

# WORK PROGRAM AND BUDGET

Fiscal Year 2018 (July 1, 2017 – June 30, 2018)

## **WORK PROGRAM AND BUDGET**

Prepared by the Budget and Finance Committee for the COG Board of Directors  
Adopted June 14, 2017

## **ABOUT COG**

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 23 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.

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## **FY 2018 WORK PROGRAM AND BUDGET: EXECUTIVE SUMMARY**

Now celebrating its 60<sup>th</sup> anniversary, COG continues to be the go-to hub and collaborative forum to develop solutions to our region's challenges. COG creates innovative, forward-looking policies, plans, and programs grounded by vital information that enable our 24 member local governments, federal, state government partners, and private and non-profits stakeholders to advance the quality of life for the area's more than 5.4 million residents—a number that is expected to grow by 1.5 million more people between 2015 and 2045.

COG is supported by financial contributions from its member governments, federal and state grants and contracts, and donations from foundations and the private sector. The *FY 2018 Work Program and Budget* (July 1, 2017 – June 30, 2018) focuses on sustaining core programs and enhancing the value of membership at COG. It also highlights various initiatives where COG is demonstrating a cross-cutting approach throughout its subject areas and departments to advance its *Region Forward Vision*, a commitment by COG and its member governments, who together are collaborating to create a more prosperous, accessible, livable, and sustainable metropolitan Washington.

### **A Focus on Core Programs**

The FY 2018 Work Program and Budget ensures another year of the high-quality work member governments have come to expect in COG's core programs in transportation planning, environmental programs, community planning, health and child welfare, homeland security, and public safety. This work supports *Region Forward* as well as local efforts to:

- Promote a well-managed and maintained regional transportation system with a broad range of transportation choices.
- Provide residents with cleaner water, air, and land and embrace energy efficiency and renewable energy use to help meet or exceed federal and state requirements, and local and regional goals.
- Develop regional planning strategies, economic plans, opportunities, and housing options, and support healthy communities.
- Support coordinated planning and emergency response for a safe, secure, and resilient region.

Core programs also include advocacy and membership services, media and public outreach, and human resources that retain and recruit talented staff to support COG's initiatives; legal services, peer networking, and leveraging the expertise of the more than 1,000 members and stakeholders who pass through COG's doors each month.

### **Investing in Membership Value Through Enhanced Cooperative and Consortium Purchasing**

COG's Cooperative purchasing program saves participants time and money through volume buying of goods and services, a clearinghouse of local government solicitations, and a purchasing rider that allows members to piggyback on other members' contracts. This year, members can benefit from exciting new opportunities in the works—such as the creation of a regional water treatment chemical consortium for area water agencies that has the potential to save millions of dollars annually, as well as the purchase of subscriber radios for public safety agencies, and as many as a dozen other regional “consortium” purchases that will be coordinated through COG with participation by

interested local governments, regional agencies, water and sewer authorities, schools, and other organizations.

Of special note for FY 2018 will be the implementation of a “reinvestment fee” for consortium purchases paid by vendors. By directly supporting a cycle of cooperative and consortium purchases supported by the fee, COG will be able to continually enhance member value with the highest value purchase opportunities and directly leverage COG’s program expertise in public safety, the environment, IT, and more. Revenue from the reinvestment fee will broadly support COG’s membership services initiatives thereby diversifying COG’s revenue base and further increase the multiplier benefits of the COG membership dues.

### **Cross-Cutting Program Integration**

Throughout FY 2018, COG will continue to demonstrate integration of key subject areas and coordination amongst COG staff, members, and committees.

For example, COG’s *State of the Region: Human Capital Report*—a product of joint efforts by staff across several COG departments—outlined a plan to diversify and strengthen the region’s economy. Staff will continue to collaborate throughout the year to see elements of the plan through, including efforts to strengthen the region’s workforce and prepare them for the jobs of the future.

Also, COG’s work to continue improving the safety and reliability of the Metrorail system will continue to require collaboration and coordination of COG Public Safety and Transportation officials and staff, WMATA and many others.

Additional examples of program integration include the relationship between transportation planning and environmental/air quality planning, public health protection for drinking water and clean air, and human services and public safety programs that result in big-picture program perspectives and enhanced policies, plans, and best practices.

The programs, partnerships, expert analyses, plans, strategies, and exchange of ideas at COG help its government partners lead more effectively in their home jurisdictions.

A summary of COG’s top accomplishments in FY 2017 and priorities for FY 2018 are highlighted below; department-specific accomplishments and priorities can be found in the individual work program and budget sections in the remainder of the document.

### **Accomplishments for FY 2017**

- *Restoring Metro*: COG’s number one priority during FY 2017 has been helping to restore Metrorail, involving action on various fronts. This included the COG Board forming a Technical Panel of city and county managers and chief financial officers to define WMATA’s long-term capital and maintenance funding needs to fully restore safety and a state of good repair; the associated best alternatives for funding the needs; quantify the economic value of investment in Metro and the consequences of not doing so; coupled with analysis of Metro’s performance metrics. The Board also created a policy level Metro Strategy Group that will guide the region’s approach for implementing the Technical Panel proposals. Additionally, COG served as the facilitator to support the District, Maryland, and Virginia in the creation of an independent Metrorail Safety Commission, and welcomed Metro leaders before the COG Board for various updates.

- *Cooperative Purchasing*: COG worked to ensure that members leverage the value of their membership contribution from the regional cooperative purchasing program. COG awarded several successful contracts saving members millions of dollars annually, including for public safety gear, bottled water, ice melt, gasoline, and diesel fuel. The aggregate estimated savings from cooperative purchasing continues to exceed the total annual membership dues to COG.
- *Economic Competitiveness*: COG released the *State of the Region: Human Capital Report* to provide members and stakeholders with a snapshot of one of the region's greatest assets—its human capital. Following the release of this report, COG connected public and private stakeholders to create an export plan through the Global Cities Initiative. A plan was released calling for the formation of an export council and regionally supported trade services organization. Two analyses of real-time labor market data were released.
- *Opioid Summit*: Recognizing the critical regional challenge to public health and safety, COG convened the Regional Opioid Summit headlined by Mayor Bowser, Governor Hogan, and Governor McAuliffe. The summit brought together over 400 officials from across the tri-state region to focus on prevention and treatment solutions as well as providing best practice policies and information that can be applied immediately to address this high-profile regional issue. The outcomes of the Summit will inform COG's continuing work on this issue in FY 2018.

## Priorities for FY 2018

### Transportation Planning

- *Quadrennial Update of the Constrained Long Range Plan*: In FY 2018, the Transportation Planning Board (TPB) will make its quadrennial update to the region's financially Constrained Long Range Transportation Plan (CLRTP). This federally mandated update involves a reexamination of the region's plans for the continued operations, maintenance, and expansion of its transportation system through 2045.
- *Long Range Plan Task Force*: Responding to concerns that the region's long-range transportation plan does not make sufficient progress in achieving the region's transportation and land use goals, the TPB established the Long Range Plan Task Force. The task force will identify projects, programs and policies that are currently unfunded and unplanned but either individually or collectively have the potential to substantively address the region's long-term congestion, mobility, and accessibility while accommodating the growth the region anticipates.
- *Performance Based Planning and Programming*: The TPB will be engaged in the implementation phase of one of the most significant federal initiatives intended to inform and influence the use of federal transportation funding—Performance Based Planning and Programming. This requires the TPB to develop a set of performance standards in a wide range of topic areas and adopt performance targets. The six goal areas the initiative has identified are: Safety (Highway and Transit), Infrastructure Conditions (Pavements and Bridges), Highway Congestion, System Reliability (Highway and Transit), Freight Movement, and Environmental Sustainability.

### Transportation Operations

- *Metro*: Facilitate the continued implementation of the design and standing up of a Metro Safety Commission, an independent body that will assume safety oversight of Metro, per the agreed upon workplan with the District of Columbia, Maryland, and Virginia, and the Federal Transit

## Administration.

- *Enhanced Mobility*: COG is the designated recipient for the FTA's Enhanced Mobility of Older Adults and Individuals with Disabilities Program which provides matching grants to non-profits and other organizations for specialized transportation. In FY 2018, COG will prepare to issue grant contracts for the third round of Enhanced Mobility grant solicitation.
- *State of the Commute*: Publish the *2016 State of the Commute Survey Report*, which details the latest trends in average commute times and distances, commute satisfaction, factors influencing mode choice, and more.

## Metropolitan Planning & Economic Development

- *Economic Competitiveness*: Building on the success of the *2017 State of the Region: Human Capital Report*, in FY 2018, Community Planning and Services staff will continue collaborative efforts on workforce development with local Workforce Investment Councils, Workforce Investment Boards, and others.
- *Cooperative Forecasts*: Working with the region's Planning Directors and members of their Cooperative Forecasting Subcommittee, COG staff will develop updates to the Round 9.0 Cooperative Forecasts ("Round 9.1") during FY 2018 for use in the Air Quality Conformity Analysis of the TIP and CLRP, and to support other technical work elements of the Transportation Planning Board's Unified Planning Work Program with a planning time horizon of 2045.

## Health Planning & Child Welfare

- *Health Indicators Project*: The Health Officials Committee will release results of the first phase of the Social Determinants of Health project during FY 2018. The project uses a range of demographic and economic data to calculate anticipated life expectancies in neighborhoods throughout metropolitan Washington.

## Homeland Security & Public Safety:

- *WMATA*: As required, support facilitation and other support to WMATA and the region's first responders to improve safety on the Metro system. This includes any assistance in completion of the recommendations from the Metro Underground Communications study and the coordination and administration of the Fire Liaison position contracts. COG also supports communication between first responders and WMATA staff to facilitate planning for emergency response and safety in the underground environment.
- *Transportation Safety*: An increased effort will be given to the collaboration between transportation and public safety entities to improve safety on the roadways. This includes accident management, information sharing, and training opportunities that cross disciplines. The focus will be to identify synergies in operations and capitalize on steps that will create safer roadways for pedestrians, bicycles, vehicles and first responders.
- *Regional Priorities*: In FY 2018, the Homeland Security Executive Committee will prepare the first-ever "Regional Homeland Security and Public Safety Planning Guidance" to inform COG's local governments on the region's priorities for investment in homeland security and public safety critical capabilities to help insure a highly prepared region able to respond and recover from emergencies.



- *UASI*: COG will continue to facilitate the allocation of Urban Area Security Initiative (UASI) funding to support the most critical region priorities; develop a policy for use of UASI funding for sustainment; and continue to administer over \$10 million in federal homeland security and public safety grant funding to advance the region's needs.

#### Water Resources

- *Resiliency*: Start implementing the Water Security plan to improve the resiliency of the region's water supply systems.
- *Wastewater Management*: Implement wastewater and biosolids management projects to support the long-term needs of Blue Plains and other wastewater treatment plants across the region.
- *Water Quality*: Implement monitoring studies, stormwater technology assessments, stream, riparian buffer improvements and other projects to help restore water quality in the Anacostia and other regional watersheds.

#### Environmental Resources

- *Climate and Energy Action*: Partnering with localities across the region, implement new measures from the 2017-2020 Climate and Energy Action Plan.
- *Alternate Fuel Infrastructure*: Expand purchases of electric and other alternate fuel vehicles and infrastructure, while reducing costs, through the Fleets 4 the Future and partnerships with Electrify America and other industry partners.
- *Switcher Project*: Complete additional retrofitting of Union Station switcher locomotives that cut energy use and emissions by half.

#### Air Quality

- *Air Quality*: Obtain designation of the region's attainment of the 2008 ozone pollution standard, provide for new public education activities through Clean Air Partners on air quality challenges and clean air actions people can take, and support local jurisdictions implementing additional measures to further improve air quality and protect the public health.

#### Strategic Initiatives and Member Services

- *Metro*: Focus on ensuring that Metro has the funding it needs to achieve a state of good repair and provide a safe and reliable transportation system, a critical part of the region's future economic success.
- *Cooperative Purchasing*: Continue to enhance the Cooperative Purchasing Program, through savings on cooperative and collaborative procurement of goods and services, administrative savings, saving on training, and saving on joint service delivery for selected services for interested jurisdictions. Implement the reinvestment fee to assure long-term support for COG's cooperative purchasing program and related membership services initiatives, thereby leveraging COG's subject matter expertise and increasing the value of COG's membership dues contributions.

- *Member Services/Government Relations*: Continue to expand and improve our member services to best serve our member jurisdictions elected officials and staff through outreach programs, legislative advocacy at the state and federal level, and partnerships with business community and other non-profit organizations. A specific focus on the federal FY 2018 and FY 2019 budgets are anticipated during COG's FY 2018 program year.

**FY2018 Budget with  
FY2016 and FY2017 Comparisons**

Metropolitan Washington Council of Governments  
 Operations Revenue and Expense  
 FY2018 Budget

ALL PROGRAMS

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Federal revenue	14,118,800	16,252,100	18,835,800
State revenue	6,008,800	5,550,500	6,489,900
Member dues	3,766,200	3,909,600	4,058,200
Regional funds and user fees	2,530,000	2,838,000	2,628,800
Building & investment revenue	866,000	788,700	866,000
Other revenue	3,053,900	1,889,900	2,500,600
<b>Total Operations Revenue</b>	<b>30,343,700</b>	<b>31,228,800</b>	<b>35,379,300</b>
<b>Operations Expense</b>			
Salaries - Direct program	8,060,900	8,844,500	8,940,500
Salaries - Leave benefits	1,672,600	1,812,100	1,749,600
Other employee benefits	2,651,300	2,680,200	2,757,900
Consultants	7,750,900	6,049,900	9,056,600
Other direct program expense	3,881,500	4,227,600	4,275,900
Support services, rent and other allocated expense	7,439,700	7,991,800	8,563,800
Adjust for carryforward of allocated expenses	(439,500)		439,500
<b>Total Operations Expense</b>	<b>31,017,400</b>	<b>31,606,100</b>	<b>35,783,800</b>
<b>Net Surplus (Deficit) From Operations</b>	<b>(673,700)</b>	<b>(377,300)</b>	<b>(404,500)</b>
<b>Use of Prior Year Program Funds</b>	<b>328,900</b>	<b>-</b>	<b>404,500</b>
<b>Change in Undesignated Fund Balance</b>	<b>(344,800)</b>	<b>(377,300)</b>	<b>-</b>
<b>Revenue - All Sources</b>			
Operations	30,343,700	31,228,800	35,379,300
Special Revenue Funds	187,600	118,900	199,700
Subrecipient Pass-Through	36,021,200	13,909,300	25,344,800
Contributed Services	426,600	360,600	307,700
<b>Total COG Revenue Budget - All Sources</b>	<b>66,979,100</b>	<b>45,617,600</b>	<b>61,231,500</b>
<b>Total Revenue &amp; Prior Year Funds</b>	<b>67,652,800</b>	<b>45,994,900</b>	<b>61,636,000</b>

(1) Prior year funds were used to pay expenses in FY16, and will be used to pay expenses in FY2017 and FY2018. Prior year funds are not added to the total revenue figure, as the revenue was recognized in prior years.

**Metropolitan Washington Council of Governments  
Operations Revenue and Expense by Department/Program  
FY2018 Budget**

**1.0 TRANSPORTATION PLANNING**

	Actual FY2016	Budget FY2017	Budget FY2018
<b><u>Operations Revenue</u></b>			
Federal revenue	9,333,400	9,822,200	13,943,800
State revenue	1,704,800	1,697,000	2,278,700
Member dues	1,160,600	1,235,300	1,066,300
Other revenue	542,800	184,900	150,000
<b>Total Operations Revenue</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,438,800</b>
<b><u>Operations Expense</u></b>			
Salaries - Direct program	4,054,500	4,537,500	4,498,800
Salaries - Leave benefits	841,300	929,700	880,400
Other employee benefits	1,333,600	1,375,000	1,387,800
Consultants	2,427,100	1,417,300	5,144,600
Other direct program expense	514,100	577,000	1,326,100
Support services & other allocated expense	3,571,000	4,102,900	4,545,600
<b>Total Operations Expense</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,783,300</b>
<b>Net Surplus (Deficit) From Operations</b>	-	-	<b>(344,500)</b>
<i>Use of prior year program funds</i>			344,500
<b>Change in Undesignated Fund Balance</b>	-	-	-

<b>Revenue - All Sources</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Operations	12,741,600	12,939,400	17,438,800
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
<b>Total Revenue - All Sources</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,438,800</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,783,300</b>
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(1) The UPWP includes a plan to spend FY2016 and FY2017 carryover funds in FY2018. The required match will come from member dues/general fund revenue from FY2016 and FY2017.

Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

2.0 TRANSPORTATION OPERATIONS

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Federal revenue	3,091,600	4,610,800	2,525,800
State revenue	3,320,100	3,048,000	3,416,700
Other revenue	160,500	47,100	
<b>Total Operations Revenue</b>	<b>6,572,200</b>	<b>7,705,900</b>	<b>5,942,500</b>
<b>Operations Expense</b>			
Salaries - Direct program	851,300	887,000	835,200
Salaries - Leave benefits	176,700	181,700	163,400
Other employee benefits	280,000	268,800	257,600
Consultants	2,212,200	3,243,900	1,636,100
Other direct program expense	2,306,300	2,322,500	2,206,300
Support services & other allocated expense	745,700	802,000	843,900
<b>Total Operations Expense</b>	<b>6,572,200</b>	<b>7,705,900</b>	<b>5,942,500</b>
<b>Net Surplus (Deficit) From Operations</b>	-	-	-
<b>Change in Undesignated Fund Balance</b>	-	-	-

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	6,572,200	7,705,900	5,942,500
Special Revenue Funds	111,500	64,500	107,900
Subrecipient Pass-Through	29,545,300	10,453,200	3,612,000
Contributed Services	426,600	360,600	307,700
<b>Total COG Revenue Budget - All Sources</b>	<b>36,655,600</b>	<b>18,584,200</b>	<b>9,970,100</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>36,655,600</b>	<b>18,584,200</b>	<b>9,970,100</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

3.0 METROPOLITAN PLANNING

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Member dues	505,100	447,400	429,700
<b>Total Operations Revenue</b>	<b>505,100</b>	<b>447,400</b>	<b>429,700</b>
<b>Operations Expense</b>			
Salaries - Direct program	161,300	136,700	139,000
Salaries - Leave benefits	33,500	28,000	27,200
Other employee benefits	53,000	41,400	42,900
Consultants	88,600	73,100	53,000
Other direct program expense	26,700	44,600	27,200
Support services & other allocated expense	142,000	123,600	140,400
<b>Total Operations Expense</b>	<b>505,100</b>	<b>447,400</b>	<b>429,700</b>
<b>Net Surplus (Deficit) From Operations</b>	-	-	-
<b>Change in Undesignated Fund Balance</b>	-	-	-

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	505,100	447,400	429,700
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>505,100</b>	<b>447,400</b>	<b>429,700</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>505,100</b>	<b>447,400</b>	<b>429,700</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

4.0 HEALTH PLANNING & CHILD WELFARE

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Member dues	472,100	473,200	446,900
Other revenue	51,000	195,000	50,000
<b>Total Operations Revenue</b>	<b>523,100</b>	<b>668,200</b>	<b>496,900</b>
<b>Operations Expense</b>			
Salaries - Direct program	187,500	268,200	166,100
Salaries - Leave benefits	38,900	55,000	32,500
Other employee benefits	61,700	81,300	51,200
Consultants	25,800	29,600	46,500
Other direct program expense	51,600	82,000	32,800
Support services & other allocated expense	157,600	242,500	167,800
<b>Total Operations Expense</b>	<b>523,100</b>	<b>758,600</b>	<b>496,900</b>
<b>Net Surplus (Deficit) From Operations</b>	-	(90,400)	-
<b>Change in Undesignated Fund Balance</b>	-	(90,400)	-

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	523,100	668,200	496,900
Special Revenue Funds	17,200	21,700	17,200
Subrecipient Pass-Through			
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>540,300</b>	<b>689,900</b>	<b>514,100</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>540,300</b>	<b>780,300</b>	<b>514,100</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

5.0 HOMELAND SECURITY AND PUBLIC SAFETY

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Federal revenue	1,457,900	1,644,100	2,002,100
Member dues	479,300	505,500	549,400
Other revenue	24,500	30,500	39,700
<b>Total Operations Revenue</b>	<b>1,961,700</b>	<b>2,180,100</b>	<b>2,591,200</b>
<b>Operations Expense</b>			
Salaries - Direct program	642,100	836,500	962,300
Salaries - Leave benefits	133,200	171,400	188,300
Other employee benefits	211,200	253,500	296,900
Consultants	27,100	21,700	28,000
Other direct program expense	382,600	207,800	143,400
Support services & other allocated expense	565,500	756,400	972,300
<b>Total Operations Expense</b>	<b>1,961,700</b>	<b>2,247,300</b>	<b>2,591,200</b>
<b>Net Surplus (Deficit) From Operations</b>	-	(67,200)	-
<i>Use of prior year program funds</i>			
<b>Change in Undesignated Fund Balance</b>	-	(67,200)	-

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	1,961,700	2,180,100	2,591,200
Special Revenue Funds	53,300	27,100	69,000
Subrecipient Pass-Through	6,475,900	3,456,100	20,217,100
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>8,490,900</b>	<b>5,663,300</b>	<b>22,877,300</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>8,490,900</b>	<b>5,730,500</b>	<b>22,877,300</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

6.0 WATER RESOURCES

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Federal revenue	64,000	150,000	209,600
State revenue	203,400	173,500	165,900
Member dues	153,400	206,000	215,400
Regional funds and user fees	1,987,200	2,273,500	2,039,000
Other revenue	1,880,200	962,900	1,782,800
<b>Total Operations Revenue</b>	<b>4,288,200</b>	<b>3,765,900</b>	<b>4,412,700</b>
<b>Operations Expense</b>			
Salaries - Direct program	1,063,500	1,165,600	1,169,700
Salaries - Leave benefits	220,700	238,800	228,900
Other employee benefits	349,800	353,200	360,800
Consultants	1,932,800	581,000	1,328,600
Other direct program expense	120,400	373,300	142,800
Support services & other allocated expense	895,300	1,054,000	1,181,900
<b>Total Operations Expense</b>	<b>4,582,500</b>	<b>3,765,900</b>	<b>4,412,700</b>
<b>Net Surplus (Deficit) From Operations</b>	<b>(294,300)</b>	-	-
<i>Use of prior year program funds</i>	<i>294,300</i>		
<b>Change in Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	4,288,200	3,765,900	4,412,700
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>4,288,200</b>	<b>3,765,900</b>	<b>4,412,700</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>4,582,500</b>	<b>3,765,900</b>	<b>4,412,700</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

7.0 ENVIRONMENTAL RESOURCES

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Federal revenue	146,900		129,500
State revenue	170,400		-
Member dues	325,500	386,300	400,900
Regional funds and user fees	542,800	564,500	589,800
Other revenue	112,700	87,500	80,700
<b>Total Operations Revenue</b>	<b>1,298,300</b>	<b>1,038,300</b>	<b>1,200,900</b>
<b>Operations Expense</b>			
Salaries - Direct program	397,200	390,900	399,700
Salaries - Leave benefits	82,400	80,100	78,200
Other employee benefits	130,600	118,500	123,300
Consultants	376,200	45,600	180,700
Other direct program expense	40,600	49,700	45,300
Support services & other allocated expense	318,600	353,500	373,700
<b>Total Operations Expense</b>	<b>1,345,600</b>	<b>1,038,300</b>	<b>1,200,900</b>
<b>Net Surplus (Deficit) From Operations</b>	<b>(47,300)</b>	-	-
<i>Use of prior year program funds</i>	<i>47,300</i>		
<b>Change in Undesignated Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	1,298,300	1,038,300	1,200,900
Special Revenue Funds			
Subrecipient Pass-Through			1,515,700
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>1,298,300</b>	<b>1,038,300</b>	<b>2,716,600</b>

<b>Total Revenue &amp; Prior Year Funds</b>	<b>1,345,600</b>	<b>1,038,300</b>	<b>2,716,600</b>
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Metropolitan Washington Council of Governments  
 Operations Revenue and Expense by Department/Program  
 FY2018 Budget

9.0 STRATEGIC INITIATIVES & MEMBER SERVICES

	Actual FY2016	Budget FY2017	Budget FY2018
<b>Operations Revenue</b>			
Member dues	330,100	376,900	650,500
Building & investment revenue	866,000	788,700	866,000
Other revenue	199,300	312,000	327,400
<b>Total Operations Revenue</b>	<b>1,395,400</b>	<b>1,477,600</b>	<b>1,843,900</b>
<b>Operations Expense</b>			
Salaries - Direct program	485,000	407,700	533,300
Salaries - Leave benefits	100,600	83,500	104,400
Other employee benefits	159,500	123,500	164,500
Consultants	192,600	260,400	211,200
Other direct program expense	380,900	459,200	291,700
Support services & other allocated expense	421,500	363,000	538,800
<b>Total Operations Expense</b>	<b>1,740,100</b>	<b>1,697,300</b>	<b>1,843,900</b>
<b>Net Surplus (Deficit) From Operations</b>	<b>(344,700)</b>	<b>(219,700)</b>	<b>-</b>
<i>Use of prior year program funds</i>			
<b>Change in Undesignated Fund Balance</b>	<b>(344,700)</b>	<b>(219,700)</b>	<b>-</b>

Revenue - All Sources	FY2016	FY2017	FY2018
Operations	1,395,400	1,477,600	1,843,900
Special Revenue Funds	5,600	5,600	5,600
Subrecipient Pass-Through			
Contributed Services			
<b>Total COG Revenue Budget - All Sources</b>	<b>1,401,000</b>	<b>1,483,200</b>	<b>1,849,500</b>

<b>Total Revenue &amp; Additional Resources</b>	<b>1,745,700</b>	<b>1,702,900</b>	<b>1,849,500</b>
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**Metropolitan Washington Council of Governments  
Support Services and Other Allocated Expenses  
FY2018 Budget**

	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>SUPPORT SERVICES</b>			
Finance & Accounting	1,622,600	1,390,400	1,731,500
Information Technology	879,400	810,500	918,900
Human Resources	605,800	623,800	651,100
Executive Office	533,100	592,700	586,800
Communications	347,400	304,600	364,400
Facility Operations	294,700	377,600	309,500
<b>Total support services</b>	<b>4,283,000</b>	<b>4,099,600</b>	<b>4,562,200</b>
<b>OTHER ALLOCATED EXPENSES</b>			
Rent	2,377,700	2,663,700	2,606,500
Depreciation	344,100	471,300	498,400
Equipment & Software	405,700	399,800	419,600
Website	173,000	181,800	179,000
Telephone service	97,000	98,200	100,400
Insurance	74,400	83,000	77,000
Copier expense recovery adjustment	(42,700)		(44,200)
<b>Total other allocated expenses</b>	<b>3,429,200</b>	<b>3,897,800</b>	<b>3,836,700</b>
<b>Total support services &amp; other allocated expenses</b>	<b>7,712,200</b>	<b>7,997,400</b>	<b>8,398,900</b>

Metropolitan Washington Council of Governments  
 Leave, Fringe Benefits, & Total Personnel Expense  
 FY2018 Budget

	FY16 Actual	FY17 Budget	FY18 Budget
<b>LEAVE BENEFITS</b>			
Annual leave	964,771	1,028,800	1,044,100
Holiday leave	456,246	468,900	493,800
Sick leave	421,146	467,600	455,800
Administrative & other leave	123,739	193,300	133,900
<b>Total leave benefits</b>	<b>1,965,902</b>	<b>2,158,600</b>	<b>2,127,600</b>
<b>FRINGE BENEFITS</b>			
Health & disability insurance	1,483,666	1,639,400	1,560,800
Pension contribution	1,200,380	1,331,000	1,299,100
Medicare	168,542	186,700	182,400
Public transportation assistance	188,160	182,500	188,200
Other fringe benefits	57,751	82,100	62,500
<b>Total fringe benefits</b>	<b>3,098,499</b>	<b>3,421,700</b>	<b>3,293,000</b>
<b>Total Leave &amp; Benefit Expense</b>	<b>5,064,401</b>	<b>5,580,300</b>	<b>5,420,600</b>

<b>Total Personnel Expense</b>
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**Salaries**

Direct Program Salaries	8,060,780	8,844,500	8,940,500
Support Service Salaries	1,982,727	1,931,000	2,153,791
Salaries Paid as Leave Benefits	1,965,902	2,158,600	2,127,600
<b>Total salaries</b>	<b>12,009,409</b>	<b>12,934,100</b>	<b>13,221,891</b>
<b>Fringe benefit expense</b>	<b>3,098,499</b>	<b>3,421,700</b>	<b>3,293,000</b>
% of Total Salaries	25.80%	26.45%	24.91%
<b>Total Personnel Expense</b>	<b>15,107,908</b>	<b>16,355,800</b>	<b>16,514,891</b>





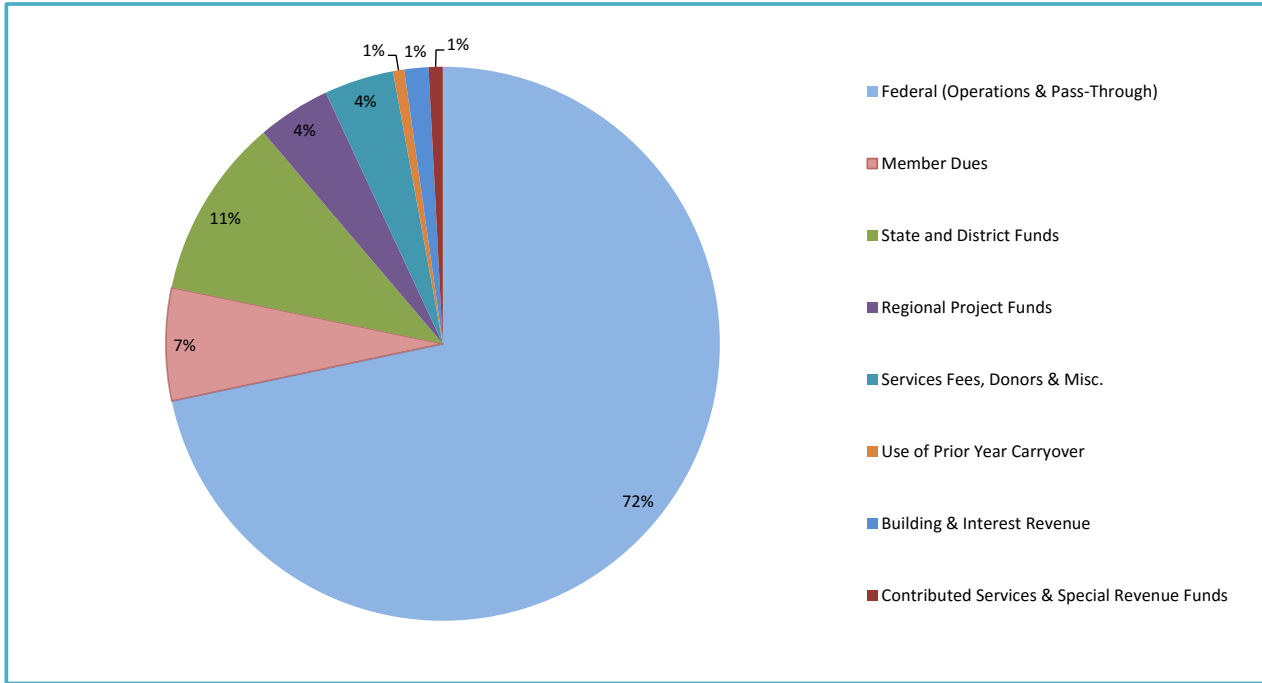
# **FY2018 Revenue Detail and Work Program**

