

Metropolitan Washington
Council of Governments

2014 Board Member Handbook



Board Officers
(Clockwise from top)
Phil Mendelson, Chairman
William Eulle, Vice Chairman
Roger Berliner, Vice Chairman



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Washington, DC 20002
202-962-3200
www.mwcog.org
@RegionForward

CONTENTS

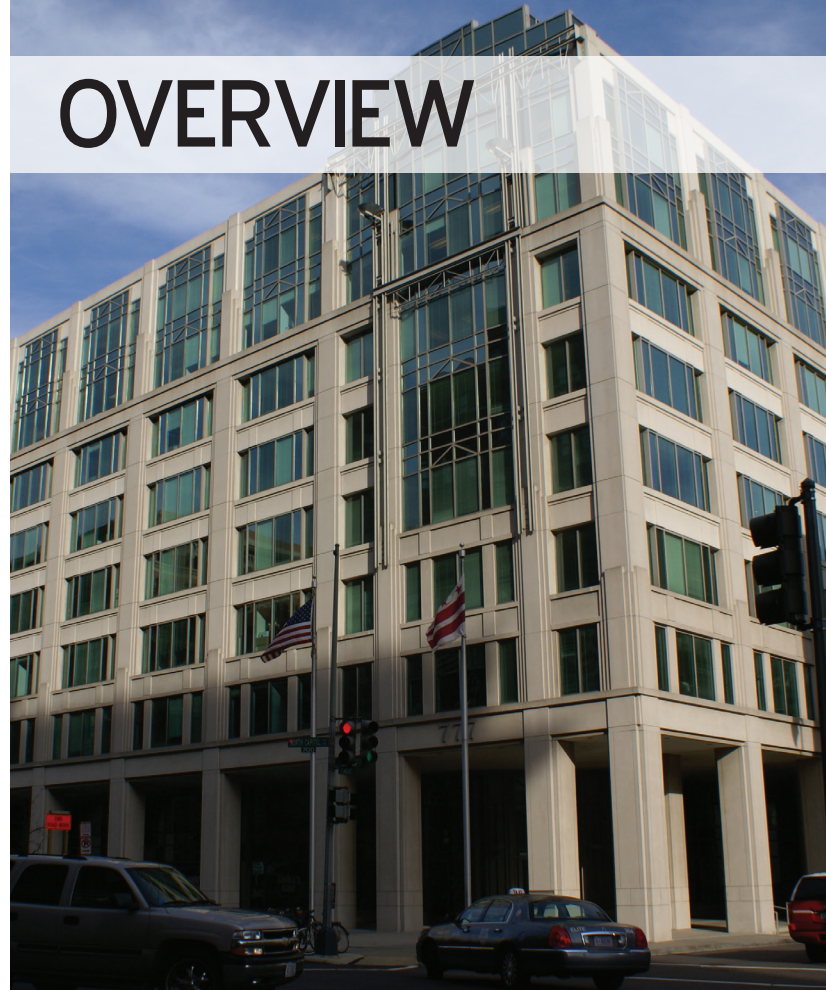
OVERVIEW

| | |
|------------------------|----|
| Board Roster | 4 |
| Organizational Chart | 6 |
| Committee Description | 7 |
| Committee Leadership | 9 |
| Meeting Calendar | 10 |
| Media Protocol | 11 |
| Audio Visual Etiquette | 12 |
| Facility | 13 |
| Senior Staff Listing | 14 |

GOVERNANCE

| | |
|--------------------------------------|----|
| Board Roles and Responsibilities | 16 |
| Bylaws | 17 |
| Rules of Procedure | 28 |
| FY15 Work Program and Budget Summary | 54 |
| COG Strategic Plan | 59 |
| Guidelines for Policy Development | 63 |
| 2014 Legislative Priorities | 64 |
| 2014 Board Work Plan | 72 |

OVERVIEW



[Board Roster](#)

[Organizational Chart](#)

[Committee Description](#)

[Committee Leadership](#)

[Schedule](#)

[Media Protocol](#)

[Audio Visual Etiquette](#)

[Facilities](#)

[Staff Listing](#)

COG Board of Directors

2014 Roster



Phil Mendelson
District of Columbia
COG Chairman



William D. Euille
City of Alexandria
COG Vice Chair



Roger Berliner
Montgomery County
COG Vice Chair



Vincent C. Gray
District of Columbia



Kenyan McDuffie
District of Columbia



Allen Y. Lew
District of Columbia



G. Frederick Robinson
City of Bowie



Reuben B. Collins II
Charles County



Andrew M. Fellows
City of College Park



Randy McClement
City of Frederick



David P. Gray
Frederick County



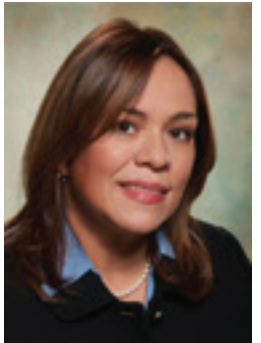
Sidney A. Katz
City of Gaithersburg



Emmett Jordan
City of Greenbelt



Isiah Leggett
Montgomery County



Nancy Navarro
Montgomery County



Rushern L. Baker III
Prince George's County



Andrea C. Harrison
Prince George's County



Karen R. Toles
Prince George's County



Bridget Newton
City of Rockville



Bruce R. Williams
City of Takoma Park



J. Walter Tejada
Arlington County



Daniel F. Drummond
City of Fairfax



Sharon Bulova
Fairfax County



John W. Foust
Fairfax County



Penelope A. Gross
Fairfax County



David Tarter
City of Falls Church



Scott K. York
Loudoun County



Matthew Letourneau
Loudoun County



Jonathan Way
City of Manassas



Suhas Naddoni
City of Manassas Park



W.S. Wally Covington
Prince William County



Frank J. Principi
Prince William County

**METROPOLITAN WASHINGTON
COUNCIL OF GOVERNMENTS**
(300+ Local, State, and Federal Elected Officials)

| INDEPENDENT POLICY BOARDS | | |
|--|---------------------------------------|--|
| National Capital Region Transportation Planning Board | COG Board of Directors | Metropolitan Washington Air Quality Committee |

**Chief Administrative
Officers Committee**

**Board Administrative
Committees**

- Audit
- Budget and Finance
- Employee Compensation and Benefits Review
- Pension

| Policy Committees* | | | |
|--|---|---|---|
| Climate, Energy and Environment | Chesapeake Bay and Water Resources | Human Services and Public Safety | Region Forward Coalition |

- Public/Private Partnerships**
- National Capital Region Emergency Preparedness Council
 - Capital Area Foreclosure Network
 - Clean Air Partners

*Each policy committee is supported by various technical sub-committees

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Policy Board and Committee Description

INDEPENDENT POLICY BOARDS

COG Board of Directors

The Board of Directors is COG's governing body and is responsible for its overall policies, functions, and funds. The Board takes action on committee or staff recommendations, discusses current and emerging multi-jurisdictional problems, and receives briefings on issues facing the region as a whole. Policy items on the agenda are normally generated from COG's policy and technical committees; business or administrative items are usually generated from staff.

Transportation Planning Board

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) for the region, and plays an important role as the regional forum for transportation planning. With participation from the District of Columbia and State Departments of Transportation and the region's local governments, the TPB prepares intermediate-range and long-range plans and programs that permit federal transportation funds to flow to the Washington region.

Metropolitan Washington Air Quality Committee

The Metropolitan Washington Air Quality Committee (MWAQC) is the entity certified by the mayor of the District of Columbia and the governors of Maryland and Virginia to prepare an air quality plan for the region and insure compliance with the Federal Clean Air Act. MWAQC coordinates air quality planning activities among COG and other entities, including the Transportation Planning Board; reviews policies; resolves policy differences; and forges a regional air quality plan for transmittal to the District of Columbia, Maryland, and Virginia and, ultimately, to the Environmental Protection Agency.

POLICY COMMITTEES

Policy committees are advisory committees of the COG Board.

Chesapeake Bay and Water Resources Policy Committee

Chesapeake Bay and Water Resources Policy Committee (CBPC) advises the COG Board on Bay-related policies and tracks developments under the federal-state Chesapeake Bay Program for implications to local governments. It also considers questions of potable water supply and waste water treatment. The CBPC regularly prepares position statements in response to state and federal legislation affecting the Bay.

Climate, Energy and Environment Policy Committee

Climate, Energy and Environment Policy Committee (CEEPC) advises the COG Board on climate change, energy, green building, alternate fuels, solid waste and recycling policy issues, and other environmental issues as necessary. The CEEPC is responsible for managing implementation of the COG Climate Change Report adopted by the COG Board on November 12, 2008. This responsibility includes development of a regional climate change strategy to meet the regional greenhouse gas reduction goals adopted by the Board.

Human Services and Public Safety Policy Committee

The Human Services and Public Safety Policy Committee (HSPSC) advises the COG Board on a variety of issues including affordable housing, homelessness, child welfare, crime control and prevention, and traffic safety. Recent actions have included reports on homelessness and crime trends in the region as well as a foreclosure summit to address the significant increase in home foreclosures across the region.

Region Forward Coalition

Regional Forward Coalition is to oversee the next steps recommended in Region Forward and advise the COG Board on future comprehensive regional planning and implementation activities. The Coalition's primary responsibilities includes overseeing the Region Forward performance Baseline analysis and future regional progress reports; use Region Forward as a guide to update the Regional Activity Centers; and create clear strategies and initiatives to support the

transformation of regional centers into Complete Communities. The Coalition will provide cross-cutting regional policy capacity and long-range regional planning recommendations to the COG Board. The Coalition includes members from public, private and nonprofit sectors which all have a role in helping the Region meet its goals.

Chief Administrative Officers Committee

The CAO Committee, composed of the senior administrator/manager of each member jurisdiction, meets regularly, to share best practices and inform local operating decisions in the fields of energy, waste, technology, communications, finance, water supply, and the environment. Periodically, the CAO Committee makes recommendations on issues of regional significance to the COG Board of Directors. Since September 11, the CAOs have played a significant role in homeland security planning in serving as the Board of Directors of the Regional Information Community Coordinator System (RICCS), and as a filter and prioritizing committee for Department of Homeland Security grants.

National Capital Region Emergency Preparedness Council

The National Capital Regional Emergency Preparedness Council (NCREPC) is an advisory body which reports to the COG Board of Directors. The NCREPC makes policy recommendations to the COG Board through the Public Safety Policy Committee and makes procedural or other recommendations to the COG Board or, through the COG Board, to various regional agencies with emergency preparedness responsibilities or operational response authority.

**METROPOLITAN WASHINGTON
COUNCIL OF GOVERNMENTS
2014 COMMITTEE LEADERSHIP**

CORPORATE OFFICERS

| NAME | POSITION | JURISDICTION REPRESENTED |
|--------------------|---------------------|---------------------------------|
| Matthew Letourneau | President | Loudoun County |
| Allen Lew | Vice President | District of Columbia |
| Andrew Fellows | Vice President | City of College Park |
| Allison Silberberg | Secretary-Treasurer | City of Alexandria |

BOARD OFFICERS

| NAME | POSITION | JURISDICTION REPRESENTED |
|----------------|-----------------|---------------------------------|
| Phil Mendelson | Chairman | District of Columbia |
| William Euille | Vice Chairman | City of Alexandria |
| Roger Berliner | Vice Chairman | Montgomery County |

POLICY BOARDS AND COMMITTEE CHAIRS

| NAME | POSITION | JURISDICTION REPRESENTED |
|----------------|--|---------------------------------|
| Patrick Wojahn | Chairman, Transportation Planning Board (TPB) | City of College Park |
| David Snyder | Chairman, Metropolitan Washington Air Quality Committee (MWAQC) | City of Falls Church |
| Barry Stanton | Chairman, Human Services and Public Safety Policy Committee (HSPSPC) | Prince George's County |
| Roger Berliner | Chairman, Climate, Energy and Environment Policy Committee (CEEP) | Montgomery County |
| Penny Gross | Chair, Chesapeake Bay and Water Resources Policy Committee (CBPC) | Fairfax County |
| Mary Hynes | Chair, Region Forward Coalition (RFC) | Arlington County |

PUBLIC-PRIVATE PARTNERSHIP

| NAME | POSITION | JURISDICTION REPRESENTED |
|--------------|--|---------------------------------|
| Paul Quander | Chairman, NCR Emergency Preparedness Council | District of Columbia |

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
SCHEDULE OF POLICY COMMITTEE MEETINGS FOR 2014**

| COMMITTEE | TIME | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|------------------|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| BOARD | Noon-2:00 pm | 8 | 12 | 12 | 9 | 14 | 11 | 9 | -- | 10 | 8 | 12 | 10* |
| CAOs | Noon-2:00 pm | -- | 5 | 5 | 2 | 7 | 4 | 2 | -- | 3 | 1 | 5 | 3 |
| TPB | Noon-2:00 pm | 15 | 19 | 19 | 16 | 21 | 18 | 16 | -- | 17 | 15 | 19 | 17 |
| MWAQC | 12:30 – 2:00 pm | -- | 26 | -- | -- | 28 | -- | 23 | -- | 24 | -- | -- | 17 |
| CEEPC | 9:45-Noon | 30 | -- | 26 | -- | 28 | -- | 23 | -- | 24 | -- | 19 | -- |
| RF | 11:00-1:30 pm | 24 | -- | -- | 24 | -- | -- | 18 | -- | -- | 24 | | -- |
| HSPSPC | Noon | -- | 21 | -- | 18 | -- | 20 | -- | 15 | -- | 17 | -- | 19 |
| CBPC | 10:00 am-Noon | 17 | -- | 21 | -- | 16 | -- | 18 | -- | 19 | -- | 21 | -- |
| EPC | 2:00-4:30 pm | -- | 12 | -- | -- | 14 | -- | -- | -- | 10 | -- | 12 | -- |

Last updated 2/4/14

*COG Annual Meeting.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Media Protocol

The Metropolitan Washington Council of Governments (COG) often is asked to provide background information and comment to the media on our principal areas of expertise as well as on a wide range of topics involving the National Capital Region. We welcome these opportunities to highlight the work and dedication of members of the Board of Directors, the officials who serve on our committees and COG's value as a regional organization.

When the media asks for comment, the Office of Public Affairs will contact the Board member or committee chair who has played a leading role on the subject in question to ask if they are available for an interview. When necessary, the public affairs staff will offer those officials updated information and talking points. If the appropriate official is not available or if a reporter's deadline makes it difficult or impossible to schedule the interview, Chuck Bean, COG's Executive Director, or his designee, will be the spokesperson.

In addition to traditional media, COG recognizes that social media and social networking sites can provide valuable outreach to the community and provide another platform for COG's members, programs and mission. The Office of Public Affairs manages a blog focused on the region's goals and challenges, www.regionforward.org, which features guest contributions by COG Board and Committee members. COG also maintains Facebook and Twitter pages for COG, the Transportation Planning Board, and several other programs

Please contact Jeanne Saddler, COG's director of Public Affairs, (202) 962-3250 or jsaddler@mwkog.org, about media requests or media-related questions if you wish to do so. She will be happy to be of assistance at any time.

