

COG BOARD OF DIRECTORS MEETING

DATE: January 14, 2015
TIME: 12:00 – 2:00PM
PLACE: COG Board Room

PLEASE NOTE: Chairman Mendelson will begin the meeting promptly at Noon. Lunch for members and alternates will be available at 11:30AM

A G E N D A

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE
(12:00PM)**

**Phil Mendelson, Council Chair, District of Columbia
COG Board Chair**

**2. ANNOUNCEMENTS
(12:00 – 12:05PM)**

Chair Mendelson

- A. 2015 board meeting dates
- B. Green Purchasing Vendors Fair– January 29
- C. Recognition of outgoing board members

**3. EXECUTIVE DIRECTOR’S REPORT
(12:05 – 12:10PM)**

**4. AMENDMENTS TO AGENDA
(12:10 – 12:15PM)**

**5. APPROVAL OF MINUTES OF NOVEMBER 12, 2014
(12:15 – 12:20PM)**

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

**Adjunct Member*

**6. ADOPTION OF CONSENT AGENDA ITEMS
(12:20 – 12:25PM)**

A. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP A DISTRICT ALL-HAZARDS INCIDENT MANAGEMENT TEAM (IMT) CERTIFICATION-CREDENTIALING PROGRAM

The Board will be asked to adopt Resolution R1-2015 authorizing the Executive Director, or his designee, to receive and expend grant funds from State Administrative Agent (SAA) for the National Capital Region in the amount of \$300,000. COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) to procure a contractor(s) and enter into a contract to develop a District All-Hazards Incident Management Team (IMT) Certification-Credentialing Program. Funding for this effort in the amount of \$300,000 will be provided through a subgrant from the SAA for the National Capital Region. **No COG matching funds are required.**

RECOMMENDED ACTION: Adopt Resolution R1-2015.

ACTION AGENDA

**7. APPROVAL OF FY2016 WORK PROGRAM & BUDGET
(12:25-12:35PM)**

**Chuck Bean
Executive Director, COG**

The Executive Director presented a proposed FY 2016 (July 1, 2015 to June 30, 2016) Work Program and Budget to the COG Budget and Finance Committee, which met in October and November of 2014. The Committee recommended COG Board approval of the FY 2016 Work Program and Budget. The proposed FY 2016 budget was reviewed by the Chief Administrative Officers and sent to senior officials from each COG member government in early December for additional review and comment. Mr. Bean will summarize the proposed FY 2016 Work Program and Budget.

RECOMMENDED ACTION: Adopt Resolution R2-2015, approving the FY2016 Work Program and Budget.

**8. ADOPTION OF 2015 LEGISLATIVE PRIORITIES
(12:35-12:50PM)**

**Roger Berliner, Councilmember, Montgomery County
COG Board Vice Chair
2015 Legislative Committee Chair**

Monica Beyrouti, COG

Enhancing COG's legislative priorities and strengthening relationships with state and federal elected officials continues to be a focus of COG Board leadership and COG staff. Staff has worked with COG's policy committees and the Legislative Committee to draft the region's 2015 legislative platform. The COG Board will be asked to review and adopt these priorities for 2015.

RECOMMENDED ACTION: Adopt Resolution R3-2015, approving the 2015 Legislative Priorities.

**9. MARKETPLACE FAIRNESS ACT LEGISLATIVE DISCUSSION
(12:50-1:00)**

Monica Beyrouti, COG

The Board will be briefed on the proposed Marketplace Fairness Act legislation. The proposed bill would allow states and local governments to require online and other out-of-state retailers to collect sales and use tax. The current bill was originally introduced on February 14, 2013 in the House as H.R. 684 and in the Senate as S. 336, and passed in the Senate as S. 743 on April 16, 2013.

RECOMMENDED ACTION: Receive briefing and discuss.

**10. 2015 STATE OF THE REGION INFRASTRUCTURE REPORT
(1:00-1:30PM)**

Chair Mendelson

Monica Beyrouti, COG

Stuart Freudberg, COG

Staff will present the 2015 State of the Region Infrastructure Report. The report is a culmination to the 2014 Board focus on Infrastructure. The report focuses on transportation, water, energy, public buildings, and public safety infrastructure and provides an overview of the current conditions and funding gaps that need to be addressed. After staff presents the report Chairman Mendelson will lead the discussion and take comments from the Board.