Metropolitan Washington Council of Governments  
 Work Program and Revenue Budget  
 For the fiscal year ending 6/30/2018

<b>REVENUE SUMMARY</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
Member Dues	3,766,200	3,909,600	4,058,200
Bldg & Interest Revenue	866,000	788,700	866,000
Federal Funds	14,118,800	16,252,100	18,835,800
State & District Funds	5,869,700	5,550,500	6,489,900
Regional Water Fund	1,357,300	1,373,500	1,425,200
Regional Environmental Fund	615,500	636,400	658,000
Service Fees, Donors & Misc.	2,862,200	1,679,300	1,962,400
<b>Total Operations Revenue</b>	<b>30,343,700</b>	<b>31,228,800</b>	<b>35,379,300</b>
Pass-through to Subrecipients	36,021,200	13,909,300	25,344,800
Contributed Services	426,600	360,600	307,700
Special Revenue Funds	187,600	118,900	199,700
<b>Total Pass-Through and Other Funds</b>	<b>36,635,400</b>	<b>14,388,800</b>	<b>25,852,200</b>
<b>Total Revenue</b>	<b>66,979,100</b>	<b>45,617,600</b>	<b>61,231,500</b>
<b><u>Other Resources</u></b>			
<i>Use of carryover funds for UPWP match</i>			344,500
<i>Use of prior year general funds</i>	344,800	377,300	
<i>Use of prior year program funds</i>	328,900		60,000
<b>Total Revenue &amp; Other Resources</b>	<b>67,652,800</b>	<b>45,994,900</b>	<b>61,636,000</b>

**Metropolitan Washington Council of Governments  
FY2018 Work Program and Budget**

**Sources of Funding**



Sources of Funding	FY18 Budget	
Federal (Operations & Pass-Through)	44,180,600	72%
Member Dues	4,058,200	7%
State and District Funds	6,489,900	11%
Regional Project Funds	2,628,800	4%
Services Fees, Donors & Misc.	2,500,600	4%
Building & Interest Revenue	866,000	1%
Contributed Services & Special Revenue Funds	507,400	1%
<b>Total Revenue</b>	<b>61,231,500</b>	
Use of Prior Year Carryover	404,500	1%
<b>Total Revenue and Carryover</b>	<b>61,636,000</b>	

Metropolitan Washington Council of Governments  
 Work Program and Revenue Budget  
 For the fiscal year ending 6/30/2018

FY2018 DEPARTMENT & PROGRAM SUMMARY		Operations Revenue	Pass-Through and Other Funds	Total FY2018 Revenue Budget	Use of Prior Yr Carryover	Total FY2018 Revenue & Carryover
1.0	Transportation Planning	17,438,800	-	17,438,800	344,500	17,783,300
2.0	Transportation Operations	5,942,500	4,027,600	9,970,100		9,970,100
3.0	Metropolitan Planning	429,700	-	429,700		429,700
4.0	Health Planning & Child Welfare	496,900	17,200	514,100	-	514,100
5.0	Homeland Security & Public Safety	2,591,200	20,286,100	22,877,300	-	22,877,300
6.0	Water Resources	4,412,700	-	4,412,700		4,412,700
7.0	Environmental Resources	1,200,900	1,515,700	2,716,600		2,716,600
8.0	Air Quality	1,022,700	-	1,022,700	60,000	1,082,700
9.0	Strategic Initiatives & Member Services	1,843,900	5,600	1,849,500	-	1,849,500
<b>Totals</b>		<b>35,379,300</b>	<b>25,852,200</b>	<b>61,231,500</b>	<b>404,500</b>	<b>61,636,000</b>



COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

<b>1.0 Transportation Planning</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
<b>1.10 Unified Planning Work Program (1) (2)</b>			
Federal Funds	8,572,200	9,175,800	13,215,900
State & District Funds	1,071,500	1,147,000	1,321,600
Member Dues	1,071,500	1,147,000	977,000
<b>Total Project Revenue</b>	<b>10,715,200</b>	<b>11,469,800</b>	<b>15,514,500</b>
<i>Use of prior year member dues (3)</i>			<i>344,500</i>
<b>1.20 Street Smart Safety Education Campaign</b>			
State & District Funds	600,000	550,000	550,000
Member Dues	50,100	63,300	56,400
Other	183,300	150,000	150,000
<b>Total Project Revenue</b>	<b>833,400</b>	<b>763,300</b>	<b>756,400</b>
<b>1.30 Transportation Operations Coordination Program (MATOC)</b>			
Federal Funds	410,400	421,400	398,600
<b>Total Project Revenue</b>	<b>410,400</b>	<b>421,400</b>	<b>398,600</b>
<b>1.40 Airport Systems Planning</b>			
Federal Funds	350,800	225,000	329,300
Member Dues	39,000	25,000	32,900
<b>Total Project Revenue</b>	<b>389,800</b>	<b>250,000</b>	<b>362,200</b>
<b>1.50 Biennial Airport Survey, Bike Count, and Other</b>			
State & District Funds	372,800		407,100
Other	20,000	34,900	
<b>Total Project Revenue</b>	<b>392,800</b>	<b>34,900</b>	<b>407,100</b>

<b>1.00 Transportation Planning</b>				<b>% of Revenue</b>	
<b>FY2018 Revenue</b>	Federal Funds	9,333,400	9,822,200	13,943,800	79.96%
<b>Budget</b>	State & District Funds	2,044,300	1,697,000	2,278,700	13.07%
	Member Dues	1,160,600	1,235,300	1,066,300	6.11%
	Other	203,300	184,900	150,000	0.86%
	<b>Total Operations Revenue</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,438,800</b>	
	<i>Use of prior year member dues</i>			<i>344,500</i>	
	<b>Total Revenue &amp; Prior Yr Funds</b>	<b>12,741,600</b>	<b>12,939,400</b>	<b>17,783,300</b>	

(1) The FY2018 budget approved by the TPB for the UPWP is \$16,391,521.  
(2) Funding is included in this program area for Air Quality Planning, Metropolitan Planning, and Public Safety.  
(3) The UPWP will utilize prior year member dues as a match for federal carryover funds, to complete the work plan for FY2018. Prior year member dues are not added to the FY2018 revenue figure, since the revenue was recognized in a prior year.

## **1.0 TRANSPORTATION PLANNING**

COG's Department of Transportation Planning (DTP) provides staff support to the National Capital Region Transportation Planning Board (TPB) as it works to fulfill its role as the federally designated Metropolitan Planning Organization (MPO) for the region. The TPB's activities are governed by federal (U.S. DOT) regulations and requirements and focuses on developing the region's Constrained Long Range Plan (CLRP) and Transportation Improvement Program (TIP) required to secure federal planning and funding approvals for local, regional and state highway, transit and other transportation improvements in the region. Additionally, the TPB serves to coordinate regional transportation planning and programming and provide consensus based policy principles to address the mobility needs of the region balancing it with the socio-economic-environmental goals of the region. The Department also supports COG's transportation initiatives, employing a multi-disciplinary approach with the other COG policy boards and committees and COG programs to promote a regional multi-modal transportation system that is well-managed and maintained and provides for the movement of people and goods safely and efficiently.

Policy Oversight Body: National Capital Region Transportation Planning Board

Lead Staff Directors: Kanti Srikanth, Director Department of Transportation Planning

Lyn Erickson, Plan Development and Program Coordination Director

### **WORK PROGRAM HIGHLIGHTS**

#### **Accomplishments for FY 2017**

- Working with the Department of Community Planning Services, completed the development of COG's Cooperative Forecasts Round 9.0 reflecting the quadrennial update to forecasts of regional Population and Employment.
- Successfully completed the annual amendment to the region's CLRP and TIP with revisions to the regional air quality conformity analyses for the amended Plan and TIP.
- Successfully completed a performance analysis of the CLRP to take stock of the estimated levels of performance of the transportation system over the long term while accommodating the anticipated growth in demand.
- Completed Phase 1 of the Long-Range Plan Task Force's activity documenting the region's list of transportation improvement projects that are currently unfunded and estimating the potential improvement in the system's performance from these projects. This work activity led the TPB to initiate Phase 2 of the Task Force's activities to identify a limited set of unfunded or unplanned projects, programs and policies with the potential to make a substantive improvement in the long-term performance of the region's transportation system.
- Completed phase one of effort to significantly enhance the methodology used to assess the distribution of the impacts of the CLRP on low income and minority populations groups relative to that on other population groups. The TPB's endorsement of this enhanced methodology will assist in develop in quantifying select mobility and accessibility measures in phase two of the analysis.
- Completed the design and pre-test of the region's decennial Household Travel Survey to document the current travel behavior of the region's population.

- Solicited and awarded federal funds in the following programs: (1) about \$5M in FTA's Enhance Mobility program; (2) about \$2.5 under FHWA's Transportation Alternatives programs; and (3) about \$0.4M in TPB's Transportation and Land Use Connections program.
- Implementation of several short-term enhancements to its regional travel demand model as recommended by the Department's strategic plan for the continued development of the Regional Travel Demand model.
- Working with the Department of Environmental Services completed the work activities of the Multi Sector Working group, resulting in the COG board adopting a set of recommended voluntary strategies that member jurisdictions could implement to help reduce the Greenhouse gases in this region.
- Solicit, select and award federal funds under the FTA's Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program for the Washington DC-VA-MD Urbanized Area.

### **Priorities for FY 2018**

#### Long Range Transportation Planning

- Begin the federally mandated quadrennial update of the region's long range transportation plan. This activity will for the first time involve expanding the region's long range plan beyond documenting the funded projects and programs to the unfunded projects and program. The TPB's Long Range Pan Task Force work activities from FY 2016 & 2017 will form the basis for this new element of the plan.
- Develop updated financial plan to reflect current estimates of revenue (from all sources) and expenditure projections, for the period of the CLRP to adequately fund the operations and maintenance (in a state of good repair) of the current transportation infrastructure and for any capacity enhancement of the highway, transit and federally funded non-motorized (bicycle and pedestrian) system within the metropolitan planning area.
- Complete Phase 2 of the Long-Range Pan Task Force's activities to develop a limited set of unfunded multi-modal projects, programs and policies projects with the potential to provide substantive improvement in the performance of the region's transportation system by advancing strategies reflected in the TPB's Vision and Regional Transportation Priorities Plan (RTPP).

#### Performance-Based Planning and Programming

- In coordination with the states and public transportation providers establish a performance-based planning framework for regional transportation decision making for incorporation into development of the region's 2018 CLRP and FY 2019-2024 TIP to ensure that the TIP will contain projects that are consistent with and reflect CLRP investment priorities; demonstrates progress toward achieving transportation system performance targets; links investment priorities to the performance targets; and describes the anticipated effect of the TIP toward achieving the performance targets.
- Enhance documentation of the TIP with additional analysis as a part of the CLRP/TIP brochure and the CLRP web site.



- Provide public access to CLRP and TIP project data through an improved online searchable database and a linked GIS database.

#### Mobile Emissions Planning

- Prepare technical inputs in support of the Long-Range Plan (LRP) scenario analysis. Travel modeling and mobile emissions modeling will be undertaken to explore system expansions, land use alternatives and other policy options as specified by the LRP Task force.
- Support travel demand modeling and mobile emissions modeling in support of SIP planning activities, including the Ozone Maintenance Plan and Redesignation request.

#### Planning Programs

- Compile information and undertake analysis for the development of major components of the regional CMP, including potential application of emerging “big data” sources.
- Address emerging connected and autonomous vehicle technology and shared mobility developments as they relate to regional transportation planning and RTSMO.
- Provide support and coordination for the transportation sector's role in overall regional emergency preparedness planning, in coordination with the COG Regional Emergency Support Function #1 – Emergency Transportation Committee.
- Support engineering, education, enforcement, and emergency medical services strategies to reduce fatalities, serious injuries, and crashes in the National Capital Region.
- Provide opportunities for consideration, coordination, and collaborative enhancement of planning for pedestrian and bicycle safety, facilities, and activities in the region, CLRP, and TIP.
- Evaluate federal rulemaking for the performance-based planning requirements, specifically transit safety and transit state of good repair, including data collection, analysis of the performance measures, forecasting, and setting of targets.
- Address the FAST/MAP-21 requirements related to consideration of freight transport in all aspects of regional transportation planning.
- Provide planning support for the Metropolitan Area Transportation Operations Coordination (MATOC) Program, in conjunction with the MATOC Steering Committee, subcommittees, and partner agencies.

#### Travel Forecasting

- Assist the Long-Range Plan Task Force in its Phase two work activities evaluating a limited set of unfunded projects, program and policies with the potential to substantively improve the long-range performance of the region's transportation system.
- Continue the consultant assisted effort to improve the TPB's travel demand model. Staff will be completing, documenting and testing a new trip-based model that was completed during FY

2017, and will begin compiling data to support an Activity-Based Travel Model for the Washington region.

#### Travel Monitoring and Data Programs

- Complete data collections for the 2017/2018 TPB Regional Household Travel Survey of approximately 15,000 households in the TPB modeled area.
- Analyze and report on changes in regional travel patterns and trends.
- Prepare a technical report summarizing the key findings and changes from previous TPB regional HOV facility monitoring studies.
- Distribute Regional Transportation Clearinghouse Data to TPB participating agencies via a GIS web-based application.

#### Cooperative Forecasting and Transportation Planning Coordination

- Analyze changes in regional economic, demographic and housing trends drawing on the results from the Census American Communities Survey (ACS) and from other available federal, state, local data sources.
- Work with the Cooperative Forecasting Subcommittee and the region's Planning Directors to assess the effects of significant transportation system changes on the Cooperative Forecasting land activity forecasts.
- Map and analyze Cooperative Forecasting growth forecasts in relation to COG Activity Centers and premium transit locations.

#### Public Participation and Human Service Transportation Coordination

- Develop and conduct workshops or events, as needed, to engage the public and community leaders on key regional transportation issues, including challenges reflected in the development of the CLRP, the LRP, the TIP, and the work of the Long-Range Plan Task Force.
- Conduct at least one session of the Community Leadership Institute, a two-day workshop designed to help community activists learn how to get more actively involved in transportation decision making in the Washington region.
- Plan for the next solicitation and selection of projects for Enhanced Mobility funding under FAST.

#### Transportation Alternatives and Land Use Connection (TLC) Programs

- Conduct the selection process for small capital improvement projects using funding sub-allocated to the Washington metropolitan region through the state DOTs from the MAP-21 Transportation Alternatives Program (TAP).
- Offer short-term consultant team technical assistance to local jurisdictions to advance their land use and transportation planning activities.

## TPB Support and Management

- Provide administrative support and financial services for all of the TPB Committees, Subcommittees, Task Forces and Workgroups throughout the year.
- Meet with TPB Board members and participating agency staff to discuss current and emerging regional transportation planning issues.

## Technical Assistance Program

- Work with the three state Transportation Departments and transit agencies to develop and conduct transportation studies that further transportation planning within the three jurisdictions. Similarly work with WMATA and the region's many public transportation agencies to develop and conduct transportation studies that further public transportation services in the region.

## ACTIVITIES AND SERVICES

### 1.10 Unified Planning Work Program

The Unified Planning Work Program (UPWP) is a federally required document that outlines the activities the MPO plans to undertake to meet its federal planning requirements using federal funds made available solely for the purpose. The TPB develops and adopts the UPWP on an annual basis and it is subsequently approved by the Federal Highway Administration and the Federal Transit Administration. During FY 2018 the TPB will work to carry out the continuing, comprehensive and cooperative planning process of metropolitan planning for the National Capital Region as outlined in the approved FY 2018 UPWP. The UPWP also provides technical assistance to the District of Columbia, Maryland, Virginia, and the Washington Metropolitan Area Transit Authority (WMATA) to support corridor, project, and sub-area transportation and land use studies as identified by the respective transportation agency.