Etiquette Guide for Audio and Video Conferences

The Metropolitan Washington Council of Governments utilizes audio and video systems to enhance committee member participation in meetings. Some committees utilize audio and video conference bridges to augment an in-person meeting, while other committees and working groups meet exclusively through audio and video conferences. This etiquette guide provides some best practices to ensure that meetings that use audio and video participation run smoothly.

Audio conference calls utilized a standard phone bridge. Participants dial into a shared audio bridge number to join the conference. Sometimes a participant ID or PIN number is required to join.
Examples: Premier Global Conference

A video conference enables participants and conference host to share video camera feeds as well as shared content on computer desktops. Participants dial into a video bridge. In most instances, audio only participants can also join the video conference. However, they will only hear the conference and not see video feeds or any shared desktop content. A video conference utilizes HD quality equipment and typically requires informing your local Information Technology department for assistance.
Examples: NCR Tandberg Bridge, Cisco WebEx

A web conference allows participants and conference host to share content on computer desktops. Participants connect to the web conference from a wide range of devices including phones, computers, smart phones, and other mobile devices. A web conference may share out video camera feeds at "broadcast quality". Examples: Adobe Connect, Cisco WebEx

Audio

- Join the audio conference from a quiet room free from distractions
- Close office doors to minimize disruptions
- Dial into audio bridge 3-5 minutes before the start of the call
- Once connected, mute your phone - unmute only when speaking
- Do not put the conference call "on hold" - many phone systems will play hold music into the conference

Video

- Inform your local IT team of the video conference
- Schedule test video calls with COG in advance of the conference (helpdesk@mwkog.org)
- Close office doors to minimize disruptions
- Dial into the video conference bridge 10-15 minutes before the start of the call
- Once connected, mute your video end point - unmute only when speaking
- Zoom the camera in so that participants at your location can be seen

Web

- Review web conference notice and install any pre-requisites in advance of web conference
- Close office doors to minimize disruptions
- Connect into the web conference bridge 5-10 minutes before the start of the call
- Once connected, mute your call into the conference - unmute only when speaking
- Do not put the conference call "on hold" - many phone systems will play hold music into the conference

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

The Facility

The Metropolitan Washington Council of Governments (COG) is located at Suite 300, 777 North Capitol Street, NE, Washington, DC.

COG was established in 1957 and was first housed in what is now known as the John Wilson Building in offices provided by the Government of the District of Columbia. In the intervening years as the organization grew, COG leased space in a few different office buildings in the District. In the late 1980's COG in partnership with the International City/County Management Association (ICMA) and the ICMA-Retirement Corporation built a 211,000 sq. ft. building designed by Shalom Baranes and Associates. The Board of Directors directive was to build a headquarters building that is located in the District of Columbia, distinctive yet within the character of the neighborhood, stabilize the lease cost for the organization and be close to mass transit. The jointly owned building is designated as the Center for Public Administration and Service.

- **Parking** - The COG headquarters building is located at the corner of North Capitol Street, NE and First Place, NE. We are situated between Union Station and the Government Printing Office. COG's parking garage is accessed from First Street, NE which is behind the building. The garage is managed by MARCPARK. Custom driving directions to COG may be obtained from our website www.mwcog.org as is a list of other public parking garages in our neighborhood. ***Complimentary parking is provided for members and guests/speakers.***
- **Transit** - COG encourages its visitors to use public transportation when possible. COG is located two blocks from Union Station which is served by Amtrak, Marc VRE and METRO on the Red Line. ***Transit reimbursement is available for members and guests/speakers.***
- **Meetings at COG** – Meetings of the COG Board of Directors and the National Capitol Transportation Planning Board (TPB) are held in COG's 3rd Floor Board Room located in Suite 300. Many of the policy and technical committee meetings are also held in the lobby level training and conference room area. Meeting attendees are encouraged to refer to their agendas to confirm the meeting room location. Board members who arrive early for meetings may request the use of a guest office which includes telephone and internet capability.
- **Accommodations** - COG is committed to the principles of the Americans with Disabilities Act. It is COG's policy to provide equal access for individuals with disabilities to programs, meetings, publications, and activities including employment. Special accommodations will be provided by COG upon request. Reasonable accommodations may include modifications or adjustments to a program, publication, activity, or the way things usually are done to enable an individual with a disability to participate. COG's accommodations policy may be found on its website www.mwcog.org.

COG SENIOR STAFF LISTING

ADMINISTRATION

Executive Director

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Chief Financial Officer

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Human Resources Management Director

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Public Affairs Director

Jeanne Saddler
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Member Services Associate/ Clerk to the Board

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Information Technology and Facility Management Director

George Danilovics
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Environmental Programs Director

Stephen Walz
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swalz@mwkog.org

Public Safety and Health Director

David McMillion
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Acting Transportation Planning Directors

Gerald Miller
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Robert Griffiths

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GOVERNANCE



Board Roles & Responsibilities

Bylaws

Rules of Procedure

Work Program and Budget

COG Strategic Plan

Policy Platform

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Board of Directors Roles and Responsibilities

As a member of the Board of Directors, you assume an important responsibility for leading the organization with a focus for action and the development of sound regional responses to such issues as the environment, affordable housing, economic development, health and family concerns, human services, population growth, and public safety. Your active participation is needed to discuss, debate, and take action on these issues.

Major responsibilities:

- Provide financial oversight to ensure that proper fiscal controls are in place; including recommendation and oversight of the annual budget and regular financial reports.
- Assist in the development and administration of COG's mission, goals, policies and procedures
- Oversee program planning and evaluation including the review of organizational and programmatic reports.
- Assist in personnel evaluation and staff development; specifically annual performance review of the Executive Director.
- Promotion of the organization.
- Outreach to federal officials, regional stakeholders, and participating governments; including your own jurisdiction.

Expectations of Board Members:

- Your attendance is essential to understanding and advancing the work at COG. We know that absences are sometimes necessary and respectfully request as full participation as is possible; if your jurisdiction has appointed an alternate and you are unable to attend a meeting please send that person in your place.
- You should plan to attend the major COG events such as the Annual Retreat in July and Annual Meeting in December as well as a number of issue specific events and workshops throughout the year.
- You should communicate and promote COG programs, activities, and policies to your own Board or Council.
- It is important to be aware of various community concerns that can be addressed by COG's mission, objectives, and programs.
- You should become familiar with COG's finances, budget, and financial/resource needs.

Meetings and time commitment:

- The Board of Directors meets monthly except August and December on the second Wednesday of the month, Noon – 2:00 p.m., in the COG Boardroom.

Length of term: Your appointment as a member of the Board of Directors is at the discretion of your jurisdiction; there are no term limits.



By-Laws

of the

**Metropolitan Washington Council of
Governments**

Revised November 2007 and November 2011

| | |
|----------------------|---|
| SECTION 1.00 | STATEMENT OF PRINCIPLES AND POLICIES |
| SECTION 2.00 | PARTICIPATING GOVERNMENTS |
| SECTION 3.00 | MEMBERSHIP |
| SECTION 4.00 | GENERAL MEMBERSHIP MEETINGS |
| SECTION 5.00 | BOARD OF DIRECTORS |
| SECTION 6.00 | MEETINGS OF THE BOARD OF DIRECTORS |
| SECTION 7.00 | NOTICES |
| SECTION 8.00 | OFFICERS |
| SECTION 9.00 | EMPLOYEES |
| SECTION 10.00 | CHECKS |
| SECTION 11.00 | FINANCES |
| SECTION 12.00 | SEAL |
| SECTION 13.00 | AMENDMENTS TO BY-LAWS |

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Section 1.00

STATEMENT OF PRINCIPLES AND POLICIES

- 1.01** The underlying concept of the Metropolitan Washington Council of Governments (hereafter referred to as Council of Governments or COG) is that the general purpose units of government which are closest to the people should exercise the basic initiative and leadership in government affairs and have the primary responsibility for collaboratively addressing those problems and needs which require analysis and action on an intergovernmental basis.
- 1.02** The physical, economic and social well-being of the Washington Metropolitan Statistical Area, its citizens and business enterprises, now and in the future, is dependent upon orderly development and redevelopment of the entire area. That will be possible only with the successful coordination of local governmental services and policies.
- 1.03** Counties and cities are the principal units of local governments in the Washington Metropolitan Statistical Area. As such, they have the responsibility for anticipating and meeting local government needs which future development, technology, and population growth will produce, including the need for joint and coordinated intergovernmental services.
- 1.04** County and city governing bodies are and should continue to be the primary policymakers in local government. They are directly concerned with all services, policies and regulations affecting the public safety, health and welfare of their communities.
- 1.05** Constructive and workable policies and programs for meeting and solving intergovernmental problems of local governments will be most effectively and expeditiously developed by regular meetings of county and city governing body members in an area with voluntary councils of government dedicated to the identification, analysis, and solution of those problems.
- 1.06** The Council of Governments is an organization through which individual counties and municipalities can coordinate their efforts in this manner. It is not a government nor does it seek to become one.
- 1.07** The Council of Governments, as the joint agency of its participating local governments, is an appropriate mechanism to provide specialized technical assistance to its local governments in order to enhance their capacity to make public policy decisions on issues affecting the region and their communities.

Section 2.00

PARTICIPATING GOVERNMENTS

- 2.01** Counties located geographically within the area defined as the Washington Metropolitan Statistical Area in the latest decennial census conducted by the United States Census Bureau, and sharing a common border with one or more counties which participate in the Council of Governments, shall be eligible to participate in the Council of Governments.

2.02 Those local governments participating in the Council of Governments on July 1, 1986, Virginia independent cities participating in the Council of Governments on March 1, 2004, and such other cities and towns that have a population of 25,000 or more according to the latest population estimates compiled by the staff of the Council of Governments, as now or may hereafter exist within a County which participates in the Council of Governments, shall be eligible to participate in the Council of Governments.

2.03 Counties located geographically within the area defined as the Washington Metropolitan Statistical Area and not sharing a common border with one or more counties which participate in the Council of Governments shall be eligible to become adjunct participants in the Council of Governments if they agree to contribute an annual fee established by the Board of Directors. Cities and towns with a population of 5,000 to 25,000 shall be eligible to become adjunct participants in the Council of Governments if they agree to contribute an annual fee established by the Board of Directors. Representatives of adjunct participants shall be entitled to participate and vote on the policy committees of the Council of Governments if they agree to contribute an annual fee established by the Board of Directors. Representatives of adjunct participants shall be entitled to participate and vote on the policy committees of the Council of Governments. Adjunct participants shall receive all of the services generally provided to other participants. They shall not be represented on the Board of Directors, but the members of their governing bodies shall be entitled to vote at the General Membership on the same basis as members of the governing bodies of local governments represented on the Board of Directors. Counties not within the boundaries of the Washington Metropolitan Statistical Area, with a population of 75,000 or more, shall be eligible as adjunct participants in the Council of Governments if over 20 percent of their non-farm workers are employed within the Washington Metropolitan Area.

2.04 Participating governments shall be those eligible jurisdictions identified in Section 2.00, Subsections 2.01, 2.02 and 2.03, which voluntarily determine to contribute to the financial support of the activities of the Council of Governments as hereafter provided in Section 11.00.

Section 3.00

MEMBERSHIP

3.01

Membership in the Council of Governments shall be:

- (a)** The members of the governing body of each participating government defined under Section 2.00, Subsections 2.01, 2.02 and 2.03. For the purpose of this Section 3.01(a), the term "governing body" shall include the elected executive, or his or her appointee, of any participating government.
- (b)** The members of the General Assemblies of Maryland and Virginia and the Congress of the United States who represent portions of the geographical area of the Washington Metropolitan Statistical Area.

Section 4.00

GENERAL MEMBERSHIP MEETINGS

4.01

An annual general membership meeting shall be held each year, at which time the members shall elect a president, one or more vice-presidents, a secretary-treasurer, and consider such other business as may be referred to it.

Additionally, any member may at the annual general meeting request a review of any action by the Board of Directors taken between general membership meetings.

- 4.02** At least three weeks prior to the annual general membership meeting, written notice of such meeting shall be served upon or mailed to each member entitled to vote thereat at such address as appears on the books of the corporation.
- 4.03** Special general membership meetings, for any purpose or purposes, may be called by the president of the Board of Directors or at the request in writing of fifteen (15) members who represent at least four participating governments. Such a request shall state the purpose or purposes of the proposed meetings.
- 4.04** Written notice of a special general membership meeting, stating the time, place and object of such a meeting and the specific action or actions proposed to be taken at that time, shall be served upon or mailed to each member entitled to vote thereat at least ten (10) days before such meeting. Received electronic mail will be deemed sufficient service of notice. Business transacted at all special general membership meetings shall be confined to the objects and actions proposed to be taken as stated in the notice.
- 4.05** The times, dates and locations of the annual general membership meeting and special general membership meetings shall be determined by the Board of Directors.
- 4.06** Twenty percent of the total number of members defined in Section 3.01(a) present in person shall be required to constitute a quorum at all meetings in the general membership for transaction of business except as otherwise provided by these bylaws, provided that this number includes one or more members representing at least one-half of the participating governments from Maryland, and one or more members representing at least one-half of the participating governments from Virginia, and at least one member representing the Mayor or Council of the District of Columbia. Representatives of adjunct participants will not be counted in establishing a quorum. If, however, such a quorum shall not be present at any meeting, the members entitled to vote thereat, present in person, shall have the power to adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present. At any resumption of the adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the meeting originally called.
- 4.07** When a quorum is present at any general membership meeting, the vote or a majority of the members present shall decide any question which may be brought before such meeting unless the question is one upon which by expressed provision of the bylaws, a different vote is required, in which case such express provision shall govern and control the deciding of such question:
- (a)** At the request of a majority of the members present representing any two participating governments, any question shall be determined by the majority of the aggregate votes of each participating government on a weighted basis. For this purpose, each participating government shall have one vote for each 25,000 in population, and the next succeeding portion thereof, in the jurisdiction has a population of less than 25,000 shall have one vote.

- (b) Each participating government may divide the total amount of the aggregate votes it has among the members of its governing body present and voting.
- (c) On a vote for which weighted voting has not been called, any member of the General Assemblies of Maryland and Virginia or member of the U.S. Congress representing portions of the Washington Metropolitan Area shall be entitled to one vote, and it shall be counted to determine if a majority vote has been attained on the question before the membership.

Section 5.00

BOARD OF DIRECTORS

5.01

The Board of Directors shall be the governing board of the Council of Governments, and between meetings of the entire membership, shall be responsible for the general policies and programs of the Council of Governments and for the control of all its funds. The Board of Directors shall also be responsible for preparing agendas for the annual general and special meetings of the members of the Council of Governments and for the approval of an annual budget and schedule of assessment for consideration at the annual general membership meeting. It shall have the power to transfer funds within the approved total budget in order to meet unanticipated needs or changed situations.