RECOMMENDED ACTION: Receive briefing and adopt Resolution R4-2015, accepting the 2015 State of the Region Infrastructure Report.

**11. ELECTION OF 2015 COG BOARD OFFICERS
(1:30-1:35PM)**

Chair Mendelson

Chairman Mendelson chaired the 2015 Nominating Committee for both the COG Corporate and COG Board Officers. The Corporate Officers were elected at the COG Annual Membership and Awards Luncheon on December 10, 2014. Chairman Mendelson will recommend approval of the proposed slate of COG Board officers for 2015: Chairman William Euille, Vice Chairman Roger Berliner, and Vice Chairman Kenyan McDuffie.

RECOMMENDED ACTION: Adopt Resolution R5-2015, electing the 2015 COG Board Officers.

**12. RECOGNITION OF IMMEDIATE PAST CHAIRMAN
(1:35-1:40PM)**

**William Euille, Mayor, City of Alexandria
COG Board Chair**

Chairman Euille will recognize and thank DC Council Chairman Phil Mendelson for his service as COG Board Chair in 2014.

RECOMMENDED ACTION: Receive recognition.

**13. APPROVAL OF THE 2015 POLICY AND ADMINISTRATIVE COMMITTEE LEADERSHIP
(1:40-1:45PM)**

Chairman Euille will recommend the appointment of the 2015 leadership for the COG policy advisory committees, public-private partnerships and administrative committees.

RECOMMENDED ACTION: Adopt Resolution R6-2015, approving the 2015 committee appointments.

**14. EXECUTIVE SESSION FOR EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATION
(1:45-1:55PM)**

By motion, the Board of Directors will temporarily conclude the public meeting and convene in Executive Session for the purpose of discussing the results of the Executive Director's performance evaluation as conducted by the Employee Compensation and Benefits Review Committee (ECBR) and other COG Board Members. During the Executive Session, the Board will be asked to review the ECBR's recommendations as contained in Resolution R7-2015. Subsequent to Executive Session, the Board will consider R7-2015 in open meeting.

RECOMMENDED ACTION: Subsequent to the Executive Session, adopt Resolution R7-2015, approving the recommendations of the ECBR.

**15. OTHER BUSINESS
(1:55-2:00PM)**

**16. ADJOURN – THE NEXT MEETING IS WEDNESDAY FEBRUARY 11, 2015
(2:00PM)**



"The Metropolitan Washington Council of Governments (COG) will provide reasonable accommodations to people with disabilities. We invite any person with special needs to contact the ADA coordinator to discuss any special accommodations that may be necessary. Please contact the ADA coordinator before programs and within the time frames provided in COG's Accommodations Policy posted online at <http://www.mwcog.org/accommodations/default.asp>. Email: accomodations@mwkog.org. Phone: 202-962-3300 or 202-962-3213 (TDD)."



AGENDA ITEM #2

ANNOUNCEMENTS

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS**

Proposed 2015 Meeting Schedule

Mark Your Calendars!

Month	Board of Directors
January	January 14
February	February 11
March	March 11
April	April 8
May	May 13
June	June 10
July	July 8
August	July 24-26 Annual Retreat
September	September 9
October	October 14
November	Thursday November 12
December	December 9 Annual Meeting

- The COG Board of Directors meets monthly on the second Wednesday from 12:00-2:00PM. Lunch is available for Board Members and Alternates at 11:30AM. (Due to Veteran’s Day falling on the second Wednesday in November, the Board will meet on Thursday November 12th).
- The agenda and supporting materials is posted to the website, and emailed out the first Wednesday of each month, one week before the meeting.



Green Purchasing Vendors' Fair

The Council of Governments will be hosting a vendors' fair with the goal of demonstrating green and environmentally friendly products.