### 1.20 Street Smart Safety Education Campaign

Sponsored by COG and the TPB, the Street Smart public awareness and enforcement campaign is aimed at reducing the number of pedestrian and cyclist injuries and deaths in the Washington metropolitan area. The campaign, working with local law enforcement agencies, uses creative radio and television advertising in English and Spanish to reach drivers, pedestrians and cyclists, while targeting them through outdoor and transit advertising on bus shelters and bus sides. A majority of the program's funding is provided by the District of Columbia, Maryland, Virginia, and the Washington Metropolitan Area Transit Authority in federal transportation safety funds with additional contributions from COG member jurisdictions.

### 1.30 Transportation Operations Coordination Program (MATOC)

The Metropolitan Area Transportation Operations Coordination (MATOC) Program is a coordinated partnership between transportation agencies in D.C., Maryland, and Virginia that aims to improve safety and mobility in the region through information sharing, planning, and coordination. This is achieved through the communication of consistent and reliable information that enables operating agencies and the traveling public to make effective and timely decisions. Program goals include improving technological systems for sharing transportation information among agencies involved in

managing regional incidents, enhancing the transportation sector's standard operating procedures and notification practices for incidents, and providing more timely and accurate transportation information to the public during incidents.

#### **1.40 Airport Systems Planning**

This program will continue to collect and use data from regional bi-annual air passenger surveys, along with data from other sources, to prepare forecasts of ground access trips to each of the region's three commercial airports. The program will use these forecasts to update the ground access element of the regional airport system plan.

#### **1.50 Other Technical Services – Contractual**

Under this program DTP staff anticipates assisting the District Department of Transportation collect bicycle counts on selected bicycle facilities throughout the District. This ongoing program will assist the Department monitor, evaluate the performance and plan its Bicycle facilities network for improved mobility and travel options in the City.



**COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018**

<b>2.0 Transportation Operations</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
<b>2.10 Commuter Connections (1)</b>			
Federal Funds	1,968,500	1,851,200	1,704,600
State & District Funds	3,190,500	3,048,000	3,323,000
<b>Total Project Revenue</b>	<b>5,159,000</b>	<b>4,899,200</b>	<b>5,027,600</b>
<b>2.20 Metro Safety</b>			
Federal Funds	419,100	2,222,400	468,300
State & District Funds	129,600		93,700
<b>Total Project Revenue</b>	<b>548,700</b>	<b>2,222,400</b>	<b>562,000</b>
<b>2.30 Enhanced Mobility - Operating Funds</b>			
Federal Funds	383,300	377,200	352,900
Other	160,500		
<b>Total Project Revenue</b>	<b>543,800</b>	<b>377,200</b>	<b>352,900</b>
<b>2.40 Regional Priority Bus Service (TIGER) - Operating Funds</b>			
Federal Funds	320,700	160,000	
<b>Total Project Revenue</b>	<b>320,700</b>	<b>160,000</b>	<b>-</b>

<b>Total</b>	<b>2.00 Transportation Operations</b>			<b>% of Revenue</b>	
<b>FY2018</b>	Member Dues	-	-	-	0.00%
<b>Budget</b>	Federal Funds	3,091,600	4,610,800	2,525,800	42.50%
	State & District Funds	3,320,100	3,048,000	3,416,700	57.50%
	Other	160,500	-	-	0.00%
	<b>Total Operations Revenue</b>	<b>6,572,200</b>	<b>7,658,800</b>	<b>5,942,500</b>	
	Pass-Through and Other Funds (1)	30,083,400	10,925,400	4,027,600	
	<b>Total Revenue</b>	<b>36,655,600</b>	<b>18,584,200</b>	<b>9,970,100</b>	

(1) The FY2018 budget approved by the TPB for the CCWP is \$6,058,032

## **2.0 TRANSPORTATION OPERATIONS**

The Transportation Operations division of the Department of Transportation Planning Department is responsible for implementing a number of programs that assist the region in meeting demands on its transportation infrastructure and targets a wide range of programs and services that assist the general public with mobility options. These include Commuter Connections, facilitating creation of a Metro Safety Commission, enhanced mobility program, regional priority bus services, and the bike-to-work program.

Policy Oversight Body: National Capital Region Transportation Planning Board

Lead Staff Directors: Kanti Srikanth, Director, Department of Transportation Planning  
Nicholas Ramfos, Transportation Operations Programs Director

### **WORK PROGRAM HIGHLIGHTS**

#### **Accomplishments for FY 2017**

- Expanded and promote capabilities of the Commuter Connections mobile app.
- Introduced a dynamic new ridematching mobile app, CarpoolNow.
- Introduced a white paper on a flextime incentive project.
- Completed the State of the Commute Survey Report design for publication.
- Completed and issued the Retention Rate Survey Report.
- Completed and issued the Guaranteed Ride Home survey reports for the metropolitan Washington and Baltimore Regions.
- Completed a regional Bike to Work Day survey of event participants
- Completed an analysis of the Employer Outreach program to determine congestion and air quality impacts.
- Completed a telework survey of employers in Maryland.
- Completed the draft Commuter Connections TERM Analysis Report.
- Applied for the FFY14 SSO and FFY15 grant funds available from the FTA for the Metro Safety Commission (MSC).
- Completed the SSO Compact Legislation to form the MSC.
- Completed the research and analysis of the organizational management components of standing up the MSC.
- Completed TIGER expenditures and project close out by the grant expiration date of September 30, 2016.

- Approximately 12 JARC and New Freedom projects completed in FY2017 totaling \$1,983,587.
- Showcased completed JARC and New Freedom projects.
- Obtained approval from FTA for the Enhanced Mobility Project Management Plan (PMP).
- Implemented the second solicitation grant contracts for Round 2 Enhanced Mobility for 19 projects totaling \$6.7 million dollars.

### **Goals for FY 2018**

- Publish the 2016 State of the Commute Survey Report.
- Complete data collection activities for the Placement Rate Applicant survey.
- Complete the update of the Commuter Connections TERM Analysis Framework Methodology.
- Implement a flextime incentive demonstration project.
- Approximately 6 JARC and New Freedom projects are expected to be complete in FY2018 totaling \$1,956,886.
- Prepare to issue grant contracts as a result of the third round of Enhanced Mobility grant solicitation.
- Facilitate continued implementation of the design and standing up of a Metro Safety Commission per the agreed upon workplan with the three state DOTs and FTA.

## **SUMMARY OF TRANSPORTATION OPERATIONS ACTIVITIES AND SERVICES**

### **2.10 Commuter Connections**

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

### **2.20 Facilitate Establishment of Metro Safety Commission**

The Tri-State Oversight Committee (TOC), with responsibility for overseeing the safety of WMATA Metrorail operations under the regulatory direction of and consistent with FTA requirements, will be reconstituted as the Metro Safety Commission (MSC), an independent legal entity. In the interim, the FTA and member jurisdictions have designated COG as the independent legal entity to serve as the designated recipient of federal State Safety Oversight (SSO) funds to facilitate the establishment of the MSC and to fulfill FTA grant management requirements.

### **2.30 Enhanced Mobility (EM) – Operating Fund**



COG is the designated recipient for the Federal Transit Administration's (FTA's) Enhanced Mobility of Older Adults and Individuals with Disabilities program which provides matching grants to non-profits and other organizations for specialized transportation. COG was also the designated recipient for two former FTA programs: the Job Access Reverse Commute (JARC) and New Freedom programs and will continue to administer those grants until the projects are completed. Most of the Enhanced Mobility funding (\$5.6 million in FY2018) will be passed through to subrecipient organizations. The portion included in the operating budget is for program administration for all three programs.

### **2.50 Bike to Work**

Bike to Work Day is an event designed to entice workers in the region to consider bicycling to and from work as a viable mobility option. The Bike to Work Day Steering Committee which plans the annual event is comprised of state and local governments and bicycling experts in the Greater Washington metropolitan area. Corporate sponsors provide funding for the ordering of event marketing materials such as t-shirts, banners, and advertising.

COG Work Program and Revenue Budget  
 For the fiscal year ending 6/30/2018

<b>3.0 Metropolitan Planning</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
<b>3.10 Housing Opportunities</b>			
Member Dues	181,300	219,500	202,500
<b>Total Revenue</b>	<b>181,300</b>	<b>219,500</b>	<b>202,500</b>
<b>3.20 Regional Planning &amp; Coordination</b>			
Member Dues	323,800	227,900	227,200
<b>Total Revenue</b>	<b>323,800</b>	<b>227,900</b>	<b>227,200</b>

FY2017	3.0 Metropolitan Planning (1)			% of Revenue	
Revenue	Member Dues	505,100	447,400	429,700	100.00%
Budget	Federal Funds	-	-	-	0.00%
	State & District Funds	-	-	-	0.00%
	Other	-	-	-	0.00%
	<b>Total Operations Revenue</b>	<b>505,100</b>	<b>447,400</b>	<b>429,700</b>	

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

### 3.0 METROPOLITAN PLANNING & ECONOMIC DEVELOPMENT

This program advances *Region Forward* by promoting a strong economy, sustainable growth, and livable communities in coordination and collaboration across all COG policy boards and committees as well as COG departments. The program provides analytical tools and timely economic and demographic information to the COG Board of Directors, the Region Forward Coalition, the Planning Directors Technical Advisory Committee (PDTAC), the Housing Directors Advisory Committee (HDAC), and the Homeless Services Planning and Coordinating Committee (HSC). Data and analyses produced by its Cooperative Forecasting program serve as major inputs to much of the work done by the Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), water and sewer flow forecasts, and other state, regional, and local organizations. The program conducts analysis on the region's Activity Centers and provides technical assistance and policy tools to foster strong and vibrant Activity Centers. The program also assists local governments in assessing their own plans and forecasts across multiple sectors—transportation, workforce development, health, and housing—to inform decision-making as well as achieve compliance with federal-level agencies.

Policy Oversight Bodies:           Region Forward Coalition  
  Human Services and Public Safety Policy Committee  
Lead Staff Program Director:   Paul DesJardin, Director, Department of Community Planning & Services

#### WORK PROGRAM HIGHLIGHTS

##### Accomplishments for FY 2017

- Completed work on the *State of the Region: Human Capital Report*.
- Assisted with preparation of the Global Cities Initiative *Greater Washington Market Assessment*, and the *Greater Washington Metro Export Plan*.
- Continued work with the Planning Directors and the General Services Administration to identify Central Business Areas or “CBAs” – priority places in each jurisdiction where federal facilities would be located.
- Completed regional assessment of *2016 Commercial Construction Indicators Report*, including analysis of commercial real estate vacancy rates by jurisdiction, Metrorail station areas, and Activity Centers.
- Supported Planning Directors in efforts to improve Activity Centers using assessments of local tools and best practices contained in *Place + Opportunity* and other sources – examples include local parking requirements and retail space demand.
- Coordinated with GSA and NCR to enhance and support Federal facilities location policies in the NCR, specifically including development of the CBAs.
- Worked to develop Activity Centers interactive web-based mapping tool.
- Worked to develop an economic indicators “dashboard” for the COG website.

- Supported Housing Directors in pursuit of regional housing affordability goals through sharing of best practices and local program analyses.
- Coordinated 17<sup>th</sup> annual regional Point-in-Time count of persons experiencing homelessness.
- Supported efforts to achieve significant reductions in persons experiencing homelessness in the District of Columbia, Montgomery County and Prince George's County, Maryland.
- In partnership with ULI-Washington, funded and executed three Activity Center Technical Assistance Panels located in member jurisdictions.
- Coordinated ongoing workplan as co-convenor for the Housing Leaders Group of Greater Washington.
- Participated as a member of the Council of Economic Development Officials (CEDO) of the Greater Washington Board of Trade
- Advanced COG workforce initiatives by identifying research needs as well as opportunities for partnerships with key regional stakeholders and funding resources from philanthropic organizations.

#### **Priorities for FY 2018**

- Prepare Round 9.1 or equivalent update to the Cooperative Forecast.
- Prepare *2017 Commercial Construction Indicators Report* and *2017 Multi-family Housing Report*.
- Host 2020 Census technical planning work sessions for the Cooperative Forecasting Subcommittee.
- Continue to work with GSA, NCPC, and the Planning Directors on federal impacts and facilities location.
- Convene the Region Forward Coalition.
- To support local planning, continue work with ULI Washington on the Technical Assistance Panels (TAPs) and with the TPB on the Transportation Land Use Connections (TLC) program.
- Coordinate the annual Point-in-Time homelessness enumeration and publish the results.
- Building on the success of the *State of the Region: Human Capital Report*, staff will continue collaborative efforts on workforce development with local WICs, WIBs, and other research teams.
- Further advance COG workforce initiatives by identifying research needs, opportunities for partnerships with key regional stakeholders, and funding resources from philanthropic organizations.

- Support the new TPB Long-Range Plan Task Force through development of alternative land use growth scenarios.
- Support regional initiatives including CEDO, Global Cities.
- Pursue new research and analysis on Activity Centers in cooperation with Department of Transportation Planning

## **ACTIVITIES AND SERVICES**

### **3.10 Housing Opportunities**

This program promotes housing opportunities for all residents of metropolitan Washington. The program also seeks to revitalize neighborhoods and expand housing affordability through sharing of best practices, providing information, local analyses and promoting regional cooperation. Regional cooperation is achieved through multiple strategies across the housing needs spectrum, from supportive housing for the most vulnerable residents through homeownership. The region's Housing Directors will continue its successful in-depth city- and county-focused meetings and site visits throughout the region, which directly inform local policy and practice throughout the metropolitan Washington area. Cross-jurisdictional cooperation is a key factor in the region's ability to respond effectively to people experiencing a housing crisis. COG's Homeless Services Committee coordinates the region's annual Point-in-Time homeless enumeration and provides timely training to prepare for the annual count and report on the results.

### **3.20 Regional Planning and Coordination**

This program supports the Planning Directors Technical Advisory Committee and the Region Forward Coalition, a multi-sector group created by the COG Board of Directors to help the region achieve its goals and targets. The Planning Directors have oversight for local comprehensive plans, zoning and development review. Their discussions and recent work have focused on assessing changing market trends in the absorption of commercial and residential development absorption, office vacancy rates and, more recently, work to assess local parking requirements and pricing within Activity Centers. In addition, the Planning Directors had technical oversight and approval for the Cooperative Forecasts and, more recently, review of the land use scenario assumptions developed for the Greenhouse Gas Multi-Sector Work Group. The Region Forward Coalition is comprised of elected officials and members from the public sector, as well as business, civic, advocacy, and philanthropic representatives. Coalition meetings are the forum for discussion ideas and strategies to address issues such as regional affordable housing needs, economic development and workforce development, and focus planning initiatives such as work to improve the Regional Activity Centers.

### **3.30 Cooperative Forecasting**

Established in 1975, the Cooperative Forecasting program provides the technical inputs for the Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), regional water and sewer flow forecasts, and other state, regional, and local organizations. This program will continue to provide regularly updated population, household, and employment estimates and forecasts for use in local and regional planning activities. Forecasts are developed and reviewed for the COG member jurisdictions, and acquired from surrounding jurisdictions of metropolitan Baltimore and West Virginia counties in the federally-defined MSA. For the Round 9.0

Cooperative Forecasts, COG utilized a new regional econometric model and also extended the forecast horizon to 2045.

### **3.40 Census and Demographic/Economic Analysis**

As the official Census Bureau Co-State Data Center for the Washington region, COG will continue to provide local governments and the public with the access to in-depth data from the Census and the American Communities Survey. Staff will also continue work to expand COG and DCPS economic and demographic research and database capabilities to support Region Forward and more extensive analysis of Activity Centers.

### **3.50 Economic and Workforce Development**

Building on momentum gained through prior participation in the Communities That Work Partnership and preparation of the State of the Region: Human Capital Report, the program will expand to address workforce development needs and opportunities across multiple infrastructure sectors. The program will also seek to support regional competitiveness through support of innovation districts and federal and university lab tech transfer and coordination with GSA on regional facility location policy.