5.02

The Board of Directors shall be selected from the general membership as follows:

- (a) One member selected by each participating local government having a population of no more than 300,000.
- (b) Two members selected by each participating local government having a population of more than 300,000 but no more than 600,000.
- (c) Three members selected by each participating local government having a population of more than 600,000.
- (d) Four members selected by the District of Columbia, two from the Executive Branch and two from the Legislative Branch, unless the two branches shall decide on a different apportionment. A representative from the Executive Branch of the District of Columbia need not be selected from the general membership.
- (e) One member of the Maryland General Assembly and one member of the Virginia General Assembly, representing portions of the Washington Metropolitan Statistical Area, both of whom shall be selected biennially by separate caucuses of the members of COG from these legislative bodies.

5.03

In determining the population of each participating local government for the purpose of allocating membership on the Board of Directors, the population figures to be used shall be the annual population estimates prepared by the Metropolitan Washington Council of Governments and approved by its Board of Directors.

5.04

Any participating local government which has two or more members on

the Board of Directors and has an elected executive and an elected legislative body, shall divide its representation between the elected executive and elected legislative body, unless the two branches shall decide on a different apportionment.

5.05

A majority of the total members of the Board of Directors, representing participating governments as defined in Section 5.02, Subsection c, shall constitute a quorum for the transaction of business, provided that this number of Board members includes representatives of at least two participating governments from Maryland and two from participating governments from Virginia and one representative of the District of Columbia.

(a) A member who has been recognized as participating electronically counts toward the quorum as if the member was physically present.

(b) If, however, such a quorum shall not be present at any meeting, the members entitled to vote thereat shall have the power to adjourn the meeting from time to time without notice other than announcement at the meeting until a quorum shall be present. At any resumption of the adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the meeting originally called.

5.06

When a quorum of the Board is present at any meeting, the vote of a majority of the Board members present shall decide any question brought before the meeting, except when a weighted vote is invoked as follows:

(a) On a vote on any matter before the Board of Directors, weighted voting may be called for by any two (2) members or more present and representing at least two participating local governments.

(b) Any question for which weighted voting has been called shall be determined by the majority of the weighted votes allocated to the members of the participating governments present and voting. For this purpose, each participating government shall have one vote for 25,000 population, and the next succeeding portion thereof in the jurisdiction of the participating government, except that any participating government which has a population of less than 25,000 shall have one vote. For the purpose of weighted voting, the population assigned to each participating local government shall be the population used for fee assessment purposes under Section 11.03.

(c) Representatives of any participating local government having two or more members of the Board of Directors may divide their aggregate between or among them.

(d) Board members from the Virginia General Assembly and the Maryland General Assembly shall be excluded from any weighted vote. On a vote for which weighted voting has not been called, they shall each be entitled to one vote, and it shall be counted to determine if a majority vote has been attained.

5.07

In the absence of any member of the Board representing a participating government, another member of the absent member's governing body may

serve as his/her alternative at any meeting of the Board. Such alternate member shall have full voting privileges and shall be counted in the determination of a quorum. An alternate representing an elected executive need not be an elected official.

5.08 The Board shall annually elect a chair and one or two vice-chairs at the first meeting following the annual meeting of the entire membership. Where a vacancy occurs in a Board or corporate office, the Board may fill such vacancy by a vote of a majority of its members present and voting.

5.09 The Board may hold its meetings and keep the books of the corporation in the District of Columbia and at such place as it may from time to time determine.

5.10 The Board may establish standing and *ad hoc* policy and technical committees as it deems necessary or helpful to the exercise of its responsibilities under these by-laws.

Section 6.00

MEETINGS OF THE BOARD OF DIRECTORS

6.01 The Board of Directors shall meet monthly unless determined otherwise by the Board or its Chair. Written notice of such meetings and a proposed agenda thereat shall be served upon or mailed to each member of the Board at least seven days prior to the meeting.

6.02 Special meetings of the Board may be called by the Chair on three days' notice to each Board member, either by mail, by receipted electronic mail, or by telegram. Special meetings shall be called by the Chair in like manner and on like notice on the written request of three Board members. The notice of all special meetings of the Board shall include the written statement of the purpose or purposes of the special meeting.

Section 7.00

NOTICES

7.01 Whenever any notice is required to be given under the provision of the by-laws to any member, a waiver thereof in writing is signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to receipt of such notice.

Section 8.00

OFFICERS

8.01 The officers of the corporation shall hold office until their successors are chosen and qualify in their stead. Any officer elected by the Board of Directors may be removed at any time by the affirmative vote of a two-thirds majority of the whole Board.

8.02 The officers of the corporation shall be a president, one or more vice-presidents, a secretary-treasurer, a chair of the Board of Directors and one or two vice-chairs of the Board. Two or more offices may be held by the same person, except the offices of chair of the Board of Directors and secretary-treasurer.

- 8.03** The president shall preside at the general meetings of the members of the corporation.
- 8.04** The vice-presidents, in order of their election, shall in the absence or disability of the president perform the duties and exercise the powers of the president and, in the permanent absence or disability of the president, shall serve as president pro tem. Service as president pro tem will not preclude subsequent succession to president.
- 8.05** The chair of the Board of Directors shall be the chief executive officer of the corporation; shall preside at all meetings of the Board; shall be an ex-officio member of all committees; and shall see that all orders and resolutions of the Board are carried out. Additionally, he/she shall execute all contracts requiring a seal, under the seal of the corporation, except when the signing and execution thereof shall be expressly delegated by the Board to some other officer or employee or agent of the corporation.
- 8.06** The vice-chairs, in order of their election, shall in absence or disability of the chair, perform the duties and exercise the powers of the chair and, in the permanent absence or disability of the chair, shall serve as chair pro tem. Service as chair pro tem will not preclude subsequent succession to chair. Vice-chairs shall perform such other duties as the Board or the chair shall prescribe.
- 8.07** The secretary-treasurer of the corporation may attend all sessions of the Board and all meetings of the general membership, and shall keep, or cause to be kept, minutes of all such proceedings. He/she shall keep in sole custody the seal of the corporation and, when authorized by the Board, affix the same to any instrument requiring it and, when so affixed, it shall be attested by his/her signature or by the signature of another officer or an employee or agent of the corporation duly authorized by the Board to do so. As treasurer of the corporation, he/she shall have custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall deposit all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board. He/she shall disburse the funds of the corporation, taking certified vouchers for such disbursements, and shall render to the president, chairman and Board members, at regular meetings of the Board or whenever they may require it, an account of all his/her transactions as treasurer and of the financial condition of the corporation. The Board of Directors may delegate to an employee or employees of the corporation any or all of the duties and powers of the secretary-treasurer. If required by the Board of Directors, the secretary-treasurer and/or any employee delegated any or all of his/her functions, shall give the corporation a bond in such sum, and with such surety or sureties as shall be satisfactory to the Board, for the faithful performance of the duties of this office.

Section 9.00

EMPLOYEES

- 9.01** The Board of Directors shall appoint the chief administrative employee of the corporation who shall be the Executive Director and it shall establish a schedule of compensation for all employees of the Council of Governments. The Executive Director shall be responsible for providing: (1) advice and assistance to the Board and each of its committees; (2) the establishment of personnel policies

and practices; (3) supervision of the staff; (4) coordination of the work of consultants; and (5) such other duties as the Board may prescribe.

Section 10.00

CHECKS

10.01

All checks or demands for money and notes of the corporation shall be signed by such officer or officers, or such other persons, as the Board of Directors may from time to time designate.

Section 11.00

FINANCES

11.01

The fiscal year shall begin on the first day of July in each year and shall end on the thirtieth day of June of the following year.

11.02

A proposed budget of the corporation shall be submitted to the Board of Directors by the Executive Director at least fourteen days before the Board of Directors meeting that precedes the annual meeting. The budget shall be submitted to the Board of Directors who shall approve or modify it.

11.03

Each year upon the adoption of the annual budget by the Board of Directors, assessments for all participating governments shall be fixed. Assessments shall be in amounts sufficient to provide the funds required by the budget. Any member whose local government's annual assessment has not been paid by the end of the fiscal year for which the assessment was made shall forfeit all rights, privileges and prerogatives of a member of the Council of Governments until such assessment is paid in full.

11.04

The annual assessment shall be primarily on a per capita basis as reflected by the latest population estimates of the Council of Governments and verified by the participating governments. Recognizing that cities and towns in the State of Maryland and towns in the Commonwealth of Virginia are a part of counties, the Board of Director may establish adjustments to a strict per capita assessment formula, which adjustments also shall be reflected in the assignment of weighted votes to such local governments eligible for participation in the Council of Governments under Section 2.03. Unless otherwise provided, this separate assessment schedule will be one-half that of governments participating under 2.01 and 2.02.

11.05

The books of the corporation shall be audited by a certified public accountant or accountants, and the audit report for each preceding fiscal year shall be made available to the members and participating governments no later than three months after the close of the audit.

Section 12.00

SEAL

12.01

The corporate seal shall have inscribed thereon the name of the corporation and the year of its organization. Said seal may be used by causing it or a facsimile thereof to be impressed or otherwise reproduced.

Section 13.00

AMENDMENTS TO THE BY-LAWS

13.01

These by-laws may be altered, amended or added to at annual or special meetings of the members called for this purpose; Provided that (1) notice of the

meeting shall contain a full statement of the proposed amendment or amendments, and (2) the enactment of the amendment shall require two-thirds vote of the members present and voting having membership under Section 3.01.

13.02

Alternatively, these bylaws may be altered, amended or added to at a regular meeting of the Board of Directors or a special meeting called for this purpose, with notice given at the previous meeting. Amendment by the Board shall require a three-quarters majority of the members present and voting.



Metropolitan Washington Council
of Governments

Rules of Procedure

Adopted by the Board of Directors on October 8, 2003

Amended January 1, 2008

Amended October 14, 2009

Amended November 9, 2011

Amended April 11, 2012

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, N.E.
Washington, D.C. 20002

RULES OF PROCEDURE

1.00 ORDER OF BUSINESS

1.01 Order of Agenda

2.00 PARLIAMENTARY PROCEDURE - MOTIONS, VOTING, ETC.

- 2.01 Obtaining the Floor
- 2.02 Limitations on Debate
- 2.03 Personal Privilege
- 2.04 Points of Order
- 2.05 Appeal
- 2.06 Recognition of Non-Members
- 2.07 Withdrawal of Modification of Motions
- 2.08 Form of Vote
- 2.09 Voting
- 2.10 Demand for Roll Call Vote
- 2.11 Calling the Roll
- 2.12 Records of Votes
- 2.13 Weighted Votes
- 2.14 Proxy Voting Prohibited
- 2.15 Reconsideration
- 2.16 Absence of Chair
- 2.17 Parliamentary Authority
- 2.18 Suspension of Rules
- 2.19 Amendment of Rules

3.00 AGENDA AND MATERIALS

- 3.01 Developing the Agenda
- 3.02 Availability to Public
- 3.03 Time of Distribution
- 3.04 Agenda and Related Materials

4.00 MEETINGS, OFFICIAL RECORDS AND ACCESS TO INFORMATION

4.01 Definitions

- a) Meeting
- b) Official Records

- c) Internal Work Product
- d) Confidential Data
- e) Electronic Meeting

- 4.02 Access to Official Records
- 4.03 Records Withheld from Public Disclosure
- 4.04 Segregable Portions of Official Records
- 4.05 Procedure for Handling Official Records
- 4.06 Meetings Open to Public
- 4.07 Executive Sessions or Closed Meetings
- 4.08 Vote on Closed Meetings
- 4.09 Laws/Regulations Governing Closed Meetings
- 4.10 Confidential Data
- 4.11 Destruction of Confidential Data
- 4.12 Certification of Destruction
- 4.13 Procedures for Handling Confidential Data
- 4.14 Security Officer Responsibility
- 4.15 Employee Responsibility
- 4.16 Release of Confidential Data to Public
- 4.17 Written Authorization From Data Contributor
- 4.18 Data Received From Other Sources
- 4.19 Release to Public Agencies
- 4.20 Confidentiality Policy for Consultants
- 4.21 Policy for Data Storage/Processing Firms
- 4.22 Search and Duplication Fees
- 4.23 Fees for Other Services
- 4.24 Advance Deposits
- 4.25 Fees for Search When Unable to Locate Data
- 4.26 Fees Paid in Full Prior to Receiving Data
- 4.27 Form of Remittance
- 4.28 Receipt for Fees Paid
- 4.29 Waiver of Fees by Director of Administration

5.00 COMMITTEES

- 5.01 Selection of Members and Chair
- 5.02 Chair as Ex-Officio Member
- 5.03 Vacancies in Membership or Chairship
- 5.04 Distribution of Responsibility
- 5.05 Participation of Board Member
- 5.06 Rules of Committees
- 5.07 Board's Responsibility to Committees

6.00 PUBLIC HEARINGS

- 6.01 Determination to Hold Hearings
- 6.02 Hearing Notice
- 6.03 Location and Time
- 6.04 Availability of Documents to Public
- 6.05 Scheduling of Witnesses
- 6.06 Records

7.00 NEWS MEDIA PARTICIPATION

8.00 CONSENT AGENDA

- 8.01 Types of Items
- 8.02 Format
- 8.03 Prerogative of Board Members
- 8.04 Removal of Items

9.00 RULES OF DECORUM

- 9.01 Decorum of Members of the Public

10.00 CONFLICT OF INTEREST GUIDELINES

- 10.01 Purpose and Intent
- 10.02 Handling of Conflicts of Interest on Matters Coming Before the Board
- 10.03 Prohibition of Other Conflicts
- 10.04 Applicability to COG Officers, Committees and Other COG Entities
- 10.05 Notice to Members

RULES OF PROCEDURE

1.00 ORDER OF BUSINESS

1.01 After reading and approval of the minutes, the order of business shall be as follows:

- a) Presentation and disposition of petitions, proclamations, certificates of commendation, and other papers
- b) Amendments to the agenda
- c) Consent agenda

The order of business may be changed at any time by the vote of a majority of the members present, or by the Chair, unless a majority of the members present object.

- d) Consideration of remaining business in order set forth in meeting notice and agenda, as amended, if appropriate.

2.00 PARLIAMENTARY PROCEDURE

These procedures apply to meetings of the COG Board of Directors. They also apply, unless modified by majority vote, to all formal meetings of committees created by the Board of Directors and acting under the authority of the Council of Governments.

2.01 Obtaining the Floor

A member wishing to speak, give notice, make a motion, submit a report or for any other purpose, shall address and be recognized by the Chair before addressing the Board. No member may speak more than once on any subject until every member desiring to be heard on the subject has been allowed to speak, except that after a motion has been seconded, the maker of the motion shall be offered the floor..