WHO Should Attend:

- Elected Officials
- Procurement Directors
- Buyers
- Purchasing Agents
- Contract Specialists
- Energy managers
- Environmental managers
- Sustainability committees
- Public works providers
- Schools & Universities
- Hospitals

WHEN:

January 29, 2015
9:00am - 3:00 PM

WHERE:

Ronald F. Kirby Training Center
777 North Capitol Street NE
Washington, D.C. 20002

REGISTER or SPONSOR:

Visit MWCOG.org/GreenPurchase
or contact Jalene Duressa
at jduressa@mwkog.org or
call (202) 962-3241

Sponsored by:



Mid-Atlantic Purchasing Team

A Partnership Between the Baltimore Metropolitan Council
and the Metropolitan Washington Council of Governments



AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT



NATIONAL CAPITAL REGION TRANSPORTATION PLANNING BOARD

In December, the TPB reviewed a draft update to the Bicycle and Pedestrian Plan for the National Capital Region, which includes hundreds of bicycle and pedestrian facility improvement projects. The Board will vote on the plan in January.

METROPOLITAN WASHINGTON AIR QUALITY COMMITTEE

MWAQC discussed an EPA proposal to revise the 8-hour ozone standard. The proposal recommends lowering the standard in order to further protect public health and public welfare. The Committee was briefed on the proposal and what a lower standard would mean for the region.

CHESAPEAKE BAY AND WATER RESOURCES POLICY COMMITTEE

CBPC was briefed on the Chesapeake Bay Program's schedule for the 2017 Mid-Point Assessment of the Bay Total Maximum Daily Load (TMDL), including key decision points over the next two years where the region will need to weigh-in. The Assessment is a mid-course check on progress toward the 2025 Bay restoration goals.

CLIMATE, ENERGY, AND ENVIRONMENT POLICY COMMITTEE

CEEPC was briefed on the proposed Regional Permitting Recommendations for Residential Solar photovoltaic (PV) systems, developed for COG's Rooftop Solar Challenge Project. CEEPC voted to establish the recommendations as a regional guide for permitting small solar PV systems.

HUMAN SERVICES AND PUBLIC SAFETY POLICY COMMITTEE

HSPSPC discussed findings from State of Obesity Report by the Trust for America's Health, including a statistic that area children from the ages of 10 to 17 have the third highest obesity rate in the country. The Trust recommends policies that promote health and well-being, such as encouraging more Farmers Markets and renovating and building sidewalks to boost walking.



Member Feature:

ROCKVILLE MAYOR BRIDGET NEWTON HELPS LAUNCH COG VIDEO PODCASTS

COG inaugurated its new video studio by interviewing Mayor Newton about the vibrancy of Rockville Town Square and the future of land use and transportation planning for her city.

We look forward to featuring more officials and jurisdictions in the new year to help tell our stories about shaping more prosperous, accessible, livable, and sustainable communities.

[CLICK HERE TO VIEW THE VIDEO.](#) January 14, 2015 Board Packet 9

INFORMATION SHARING AMONG REGIONAL COUNCILS

COG and NARC convened colleagues from 14 major metropolitan regional councils in November to share knowledge and identify challenges and issues common to larger regional councils. COG also welcomed counterparts from the Atlanta Regional Commission (ARC) in December to discuss regional planning related to transportation, the environment, as well as ARC’s experience in helping its region prepare for the 1996 Olympics.

COG-BOARD OF TRADE STORMWATER FORUM

COG and the Board of Trade held a forum to facilitate greater understanding and communication between the public and private sectors on how to best reduce pollution from stormwater runoff into the region’s rivers, stream, and lakes. The forum brought together public sector officials responsible for making the needed improvements to the region’s water quality with the businesses who are responsible for much of the development and who are directly affected by the water quality requirements.

2ND ANNUAL CAOs RETREAT

The region’s Chief Administrative Officers (CAOs) and Deputy CAOs met for a second straight year to strengthen partnerships across area jurisdictions. While the CAOs hold regular committee meetings at COG, the retreat provided an informal setting for the more than 40 participants to share ideas related to their various responsibilities, including public safety, oversight of transportation projects, and environmental programs.

INPUT TO MURIEL BOWSER’S TRANSITION TEAM

COG provided information and recommendations to Mayor-Elect Muriel Bowser Transition Team on health, human services and homelessness as well as transportation and the environment.

CLIMATE WORKSHOP ON RISKS TO INFRASTRUCTURE

COG Environmental Programs Staff hosted a well-attended climate change workshop that focused on quantifying risks to infrastructure. Dr. Kelly Burks-Copes of the US Army Corps of Engineers presented a study conducted for Naval Station Norfolk that identified infrastructure failure thresholds for sea level rise and storm surge. Participants also discussed the region’s climate resiliency needs.