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<b>4.0 Health Planning &amp; Child Welfare</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
<b>4.10 Health Planning Coordination</b>			
Member Dues	269,800	329,100	306,800
Other		75,000	-
<b>Total Project Revenue</b>	<b>269,800</b>	<b>404,100</b>	<b>306,800</b>
<b>4.20 Wednesday's Child</b>			
Member Dues	53,000	-	72,800
Other	51,000	120,000	-
<b>Total Project Revenue</b>	<b>104,000</b>	<b>120,000</b>	<b>72,800</b>
<i>Use of prior year funds (1)</i>		<i>90,400</i>	-
<b>4.30 Child Welfare</b>			
Member Dues	149,300	144,100	67,300
Other			50,000
<b>Total Project Revenue</b>	<b>149,300</b>	<b>144,100</b>	<b>117,300</b>

		<b>4.0 Health and Welfare</b>			<b>% of Revenue</b>
<b>FY2018 Revenue</b>	Member Dues	472,100	473,200	446,900	89.94%
<b>Budget</b>	Federal Funds	-	-	-	0.00%
	State & District Funds	-	-	-	0.00%
	Other	51,000	195,000	50,000	10.06%
	<b>Total Operations Revenue</b>	<b>523,100</b>	<b>668,200</b>	<b>496,900</b>	
	Foster Care Contributions	17,200	21,700	17,200	
	<b>Total Revenue</b>	<b>540,300</b>	<b>689,900</b>	<b>514,100</b>	
	<i>Use of prior year funds (1)</i>		<i>90,400</i>		
	<b>Total Revenue &amp; Prior Yr Funds</b>	<b>540,300</b>	<b>780,300</b>	<b>514,100</b>	

(1) Prior year funds will be used to pay expenses in FY2017. Prior year funds are not added to the total revenue figure, as the revenue was recognized in prior years.



## 4.0 HEALTH PLANNING AND CHILD WELFARE

The health planning program coordinates projects from across the region to enhance the health of the communities within each jurisdiction. Such projects include the Region Forward Health Indicator Report measuring life expectancy and quality of life, enhancing public health workforce development, coordinating communicable disease communication, and the implementation of Health in All Policies within the region.

The child welfare program coordinates, facilitates and supports efforts to promote the well-being of children and youth in the region's 10 foster care systems. COG's Child Welfare Program: 1) promotes adoption of hard-to-place foster children; 2) reduces congregate (group care) placements by coordinating foster parent recruitment/retention activities; 3) provides critical support to local foster children attending college or trade school to improve completion rates; 4) manages funds that benefit children in care; and, 5) facilitates meetings and trainings among the region's child welfare agency directors to improve collaboration, strengthen best practices and resolve issues of mutual interest for the benefit of the children and families in their care.

Policy Oversight Body: Human Services & Public Safety Policy Committee  
Staff Director: Paul Desjardin, Director of Community Planning & Services  
Lead Manager: Jennifer Schitter, Principal Health Planner  
Lead Manager: Surina Amin, Child Welfare Program Manager

### WORK PROGRAM HIGHLIGHTS

#### Accomplishments in FY2017

- Conducted fundraising to diversify funding sources for large events and other major initiatives, such as the Health Indicators Project.
- Convened the Second Annual Regional Latino Health Disparities Conference.
- Recognizing the critical regional challenge to public health and safety, COG convened the Regional Opioid Summit headlined by Mayor Bowser, Governor Hogan and Governor McAuliffe. The summit brought together over 400 officials from across the tri-state region to focus on prevention and treatment solutions as well as providing best practice policies and information that can be applied immediately to address this very high profile regional issue. The outcomes of the Summit will inform COG's continuing work on this issue in FY 2018.
- Hosted first meeting between the Health Officers, Housing Directors, and Homeless Services Committees to discuss the alignment of housing and health.
- Piloted National Network of Public Health Institutes (NNPHI) Training Assessment Tool to identify high quality courses for Systems Thinking and Communicating Persuasively.
- Advance COG health policy goals in support of the members through the Human Services and Public Safety Policy Committee and Health Officials.
- Coordinate emergency response on health events with the Health and Medical Regional Programmatic Working Group and the Homeland Security Program Management Office.

- Work with media partner and development consultant to sustain Wednesday's Child program.
- Coordinate activities to specifically address the unique education and employment needs of youth aging out of foster care.
- Complete the 2017 annual report on Foster Care.
- Continue to facilitate action-oriented meetings, trainings, and regional dialogues on priorities of the Child Welfare Directors, such as: child abuse prevention, finding relative placements, reducing use of congregate care, and recruiting and retaining foster home for older children.
- Develop public and private partnerships to plan the Adoption and Foster Care Expo for the region, an exclusive event to educate the public on foster care and attract adoption homes for local children.

### **Priorities for FY 2018**

- Publish the Health Indicator Project and hold a forum to promote the results.
- Health Officials Committee to hold a Regional Drinking Water Risk Communication Exercise.
- Support advancement of COG health policy goals.
- Coordinate emergency response on health events with the Health and Medical Regional Programmatic Working Group and the Homeland Security Program Management Office.
- Leverage use of COG member dues to attract one or more foundation or partner grants to support regional health program priorities.
- Complete the *Annual Report on Foster Care*.
- As required, work with media partner, other potential funders, and development consultant to sustain Wednesday's Child program.
- Coordinate educational and employment opportunities with public and private partners for students who may be 'aging-out' of foster care, lack support for permanent housing and other needs, and could be at risk for becoming homeless. These activities may include: continuing our Trailblazer scholarship fund, and planning the Youth Emerging Successfully college prep summit.
- Lead regional efforts to attract permanent homes for children in foster care by hosting the Adoption and Foster Care Expo, coordinating Match Parties and Adoption Exchanges, planning PicMe photography sessions, organizing Wednesday's Child, and other regional recruitment efforts.

## **ACTIVITIES AND SERVICES**

### **4.10 Health Planning Coordination**

This program supports the region's Health Officials Committee, Human Services and Public Safety Policy Committee, and all other regional programs with relationships to public health. The work program is focused on achieving and measuring regional progress in meeting health goals and communication information to policy officials and the public. It also insures coordination regarding health related emergency response through coordination with the region's homeland security program, its program management office, water utilities and other health related subject matter topics.

### **4.20 Wednesday's Child**

This program coordinates Wednesday's Child on NBC Washington, which brings awareness of the teenagers, sibling groups, and medically fragile children who are waiting to be adopted. In addition, a "Friends of Wednesday's Child Fund" that is overseen by a review committee to provide financial support for incidental travel costs and other needs.

### **4.30 Child Welfare**

This program facilitates action-oriented meetings and issues dialogues among the Child Welfare Directors and their staffs. The program coordinates regional foster parent recruitment efforts such as the Adoption and Foster Care Expo, maintains an active social media presence conducting outreach to potential foster/adopt parents, plans trainings on emerging issues such as: Housing Opportunities for Youth in Foster Care, and organizes partnerships with local universities to serve youth aging out of foster care.

This program coordinates an annual foster parent video series to recruit and retain outstanding foster parents for children most at risk of aging out of foster care. Foster parents who serve children with special medical needs, large sibling groups, and teenagers are recognized by local elected officials and by the media.

A Fund, which is overseen by an advisory group and coordinated by COG, provides financial support to children in foster care with unmet needs. These needs might include: activities for school-age youth, college tuition, laptops, and textbooks.

The program achieves positive outcomes for children in foster care, creates gap funding so agencies can better serve foster children in their care, provides educational and employment support for students aging out of foster care, and facilitates action-oriented meeting, and events for local Child Welfare Directors and their staff.

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<b>5.0 Homeland Security and Public Safety</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
<b>5.10 Urban Area Security Initiative - Projects &amp; Program Support</b>			
Federal Funds	343,600	160,900	545,900
<b>Total Project Revenue</b>	<b>343,600</b>	<b>160,900</b>	<b>545,900</b>
<b>5.20 NCR Homeland Security &amp; Policy</b>			
Member Dues	149,400	131,200	163,200
Federal Funds	1,114,300	1,409,200	1,456,200
<b>Total Project Revenue</b>	<b>1,263,700</b>	<b>1,540,400</b>	<b>1,619,400</b>
<b>5.30 Public Safety &amp; Health</b>			
Member Dues	202,100	300,400	243,400
Other	22,300	18,000	22,300
<b>Total Project Revenue</b>	<b>224,400</b>	<b>318,400</b>	<b>265,700</b>
<i>Use of prior year funds (1)</i>		<i>67,200</i>	
<b>5.40 RICCS and Web Site Support</b>			
Member Dues	127,800	73,900	142,800
Federal Funds		74,000	
<b>Total Project Revenue</b>	<b>127,800</b>	<b>147,900</b>	<b>142,800</b>
<b>5.50 WMATA Fire Chief Liaison - Operations</b>			
Other	2,200	12,500	17,400
<b>Total Project Revenue</b>	<b>2,200</b>	<b>12,500</b>	<b>17,400</b>

<b>FY2018</b>	<b>5.0 Homeland Security and Public Safety (2)</b>			<b>% of Revenue</b>	
<b>Revenue</b>	Member Dues	479,300	505,500	549,400	21.20%
<b>Budget</b>	Federal Funds	1,457,900	1,644,100	2,002,100	77.27%
	Other	24,500	30,500	39,700	1.53%
	<b>Total Operations Revenue</b>	<b>1,961,700</b>	<b>2,180,100</b>	<b>2,591,200</b>	
	Pass-through and Other Funds (3)	6,529,200	3,483,200	20,286,100	
	<b>Total Revenue</b>	<b>8,490,900</b>	<b>5,663,300</b>	<b>22,877,300</b>	
	<i>Use of prior year funds</i>	-	<i>67,200</i>		
	<b>Total Revenue &amp; Prior Year Funds</b>	<b>8,490,900</b>	<b>5,730,500</b>	<b>22,877,300</b>	

(1) Prior year funds will be used to pay program expenses in FY2017. Prior year funds are not added to the total revenue figure, as the revenue has already been recognized in prior years.

(2) Additional funding for Emergency Preparedness Planning & Coordination is included in the Unified Planning Work Program, Section 1.0 of this budget.

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

## 5.0 HOMELAND SECURITY AND PUBLIC SAFETY

COG's Homeland Security and Public Safety programs support local, state and federal governments, non-profit, academic and private sector partners in promoting safe and secure communities. The program provides coordination and policy support for area law enforcement, fire protection, emergency medical service, and emergency management, along with supporting technical expert subcommittees. Facilitation of regional mutual aid and other public safety agreements, statistical measures of regional progress, and execution and administration of projects that enhance regional and sub-regional capabilities for homeland security are a major focus. Coordination during regional emergencies and weather events, regional emergency exercises and after action reporting is also part of the departments mission.

The department also provides decision support for regional programs including those supported by the urban area security initiative grant program. This support is focused on informing leadership on the current threat picture, regional gaps and unmet needs as defined by the subject matter experts in all disciplines associated with response and recovery and supporting these operations.

Policy Oversight Bodies: National Capital Region Emergency Preparedness Council  
Homeland Security Executive Committee  
Staff Director: Scott Boggs, Managing Director, Homeland Security and Public Safety

### WORK PROGRAM HIGHLIGHTS

#### Accomplishments in FY 2017

- Continued to support the Fire Chiefs, Police Chiefs, Corrections Chiefs, and 9-1-1 Directors in accomplishing their missions to include meeting the needs of citizens, local jurisdictions, and the National Capital Region; continue to maintain the Regional Incident Communications and Coordination System (RICCS) and facilitate rapid and secure communications between regional officials during emergencies to include multiple winter weather conference calls.
- Continued to Facilitate the implementation of the 21 Recommendations from the January 12, 2015 accident on the WMATA Yellow Line identified in the Metro Public Safety Underground Communications Interoperability Study.
- Expanded the fire liaison position at the WMATA Rail Operations Center to coordinate fire and rescue activities to 24 hours per day based on guidance from the Fire Chiefs and WMATA and on the availability of funding.
- Continued to provide financial and procurement management and subject matter expertise where requested in the administration of Urban Area Security Initiative (UASI), FEMA, DHS grants from the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency on behalf of the region.
- Continued to provide programmatic support for the Domestic Nuclear Detection Office, DHS, Securing the Cities initiative, five-year thirty-million-dollar project as requested by the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency.
- Assisting in the regional procurement of subscriber radios to leverage buying power and realize a significant savings to regional partners.

- Facilitated the reorganization of the Senior Policy Group, Homeland Security Executive Committee, and Chief Administrative Officers to become more effective in focusing on regional initiatives. This group now referenced as the Homeland Security Executive Committee (HSEC) has also formed a new Advisory Council of Subject Matter Experts to provide recommendations on matters of Homeland Security and Public Safety. Together these groups will be developing regional planning guidance to address the changing threat picture, gaps in regional capabilities and methods to create sustainable solutions.
- Assisted regional leaders in developing strategic guidance for the FY16 and FY 17 UASI grants with a focus on prioritized capabilities.
- Provide recommendations on the decision-making process for homeland security governance bodies within the NCR, consistent with leaderships' guidance.
- Provide decision support to regional leaders as they engage in discussions on long-term funding for sustainment homeland security projects.
- Increase multi-discipline and multi-jurisdictional coordination on integrated solutions to address homeland security gaps.
- The 9-1-1 Directors will complete the procurement process that will provide a purchasing vehicle for a regional Emergency Services Information Network (ESInet). This will be available to all NCR jurisdictions and will be compatible with currently deployed networks. The new network has a primary reliability requirement of 99.999% availability.
- The 9-1-1 Directors are near completion of a critical component of the NG 9-1-1 deployment. The Geographical Information Systems (GIS) and data have been updated and the accuracy of this information is above 95% in many of the jurisdictions. This foundational step toward the deployment of NG 9-1-1 will be completed in calendar year 2017.
- The 9-1-1 Directors Committee are near the completion of a NG911 Memorandum of Understanding (MOU). This MOU is voluntary and will serve to provide guidance to maintain regional interoperability and enhance resiliency and disaster recovery of critical 9-1-1 capabilities.

### **Priorities for FY 2018**

- Continue to support the Fire Chiefs, Police Chiefs, Corrections Chiefs, and 9-1-1 Directors in successfully accomplishing their missions to include meeting the needs of citizens, their local jurisdictions, and the National Capital Region; continue to maintain the Regional Incident Communications and Coordination System (RICCS) and facilitate rapid and secure communication between regional officials during emergencies to include multiple winter weather conference calls.
- As required, support facilitation and other support to WMATA and the region's first responders to improve safety on the Metro system.
- Seek other opportunities to ensure that the NCR Public Safety community is better prepared to prevent, prepare for, respond to, and recover from emergency situations in the NCR.