2.02 Limitations on Debate

Unless otherwise provided for in these Rules, debate may be limited by a motion (1) to limit debate to a time certain or (2) to terminate debate by a motion to move the previous question. Neither motion is debatable. In the former case the Chair shall fairly apportion the designated time between proponents and opponents of the question.

2.03 Personal Privilege

Any member, as a matter of personal privilege, may speak for a period not longer than 5 minutes concerning matters which may affect the Board collectively, its rights, its dignity and the integrity of its proceedings, or the rights, reputation and conduct of its individual members in their representative capacities only. Personal privilege statements must still follow the basic courtesies and decorum required of public officials and a public meeting.

2.04 Points of Order

Any member may make a point of order. Points of order are debatable only at the discretion of the Chair. If the Chair permits debate, he/she has authority to limit it. Points of order include: (1) alleged violations of parliamentary rules; (2) agenda; and (3) orders of the day.

2.05 Appeal

An appeal may be taken from any decision of the Chair. A member must state his or her reasons for appealing a decision, to which the Chair may respond. Appeals must be acted upon immediately. Only the member appealing a decision, the Chair, and the parliamentarian may address the issue; otherwise the appeal is non-debatable. An affirmative vote of a majority of the members present and voting is required to sustain the Chair.

2.06 Recognition of Non-Members

The Chair may recognize members of the public where the participation of such persons would, in the judgment of the Chair, enhance the understanding of the matter under consideration by the Board. Recognition of non-Board members during meetings shall be limited to extraordinary circumstances and should not be a matter of general practice.

2.07 Withdrawal or Modification of Motions

Any motion may be withdrawn or modified by the mover at any time before it has been amended or voted on.

2.08 Form of Vote

Voting shall be in the form of "YES", "NO", and "PRESENT". A vote of "PRESENT" shall be deemed the equivalent of an abstention or a non-vote.

2.09 Voting

Votes on all questions shall be by voice, with the results determined by the Chair. A member's vote upon any matter shall be recorded upon request. On any question, the Chair or any voting member may request a show of hands.

2.10 Demand for Roll Call Vote

Any member, in advance of a vote or promptly thereafter, may demand a roll call vote.

2.11 Calling the Roll

When a roll call vote is demanded, the Clerk of the Board shall call the roll of the members in alphabetical order commencing with the maker of the motion.

2.12 Record Votes

When a roll call vote is demanded, the Secretary of the Board will record the names of those voting "YES" "NO". Members will be recorded as absent if they are not in the chambers when a vote is taken. Voting records are official records of the Board.

2.13 Weighted Votes

At the request of a majority of the members present representing any two participating governments, any question shall be determined by the majority of the aggregate votes of each participating government on a weighted basis as provided in the Bylaws.

2.14 Proxy Voting Prohibited

No proxy shall be permitted either for the purpose of voting or for the purpose of obtaining a quorum.

2.15 Reconsideration

- a) Any member recorded as having voted with the prevailing side on a question may move to reconsider the question at any time except as limited by this section. A resolution may only be reconsidered during the meeting at which it was adopted or at the next regular meeting.
- b) For the purpose of this rule, any member who was present and voting on a question decided by a voice vote will be considered as having voted with the prevailing side on the question unless the member had asked to be recorded as voting against the prevailing side or "PRESENT".

- c) A motion to reconsider requires the approval of a majority of the members present and voting.
- d) When a motion to reconsider a vote is defeated, it cannot be repeated.
- e) A motion to reconsider is not required to consider amendments to move to strike or to accept amendments accepted or rejected on a previous reading of a bill.
- f) Votes to approve or amend these Rules may not be reconsidered pursuant to this section.

2.16 Absence of Chair

In the absence of the Chair, the Vice Chair, senior in election, shall preside. In the absence of the Chair and Vice Chair, the Board members present shall elect a Chair Pro Tempore. The Vice Chair or Chair Pro Tempore, while acting as Chair, shall have all the authority and voting rights thereof. If, after a meeting has commenced, it is necessary for the Chair and the Vice Chair to be absent from time to time, the Presiding Officer may designate a Member to preside temporarily at the meeting.

2.17 Parliamentary Authority

Matters not covered by these Rules will be governed by Robert's Rules of Order. It is the duty of the Chair to interpret the Rules. Matters not covered by Robert's Rules of Order will be determined by the Chair subject to the right of any member to appeal the ruling of the Chair. The Chair of the COG Board, or any derivative committee, or any member thereof may seek assistance from the General Counsel, as Parliamentarian, in interpreting these Rules or Roberts Rules of Order.

2.18 Suspension of Rules

Except for rules regarding notice, quorum, or amendment of these Rules and any requirement of the Bylaws, any Rule governing procedures of the Board may be suspended during the consideration of a specified matter by motion to suspend the Rules approved by 2/3 of the members present and voting.

2.19 Amendment of Rules

- a) These Rules may be amended by a vote of a majority of the Board.
- b) An amendment must be proposed in writing, signed by the proposer, circulated to all members, at least 7 days prior to consideration of the amendment.

3.00 AGENDA AND MATERIALS

3.01 Developing the Agenda

The Executive Director, at least 10 (ten) days before the meeting, shall prepare a list of proposed agenda items for the consideration of the Chair and the Vice Chairs. The agenda of every regular Board meeting is approved by the Chair.

3.02 Availability to Public

Agendas of upcoming Board meetings shall be made available for public review in the COG offices and on the COG website no later than Monday, the week of the Board meeting.

3.03 Time of Distribution

Agenda materials shall be mailed or delivered by hand or electronically to the Board members no later than seven days before a regular Board meeting. All additional materials are to be distributed to the Board prior to the meeting. The Board may defer any item for which all relevant information has not been prepared in the above-referenced manner.

3.04 Agenda and Related Materials

All written materials related to agenda items which are received at the COG office by 5:00 P.M. on the day preceding a regular Board meeting will be distributed to Board members prior to the meeting. All correspondence received by the Board is public and made part of the record of the meeting. For distribution to Board members, the Board requests that 35 (thirty) copies be provided.

3.05 Policy Reports

TPB, MWAQC, and the Policy Committees will be encouraged to make periodic reports to the COG Board, TPB and MWAQC at least semi-annually and policy committees at least annually. These presentations and reports will describe the work performed by the committee, its future workplans and how its efforts impact and are integrated with other efforts of the region.

4.00 MEETING AND ACCESS TO INFORMATION

4.01 Definitions

- a) "Meeting" means the assemblage, as a body or entity, of the constituent membership, with or without minutes being taken, whether or not votes are cast, of the General Membership, Board of Directors, any policy, or *ad hoc* committee of the Metropolitan Washington Council of Governments.

Executive meeting or closed meeting is a meeting from which the public is excluded. Open meeting or public meeting is a meeting at which the public may be present.

- b) "Official Records" means the minutes or summaries of any open and public meeting, the documents submitted for inclusion with the minutes, the reports of studies paid for with COG or public funds, except unpublished information and information deemed internal work product or confidential data.
- c) "Internal Work Product" means the documents, memoranda, data, maps, figures, projections, inter-departmental communications or other sources of information required for intelligent and informed internal discussions and which have been developed by and intended to be used by COG's staff, consultants or technical committees.
- d) "Confidential Data" means information or data in COG's possession which can identify a particular person, private organization, or business or which could reveal a trade secret, process, operation, or style of work of a contractor, in which the contractor has a proprietary interest. It includes data about an employee that is maintained and controlled by COG, including, but not limited to, education, financial transactions, medical history and that contains a name or identifying number or symbol.
- e) Meetings may be held by telephone conference call, videoconference, or online combination, upon direction of the Chair, with consent of the Executive Committee, upon at least three-day's notice given members by either email or telephone, which notice shall include the specific steps necessary to access the meeting. Such direction shall only be given upon a determination that a face-to-face meeting is effectively precluded by emergency conditions and, further, that action by the Board is legally, financially, or politically required. Insofar as possible, all matters requiring a vote shall be proposed in writing and furnished to members at least three days prior to the meeting"
- f) A Board Member may attend a Board of Directors meeting through electronic communication means from a remote location, only as follows. The Member shall give at least three (3)-days' notice to the Executive Director by either email or telephone, and indicate the remote location, acceptable to the COG staff and which does not have distracting noise, from which the Member will participate. Upon receipt of such notice, the Executive Director shall advise the Board of Directors by email or telephone, or the Chair shall announce electronic participation at the beginning of the Board meeting.

[1] Such participation by the Member shall be limited each calendar year to two meetings or 25 percent of the meetings of the Board, whichever is fewer. The limitation shall apply to both the Board member and that Board member's alternate(s).

[2] Electronic participation is contingent upon the ability of COG staff to make arrangements for the voice of the remote participant Member to be heard by all persons at the central meeting location.

[3] The following procedures shall apply when a Member is attending electronically:

- The Member shall verbally identify at the beginning of the meeting that the Member is present electronically; and announce if the Member is departing from the meeting, unless the meeting has adjourned.
- The Member attending electronically shall verbally ask for recognition from the Chair if the Member desires to speak.
- Votes taken during any meeting, when a Member is attending electronically, shall be recorded by name in roll-call fashion and included in the minutes. The Member attending electronically shall indicate his/her vote verbally when requested by the Chair or Clerk.
- The Member attending electronically shall not have a right to attend any executive session during the meeting.
- All other Rules of Procedure shall apply.

[4] The Chair may determine that no electronic attendance is permitted at certain meetings of the Board of Directors, or limit the number of electronic attendees to no more than (4) based on a first notification basis. The Chair has the discretion to waive the (3) days advance notice.

4.02 Access to Official Records

Except as provided in Section 4.05, it is COG policy that all official records shall be open to inspection and copying by any person during the regular business hours of the custodian of such records. Reasonable fees may be charged for the search for such records and use of copying facilities (see Sec. 4.22).

4.03 Records Withheld from Public Disclosure

The following records may be withheld from public disclosure:

- a) Records specifically exempted from disclosure by law;
- b) Confidential data as defined in Sec. 4.01, release of which would result in a

clearly unwarranted invasion of personal or business privacy, except that access shall not be denied to the person who is the subject thereof;

- c) Records of commercial or financial information contained from a person under an agreement of confidentiality;
- d) Records of internal communications (internal work product) which would not be available by law to a party other than a party in litigation with COG;
- e) Reports and memoranda of consultants or independent contractors, except to the extent they would be required to be disclosed if prepared by COG.

4.04 Segregable Portions of Official Records

Any reasonably segregable portion of an official record shall be provided to any person requesting such record after deletion of the portions which are exempt under this section.

4.05 Procedure For Handling Official Records

The following procedure shall guide the day-to-day handling of requests for official records. Revisions in or deviations from these procedures may be made by a Department or Office Director for a given situation subject to the approval of the Executive Director.

- a) Requests from the general public for official records shall be filed, in writing, with the Office of Public Affairs of COG and shall Office of Public Affairs shall forward requests to the appropriate department or office for response if the information is not available in the Office of Public Affairs.
- b) The appropriate COG employees shall locate the records requested as promptly as possible and forward to OPA. If the information sought is exempt, is not in existence, is located outside of COG, or is not available, the person making the request shall be notified of this fact, in writing, by the OPA, on the recommendation of the COG Department or Office responsible for such information, as promptly as possible.
- c) If the information is located, the information sought shall then be given or mailed to the person making the request. Copying facilities shall be available, at a reasonable cost, if it is necessary for the requester to duplicate the requested information at the COG offices.
- d) If the information sought and located is deemed internal work product or confidential and nondisclosable and is designated as such by the Department or Office Director, the request for disclosure shall be denied. The reasons for the denial of the request shall be stated in writing. When a request is denied, it shall become incumbent upon the Department or Office Director to explore

alternative or substitute forms for the distribution or access to the essential facts contained in the designated information.

- e) The person making the request may appeal the determination that the material sought is internal work product or confidential by submitting a written request for the designated information to the Executive Director.
- f) The Executive Director shall have the decision on the release of confidential or internal work products which have not been submitted, discussed, or considered by a COG committee. The person making the request shall be notified of the decision, in writing, as promptly as possible.
- g) If the internal work product has been submitted to, discussed, or considered by a committee, the committee members at the next regular meeting may, by a majority vote, eliminate the designation of the information as internal work product and the information shall then be available for public disclosure through the aforementioned process. A reference to the existence of the internal work product in the minutes of a committee meeting shall not suffice to satisfy the requirement that the committee has submitted, discussed, or considered the information sought, or not made any determination on whether or not it is an internal work product.
- h) Requests to listen to or re-record the tape of any meeting recorded at COG shall follow the above procedures. Tapes may not be removed from the COG offices. Time will be provided for listening to or recording the tapes at COG.
- i) Any inconsistency between these procedures and the procedures outlined in a controlling federal or state statute or regulation for a given situation shall be resolved in favor of the latter.

4.06 Meetings Open to Public

- a) Except as provided in Section 4.07, all meetings of the COG Board or its policy committees shall be public meetings. Information as to the time, location, and agenda of each meeting shall be furnished upon request. Where federal law or regulation calls for a public hearing or meeting, notice of such hearing or meeting shall be published as required by the specific federal law or regulation. Additionally, notice of the meeting shall be placed on the COG website. A mailing list may be kept to provide notice to those persons who have requested that their names or organizations be placed upon such a list.
- b) In the case of an electronic meeting held pursuant to Section 4.01 e), every reasonable attempt will be made to permit public electronic viewing or listening in the COG Board Room. If such public attendance is made impossible by the emergency causing the electronic meeting, electronic copies will be made available to the public as soon as possible.

4.07 Executive Sessions or Closed Meetings

Executive or closed meetings of the COG Board or its policy committees may be held only for the following purposes:

- a) Discussion or consideration of personnel matters such as: employment, assignment, appointment, promotion, demotion, disciplinary action, or salaries of employees within COG.
- b) Discussion or consideration of the condition, acquisition, or disposition of property in which COG has or may have an interest.
- c) Consultation with legal counsel and briefings by staff members, consultants, or attorneys pertaining to pending litigation or other legal matters.
- d) Work sessions of the Board of Directors or its policy committees

Meetings of technical committees are presumed not to be public meetings. However, by decision of its Chair or by majority vote of its members, any meeting or part thereof may be opened to the public.

4.08 Vote on Closed Meetings

No meeting of the COG Board or its policy committees shall become an executive or closed meeting unless there shall have been recorded an affirmative vote to that effect by the body holding such a meeting. The record of the vote should identify which of the purposes in Sec. 4.07 was the basis for closing the meeting.

4.09 Laws/Regulations Governing Closed Meetings

Where federal or state laws or regulations are found applicable to the manner in which a particular matter or meeting shall be conducted, they shall take precedence over the aforementioned policy.