Outreach Highlight:
**OFFICIALS TOUR NEW WMATA
SOLAR POWERED WATER
TREATMENT FACILITY**

WMATA invited COG’s energy and green building committee to an open house and tour of its new solar powered water treatment facility in Prince George’s County. Participants included COG Board Member and Prince George’s County Council Member Karen Toles, COG Executive Director Chuck Bean, and Maryland Department of the Environment Deputy Secretary David Costello.

[CLICK HERE TO LEARN MORE.](#)

CHESAPEAKE BAY AND WATER RESOURCES POLICY COMMITTEE - JANUARY 16

TRANSPORTATION PLANNING BOARD - JANUARY 21

REGION FORWARD COALITION - JANUARY 23

CLIMATE, ENERGY, AND ENVIRONMENT POLICY COMMITTEE - JANUARY 28

GREEN PURCHASING VENDORS' FAIR - JANUARY 29

[CLICK HERE FOR MORE ABOUT THESE AND OTHER COG MEETINGS & EVENTS](#)

KOJO NNAMDI SHOW DISCUSSES TOLLS LANES & REGION'S TRANSPORTATION PLANS

COG DTP Director Kanti Srikanth participated as a guest on the WAMU show before the opening of the I-95 Express Lanes in Virginia. [CLICK HERE FOR THE SHOW.](#)

NEWS 8, WTOP FEATURE PICME PROJECT

COG Child Welfare Manager Kamilah Bunn was interviewed on NewsTalk and WTOP about PicMe, a photo project to find homes for area teenagers in foster care. [CLICK HERE FOR THE WTOP STORY.](#)

TPB REPORT ON THANKSGIVING TRAVEL GENERATES WIDESPREAD COVERAGE

COG Transportation Planners used minute-by-minute traffic information from a recent Thanksgiving for a detailed report on regional travel during the holiday week. It generated coverage from The Washington Post, Washington City Paper, WTOP, WAMU, WNEW, WUSA9, and DCist. [CLICK HERE FOR THE WASHINGTON POST STORY.](#)

PRINCE GEORGE'S MEDIA FEATURE TODD TURNER'S COG SCULL AWARD

The Gazette and Prince George's CTV News reported on COG's recognition of Prince George's Council Member Todd Turner as the winner of the 2014 Elizabeth and David Scull Metropolitan Public Service Award. Turner was recognized for his leadership over the past several years on the National Capital Region Transportation Planning Board at COG. [CLICK HERE FOR THE GAZETTE STORY.](#)



Media Highlight

MENDELSON, BEAN DISCUSS REGIONAL INFRASTRUCTURE ON KOJO NNAMDI SHOW

COG Board Chairman Phil Mendelson, COG Executive Director Chuck Bean, and Brookings' Robert Puentes participated in a Kojo Nnamdi Show on regional infrastructure. Mendelson and Bean made many references to the COG Board's 2014 Infrastructure Series throughout the show.

[CLICK HERE TO LISTEN TO THE SHOW.](#)



News about the Council of Governments and our Members

December 18, 2014

Connect With Us



Happy Holidays from the COG Board Chairman and Executive Director



The Council of Governments wishes you a safe and happy holiday season. 2014 was a year of significant progress for the National Capital Region, and we look forward to more great work with our members and partners in the New Year.

- Phil Mendelson & Chuck Bean

Calendar

[COG Board of Directors](#)

January 14, 2015

[Green Purchasing Vendors' Fair](#)

January 29, 2015

[More Events/Meetings](#)

ICYMI on Twitter

The Council of Governments and our members and partners are active participants on social media. Here's a sampling of some

COG Recognizes Todd Turner with Highest Honor for an Elected Official

At the 2014 COG Annual Meeting, Prince George's County Council Member Todd Turner was presented with COG's highest honor, the Elizabeth and David Scull Metropolitan Public Service Award. Turner was recognized for his leadership over the past several years on the National Capital Region Transportation Planning Board (TPB) at COG. Among his accomplishments, Turner, previously a City of Bowie Council Member, helped shepherd the Regional Transportation Priorities Plan to its approval and played a leading role in the region's call for additional state transportation funding.