- Continue to provide financial and procurement management as well as subject matter expertise where requested in the administration of Urban Area Security Initiative (UASI), FEMA, DHS grants from the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency on behalf of the region.
- Continue to provide programmatic support for the Domestic Nuclear Detection Office, DHS, Securing the Cities initiative, five-year, \$30 million-dollar project, as requested by the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency; and seek other grant opportunities that can contribute to readiness of the National Capital Region to prevent, prepare for, respond to and recover from any emergency.
- Enhance the reporting on the outcomes of UASI projects through the development of project and program overviews that include deliverables and impacts to regional capabilities.
- In coordination with HSEC and its Advisory Council, develop regional-specific capability targets for all homeland security core capabilities.
- Provide support to leadership to revise the NCR Homeland Security Strategic Plan to make it more aligned to emerging threats and the development of capabilities to meet them along with measurable goals and targets to guide implementation.
- In cooperation with the HSEC and its Advisory Council, finalize Regional Planning Guidance and adjust as needed for any change in the threat picture.
- Support and coordinate the development of the regional Threat and Hazard Identification and Risk Assessment (THIRA) in cooperation with regional planners.
- In 2017, the 9-1-1 Directors Committee will begin to enter Phase 3 of NG9-1-1 which will include initial proof of concept implementations of the vendor hosted NG9-1-1 network with a subset of NCR PSAPs to test out and confirm the interoperability of the NG9-1-1 network with existing 9-1-1 operations. As the proof of concept is confirmed, additional plans will be made to transition additional PSAPs from the legacy 9-1-1 network onto the NG9-1-1 network. This will likely be a multi-year effort to transition all NCR jurisdictions onto the new NG9-1-1 network.
- Improve knowledge management of regional initiatives and decisions through more thorough documentation and the development of electronic means to include improved access, resiliency and appropriate content for target audiences.
- Gather and distill information and intelligence on regional gaps, critical unmet needs and capabilities to enhance informed decision making.
- Improve efficiencies by developing capabilities at COG for improved program and project management to support region wide initiatives.
- Improve capabilities to develop framework and template documents for strategic purposes to include Memoranda of Understanding, regional policy and contracts.

## ACTIVITIES AND SERVICES

### 5.10 Urban Area Security Initiative – Projects & Project Management

In support of the region's Urban Area Security Initiative, FEMA, DHS grant program, COG provides financial and procurement management and subject matter expertise where requested in the administration of approximately forty sub-grants from the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Administration on behalf of the region.

### 5.20 Homeland Security and Policy

The support of the Homeland Security Executive Committee is a primary mission and will focus on insuring the group and the supporting subject matter experts are informed and have supporting material for regional decision making. This includes managing information on action items and decisions made at all levels of the regional organization. Regional agreements and policy drafts will also be developed to assist in the efficiency and effectiveness of time commitments.

### 5.30 Public Safety and Health

- Law Enforcement – COG will continue to support Police Chiefs and their technical subcommittees on coordination of law enforcement initiatives; produce the annual Report on Crime and Crime Control, to keep elected officials, other leaders, and residents of the region apprised of issues.
- Fire Services – COG will continue to assist area Fire Chiefs and their technical subcommittees as they collaborate on emergency planning and share resources, investigate new communication technology options for interoperability among first responders, and provide training and support related to local fire operations. This includes ongoing coordination and facilitation assistance regarding Metro safety including communications, training, exercises and related activities.
- Corrections – COG's Corrections Committees work to address increasing concerns about gangs as they relate to corrections facilities, prepare correction facilities for natural disasters, and discuss standards and best practices across the region.
- Unified Regional Snow Emergency Plan - The Managing Director of Homeland Security and Public Safety will continue to maintain and improve working relationships with regional partners and conduct Annual Winter Weather Briefing for the region; continue to provide oversight and participate in the implementation of the Unified Regional Snow Emergency Plan for the area; coordinate with federal, state, and local partners at the end of the winter season to identify enhancements to the Snow Plan; and revise the Plan as necessary to meet the needs of regional partners.

### 5.40 RICCS and Web Site Support

In 2002, COG created the Regional Incident Communications and Coordination System (RICCS) to facilitate rapid and secure communication between regional officials during emergencies. The system, used daily, currently has about 1,500 users in more than 50 groups and delivers more than 1,600 messages per year. Continue to sustain the Everbridge Notification System; review COG/NCR utilization of the capabilities offered by Everbridge; and determine if there are additional capabilities not being utilized by COG that would further enhance RICCS communications within the NCR.



### **5.50 WMATA Fire Chief Liaison – Operations**

Funding for this program provides a fire chief liaison on staff at WMATA to coordinate fire and rescue activities. Most of the FY2017 funding (\$880,740) will be passed through to other agencies to fund personnel. The amount shown in the FY2016 COG budget is for program administration.



COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

6.0 Water Resources	FY16 Actual	FY17 Budget	FY18 Proposed
<b>6.10 Regional Water Resources Management</b>			
Member Dues	29,600	90,000	93,400
Regional Water Fund	1,105,300	1,173,500	1,215,100
Regional Environmental Fund	20,000	20,000	20,000
<b>Total Project Revenue</b>	<b>1,154,900</b>	<b>1,283,500</b>	<b>1,328,500</b>
<i>Use of prior year funds (1)</i>	<i>111,900</i>		
<b>6.20 Drinking Water Quality, Security and Response</b>			
Regional Water Fund	183,000	160,000	166,100
State & District Funds		104,700	118,300
Service Fees, Donors & Misc.	340,000	317,100	358,100
<b>Total Project Revenue</b>	<b>523,000</b>	<b>581,800</b>	<b>642,500</b>
<i>Use of prior year funds (1)</i>	<i>36,300</i>		
<b>6.30 Community Engagement Campaign</b>			
Regional Water Fund	62,600	40,000	41,000
Other	108,600	129,400	169,300
<b>Total Project Revenue</b>	<b>171,200</b>	<b>169,400</b>	<b>210,300</b>
<b>6.40 Regional Agriculture and Forestry Management</b>			
Member Dues	45,400	25,000	31,000
Regional Water Fund			3,000
Regional Environmental Fund	52,700	51,900	48,200
Federal Funds	64,000	100,000	159,600
Other	22,000		112,500
<b>Total Project Revenue</b>	<b>184,100</b>	<b>176,900</b>	<b>354,300</b>
<b>6.50 Anacostia Watershed Restoration Program</b>			
Member Dues	70,300	61,000	61,000
Federal Funds		50,000	
Anacostia Restoration Fund - Local	256,000	254,000	291,700
Anacostia Restoration Fund - State	84,700	84,700	84,600
Service Fees, Donors, & Misc.		50,000	42,300
<b>Total Project Revenue</b>	<b>411,000</b>	<b>499,700</b>	<b>479,600</b>
<i>Use of prior year funds (1)</i>	<i>26,300</i>		

COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

6.0 Water Resources	FY16 Actual	FY17 Budget	FY18 Proposed
<b>6.60 Anacostia Watershed Special Projects</b>			
Member Dues	7,400	30,000	30,000
Federal Funds			50,000
State & District Funds	42,800	68,800	47,600
Service Fees, Donors, & Misc.	751,600	255,800	562,400
<b>Total Project Revenue</b>	<b>801,800</b>	<b>354,600</b>	<b>690,000</b>
<i>Use of prior year funds (1)</i>	<i>29,500</i>		
<b>6.70 Blue Plains User Support</b>			
Blue Plains User Fees	547,300	700,000	707,500
<b>Total Project Revenue</b>	<b>547,300</b>	<b>700,000</b>	<b>707,500</b>
<i>Use of prior year funds (1)</i>	<i>90,300</i>		
<b>6.80 Special Projects</b>			
Member Dues	700		
Regional Water Fund	6,400		
Service Fees	487,800	-	
<b>Total Project Revenue</b>	<b>494,900</b>	-	-

6.0 Water Resources				% of Revenue	
FY2018					
Revenue	Member Dues	153,400	206,000	215,400	4.88%
Budget	Regional Water Fund	1,357,300	1,373,500	1,425,200	32.30%
	Blue Plains User Fees	547,300	700,000	707,500	16.03%
	Anacostia Restoration Fund-Local	256,000	254,000	291,700	6.61%
	Anacostia Restoration Fund-State	84,700	84,700	84,600	1.92%
	Regional Environmental Fund (1)	72,700	71,900	68,200	1.55%
	Federal Funds	64,000	150,000	209,600	4.75%
	State & District Funds	42,800	173,500	165,900	3.76%
	Service Fees, Donors & Other	1,710,000	752,300	1,244,600	28.20%
	<b>Total Operations Revenue</b>	<b>4,288,200</b>	<b>3,765,900</b>	<b>4,412,700</b>	
	<i>Use of prior year funds</i>	<i>294,300</i>	-	-	
	<b>Total Revenue &amp; Prior Yr Funds</b>	<b>4,582,500</b>	<b>3,765,900</b>	<b>4,412,700</b>	

(1) Prior year funds were used to pay program expenses in FY2016. Prior year funds are not added to the total revenue figure, as the revenue has already been recognized in prior years.

(2) See also 8.0 Environmental Resources for additional use of Regional Environmental Funds

## 6.0 WATER RESOURCES

This program continues to advance *Region Forward* sustainability, livability, and prosperity goals by working to address regional wastewater and stormwater efforts to improve water quality and to ensure adequate supply and protection of the region's drinking water supply. Actions are aimed at coordinating regional actions to protect local water quality and that of the Potomac River and Chesapeake Bay; and advocate for water infrastructure support; as well as to promote open spaces parks, forests and preservation of agricultural lands that help protect water quality.

The program also supports place-based work to more quickly restore water quality in the Anacostia River and its tributaries. It also provides technical, policy, and secretariat support for implementation of the 2012 Blue Plains Intermunicipal Agreement (IMA), providing the Blue Plains Wastewater Treatment Plant users with a neutral forum for addressing key issues such as coordinating long-term planning efforts for the Blue Plains Service Area (BPSA); addressing various permit and Chesapeake Bay TMDL issues; managing flows; coordinating joint biosolids research, outreach, and contracting efforts; and conducting monitoring and analysis of billing meters used to allocate costs of treatment at the plant. The program also manages the regional Water Security Workgroup to address water security issues, make recommendations to enhance security resiliency, and facilitate the sharing of information and coordination during emergencies.

Policy Oversight Bodies: Chesapeake Bay and Water Resources Policy Committee  
Blue Plains IMA Regional Committee  
Anacostia Watershed Restoration Partnership Steering Committee

Staff Director: Stephen Walz, Director, Department of Environmental Programs

Water Programs Managers: Tanya Spano, Chief, Regional Water Quality Management  
Steven Bieber, Chief, Urban Watershed Programs & Homeland Security

## WORK PROGRAM HIGHLIGHTS

### Accomplishments in FY 2017

- Supported coordinated actions by member governments and wastewater utilities to improve water quality in the Potomac, Anacostia, and other rivers in the region consistent with improving regional quality of life while meeting permit and Chesapeake Bay Program requirements; and the region's broader environmental and economic objectives. This included addressing how to meet water industry workforce needs; sharing best practices about sustainable wastewater treatment plant operations, nutrient trading, drinking water quality, and climate/flooding; sharing local and regional needs with the Environmental Protection Agency Chesapeake Bay Program, and addressing current issues such as the effect of the changing dynamics of the Conowingo Dam on Chesapeake Bay water quality.
- In multiple settings with EPA/states and in Chesapeake Bay forums: advocated on behalf of COG's members and utilities regarding the region's wastewater plants to implement advanced nutrient reduction technologies; as well as to actively coordinate and support COG's members in addressing challenging stormwater management objectives and permit requirements.
- Managed numerous projects for the Blue Plains IMA Regional Committee that supported and coordinated long-term and emergency planning, coordination of biosolids management activities; Those included: the endorsement of DC Water's Blue Plains Service Area (BPSA) Emergency Operations Plan; managing the BPSA Billing Meter Assessment Study; developing wastewater

flow projections for the BPSA; contracting for the second year of the “Exceptional Quality Biosolids Product for Renovating and Remediating Urban Soils; as well as developing documentation of cost allocations used for major shared use projects.

- Contracted water quality monitoring work in the Potomac and Anacostia Rivers and Rock Creek on behalf of DC Water to support implementation of its Clean Rivers program and meeting permit requirements.
- Coordinated ongoing implementation of the Anacostia Restoration Partnership, including completing numerous watershed monitoring studies, bacterial analysis, new stormwater technology site assessments, and stream and riparian buffer assessments in the watershed.
- Worked to maintain and enhance the region’s green infrastructure through work with the Prince Charitable Trust to develop support for farm market products and distribution, with the Regional Agricultural Workgroup to complete three regional agricultural events with outreach and education materials, and with the Community Forestry Network on forest management practices.
- Provided drinking water services, including monthly water supply and drought monitoring, an annual drought exercises with ICPRB and regional water providers consistent with COG’s Regional Water Supply and Drought Awareness Response Plan, coordinated regional response to events such as a Potomac River contamination event.
- Completed a study to improve the resiliency of the region’s water supply systems, including the identification of engineering alternatives to increase the ability of NCR’s water supply system to withstand regional emergencies. Provided management, technical and operational support for the regional water security monitoring network of biological and chemical monitors to provide for real-time protection of the region’s drinking water supplies.
- Developed a data system tool to house and update regional source water assessment data for the Potomac River and update the source water assessments.
- Worked with the region’s stormwater managers to coordinate on permitting issues in Maryland, develop research priorities, held peer-exchange workshops, expanded cooperation on procurement, and began the creation of a stormwater information exchange network throughout Maryland and northern Virginia.

### **Priorities for FY 2018**

- Partner with, and hold regular exchanges with, various organizations to leverage resources and advance common water resource/water infrastructure goals, including sponsoring dialogue with EPA/states/others on Bay Program & water quality initiatives; advocate for adequate, affordable, & long-term funding streams, & holistic financial affordability assessments and solutions that address multiple water challenges; and provide direct input on the Bay TMDL Mid-Point Assessment technical and policy decisions.
- Evaluate, solicit input from member’s staff, and help shape the technical tools, data and assumptions used by EPA and the states to set targets and measure progress; and to advocate for holistic solutions and achievable goals to improve water quality in the Chesapeake Bay and its tributaries.

- Provide technical support to Blue Plains Users to finalize the BPSA Billing Meter Assessment Study and develop a scope of work for a long-term meter service contract; to update the Operating Agreements of the 2012 IMA; manage biosolids research; and address water quality and Bay TMDL issues, PCB-management plans, and potential regional collaboration as part of the upcoming Blue Plains discharge permit.
- Coordinate the Anacostia Restoration Partnership, including completing numerous watershed monitoring studies, bacterial analysis, new stormwater technology site assessments, and stream and riparian buffer assessments in the watershed.
- Maintain and enhance the region's green infrastructure through support for farm market products and distribution, supporting regional agricultural events with outreach and education materials, and coordinating with the Community Forestry Network on forest management practices.
- Provide drinking water services, including monthly water supply and drought monitoring, an annual drought exercises with ICPRB and regional water providers, consistent with COG's Regional Water Supply and Drought Awareness Response Plan. Coordinate regional messaging and briefings in response to emergency events impacting regional drinking water and wastewater systems.
- Support implementation of recommendations to improve the resiliency of region's water supply systems. Undertake additional regional water supply security and resiliency work to address long-term and chronic risks to the water supply system.
- Provide management, technical, and operational support for the regional water security monitoring network of biological and chemical monitors to provide for real-time protection of the region's drinking water supplies.
- Expand cooperative procurement opportunities for water and wastewater utilities to include things such as water treatment chemicals, fleet vehicles, heavy equipment, IT systems, laboratory equipment, and engineering services.
- Assist regional water utilities with implementation of a source water assessment data system tool to identify potential sources of contamination in the Potomac River basin, prepare for and respond to emergencies, communicate with stakeholders, revise source water protection priorities and investigate potential sources of contamination at new locations.
- Grow market connections and profitability for regional farmers committed to sustainable practices, and increase consumer access to healthy, local food through a Regional Food Systems Value Chain Coordination (VCC) program. This work will provide COG's members with technical assistance on a range of food issues—from food security, to agricultural policy, to market development and distribution, and food waste.
- Continue to coordinate a joint approach to stormwater permitting issues in Maryland and share those lessons-learned with other COG members, provide technical analysis of TMDL accounting issues, and share technical and procurement information among COG's members.

## **ACTIVITIES AND SERVICES**

### **6.10 Regional Water Resources Management**

COG's Regional Water Quality Management Program supports COG's members' commitment to protecting the area's water quality and the condition of its water resources and infrastructure. The program also actively represents the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature. A primary driver of this work is to improve water quality in the Chesapeake Bay watershed to meet the nutrient and sediment pollutant load reductions wastewater treatment and stormwater management efforts that also have significant implications for local waters. COG provides a forum for members to voice their concerns; measure progress; quantify funding needs for water infrastructure and restoration; identify the multiple benefits and cross-media issues (e.g., water jobs, economic, and air quality links); and communicate local successes and challenges.