4.10 Confidential Data

It is the policy of COG to obtain confidential data only when necessary to fulfill its information-gathering and data collection responsibilities and to minimize risk of disclosure to the greatest extent possible. Whenever feasible and the requirements of a project allow, the names of respondents and survey participants shall not be accepted, recorded or retained. It shall be the usual procedure that data will not be released with categories of less than 3 (three) observations or one observation representing 80 percent or more of the category total. However, with some data, this is an unnecessary precaution and the Director of Administration may authorize release of data with a lesser number. Nothing in this section shall

prevent the Director of Administration from setting a higher minimum when necessary.

4.11 Destruction of Confidential Data

Unless the data-contributing agency, organization or individual requests that the data be returned, all confidential data will be destroyed as it is no longer needed, according to procedures established by the Project Security Officer (Sec. 4.14).

4.12 Certification of Destruction

Every agency, organization, or individual contributing data is entitled, upon request, to a written certification that the confidential information that they supplied was destroyed after use.

4.13 Procedures for Handling Confidential Data

The following procedures guide the day-to-day handling of confidential data at COG. Revisions or deviations in these procedures may be made by the Executive Director upon the recommendation of a Security Officer, Project Manager or Department Head.

4.14 Security Officer Responsibility

For each project at COG which involves confidential data, the Executive Director shall designate a Security Officer who will be responsible for obtaining compliance with the policies and procedures of COG on confidentiality of data. The Executive Director or his designated representative will perform unannounced audits to check compliance with the policies and procedures and will render reports of the same to the Project Director, Project Security Officer and Executive Director.

The duties of the Security Officer shall be to:

- a) Inventory data as received and update the inventory of all confidential data indicating new data received and data which has been destroyed or otherwise disposed of. A copy of the inventory shall be transmitted quarterly to the Executive Director;
- b) Designate members of the staff who are to have access to the data, have them execute a confidentiality agreement, and transmit a list with the names of such employees along with the completed agreements, to the Executive Director;
- c) Develop procedures and maintain a secured area and such equipment as is needed to process and maintain all confidential data stored. Only the Security Officer and Executive Director shall have keys to such areas or equipment.

Only employees who have signed the Confidentiality Agreement (see Sec. 4.15) and who are authorized by the Security Officer or Manager of Data Processing shall have access to a secured area and confidential data;

- d) Maintain a log (names, data, purpose) for all material removed from the secured area by authorized personnel and require that such materials be placed in a secured area during lunch hour or at any other time the person is away from his/her work area;
- e) Have all forms, records, tapes and other materials which are classified as confidential, so identified and marked accordingly to the extent feasible;
- f) Establish and oversee procedures for the destruction of data; and
- g) Issue, upon request, certificates guaranteeing that confidential information has been destroyed.

4.15 Employee Responsibility

Employees are responsible for the proper handling of COG confidential data in their use or possession. This includes taking personal responsibility for seeing that the data is not left unattended or where unauthorized persons may have access to it. Employees and applicants for employment, who have or will have access to, work with, or in any way be responsible for confidential data are required to sign a confidentiality agreement. This will constitute a condition of employment and failure to comply with the terms of the agreement will be grounds for dismissal.

4.16 Release of Confidential Data to Public

Confidential data shall not be released to the public except as provided in Sec. 4.10. To the extent that outside consulting and data processing firms must handle confidential data for COG, they will be required to conform strictly with the operational procedures set out for them in Sections 4.13 and 4.14.

4.17 Written Authorization from Data Contributor

Data which would otherwise be confidential and not released may be made public only with written authorization from the data contributor(s) that: a) they have the authority to and do authorize COG to make the information public; and b) they indemnify COG and release it from any damages which might result from use of such data if such permission was unauthorized.

4.18 Data Received from Other Sources

Confidential data received from public agencies or private organizations shall not be released to other agencies by COG without express written authorization from the data-contributing agencies or organizations.

4.19 Release to Public Agencies

Confidential data and analyses which are, or have become, the sole property of COG may be released to other public agencies by the Executive Director upon proper showing of need for the data, provided that the outside public agency agrees to follow all the procedures COG follows in using such data and to indemnify COG and release it from any damages which might result from the use of such data.

4.20 Confidentiality Policy for Consultants

Where appropriate, consultants and consulting firms working for COG will be required to sign an agreement not to disclose any confidential information. They will be required to use such data at the COG offices. If that is not possible, and the removal of confidential data from the COG offices is necessary, the individual or firm will be required to submit (prior to retention) a separate statement of the procedures that will be followed to assure the confidentiality of the data while in transit, when being used, and during hours of non-use. If the Project Director is not satisfied with the procedures proposed by the consultant, confidential information shall not be released and a contract will not be executed.

4.21 Policy for Data Storage/Processing Firms

The policy for companies providing keypunching, tape storage, and other data processing services for COG is similar to that for consultants. A basic agreement will be required and also a separate statement detailing their procedures for handling confidential data after its removal from COG offices. The Project Director and Executive Director must be satisfied with the procedures before a purchase order or contract is executed.

4.22 Search and Duplication Fees

The Executive Director shall establish specific fees applicable to services rendered to carry out this policy and these fees will be explained prior to rendering any service.

4.23 Fees For Other Services

When no specific fee has been established for a service, for example, when the search involves computer time or special travel, transportation, or

communications costs, the Department/Office Head shall recommend to the Executive Director the costs of the service and include such costs in the fees chargeable under this section.

4.24 Advance Deposits

Where it is anticipated that the fees chargeable under this section will amount to more than \$25, and the person making the request has not indicated in advance willingness to pay fees as high as are anticipated, the requester shall be promptly notified of the amount of the anticipated fee or such portion thereof as can readily be estimated. In appropriate cases an advance deposit may be required. A request will not be deemed to have been received until the person making the request has agreed to pay any necessary fees and has made an advance deposit if one is required.

4.25 Fee for Search When Unable to Locate Data

Search costs are due and payable even if the record which was requested cannot be located after all reasonable efforts have been made to locate such information.

4.26 Fees Paid in Full Prior to Receiving Data

Fees must be paid in full prior to issuance of requested copies.

4.27 Form of Remittance

Remittances shall be in the form either of a personal check or bank draft drawn on a bank in the United States, a postal money order or cash. Remittance shall be made payable to the order of the Metropolitan Washington Council of Governments and mailed or otherwise delivered to the Office of Public Affairs. COG will assume no responsibility for cash which is lost in the mail.

4.28 Receipt for Fees Paid

A receipt for fees paid will be given only upon request. Refund of fees paid for services actually rendered will not be made.

4.29 Waiver of Fees by Executive Director

The Executive Director may waive all or part of any fee provided for in this section when the Director deems it to be in either COG's interest or in the general public's interest.

5.00 COMMITTEES

5.01 Selection of Committee Chairs

At or near the beginning of the term of the Chair of the Board of Directors, she or he shall nominate the Chair and Vice-Chairs of each committee of the Board and policy committee. The Board shall act on the Chair's nominations before they take effect.

5.02 Chair as Ex-Officio Member

The Chair shall be an ex-officio, voting member of all committees and may be counted for purposes of a quorum, but shall not increase the quorum requirement for the committee.

5.03 Vacancies in Committee Chairs

Vacancies in the chair of a committee shall be filled by appointment by the Chair of the Board, unless otherwise provided by the committee's bylaws.

5.04 Distribution of Responsibility

The Chair and Board shall endeavor to distribute committee responsibility as evenly as possible among the members and in no event shall an individual member chair more than one standing committee.

5.05 Participation of Board Members

Any member of the Board may attend the meeting of any committee and may participate in committee discussions, but only committee members may make motions and cast votes.

5.06 Rules of Committees

a) Each committee, except TPB and MWAQC, shall follow these Rules or shall adopt other written rules, not inconsistent with these Rules or other applicable law, governing its procedures. The committee rules, effective upon filing with the Clerk of the Board, shall incorporate the following principles:

- 1) The scheduling of regular meeting days for conducting business;
- 2) A procedure for rescheduling or canceling a regular meeting;
- 3) A procedure for holding additional meetings to be called by the chair;

4) A procedure for holding special meetings, which shall be called at the request of the committee chair or of a majority of the members of the committee;

5) Procedures governing the chairing of a committee meeting in the absence of the chair;

6) Procedures for keeping a complete record of all committee action, which shall include any roll call votes;

7) Procedures for making available for inspection by the public at reasonable times in the office either of the committee or of the Clerk to the Board, a description of each amendment, motion, Order, or other proposition on which a vote was taken;

8) A procedure for giving notice of hearings consistent with section 6.02;

9) Procedures setting a fixed number of members to constitute a quorum;

10) A requirement that if, at the time of approval of any measure by a committee, any member of the committee gives notice of intention to file supplemental, minority, or additional views, that member shall be entitled to not less than 5 (five) calendar days (not including Saturdays, Sundays, and legal holidays) in which to file such views; all views so filed shall be included in the report of the committee on the measure;

11) Any provision of these Rules that by its terms specifically applies to a committee shall be binding on each committee;

When these rules are used as committee rules, and unless the context dictates a different meaning, the term "Board" means "Committee"; the term "member" or "member of the Board" means "member of the committee" and the term "Chair" means "Chair of the Committee";

12) Committees may adopt additional rules. Committee rules adopted under this section shall be consistent with these Rules and other applicable law, and shall be filed with the Secretary to the Council.

b) TPB and MWAQC are encouraged to adopt rules which are as similar as practicable to these Rules and to file written copies of their rules adopted with the Clerk to the Board.

5.07 Board's Responsibility to Committees

a) The Board is responsible for matters pertaining to the annual budget, schedule of assessments, the adoption of all major policies and plans and initiation of action on matters not specifically assigned to other committees.

- b) The Chair of the Board is a member of all committees of the Board. The Chair may not withhold a measure duly reported and timely filed by a committee from the agenda of the Board, unless the Board votes to table the measure to a time certain.
- c) The following committees shall be deemed standing committees of the Board of Directors:

Executive Committee

The Executive Committee shall consist of the Chair and the two Vice-Chairs. It shall: (1) assist the Chair in agenda planning; and (2) act on behalf of the Board on time-sensitive business or policy issues. In the latter case, the Executive Committee will report any action taken hereunder to the Board at its next regular meeting; the Board may then ratify the action or take any other action it deems appropriate.

Finance Committee

The Finance Committee shall consist of the Chair, the Vice-Chairs, the Secretary/Treasurer, and the chairs of TPB and MWAQC. It shall: (1) review on an annual basis, the proposed work plan and budget, and make recommendations thereon to the Board; (2) advise the Board on methods to determine local government contributions to COG and long-term funding strategies for COG; and (3) advise the staff and Board, as necessary, on issues related to COG's finances.

Employee Compensation and Benefits Review Committee

The Chair shall annually appoint members of the Employee Compensation and Benefits Review Committee (ECBR). The ECBR shall periodically cause a review and analysis of salaries and benefits in the COG marketplace to ascertain appropriate levels of employee compensation and benefits to maintain COG's competitiveness in recruitment for new employees and the retention of existing employees. The ECBR shall make recommendations to the Board concerning its findings thereunder. The COG marketplace includes (1) COG's participating jurisdictions; (2) similar major regional counsels and metropolitan planning organizations throughout the country; and (3) comparable nonprofit associations in the Washington Metropolitan area. The ECBR shall also create and implement annual procedures for the Board's review and evaluation of the Executive Director and shall annually make findings and recommendations thereon to the Board.

Audit Committee

The Audit Committee shall consist of three Board members who are not currently an officer of COG, an officer of the Board, or the Chair of a policy Committee, TPB or MWAQC, nor have been such within three years. The functions of the Audit Committee include: (1) overseeing periodic competitive processes for the selection of an outside auditor and recommendation of a selection to the Board; (2) receipt and review of the annual auditor's report; and (3) recommendations, if any, to the Board based upon such review.

- (d) The Board shall create such permanent and *ad hoc* policy and technical committees as it shall from time to time deem appropriate, and shall concurrently with their creation, provide a mission statement and bylaws governing the activities of the committee created. Participating governments and adjunct participating governments may nominate elected officials to policy committees and elected officials or professional staff to technical committees. With the approval of the Committee chair, or as provided in its bylaws, professional staff may serve on policy committees.

6.00 PUBLIC HEARINGS

Public hearings provide individuals and organizations with a formal opportunity to be heard on a matter prior to decision-making. They will be held prior to adoption of formal policies or plans on which policies or plans and hearings, are required by federal or state law. The following procedures shall be followed by the Metropolitan Washington Council of Governments Board of Directors and its policy committees. These procedures do not apply to informal public meetings held to elicit the viewpoints of individuals and organizations in the process of formulating policies and programs.

6.01 Determination to Hold Hearings

Except when otherwise required by law or regulation, the decision to conduct a hearing shall be made by the Board of Directors. In making such determination, the amount of public interest shown in and pertinent information to be gained from a hearing shall be taken into consideration.

6.02 Hearing Notice

A notice of each hearing shall be published at least 14 (fourteen) days prior to the hearing in a newspaper of general circulation in the area affected by the hearing. The notice should be of display type and must state the date, time, place, subject of the hearing, any constraints on statements, telephone number and location at which to sign up to testify and to pick up available background material. Notice of the hearing will be placed on the COG website. In addition, notice will be mailed

to all individuals and organizations on the mailing list of the Board or committees conducting the hearing.

6.03 Location and Time

In determining the locations and times for hearings, consideration shall be given to easing travel hardship and to facilitating attendance and testimony by a cross section of interested or affected persons and organizations. The location for each hearing shall be in at least one place in the District of Columbia, Northern Virginia and suburban Maryland. Accessibility of hearing sites by public transportation shall be considered.

6.04 Availability of Documents to Public

Reports, documents, and data to be discussed at the hearing shall be available to the public for not less than 10 (ten) days prior to the hearing.

6.05 Scheduling of Witnesses

Individuals may telephone, visit the COG office, or request in writing to be placed on the witness list. Witnesses shall be scheduled in advance when necessary to ensure maximum participation and appropriate allotment of time for testimony. The general time limit on presentation shall be five minutes for individuals and ten minutes for organizations. Governmental representatives who are to testify shall be placed at the beginning of the witness list.

A person who wishes to testify may sign up for himself/herself only and not for others, and only one representative per organization can testify. A request to change the sequence of speakers when the appropriate person's name is called may or may not be granted by the Chair.

Written testimony may be submitted in lieu of oral presentations and it shall be made part of the official record. The record may be held open for receipt of testimony at the discretion of the Board or policy committee conducting the hearing.

6.06 Records

A record of the public hearing in form of written transcript or electronic recording shall be available to the public at cost.

7.00 NEWS MEDIA PARTICIPATION

Reasonable seating facilities shall be provided for representatives of news media at all sessions and public meetings, and such representatives are encouraged to attend. Any meeting or legislative session may be briefly recessed for the purpose

of picture taking or ceremonial activities. Time shall be provided at the conclusion of each Council session for questions by media representatives.

8.00 CONSENT AGENDA

Types of Items

The Consent Agenda shall contain items that require Board authorization but are not expected to require discussion. Such items shall include, but not be limited to the following: consultant and third party contracts in furtherance of previously authorized programs by the Board; grant applications and contracts authorized in the Council's budget; routine written reports from policy committees and written status reports; and committee appointments made by the Chair.

