayor
Lori L. Waters Loudoun County Supervisor	Douglas Waldron City of Manassas Mayor	Frank Jones City of Manassas Park Mayor
Hilda M. Barg Prince William County Supervisor	Corey A. Stewart Prince William County Chairman	James M. Scott Virginia General Assembly

Transportation Planning Board Chair

Catherine Hudgins
Fairfax County Supervisor

Metropolitan Washington Air Quality Committee Chair

Nancy Floreen
Montgomery County Council Member

COG Executive Staff

Executive Director David J. Robertson	Assistant Executive Director Naomi Friedman	General Counsel F. Lee Ruck
Chief Financial Officer Raymond R. Rawlins	Purchasing and Facilities Director Carl R. Kalish	Human Resources Management Director Imelda Roberts
Public Affairs Director Jeanne Saddler	Chief Technology Officer Chris Willey	Environmental Programs Director Stuart A. Freudberg
Transportation Planning Director Ronald F. Kirby	Human Services, Planning and Public Safety Director Calvin L. Smith, Sr.	

Appendix C: Map of COG's Member Jurisdictions