### **6.20 Drinking Water Quality, Security and Response**

COG works with the regional Water Security Workgroup to address drinking water issues, enhance security, and facilitate the sharing of information and coordination during emergencies. COG maintains the regional Water Supply Emergency Plan, the regional Water Supply and Drought Awareness Response Plan, and the operational plan for the NCR Water/Wastewater Agency Response Network (i.e., utility mutual aid). COG coordinates the technical support and maintenance of an integrated regional water security monitoring and communication network, for intentional events, accidental hazards, or natural disasters.

### **6.30 Community Engagement Campaign**

COG works with area water utilities and local governments on outreach and education addressing water conservation (i.e., Wise Water Use), the value and safety of tap water (i.e., TapIt), and Protect Your Pipes (e.g., do not flush medications, and fats, oils and grease), with a focus on the importance of water infrastructure to the region's public health, environment, as well as economic viability.

### **6.40 Regional Agriculture and Forestry Management**

The program provides for regional forums and the production of maps and materials to maintain the region's natural systems including its waterways, woodlands, wildlife habitats, conservation lands, working farms, and parks. The program maintains a land use database and green infrastructure map and the What Our Region Grows report. The Regional Agricultural Workgroup members support local farmers, and maintain its agriculture network to link farmers, consumers and policymakers via the National Capital Farms website. The program supports a regional Food Value Chain service to link sustainable farmers to the region's food markets.

### **6.50 Anacostia Watershed Restoration Program**

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



### **6.60 Anacostia Watershed Special Projects**

As a service to members in the Anacostia watershed, COG provides technical and professional assistance in addressing a range of issues related to urban stormwater management, stream ecology, fish passage, water quality monitoring, forestry, and watershed GIS analysis. Projects include riparian land restoration, addressing the effectiveness of trash controls, and implementing new natural filtering systems.

### **6.70 Blue Plains Users Support**

The Blue Plains Wastewater Treatment Plant treats approximately half of all wastewater in the region, providing service to 572,000 customers in the District and 1.6 million in portions of Fairfax, Prince Georges, and Montgomery, Loudoun, and Arlington Counties. COG supports implementation of the 2012 Blue Plains Intermunicipal Agreement, providing the Blue Plains Users with a neutral forum for addressing key policy and technical issues. COG also provides specialized technical support to the Blue Plains Users to address wastewater treatment; biosolids management research and outreach; wastewater transmission and metering; water quality modeling; long-term planning and flow management; asset management, and emergency coordination. These efforts support Blue Plains plant discharge permit and TMDL issues.

### **6.80 Special Projects**

COG, under contract to DC Water, conducted water quality monitoring in the Potomac and Anacostia Rivers and Rock Creek to document pre-existing conditions prior to implementation of the DC Water Clean Rivers program. This is part of the long-term effort to improve regional water quality by addressing combined sewer overflows in the District of Columbia. This work has been completed.

COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

7.0 Environmental Resources	FY16 Actual	FY17 Budget	FY18 Proposed
<b>7.10 Regional Environmental Resources Planning</b>			
Member Dues	325,200	386,300	400,900
Regional Environmental Fund	482,700	479,600	432,400
Other	9,000	26,400	
<b>Total Project Revenue</b>	<b>816,900</b>	<b>892,300</b>	<b>833,300</b>
<i>Use of prior year funds (1)</i>	<i>12,300</i>		
<b>7.20 Regional Environmental Special Projects</b>			
Member Dues	300		
Regional Environmental Fund	2,900		32,400
Federal Funds	146,900		129,500
State & District Funds	170,400		
Other	74,000	50,000	35,000
<b>Total Project Revenue</b>	<b>394,500</b>	<b>50,000</b>	<b>196,900</b>
<b>7.30 Recycling &amp; Solid Waste</b>			
Regional Environmental Fund	57,200	84,900	125,000
Other	19,800		35,000
<b>Total Project Revenue</b>	<b>77,000</b>	<b>84,900</b>	<b>160,000</b>
<i>Use of prior year funds (1)</i>	<i>35,000</i>		
<b>7.40 I-95 Landfill Committee</b>			
Other	9,900	11,100	10,700
<b>Total Project Revenue</b>	<b>9,900</b>	<b>11,100</b>	<b>10,700</b>

FY2018	7.0 Environmental Resources			% of Revenue	
Revenue	Member Dues	325,500	386,300	400,900	33.38%
Budget	Regional Environmental Fund (2)	542,800	564,500	589,800	49.11%
	State & District Funds	170,400	-	-	0.00%
	Federal Funds	146,900	-	129,500	10.78%
	Other	112,700	87,500	80,700	6.72%
	<b>Total Operations Revenue</b>	<b>1,298,300</b>	<b>1,038,300</b>	<b>1,200,900</b>	
	Pass-through Funds (2)	-	-	1,515,700	
	<b>Total Revenue</b>	<b>1,298,300</b>	<b>1,038,300</b>	<b>2,716,600</b>	
	<i>Use of prior year funds</i>	<i>47,300</i>	-	-	
	<b>Total Revenue and Prior Year Funds</b>	<b>1,345,600</b>	<b>1,038,300</b>	<b>2,716,600</b>	

(1) Prior year funds were used to pay program expenses in FY2016. Prior year funds are not added to the total revenue figure, as the revenue has already been recognized in prior years.

(2) See also 6.0 Water Resources for additional use of Regional Environmental Funds

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

## 7.0 ENVIRONMENTAL RESOURCES

This program advances regional environmental and sustainability goals in the areas of energy conservation, renewable energy development, climate change, energy efficient communities, green building, sustainable development, resiliency planning, environmental justice, alternative fuels, and recycling. The region's climate change initiative is tying together the work of COG's environmental resources, air, and water quality programs as well as transportation, land use, and other areas.

Special projects managed by the Department of Environmental Programs focus on facilitating the deployment of renewable energy, removing barriers to implementation of sustainable solutions, and implementing projects that directly install technology solutions to reduce emissions of greenhouse gases and criteria pollutants. Grants are received from federal, state, and other sources to enable successful project implementation. COG also provides a forum to address regional waste management issues and recycling. Specific objectives include areas such as expanding implementation of green building technologies, expanding adoption of electric vehicle and other alternative fueled vehicles, and making progress towards meeting the region's greenhouse gas emission reductions goals.

Policy Oversight Body:	Climate, Energy, & Environment Policy Committee
Staff Director:	Stephen Walz, Director, Department of Environmental Programs
Program Manager:	Jeffrey King, Chief, Energy and Climate Programs

### WORK PROGRAM HIGHLIGHTS

#### Accomplishments in FY2017

- COG Board adopted Multi-Sector Work Group greenhouse gas emission reduction recommendations and encouraged incorporating recommendations into regional plans.
- CEEPC adopted the 2017-2020 Regional Climate and Energy Action Plan.
- Became the first U.S. region to report to the Carbon Disclosure Project's (CDP) new International State and Regional GHG Reporting Platform.
- Documented the region achieving its first regional greenhouse gas emission reduction goal of reducing emissions below 2005 baseline levels by 2012 and publishing the 2015 regional greenhouse gas emissions inventory.
- COG's high-performance building database documented that metropolitan Washington has more than 3,500 high performance buildings (LEED, ENERGY STAR, EarthCraft, and Passive House).
- Eleven percent of total regional energy consumption in 2015 came from renewables.
- Metropolitan Washington totaled more than 19,000 grid-connected renewable systems with 240,000 kw generating capacity in 2016, a 40% increase in systems and an 82% increase in generating capacity from 2015.
- Electric vehicle infrastructure in metropolitan Washington tripled between 2012 and 2016 from 122 to 390.

- Expanded green purchasing by COG member governments through the regional green vendor fair and use of cooperative procurement agreements for LED lighting and solar systems, among five cooperative contracts for green product or services.
- Implementing Fleets for the Future, through collaboration with the National Association of Regional Commissions to provide cooperative purchasing of alternative fuel vehicles and infrastructure.
- Obtained federal Department of Energy (DOE) Technical Assistance Award for microgrids, combined heat and power, and geothermal energy at sites including St. Elizabeth's Hospital, the Falls Church Campus Redevelopment, and the Washington Hospital Center.
- Completed the *District of Columbia Greening the Fleet Initiative* in cooperation with the Greater Washington Region Clean Cities Coalition, National Association of State Energy Officials, and Sustainable Energy Strategies, Inc.
- Provided training to local government planning and sustainability staff on incorporation of sustainability into local Comprehensive Plans.
- CEEPC and ACPAC gave out the 2<sup>nd</sup> annual regional Climate Leadership Awards. Awardees included the District of Columbia, Fairfax County Public Schools, DC Sustainable Energy Utility, and Love and Carrots. Supported a regional resilience network, including with the Northern Virginia Regional Commission, the Silver Jackets, the District's 100 Resilient Cities effort, and the Army Corps of Engineers, including initiating the Coastal Storm Risk Study project with the US Army Corps of Engineers.
- Ran major regional multi-media campaign, *Go Recycle*, promoting recycling and America Recycles Day events, including local prizes, for metropolitan Washington.
- Provided FEMA-led training on for public works solid waste and procurement staff on how to write contracts for Emergency Debris removal.
- Coordinated regional information and resource sharing during outage of the Covanta waste-to-energy plant in Fairfax.

### **Priorities for FY 2018**

- Begin implementation of the 2017-2020 regional Climate and Energy Action Plan.
- Undertake analysis of drivers of change of greenhouse gas emissions through work under a DOE grant in partnership with Bellevue, WA and ICLEI.
- Continue support for deployment of solar energy systems and adoption of alternative fueled vehicles. Work collaboratively with partners in the region to plan for and deploy electric vehicle charging infrastructure, including cooperative purchases and collaboration with the *Fleets of the Future* and Electrify America.
- Expand cooperative purchasing of solar, energy supplies, and other related equipment and services for local government operations and in communities.

- Complete the first COG Corporate Sustainability Report.
- Manage COG's 2017 Climate and Energy Leadership Awards Program.
- Finalize the Environmental Justice Toolkit.
- Support efforts to improve the resiliency of our electric supply systems to lessen disruptions and shorten restoration time after disruptions in partnership with the U.S. Department of Energy laboratories and local partners, through microgrid projects serving new development and critical infrastructure.
- Support growth of energy financing solutions, including through innovative programs such as C-PACE and Green Banks.
- Support implementation of best practices in metropolitan Washington through the Mid-Atlantic PACE Alliance and the Mid-Atlantic Sustainability Network.
- Support regional climate resiliency through continuing work under the Coastal Storm Risk Study project with the US Army Corps of Engineers and the Climate Resilience Roadmap for Northern Virginia with the Northern Virginia Regional Commission.
- Under a DOE grant, establish, manage, and participate in state working groups to develop a national model for an energy registry.
- Manage regional America Recycles Day activities and Go Recycle media campaign to promote recycling.
- Explore enhanced regional cooperation for solid waste management backup capacity.

## **ACTIVITIES AND SERVICES**

### **7.10 Regional Environmental Resources Planning**

This program advances regional environmental and sustainability goals addressing climate change, energy conservation, energy efficient communities, green buildings, sustainable development, resiliency planning, environmental justice, alternative fuels, and recycling. The region's climate change initiative ties together COG's environmental resource, air, and water quality programs as well as transportation, land use, and other areas through the 2017-2020 Regional Climate and Energy Action Plan. This will include actions such as implementing new financing options for energy efficiency and renewable energy such as green banks, expanding community-level solar energy implementation, expanding building benchmarking and challenge initiatives, advocating for improved building energy codes and assisting with reaching 100% compliance.

### **7.20 Regional Environmental Special Projects**

Special projects focus on facilitating the deployment of renewable energy, removing barriers to implementation of solutions, and implementing projects that directly install technology solutions to reduce energy consumption, emissions of greenhouse gases, and criteria pollutants. Grants are received from federal, state, and other sources. This could include assisting implementation of microgrid and electric system improvements, electric vehicle infrastructure deployment, diesel emission reduction technologies, energy storage, and solar photovoltaic systems.

### **7.30 Recycling & Solid Waste**

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

### **7.40 I-95 Landfill Committee**

This committee, consisting of local jurisdictions using landfill facilities, provides technical oversight of the operations of the I-95 Landfill located at Lorton, Virginia, and operated by the Fairfax County Department of Public Works and Environmental Resources.



COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

8.0 Air Quality	FY16 Actual	FY17 Budget	FY18 Proposed
<b>8.10 Clean Air Partners</b>			
Member Dues	56,000	56,000	56,000
State & District Funds	457,000	454,000	454,000
Other	61,400	70,000	70,000
<b>Total Project Revenue</b>	<b>574,400</b>	<b>580,000</b>	<b>580,000</b>
<b>8.20 Regional Air Quality Attainment Planning (1)</b>			
Member Dues	178,000	178,000	174,600
Member Dues - MS Working Grp	61,300		
State & District Funds	174,600	178,000	174,600
Other			
<b>Total Project Revenue</b>	<b>413,900</b>	<b>356,000</b>	<b>349,200</b>
<i>Use of prior year funds (2)</i>			<i>60,000</i>
<b>8.40 Air Quality Index &amp; Monitoring</b>			
Member Dues	13,000	13,000	13,000
Federal Funds	25,000	25,000	25,000
<b>Total Project Revenue</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>
<b>8.50 Air Quality Forecasting</b>			
Member Dues	31,800	32,000	55,500
<b>Total Project Revenue</b>	<b>31,800</b>	<b>32,000</b>	<b>55,500</b>

FY2017	8.0 Air Quality			% of Revenue	
Revenue	Member Dues	340,100	279,000	299,100	29.25%
Budget	Federal Funds	25,000	25,000	25,000	2.44%
	State & District Funds	631,600	632,000	628,600	61.46%
	Other	61,400	70,000	70,000	6.84%
	<b>Total Operations Revenue</b>	<b>1,058,100</b>	<b>1,006,000</b>	<b>1,022,700</b>	
	<i>Use of prior year funds</i>	-	-	60,000	
	<i>Revenue recognition adjustment</i>			-	
	<b>Total Revenue and Prior Year Funds</b>	<b>1,058,100</b>	<b>1,006,000</b>	<b>1,082,700</b>	

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

(2) Prior year funds will be used to pay expenses in FY2018. Prior year funds are not added to the total revenue figure, as the revenue was recognized in prior years.



## 8.0 AIR QUALITY

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

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

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

Policy Oversight Bodies:	Metropolitan Washington Air Quality Committee Clean Air Partners Board of Directors
Staff Director:	Stephen Walz, Director, Department of Environmental Programs
Program Manager:	Jen Desimone, Chief, Air Quality Programs

### WORK PROGRAM

#### Accomplishments in FY2017

- Working with the National Capital Region Transportation Planning Board, air program staff modeled and documented that the region's updated Constrained Long Range Plan for federally funded transportation improvements would remain in conformity with mobile air pollution budgets.
- COG Board adopted Multi-Sector Work Group greenhouse gas emission reduction recommendations and encouraged incorporating recommendations into regional plans.
- Metropolitan Washington continued to show further improvement in air quality with no Code Red days, one less ozone-based unhealthy (code orange) air days in 2016 from 2015 and zero fine particulate matter unhealthy (code orange) air days, despite a 242% increase in days in which the temperature exceeded 90° F.
- Provided education on clean air actions to more than 5,000 students and participated in more than a dozen community events.