8.02 Format

Items on the Consent Agenda shall be listed together under the title Consent Agenda on the monthly Board meeting agenda. All motions listed on the Consent Agenda will be approved as a result of a single motion to approve the Consent Agenda.

8.03 Prerogative of Board Members

Any Board member attending that meeting shall be entitled to have one or more items removed from the Consent Agenda by a request made to the Chair prior to the Board's taking action on the Consent Agenda. In such event, items removed from the Consent Agenda shall be considered after the last agenda item, but before any new items added to the agenda by amendments to the agenda, unless the Board determines by a majority vote to take up such items removed from the Consent Agenda in some other order.

8.04 Removal of Items

Items removed from the Consent Agenda at the request of a Board member shall be dealt with individually and shall follow the regular practice and procedures for discussion and action by the Board.

9.00 RULES OF DECORUM

9.01 Decorum of Members of the Public

The Chair shall maintain order in the Council Chamber. If the Chair determines that the removal of any person other than a member is necessary to maintain order, and after warning the person, he may order the removal of any disorderly person.

10.00 CONFLICT OF INTEREST GUIDELINES

10.01 Purpose and Intent

COG is a nonprofit, tax exempt organization. The COG members view the operations of COG as a public trust, which is subject to scrutiny by and accountable to such governmental authorities, as well as to the IRS. Maintenance of its tax exempt status is important both for public support and for its continued financial stability.

Consequently, there is a fiduciary duty among COG, its Board of Directors ("Board"), officers, management and employees. All have the responsibility of administering the affairs of COG honestly and prudently, and of exercising their best care, skill and judgment for the sole benefit of COG and its members. Therefore, members, officers, management and employees shall exercise good faith in all transactions involved in their COG duties. They shall not use their positions with COG, or confidential or proprietary knowledge gained therefrom, for their personal benefit.

10.02 Handling Conflicts of Interest on Matters Coming Before the Board

It is the duty of each Board member to disclose any conflict of interest ("conflict") that he or she has with an issue, matter or transaction ("transactions") coming before the Board, both in writing and verbally, at the meeting of the Board. After identifying the transaction with respect to which a conflict exists, the member shall withdraw from any further involvement in that transaction.

For purposes of COG transactions, a conflict of interest exists for a member when that member would have a conflict or personal interest under the conflict of interests laws or policies of the entity which he or she represents on the Board, as if the same transaction were before that jurisdiction.

A member, who is uncertain as to whether he or she may have a conflict, should ask the General Counsel for an opinion. If requested, the General Counsel shall issue a written opinion stating the basis for the opinion, and the opinion shall be presumed to be correct. The General Counsel shall advise the Chair of the Board, the President and the Executive Director of each opinion issued. The opinion may be relied upon by the member unless challenged by another member at the time of the transaction, in which case the final decision as to whether a conflict exists shall be made by the other Board members. Copies of all opinions shall be retained by the Executive Director, and made available to the Board upon request.

The minutes of the meeting shall reflect that the disclosure was made and whether the person making the disclosure thereafter withdrew from further involvement in the transaction.

10.03 Prohibition of Other Conflicts

In addition to the foregoing, a member shall not:

- a) Use for his or her own economic benefit, or that of another party, information acquired by reason of his or her position as a member, which is proprietary or confidential or otherwise not generally known to the public.
- b) Accept any service, money or thing of value from any person or organization that would tend to impair his or her impartiality and independence of judgment in the performance of his or her duties as a member.

10.04 Applicability to COG Officers, Committees and Other COG Entities

The responsibilities set forth in this section shall also apply to COG officers, members of COG Committees and other COG Entities, and the same procedures followed.

COG Human Resources policy will include consistent provisions with respect to staff.

10.05 Notice to Members

New members shall be given a copy of this policy by the Executive Director and specifically asked to read it.

Metropolitan Washington Council of Governments

Work Program & Budget

Fiscal Year 2015

APPROVED JANUARY 8, 2014



METROPOLITAN WASHINGTON
Council of Governments

Metropolitan Washington Council of Governments (COG)
Fiscal Year 2015 Work Program and Budget: Executive Summary

COG's FY 2015 (July 1, 2014 – June 30, 2015) Work Program and Budget is focused on taking the *Region Forward* vision and *Economy Forward* plan to the next level, which will improve the quality of life for all area residents and strengthen metropolitan Washington's competitiveness. To make this happen, the Council of Governments will build on its sound historic foundation and advance innovative programs.

The work program maintains core priorities that are critical to meeting goals in *Region Forward*. These include regional transportation planning, cooperative forecasting, human services, housing, public safety, health, and environmental programs. To enhance its member services, COG is taking several steps, such as expanding the Cooperative Purchasing Program, which saves participants time and money through volume buying, COG's purchasing rider, and a clearinghouse that features local government solicitations. COG will also focus on implementing new regional shared service initiatives. These initiatives would create joint contracts or other arrangements to provide government services, such as stormwater management programs that could include construction, maintenance, monitoring and outreach.

In FY 2015, COG will also continue advancing projects highlighted in the *Economy Forward* economic competitiveness plan, such as the *Regional Transportation Priorities Plan* and *Activity Centers Strategic Development Plan*. The *Priorities Plan* identifies strategies to address the region's major transportation challenges, while the *Activity Centers Plan* offers strategies focused on areas like housing and development that are tailored to different types of Centers.

Several exciting, new programs will be made possible by leveraging membership contributions and developing new strategic partnerships in programs that have traditionally been financed largely by local funds. For example, the work program calls attention to new work in economic analysis and forecasting, solar energy procurement, and regional housing issues. Special health initiatives exploring topics like aging and mental health will be supported by partnerships with foundations. In addition, COG will integrate into its work program the National Capital Region Homeland Security Program Management Office (PMO)—a new entity supporting local, state and federal partners that will draw on COG's success in supporting homeland security planning and meet evolving regional needs.

The initiatives described in this work program are focused on providing increased value to its member governments and the region as a whole. Through our committees and partnerships, COG serves as the go-to, forward looking organization bringing leaders and stakeholders together to tackle the region's biggest shared challenges. As a hub of information, COG provides authoritative data, expert analysis, strategies and plans to help decision-makers collaborate regionally while supporting local needs and priorities.

The following are highlights from each of COG's departments and administration. Each program falls within and directly supports progress toward achievement of COG's *Region Forward* vision. A full account of COG's continuing work and new activities for FY 2015 can be found in the full report.

Transportation and Commuter Connections

- Support the implementation of the Transportation Planning Board's *Regional Transportation Priorities Plan*. The plan identifies strategies, both funded and unfunded, that offer the greatest potential contributions to addressing regional transportation challenges. TPB will lead efforts to incorporate those strategies into the annual update of the Constrained Long Range Transportation Plan (CLRP) in the form of specific programs and projects.
- Begin to implement, in partnership with the state Departments of Transportation (DOTs) and public transportation providers in the region, a performance-based approach to transportation decision-making. This is required by MAP-21, the recently established federal transportation legislation, and specified by USDOT regulations to be finalized in 2015.
- Promote Commuter Connections' 40th year anniversary of helping area residents try alternatives to driving alone to work through marketing and other opportunities to showcase the program's products and services.

Community Planning and Services

- Work with the Region Forward Coalition to identify ways to implement the findings and recommendations of the *Activity Centers Strategic Development Plan*. The plan offers strategies to local governments, developers, transit agencies, philanthropists, and other groups to help them guide planning and investment decisions into Activity Centers.
- Continue work begun in FY 2014 to address the needs for workforce housing throughout the region as identified in the George Mason University economic, occupational and workforce housing demand study.
- Work with new partner(s) to continue services for some of the area's most vulnerable residents once long-time funding partner Freddie Mac Foundation completes its activities.

Public Safety, Health and Homeland Security

- Support new Homeland Security Program Management Office (PMO) to provide professional and technical support to the National Capital Region for implementation of the Urban Areas Security Initiative (UASI) and other homeland security initiatives.
- Continue support for the Regional Incident Communications and Coordination System (RICCS) and Regional Incident Coordination (RIC) situational awareness program to facilitate rapid and secure communication among regional officials before and during emergencies.

- Continue building partnerships with foundations to support new health initiatives exploring topics like aging and mental health.

Environmental Programs

- Accelerate collaboration with member governments and area utilities to educate officials and the public about the challenges of updating, maintaining and funding critical water infrastructure to support wastewater, stormwater, and drinking systems, identify best practices and regional value-added services and support to assist members and utilities;
- Support the region in making significant, measurable progress on major initiatives within COG’s 2013-2016 Climate and Energy Action Plan with focus on local government participation in the Rooftop Solar challenge, implementation of a green cooperative purchasing program, and expanded implementation of electric vehicle infrastructure.
- Prepare a new progress plan for the Metropolitan Washington Air Quality Committee to help the region attain the 2008 federal ozone standard.

Administrative & Member Services

- Expand participation in the Cooperative Purchasing Program, which saves members time and money through volume buying, COG’s purchasing rider and a clearinghouse that features local government solicitations. Expand program to include regional procurement and shared service initiatives identified by the Board and members in 2014.
- Continue enhancements of association management software platform and new website. COG will also perform the end-of-life replacement of key technology infrastructure components;
- Continue supporting the Institute for Regional Excellence (IRE), in partnership with George Washington University, to provide leadership and management training for mid-level and senior local government managers and use the IRE as a “think tank” to evaluate ideas and alternatives for the region that support the *Region Forward* vision.

The majority of program activities are led and supported by the COG’s four program departments. Agency wide support activities frequently lead new policy or program initiatives, or provide the management and administrative support for program activities. This includes member services and government relations, legal support, public affairs and outreach, human resources management, facility and administrative support, finance and accounting, and information and technology management. Funding for these activities is included in COG’s indirect cost allocation plan and supported by program revenue. A limited number of agency-wide program tasks are described in Section 10, Member Services.

FY 2015 by the Numbers

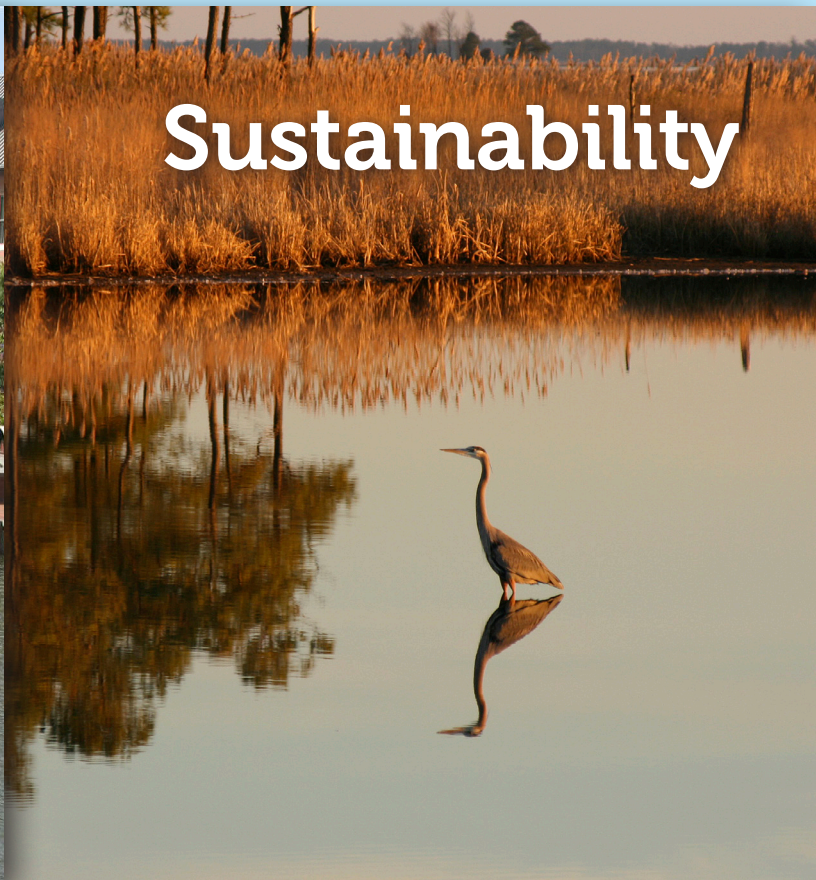
The total FY 2015 budget is submitted at \$27.1 million, a 2.3% increase from \$26.5 million in FY 2014. The proposed FY 2015 General Local Contribution (GLC) assessment increased by approximately \$130,000 compared with FY 2014. The assessment rate increased from \$0.70 in FY 2014 to \$0.71 in FY 2015; however, any increase in membership fees is capped at 5.0 percent. The GLC is highly leveraged (less than 14% of COG's total revenues comes from membership contributions) and in FY 2015 additional initiatives in housing, health, environmental programs as well as membership services will be implemented to further add value to COG's members.

Resources for Transportation Programs make up 66 percent of the total budget, with \$17.6 million in FY 2015, which is similar to the previous year. Community Planning and Services make up 4 percent of the total budget, with \$1.1 million in FY 2015, down from \$1.3 million in FY 2014. This decrease is due to the conclusion of the Capital Area Foreclosure Network. Public Safety and Health Programs make up 10 percent of the total budget, with \$2.8 million in FY 2015, up from \$1.6 million in FY 2014 due to the creation of the National Capital Region Homeland Security Program Management Office (PMO). Environmental Programs make up 18 percent of the budget, with \$5 million in FY 2015, down from \$5.2 million in FY 2014. The Member Services budget makes up 2 percent of the total budget, with about \$670,000 in FY 2015, which is similar to the previous year. COG projects it will have 134 Full Time Equivalent (FTE) staff in FY 2015, an increase from the 132 FTE staff in FY 2014.

Funding from the Urban Areas Security Initiative and other grant sources will support the first full-fiscal year implementation of the Program Management Office. The PMO is designed to support executive level decision making and subject matter experts carry out the strategic priority programs in the NCR Homeland Security Strategic Plan. Creation of the PMO builds on more than 12 years of regional coordination on homeland security and establishes a formal governance structure and supporting staff organization within COG to support local, state and federal governments and stakeholders.



Livability



Sustainability



Accessibility



Prosperity

Metropolitan Washington Council of Governments



2011 Strategic Plan

Region Forward is our Vision. It's a commitment by COG and its 21 member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region.



Livability

Vibrant, safe, and healthy neighborhoods

Make the production, preservation, and distribution of affordable housing a priority...

Healthy communities with greater access to quality health care...

Provide access and delivery of quality social services...

Safe communities for residents and visitors...

Partnerships that manage emergencies, protect the public health, safety, and welfare...



Sustainability

Healthy air, water, and land, abundant renewable energy, a smaller carbon footprint

Maximize protection and enhancement of the Region's environmental resources...

The enhancement of established neighborhoods of differing densities with compact, walkable infill development...

Preservation and enhancement of our Region's open space, green space, and wildlife preserves...

A significant decrease in greenhouse gas emissions...

Efficient public and private use of energy Region-wide, with reliance upon renewable energy and alternative fuels...



Accessibility

Walkable, mixed-use communities with housing and transportation choices

Transit-oriented and mixed-use communities emerging in Regional Activity Centers...

A broad range of public and private transportation choices...

A transportation system that maximizes community connectivity and walkability...

A variety of housing types and choices...



Prosperity

Resilient economy and a pre-eminent knowledge hub

A diversified, stable, and competitive economy...

Minimize economic disparities and enhance the prosperity of each jurisdiction...

Fully recognize and enhance the benefits that accrue to the region as the seat of the National government...

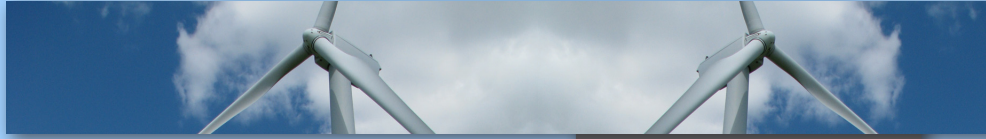
Provide greater access to the best education at all levels...

Make our Region a pre-eminent knowledge hub through educational venues, workforce development, and institutional collaboration...

Visit www.RegionForward.org to learn more about these goals.

COG's Mission is to make **Region Forward** happen by being a discussion forum, expert resource, issue advocate, and catalyst for action.

forum

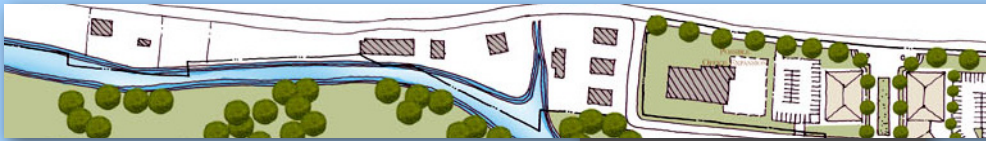


Climate & Energy

COG convenes area governments and other stakeholders to identify, discuss, and resolve critical regional issues.

COG acts as an honest broker and is dedicated to decision-making through fair processes.

resource



Planning
& Forecasting

COG produces information and data for member governments, regional stakeholders, and the public through the recruitment and retention of highly qualified staff.

COG uses traditional and new media to communicate regional issues, trends, information, data, and activities.

advocate



Economic
Development

COG, on behalf of its member governments, advocates before state and federal agencies, state legislatures, and Congress.

COG actively pursues reliable funding sources to support existing programs and new initiatives.

catalyst



Region Forward

COG fosters partnerships to create innovative solutions to emerging regional challenges.

The Metropolitan Washington Council of Governments is a regional organization composed of 21 local governments in the National Capital Region, plus area members of the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives.

Founded in 1957, COG is an independent, nonprofit association supported by financial contributions from its participating local governments, federal and state grants and contracts, and donations from foundations and the private sector.

The COG Strategic Plan was first adopted by the Board of Directors in 1999. It was updated once previously, in 2004.

ADA and Limited English Proficiency (LEP)

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METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Guidelines for Policy Development

Background

Over the last few years, the Council of Governments has become increasingly engaged in, and placed a greater focus on, strengthening its relationship with state and federal officials and the advocacy of regional priorities. The Board has annually adopted policy priorities to focus COG's advocacy efforts in this regard. These positions are grounded in COG's strategic plan and are consistent with the annually adopted Work Program and Budget. We now have the opportunity to more clearly define the parameters that will provide practical guidance to the Board when considering policy action.

Adopted policy positions are based on regional cooperation and present a unified voice on regional issues. One of COG's greatest strengths is the willingness and desire of our very diverse communities to work together, through COG, on issues reflecting our core competencies in transportation, homeland security, economic development and the environment. For the most part, positions are generated from policy committees and support the advancement of our mission: the creation of a more prosperous, accessible, livable and sustainable region. We tend to focus on issues that are specific to our region, or to assert the particular needs we have as a region in a state or federal matter.

Part of COG's success over the years has been due to the constructive review and thoughtful input which its committees have brought to legislative and other issues prior to Board consideration as to whether to take a position. This process will benefit from a more strategic approach as to why, how and when a position is taken.

Guidelines for policy development

To be considered, a policy position should:

1. Adhere to COG's mission of advancing the principles and goals within Region Forward.
2. Fit within COG's core programmatic areas: transportation, human services, public safety, economic development and the environment.
3. Demonstrate COG's ability to influence and effectuate a policy decision.
4. Be regional in nature.
5. Be germane to the National Capital Region.
6. Be in the best interest of COG and its members.



Metropolitan Washington Council of Governments 2014 Legislative Priorities

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS

WHAT IS COG?

COG is the regional council for the metropolitan Washington area with approximately 300 local, state and federal elected officials representing 22 local governments. COG also hosts and supports the National Capital Region Transportation Planning Board, our region's metropolitan planning organization (MPO) and the Metropolitan Washington Air Quality Committee, the tri-state air quality planning organization.

Comprised of small and large, urban and suburban jurisdictions, COG understands well the complexities of regional collaboration. We also know its value. There is strength in numbers. Only by working together can we tackle the complex issues of the day with greater efficiency and effectiveness.

Region Forward is COG's vision. It is a commitment by COG and its 22 member governments to create a more accessible, sustainable, livable and prosperous region. Every level of government has a role to play in achieving this vision. COG's policy priorities and supplementing issue briefs highlight what those roles are and actions necessary to strengthen the economic competitiveness of the National Capital Region and secure a better future for our residents.

COG'S 2014 LEGISLATIVE PRIORITIES

> INCREASED TRANSPORTATION FUNDING



The current structure and levels of federal and state transportation funding are inadequate for addressing pressing needs for system maintenance, new infrastructure, and the increasingly urgent problem of congestion on both roadway and transit systems in the Washington region. Federal and State policy makers need to devote attention to exploring new ways to dedicate increased Metro funding to extend past the current allocated funding expiring in 2020, only 6 years away.

> ENERGY EFFICIENCY & PRODUCTIVITY



Increasing energy productivity – economic output per unit of energy consumed – benefits our economy, environment and security. Improving the region's energy productivity through enhanced access to energy efficiency finance, energy system modernization and sustained investment in innovation is critical to improve the reliability and resilience of our energy system, achieve our environmental goals and promote economic vitality.

> WATER QUALITY PROTECTION



Protecting water quality in metropolitan Washington to achieve the goals of the federal Clean Water and Safe Drinking Water Acts requires that EPA, state regulatory agencies, the state legislatures and United States Congress support actions to: adopt feasible implementation schedules and utilize regulatory flexibility such as integrated planning/permitting solutions in recognition of significant financial impacts on local government and utilities and identify funding and funding mechanisms to support implementation by local governments and utilities.

> WORKFORCE DEVELOPMENT & SUPPORTING LOCAL ECONOMIES



Governments at the federal and state level must support workforce development and provide resources to spur job creation and the continued growth of our local economies. This goal can be achieved through investment in education at all levels, support of Activity Centers as primary locations for job growth, and funding for workforce development education and training, with the common goal of creating jobs to support local economies.

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Metropolitan Washington Council of Governments 2014 Legislative Priority: Increased Funding for Transportation

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND

Recent analysis by the Transportation Planning Board (TPB) underscores one of the most pressing long-term challenges for transportation in metropolitan Washington: the urgent need for additional revenues, both to ensure the region's existing roadway and transit systems are adequately maintained, and to fund increases in capacity to support future population and employment growth.

Metro dedicated funding, which provides \$1.5 billion over ten years from the federal government for Metro's rehabilitation and maintenance, is set to expire in 2020, and there is currently no legislation to extend the measure nor is there a commitment by the states to continue providing 50 percent matching funds. Federal and State policy makers need to devote attention to exploring new ways to dedicate increased metro funding to extend past the current allocated funding expiring in 2020, only 6 years away.

Metropolitan Washington is projected to add more than 1.2 million new residents and 1.1 million new jobs by 2040. The region's already crowded Metrorail cars, buses, and roadways cannot meet the challenge presented by this growth without new resources.

TRANSPORTATION INFRASTRUCTURE INVESTMENT

The current structure and levels of federal transportation funding are inadequate for addressing pressing needs for system maintenance, new infrastructure, and the increasingly urgent problem of congestion on both roadway and transit systems in the Washington region. Federal and State policy makers need to devote attention to exploring new ways to dedicate increased Metro funding to extend past the current allocated funding expiring in 2020, only 6 years away.



REGULATORY & LEGISLATIVE AGENDA

- A substantial increase in federal transportation funding is necessary to address the under-investment in the region's transportation system.
- Federal and State policy makers need to devote attention to re-dedicating and increasing Metro funding to extend past the current allocated funding expiring in 2020, and explore ways to continue metro funding in 6 years.
- Federal transportation policy should provide for increased federal funding over the long-term, with a greater focus on metropolitan congestion and other metropolitan transportation challenges. MAP 21, enacted in July 2012 and a significant milestone in surface transportation legislation, expires in September 2014. While MAP-21 maintains current funding levels, it includes no new revenue sources dedicated to transportation, and provides very limited sub-allocation of funding to metropolitan areas.
- State legislatures need to continue building on the progress made last year and make local transportation funding a priority in 2014.

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Metropolitan Washington Council of Governments

2014 Legislative Priority: Energy Efficiency & Productivity

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



ENERGY EFFICIENCY AND PRODUCTIVITY

Increasing energy productivity – economic output per unit of energy consumed – benefits our economy, environment and security. Improving the region’s energy productivity through enhanced access to energy efficiency finance, energy system modernization and sustained investment in innovation is critical to improve the reliability and resilience of our energy system, achieve our environmental goals and promote economic vitality.



REGULATORY AND LEGISLATIVE AGENDA

- **Improve Access to Energy Efficiency Finance for Homes, Businesses and Communities** - Governments should work with utilities and the private sector to make more capital available, establish financing programs that reduce risk for investors, align renter and owners incentives and improve customer awareness of available financing.
- **Modernizing Our Energy System.**-A modern energy system must effectively deploy clean distributed energy resources and improve access to energy data while providing affordable electricity, grid security and reliability. Government, industry and utilities should work together to develop solutions that encourage cost-effective investments in efficiency, reliability, security and grid resilience.
- **Investing in Innovation** - Energy efficient technologies reduce costs, increasing the productivity of our businesses, creating jobs and accelerating economic growth. Sustained investments in energy efficiency from the research phase to demonstration and deployment are essential to achieve our energy and environmental goals. States should expand existing public-private partnerships and explore new collaborations that strengthen research activities and promote market adoption.

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Metropolitan Washington Council of Governments 2014 Legislative Priority: Energy Efficiency & Productivity

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



IMPROVE ACCESS TO ENERGY EFFICIENCY FINANCE FOR HOMES, BUSINESSES AND COMMUNITIES

Buildings account for about 40% of U.S. energy use. Energy efficient technologies available today could save homes and businesses 30-50% on monthly energy bills, yet only about one-fifth of potential cost-effective energy improvements are made each year.

Accessible finance is critical to enable residents, business owners and communities to make cost-saving energy efficiency improvements. COG encourages state and local governments to explore new finance programs and public-private partnerships that lower up-front costs, make more capital available and provide affordable terms for residents and businesses. Potential solutions include: on-bill financing, property assessed clean energy (PACE) financing, Energy Savings Performance Contracts (ESPCs), a regional infrastructure bank for energy improvements and sustainable community energy planning, and savings-sharing mechanisms to better align customer and utility incentives.

MODERNIZING OUR ENERGY SYSTEM

Demand for clean energy, the growth of distributed generation, and new environmental and security concerns are leading utilities and regulators to explore ways to make the grid more efficient, reliable and secure. Smart meters, demand response programs and time-of-use rates can lead to significant efficiency gains simply by increasing customer information and engagement. Grid-level improvements such as voltage optimization and smart switches can greatly improve reliability and security.

Harnessing the benefits and efficiencies of clean, distributed energy resources and load management will contribute to a robust, resilient and sustainable power system, both regional and national productivity and competitiveness. Renewable, combined heat and power, district energy and microgrid technologies reduce peak load, improve reliability, lower costs and help utilities meet environmental goals.

Monitoring and storage should be used to maximize these benefits and minimize interconnection and variability challenges. If appropriate, regulators should explore alternative regulatory models like decoupling that ensure fair cost recovery for utilities.

INVESTING IN INNOVATION

Investing in clean, efficient and advanced energy technologies will not only help expand the energy technology sector but create spill-over benefits for other industries and make our economy more competitive in the world market. Energy efficient and clean energy technologies, like renewable energy, combined heat and power, smart grids, microgrids, and grid-level advances in transmission, flexible generation and storage will not only accelerate economic growth, but will be critical to solving new reliability, security and environmental challenges.

Energy efficiency promotes local jobs and businesses. National estimates indicate that per million dollars invested, building efficiency improvements will create 20 new full-time jobs, versus 10 created by the energy generation industry. By shifting consumer spending from the energy sector to more employment-intense industries, efficiency improvements have a high return-on-investment: each dollar saved on utility bills has 2.24 times the effect on domestic employment and wages than a dollar spent on utility bills. Combined, the energy productivity gains from investment in financing, grid modernization and innovation could create 1.3 million jobs and save \$327 billion per year by 2030.

Support for basic and applied research, development, demonstration and deployment of new technology is essential to reach our economic and environmental goals. Public investment has been critical to many important innovations in the energy sector. Governments can also help support new technology by offering public facilities as demonstration sites or through collective and bulk purchasing programs.

For more information about COG, this Energy Efficiency & Productivity Legislative Priority, or any other of COG's Legislative Priorities, please contact Monica Beyrouti, COG's Member Services Associate at 202.962.3212 or mbeyrouti@mwkog.org

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Metropolitan Washington Council of Governments

2014 Legislative Priority: Water Quality Protection

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND

Local jurisdictions' best management practices will also be shaped by goals within the new Bay Agreement, expected to be signed in spring of 2014, and measured by milestones reached as we approach the 2017 mid-point to the Chesapeake Bay TMDL implementation. Many jurisdictions in the region will also be receiving their "next generation" of stormwater permits in 2014 with more stringent requirements.

A major challenge is controlling the pollution that occurs during wet weather; which includes stormwater runoff, flows from combined sewer and stormwater systems in several parts of the region, and even leaks and overflows from sanitary sewers. In the case of stormwater runoff, the challenge is complicated by the need to address runoff from existing developed areas, many of which were built without the "best management practices" for improving water quality that have become commonplace – but only since the 1980s. Retrofitting stormwater pollutant controls into older developed areas is inherently complex, time consuming and highly expensive. (continued on back)

WATER QUALITY PROTECTION

Protecting water quality in metropolitan Washington to achieve the goals of the federal Clean Water and Safe Drinking Water Acts requires that EPA, state regulatory agencies, the state legislatures and United States Congress support actions to: adopt feasible implementation schedules and utilize regulatory flexibility such as integrated planning/permitting solutions in recognition of significant financial impacts on local government and utilities; and identify funding and funding mechanisms to support implementation by local governments and utilities.