## **Priorities for FY 2018**

- Obtain a formal designation of the region's attainment of the 2008 ozone pollution standard (NAAQS), including development of a maintenance plan and mobile budgets that ensure that the region stays in compliance with the 2008 ozone standard.
- Implement actions needed for attainment of the 2015 ozone standard.
- Work with the National Capital Region Transportation Planning Board to model and document that the region's updated Constrained Long Range Plan for federally funded transportation improvements would remain in conformity with mobile air pollution budgets.
- Work with local jurisdictions to promote and implement additional measures in the Regional Air Quality Action Plan, Gold Book, and Multi-Sector Workgroup Action Plan.
- Publish air quality trends report.
- Educate the public on air quality issues, challenges, and actions they can take to reduce air pollution, including providing accurate and timely daily air quality forecasts to the public.

## **ACTIVITIES AND SERVICES**

### **8.10 Clean Air Partners**

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

### **8.20 Regional Air Quality Attainment Planning**

COG works with the State and District clean air agencies and local environmental departments to develop plans and documentation for attaining compliance with Clean Air Act requirements for the region. The program will complete actions to document progress toward meeting the 2015 federal ozone standards and implement any additional actions needed to further reduce the region's ozone levels and eliminate unhealthy air days in the region. COG will finalize the maintenance plan and redesignation request for the 2008 ozone standard.

### **8.30 Air Quality Index & Monitoring**

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

### **8.40 Air Quality Forecasting**

The air quality forecast program predicts daily fine particle levels year-round and ozone levels during the summer. Forecasts are provided for the D.C. Weather Line and COG, Clean Air Partners, and EPA AirNow websites. Forecasts are made in cooperation with those prepared for the Baltimore, Western Maryland, and Eastern Shore regions, and are distributed to both the news media and employers and individuals who subscribe to the EPA EnviroFlash system.



COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018

9.0 Strategic Initiatives & Member Services	FY16 Actual	FY17 Budget	FY18 Proposed
<b>9.10 Strategic Initiatives &amp; Board Engagement (1) (2)</b>			
Member Dues		376,900	127,200
Bldg & Interest Revenue	848,100	622,100	866,000
Other Revenue	7,200		7,200
<b>Total Revenue</b>	<b>855,300</b>	<b>999,000</b>	<b>1,000,400</b>
<i>Use of prior year funds (3)</i>	<i>131,700</i>		
<b>9.20 Communications &amp; Public Relations (1) (2)</b>			
Member Dues	111,100		380,700
Bldg & Interest Revenue		35,000	
<b>Total Revenue</b>	<b>111,100</b>	<b>35,000</b>	<b>380,700</b>
<i>Use of prior year funds (3)</i>	<i>255,900</i>	<i>219,700</i>	-
<b>9.30 Cooperative Purchasing</b>			
Member Dues	120,100		24,700
Bldg & Interest Revenue		54,000	
Service Fees	1,700	149,600	200,000
<b>Total Revenue</b>	<b>121,800</b>	<b>203,600</b>	<b>224,700</b>
<i>Use of prior year funds (3)</i>			
<b>9.40 Institute for Regional Excellence</b>			
Member Dues	85,200		86,200
Bldg & Interest Revenue		77,600	
Service Fees (Registration)	89,400	112,700	89,400
<b>Total Revenue</b>	<b>174,600</b>	<b>190,300</b>	<b>175,600</b>
<b>9.50 Sublease, Non-Reimbursable Expense</b>			
Member Dues	13,700		31,700
Bldg & Interest Revenue	17,900		
Rent	101,000	118,000	30,800
Service Fees		49,700	
<b>Total Revenue</b>	<b>132,600</b>	<b>167,700</b>	<b>62,500</b>

				% of	
FY2018	9.00 Strategic Initiatives & Member Services			Revenue	
Revenue	Member Dues	330,100	376,900	650,500	35.28%
Budget	Bldg & Interest Revenue	866,000	788,700	866,000	46.97%
	Service Fees & Other Revenue	199,300	312,000	327,400	17.76%
	<b>Total Operations Revenue</b>	<b>1,395,400</b>	<b>1,477,600</b>	<b>1,843,900</b>	
	Special Revenue Funds	5,600	5,600	5,600	
	<b>Total Revenue</b>	<b>1,401,000</b>	<b>1,483,200</b>	<b>1,849,500</b>	
	<i>Use of prior year funds (3)</i>	<i>387,600</i>	<i>219,700</i>	-	
	<b>Total Revenue and Prior Year Funds</b>	<b>1,788,600</b>	<b>1,702,900</b>	<b>1,849,500</b>	

See footnotes on following page

**COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018**

<b>9.0 Strategic Initiatives &amp; Member Services</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
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(1) Revised federal regulations that became effective in FY2016 more specifically defined the allowable portion of general governance expense that can be passed on to federal programs as indirect costs. This has resulted in a shifting of the costs from federal programs to COG general funds.

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

(3) Prior year funds were used to pay expenses in FY2016 and FY2017. Prior year funds are not added to the total revenue figure, as the revenue was recorded in prior years.

## 9.0 STRATEGIC INITIATIVES & MEMBER SERVICES

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

This section of the work program covers COG's strategic initiatives and how staff are facilitating cross-cutting programs, developing partnerships between COG and regional stakeholder organizations, and providing additional services that support the entire organization, including the COG Board of Directors, Chief Administrative Officers (CAO) Committee, board policy, administrative, and technical committees, and other affiliated committees. Administrative and agency-wide member services are provided by COG's Executive Office, Office of Communications, Office of the General Counsel, Finance and Accounting, Contracts and Purchasing, Human Resources, Information Technology and Facilities, and Member and Government Relations. From maintaining COG's websites and blogs and communicating with the news media to advocating for the needs of local jurisdictions, these services play a critical role in advancing COG's *Region Forward Vision*.

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

Policy Oversight Committee: COG Board of Directors  
Lead Staff Directors: Chuck Bean, Executive Director  
Stuart Freudberg, Deputy Executive Director

### WORK PROGRAM HIGHLIGHTS

#### Accomplishments in FY 2017

- Advanced the region's policy priorities through action by COG's Board of Directors with a special focus on restoring the Metrorail system and strengthening the regional economy.
- COG's number one priority during FY 2017 has been on helping to restore Metrorail, involving action on various fronts. This included the COG Board forming a Technical Panel of city and county managers and chief financial officers to define WMATA's long-term capital and maintenance funding needs to fully restore safety and a state of good repair; the associated best alternatives for funding the needs; quantify the economic value of investment in Metro and the consequences of not doing so; coupled with analysis of Metro's performance metrics. The board also created a policy level Metro Strategy Group that will guide the region's approach for implementing the Technical Panel proposals. Additionally, COG served as the facilitator to support the District, Maryland, and Virginia in the creation of an independent Metrorail Safety Commission, and welcomed Metro leaders before the COG Board for various updates.
- Increased outreach to and partnerships with the region's Congressional delegation, on key issues including Metro, the Chesapeake Bay, and the economy.
- Welcomed two new members—the City of Hyattsville and the City of Laurel—bringing the total number of COG member governments to 24.

- Cross-departmental collaboration enabled the completion of the *State of the Region: Human Capital Report* to better understand how residents and their collective knowledge, skills, and abilities are driving the region's economy.
- Continued support of the Global Cities Initiative, jointly released the Greater Washington Export Plan, and other actions to advance the region's goal of diversifying the economy and promoting economic resiliency.
- Supported the Region Forward Coalition in its ongoing work as a cross-cutting policy body to advance the goals and targets in the Region Forward compact, connect land use, transportation, and environmental policies.
- Supported the Chief Administrative Officers Committee on its highest priority peer-network needs and as an advisor to the COG Board of Directors.
- Facilitated the ongoing peer-exchanges among the largest Councils of Governments to share valuable best practices for COG in transportation planning, environment, cooperative purchasing/shared services, economic development, and internal management.
- Utilized the National Association of Regional Councils (NARC) policy forum and annual meeting to advance COG's goals and identify best practices to enhance COG's work.
- Documented achievement of the Cooperative Purchasing program goal of providing savings and services to COG members relative to their membership dues; for example, a COG-led consortium for the purchase of public safety "subscriber radios" to replace over 50,000 radios over the next 10 years has the potential savings of between \$50-100 million over that period.
- Further enhanced the role of the IRE program to provide research, proposals, and thought-leadership on regional challenges.
- Fully integrated use of the new web site and revamped other communications tools to benefit members and expand outreach efforts.
- Increased outreach to community partners such as WRAG and the Consortium of Universities, and continued outreach at the jurisdiction level (ROI presentations) and at the individual level. Initiated strategic outreach with the congressional delegation representing the COG members to increase awareness of COG priorities and maximize potential partnerships.

#### **Priorities for FY 2018**

- Advance the region's policy priorities through action by COG's Board of Directors.
- Continue to focus on ensuring that Metro has the funding it needs to achieve a state of good repair and provide a safe and reliable transportation system, a critical part of the region's future economic success.



- Complete a review of all COG policy committees to ensure synergy between the groups and that they're operating to their fullest potential.
- Continue increased outreach to and partnerships with the region's Congressional delegation on key issues.
- Seek opportunities and support initiatives to advance the regional goal of diversifying the economy, promoting economic resiliency, and supporting the region's current and future workforce.
- Support the Region Forward Coalition in its ongoing work as a cross-cutting policy body to advance the goals and targets in the Region Forward compact, connect land use, transportation, and environmental policies with emphasis on innovation and workforce development in FY 2018.
- Support peer-networking, best practice sharing, and provide support to the COG Board on designated priorities through the Chief Administrative Officers Committee.
- Facilitate ongoing peer-exchanges among the largest Councils of Governments to share valuable best practices for COG in transportation planning, environment, cooperative purchasing/shared services, economic development, and internal management. Identify key applications that can be directly used in FY 2018 in metropolitan Washington.
- Utilize the NARC policy forum and annual meeting to advance COG's goals and identify best practices to enhance COG's work with a focus on the proposed federal FY 2018 and FY 2019 budgets.
- Continue to enhance the Cooperative Purchasing Program, through savings on cooperative and collaborative procurement of goods and services, notably water chemicals, subscriber radios, and IT equipment, administrative efficiency savings, saving on training, and saving on joint service delivery for selected services for interested jurisdictions. Implement the reinvestment fee to assure long-term support for COG's Cooperative Purchasing Program and related membership services initiatives, thereby leveraging COG's subject matter expertise and increasing the value of COG's membership dues contributions.
- Further enhance the role of the IRE program to provide research, proposals, and thought-leadership on regional challenges that can be used to improve regional policy making on priority programs.
- Continue to spotlight COG members, partners, and major initiatives utilizing a variety of communications tools, including COG's new website.
- Continue to expand and improve member services to best serve member jurisdictions, elected officials, and staff through outreach programs, legislative advocacy at the state and federal level, and partnerships with business community and other non-profit organizations. A specific focus on the federal FY 2018 and FY 2019 budgets are anticipated during COG's FY 2018 program year.

## **ACTIVITIES AND SERVICES**

### **9.10 Strategic Initiatives & Member Services**

In FY 2018, COG will focus on sustaining its core programs—transportation, environment, homeland security and public safety, and community planning and services—and look for opportunities for integration across key programs, such as work on economic competitiveness, workforce development, and infrastructure.

In addition, COG will continue to invest in membership and government affairs programs, focus on member retention by visiting jurisdictions and performing return-on-investment presentations throughout the year, and foster state and federal relationships.

### **9.20 Communications & Public Relations**

During FY 2017 and continuing into FY 2018, COG will establish and continue to build on several initiatives that serve COG members by highlighting in the media their important achievements for metropolitan Washington.

There will be a continued emphasis on spotlighting COG members, partners, and major initiatives by maximizing the potential of the newly launched website, and revamped e-newsletter and social media accounts. Communications efforts will also feature a greater “people focus” by increasing Q&As, news highlights, blog posts, and videos. In addition, there will be increased coordination with other departments to promote COG’s wide variety of work and members, including high profile events.

### **9.30 Cooperative Purchasing**

In FY 2018, COG will implement a reinvestment fee paid by vendors to provide ongoing financial support to the program that each year will help identify the highest and best yielding consortium purchases and related services to participating members, schools, regional agencies, and water and sewer authorities. Significant savings, exceeding the aggregate value of COG member dues is anticipated from the program, through savings on cooperative and collaborative procurement of goods and services, administrative savings, savings on training, and savings on joint service delivery for selected services for interested jurisdictions. These savings are in addition to other benefits of membership in COG that include grant funding pass-through and other direct and regional services. Coordination of these efforts will be through COG’s Chief Purchasing Officers Committee under the general guidance of COG’s Chief Administrative Officers Committee. Dedicated staff and contractors will be employed to execute this enhanced membership value initiative.

The Cooperative Purchasing Program will continue to leverage the Mid Atlantic Purchasing Team (MAPT) created during FY 2014 which combines the Washington and Baltimore region under one cooperative program. Throughout FY 2018, the program seeks to:

- Partner with NARC to create a regional cooperative purchase for alternative fuel vehicles and infrastructure to promote the movement toward clean energy in fleet procurement.
- Create a regional water treatment chemical consortium of COG regional water agencies which has the potential to save millions of dollars annually.

- Investigate cooperative opportunities for IT procurements.
- Assist with implementation of NextGEN 911 procurements and contracts (Fairfax County).
- Investigate cooperative opportunities for public works procurements.
- Investigate cooperative opportunities for electrical supply (Maryland - Montgomery County).

#### **9.40 Institute for Regional Excellence**

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

IRE Cohort 15, comprised of 32 students, will graduate in FY 2017. An integral part of the IRE program is the annual regional project initiatives. In a typical year, five projects are conducted by sub-groups of IRE participants, focused on a regional issue of direct interest to COG and its members, but conducted in a "think tank" environment. Program participants examine issues and develop recommendations that are shared with the COG Chief Administrative Officers Committee and other COG committees and staff. These have proven valuable for enhancing existing COG programs as well as fostering new ideas and initiatives. Recent topics have included transportation, public safety, vocational education, mental health, and economic development.

#### **9.50 Health Care Coalition, Contingency, Reserves, Sublease, & Misc.**

COG coordinates a health care program which purchases and manages the provision of health care services for employees of International City/County Management Association, the National Association of Regional Councils, and COG.

COG's membership fees are heavily leveraged and provide substantial match to federal, state and private or foundation grants and contracts as described in the program sections of this document. COG also receives a small amount of interest income from very conservative instruments that hold COG's reserve funds, and building income as a 1/3 owner of the COG headquarters building at 777 North Capitol Street. Consistent with adopted COG Board policy, interest and building revenue are applied on a limited basis to support program activities or for matching funds for grants identified after the fiscal year budget is approved, for capital repair and replacement, or for unforeseen capital or operating expense ("contingency reserve"). Any unexpended capital and operating contingency revenue is used at the end of each fiscal year to increase the COG general reserve fund balance. COG has an adopted policy outlining both reserve fund targets and the criteria and process consideration of the use of capital and operating contingency and the general reserve fund.

**COG Work Program and Revenue Budget  
For the fiscal year ending 6/30/2018**

<b>Pass-Through Funds, Special Revenue Funds, &amp; Contributed Services</b>	<b>FY16 Actual</b>	<b>FY17 Budget</b>	<b>FY18 Proposed</b>
UASI Projects Pass-Through	6,314,800	3,218,600	19,814,800
Regional Priority Bus Service Pass-Through	27,391,700	7,280,000	
Enhanced Mobility Pass-Through	1,539,400	2,556,400	2,994,400
Switcher Locomotive Pass Through			1,515,700
Commuter Connections Pass-Through	617,600	616,800	617,600
WMATA Fire Chief Liaison	161,100	237,500	402,300
Enhanced Mobility Contributed Services	423,600	360,600	307,700
Public Safety Special Projects	53,300	27,100	69,000
Commuter Connections Client Memberships	67,200	64,500	64,800
Bike to Work	43,900	47,100	43,100
Foster Care Contributions	20,000	21,700	17,200
Health Care Coalition	5,600	5,600	5,600
<b>Total Other Revenue</b>	<b>36,638,200</b>	<b>14,435,900</b>	<b>25,852,200</b>





Metropolitan Washington  
**Council of Governments**

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