REGULATORY AND LEGISLATIVE AGENDA

- Federal government: Define clear affordability criteria to ensure that local governments and utilities can finance and pay for water infrastructure requirements and advance water quality progress, without unduly burdening ratepayers and taxpayers, and without compromising other critical local programs. Affordability criteria should take into account the cumulative costs for complying with drinking water, wastewater and stormwater regulations, as well as trade-offs between environmental sector costs and other local responsibilities.
- State government: Ensure that the extent and pace of implementation proposed under the new generation of local government stormwater permits (MS4s) is feasible and cost-effective. Continue to apply the "Maximum Extent Practicable" (MEP) standard so that stormwater permits reflect what can reasonably be accomplished within their 5-year permit terms.
- Federal and state government: Use the flexibility inherent in existing regulations and policies, as well as EPA's 'integrated planning/permitting' policy to allow local governments and utilities to prioritize spending on water quality projects. Allow localities to experiment with new technology, such as green infrastructure, and use trading between different sources of pollution to meet permit requirements on a cost-effective basis.
- Federal and state government: Identify funding sources to reestablish historically shared financial commitment and partnership with local governments. Ensure that tax credits and other financial assurances for borrowing are retained. Work with local governments to develop creative mechanisms for shared funding such as infrastructure banking.

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Metropolitan Washington Council of Governments

2014 Legislative Priority: Water Quality Protection

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND (continued)

Because meeting permit requirements is a local responsibility, and because state and federal governments provide little cost-share assistance in the Washington region (as compared to the past), funding has become a major challenge for local governments and utilities. To meet these obligations, they are raising water-based rates and taxes at a rate well above inflation. They are also making new investments in infrastructure at the same time as they are struggling to pay for the maintenance of existing infrastructure.

As a result, conflicts are developing between paying for water quality requirements and funding other necessary local government services. Better use of existing regulatory flexibility and application of integrated permits/planning that allows localities to address their wastewater, stormwater and drinking water needs in an integrated and prioritized manner would help localities meet permit requirements with limited resources. This includes permit implementation schedules that recognize limitations due to affordability and other criteria. Beyond this, additional cost-share funding from state and federal governments would accelerate progress toward reducing pollutant loads.

For more information about COG, this Water Quality Legislative Priority, or any other of COG's Legislative Priorities, please contact Monica Beyrouiti, COG's Member Services Associate at 202.962.3212 or mbeyrouiti@mwcog.org

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Metropolitan Washington Council of Governments 2014 Legislative Priorities: Workforce Development & Supporting Local Economies

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND

As the region's employers adjust to an evolving federal presence, strong growth is still foreseen in sectors such as health care, information technology occupations, and energy efficiency improvements. Health care jobs will be driven both by demographics – the growth, aging and diversity of the region's population – as well as the unique, value-added research for which the region is known, such as in biotechnology and the human genome sciences. In addition, a talented and growing IT sector must build on the skills and technology honed through many years of specialized consulting services to federal agencies, and meet new challenges from rapidly-emerging needs in cybersecurity and biometrics.

President Obama's Skills for America's Future initiative is a new, industry-led initiative focused on sharing workforce development strategies and job training programs to increase job placement and opportunities. Programs and legislation with similar focus will help grow the Capital region and ensure job opportunities and economic success for the region moving forward. (continued on back)

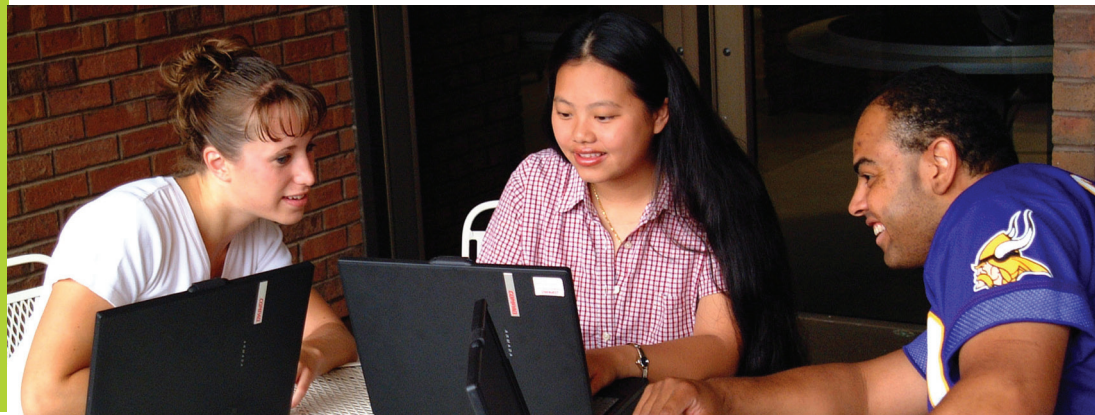
WORKFORCE DEVELOPMENT & SUPPORTING LOCAL ECONOMIES

Governments at the federal and state level must support workforce development and provide resources to spur job creation and the continued growth of our local economies. This goal can be achieved through investment in education at all levels, support of Activity Centers as primary locations for job growth, and funding for workforce development education and training, with the common goal of creating jobs to support local economies.



REGULATORY & LEGISLATIVE AGENDA

- Encourage the executive and legislative branches of Virginia and Maryland to support legislation and programs that fund local job development and more closely align education and job creation.
- Support federal legislation and the Skills for America's Future initiative to focus on workforce development and job creation at the local level.
- Work with local governments to support sound land use planning which focuses employer retention and new job growth in Activity Centers.



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Metropolitan Washington Council of Governments

2014 Legislative Priorities: Workforce Development & Supporting Local Economies

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND (continued)

Partnerships and training through the region's network of world-class colleges and universities is essential for the advanced training to serve a growing economy. In addition, Economy Forward and the Region Forward Coalition both noted the need to strengthen education and training through the region's excellent community colleges to meet current and future demand for jobs that may only require technical certification or an Associate's Degree. Partnerships between COG and the region's many Workforce Investment Councils, as well as with the region's Economic Development Directors, will be essential to ensuring strong economic growth and workforce development.

As called for in Economy Forward – and building on the Board's approval in 2013 of the new Activity Centers map – “Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region” is COG's new initiative to strengthen and enhance Activity Centers throughout metropolitan Washington. Activity Centers—the places that will accommodate much of the region's growth in the coming decades—are a key factor that attracts residents, businesses, and visitors to the area, and are critical to ensuring the region's future competitiveness and success. Incorporating in-depth research on market, physical, and socioeconomic characteristics of the region's Activity Centers, this report presents goals, strategies, and tools to assist local governments and other stakeholders working to create thriving, high-opportunity places. Together with the Transportation Planning Board's Regional Transportation Priorities Plan (RTPP), Place + Opportunity offers an array of tools, strategies and resources to better link land use, transportation and affordable housing.

For more information about COG, these Workforce Development & Local Economy Legislative Priorities, or any other of COG's Legislative Priorities, please contact Monica Beyrouiti COG's Member Services Associate at 202.962.3212 or mbeyrouiti@mwkog.org

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Metropolitan Washington Council of Governments 2014 Board of Directors Work Plan

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS

Key Elements of the 2014 Work Plan

REGIONAL INFRASTRUCTURE

Long-term commitment to capital investment and maintenance of our regional infrastructure is vital to achieve the goals of a prosperous, accessible, livable and sustainable National Capital Region. COG's core competencies as well as a number of the Region Forward goals and targets include a wide range of infrastructure systems including transportation systems, water systems, communications, healthcare, housing, as well as parks & recreation. There are also other infrastructure systems such as education that are critical to our region's future success.

LAND USE & TRANSPORTATION COORDINATION

In the beginning weeks of 2014, the COG Board of Directors and the Transportation Planning Board approved Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region and the Regional Transportation Priorities Plan (RTPP). COG will lead a new outreach effort in the months ahead to present these interconnected plans to its policy boards and committees, member governments and private sector partners.

REGION FORWARD COALITION

In 2013, COG and the Coalition advanced several initiatives that brought together land use and transportation, such as the COG annual retreat, an Economy Forward event at the National Press Club and the completion of Place + Opportunity and the RTPP. In 2014, the COG Board will ask the Coalition to broaden its focus further and weave in other COG core competencies that address Region Forward's goals.

FEBRUARY 12, 2014

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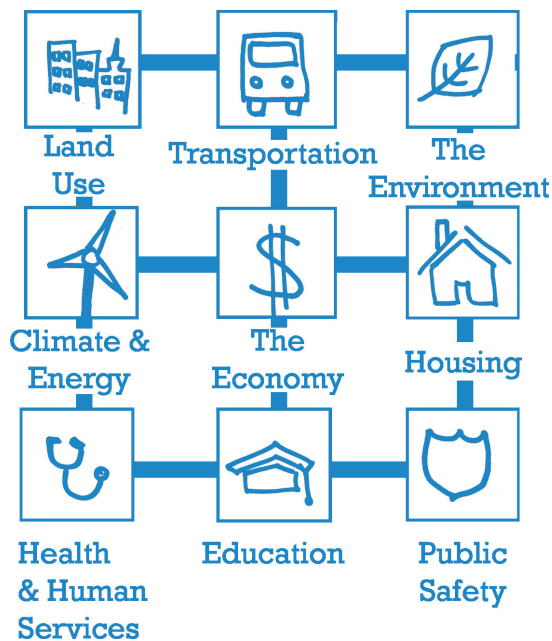
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> REGIONAL INFRASTRUCTURE

Long-term commitment to capital investment and maintenance of our Regional Infrastructure is vital to achieve the goals of a prosperous, accessible, livable and sustainable National Capital Region. COG's core competencies as well as a number of the Region Forward goals and targets include a wide range of infrastructure systems including transportation systems (roads, mass transit, aviation, bicycles, and related systems), water systems (drinking water, wastewater, stormwater), energy (electricity, natural gas, transportation fuels), communications (telephone, internet, emergency response), healthcare (hospitals, medical facilities), housing, as well as parks and recreation. There are also other infrastructure systems such as education that are critical to our region's future success.

Throughout 2014, the Board of Directors and staff will work to highlight the critical importance of investment in our region's infrastructure and work to align COG's infrastructure related programs to help fulfill the goals and targets of Region Forward.

- At each meeting of the Board of Directors there will be a focus on infrastructure. During the first half of 2014, programs directly related to COG's core competencies will be highlighted at Board meetings; this may lead to policy initiatives, guidance and direction that will lead to future policy, as well as a focus on information needed by decision-makers to help make the best informed decisions for their jurisdictions as well as on a regional basis. In the latter half of 2014, emerging or new infrastructure areas will also be discussed by the Board.
- The summer COG retreat will be an opportunity to take a comprehensive look at lessons learned on infrastructure and help define a major fall infrastructure event's goals and outcomes that will engage stakeholders, the media and general public in a conversation on the region's vital infrastructure and the critical needs for investment and maintenance.
- Also to be examined throughout the year will be financing tools such as infrastructure banks, public-private partnerships, and other innovative best practices. Partnerships with other organizations and experts in financing will be utilized to help provide the Board with the most significant strategic information.
- All infrastructure related goals, targets and indicators will be reviewed and specific priorities identified for 2014; most likely areas of focus include transportation as the Regional Transportation Priorities Program is implemented; environmental programs, notably infrastructure related actions required for achievement of Region Forward Chesapeake Bay goals; and other priorities identified by the Board as it considers the range of infrastructure sectors during the year.



INVESTMENT & MAINTENANCE OF OUR INFRASTRUCTURE IS CRITICAL TO OUR REGION FORWARD GOALS & TARGETS

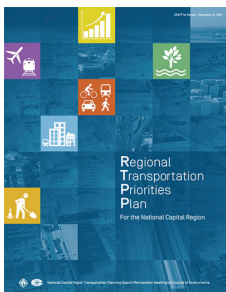
> LAND USE & TRANSPORTATION COORDINATION

In the beginning weeks of 2014, the Council of Governments Board of Directors and the Transportation Planning Board approved Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region and the Regional Transportation Priorities Plan. Together these two plans serve as a roadmap for activity centers and transportation priorities throughout the region. To advance their implementation, COG will lead an outreach effort in the months ahead presenting these interconnected plans to its policy boards and committees, member governments, and private sector partners, such as the Board of Trade and Urban Land Institute. COG will also reach out to Board members and subject matter experts, who can champion these strategies in their local jurisdictions.



- **Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region:**

This report was approved by the COG Board of Directors on January 8, 2014. Place + Opportunity is an initiative to strengthen and enhance Activity Centers throughout metropolitan Washington. Activity Centers – the places that will accommodate much of the region’s growth in the coming decades – attract residents, businesses, and visitors to the area, and are critical to ensuring the region’s future competitiveness and success. The report, carried out by COG, city and county planning directors, and a team of local and national experts, presents a variety of strategies to inform government leaders and stakeholders on planning and development decisions.



- **RTPP: Regional Transportation Priorities Plan:** This plan was approved by the Transportation Planning Board (TPB) on January 15, 2014. The RTPP reflects over a decade of TPB planning activities, including the TPB Vision and Region Forward. The RTPP has been developed to identify regional strategies that offer the greatest potential contributions toward addressing regional challenges, and to support efforts to incorporate those strategies into future updates of the financially Constrained Long-Range Transportation Plan (CLRP). The Plan calls for maintaining the region’s existing system of roadways and transit first, strengthening public confidence and ensuring fairness, and finding better, more efficient ways to move people throughout the region.

> REGION FORWARD COALITION

In 2010, the Council of Governments and its member governments approved Region Forward, our vision for a more prosperous, accessible, livable, and sustainable metropolitan Washington. The COG Board charged the public-private Region Forward Coalition to oversee the implementation of the vision and much of the group’s early work focused on land use and Activity Centers. In 2013, COG and the Coalition advanced several initiatives that brought together land use and transportation, such as the COG annual retreat, an Economy Forward event at the National Press Club, and the completion of Place + Opportunity and the RTPP. In 2014, the COG Board will ask the Coalition to broaden its focus further and weave in other COG core competencies that address Region Forward’s goals.

- **Positioning Region Forward:** Region Forward aligns COG’s many programs, including transportation, the environment, planning, public safety and health, but there are opportunities to better promote our vision. WMATA recently embedded Region Forward into its own strategic plans. COG will build on this example to better engage business, nonprofit, thought leaders, and the media about our vision, goals, and objectives and seek additional key regional partners’ strong support of Region Forward.
- **Strategic Realignment:** Taking Region Forward to the next level will require greater collaboration amongst COG’s departments, policy boards and committees. To foster this collaboration the Board will receive regular briefings that highlight and promote synergies and integration.