[View photos, meeting summary.](#)



COG Elects Corporate Officers, Muriel Bowser as President

In addition to presenting its regional awards, COG elected its 2015 corporate officers at the Annual Meeting. District of Columbia Mayor-elect Muriel Bowser was elected President, while City of College Park Mayor Andrew Fellows and City of Falls Church Mayor David Tarter were both elected as Vice Presidents. Karen Toles, a Prince George's County Council Member, will serve as Secretary-Treasurer. Bowser, along with U.S. Representatives-elect Don Beyer and Barbara Comstock of Virginia, also delivered greetings during the meeting. [View photos, meeting summary.](#)




Anthony Griffin Wins First Ronald F. Kirby Award for Collaborative Leadership

COG honored former Fairfax County Executive Anthony Griffin with the first-ever Ronald F. Kirby Award for Collaborative Leadership. In addition to managing the region's largest jurisdiction for 12 years, Griffin served as Chairman of the COG Chief Administrative Officers Committee where he helped the region manage about \$60 million a year in federal homeland security funds. U.S. Representative Gerry Connolly presented Griffin with the award. [View photos, meeting summary.](#)



tweets--in case you missed it--to show the wide array of topics covered on Twitter.

Gerry Connolly [@GerryConnolly](#)

 Great to honor Tony! RT [@RegionForward](#): [@GerryConnolly](#) presenting Tony Griffin the first Ronald F Kirby Award. <http://bit.ly/16w2QnS>

Rushern L. Baker III
[@CountyExecBaker](#)

 [@GWBoardofTrade](#) and [@RegionForward](#) are critical organizations for growth & prosperity in the [#DMV](#). Please follow and support them.




Mark L. Keam [@MarkKeam](#)

 Joining fellow state and local policymakers representing VA-MD-DC at [@RegionForward](#) Metro Washington Council of Governments meeting [#2014COG](#)

About COG




The Council of Governments is an independent, nonprofit association where area leaders address regional issues affecting the District of Columbia, suburban Maryland and Northern Virginia. COG's membership is comprised of 300 elected officials from 22 local governments, the Maryland and Virginia state legislatures, and U.S. Congress

COG Honors Summit Fund of Washington for Anacostia Restoration Work

COG recognized the Summit Fund of Washington with the Regional Partnership Award for its more than 15 years of leadership on the clean-up of the Anacostia River. Linda Howard, the Fund's Executive Director, accepted the award on the organization's behalf. [View photos, meeting summary.](#)   



DOT's Victor Mendez Delivers Keynote Speech

U.S. Department of Transportation Deputy Secretary Victor Mendez delivered the Annual Meeting keynote speech calling attention to the nation's transportation infrastructure needs. He also said the Transportation Planning Board at COG is one of the most high-performing Metropolitan Plannings Organizations in the country. [View photos, meeting summary.](#)   



TPB Weekly Report Reviews Progress in Achieving Transportation Goals in 2014

When it adopted the Regional Transportation Priorities Plan in January, the Transportation Planning Board highlighted a number of key strategies and priorities for achieving the region's long-term transportation goals. Throughout 2014, the TPB and its partner agencies worked to implement those strategies and priorities in notable ways, including opening the Silver Line and Metroway and adopting the 2014 Constrained Long-Range Transportation Plan. [Read more.](#)   

Air and Climate Citizens Group Seeks New Members

The Air and Climate Public Advisory Committee (ACPAC) is seeking new members for 2015. The committee is comprised of people from around with region with an interest in local air quality and climate issues and those who want to have a voice in the local policy process. As part of its recruitment efforts, ACPAC Vice Chair Glenna Tinney shared a guest blog on her experience with the group. [Read more and apply here.](#)   



AGENDA ITEM #4

AMENDMENTS TO AGENDA

(No attachment)



AGENDA ITEM #5

APPROVAL OF MINUTES OF NOVEMBER 12, 2014

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

**MINUTES
Board of Directors Meeting
November 12, 2014**

BOARD MEMBERS AND ALTERNATES PRESENT AND NOT PRESENT: See attached chart for attendance

STAFF:

Chuck Bean, Executive Director
Sharon Pandak, General Counsel
Monica Beyrouiti, Member Services Associate/Clerk to the Board

GUESTS:

Ms. Pamela Gray, SB & Company, LLC
Ms. Angie Rodgers, Capital Area Foreclosure Network
Ms. Amy Fishman Kurz, Nonprofit Roundtable of Greater Washington
Mr. Peter Tatian, Urban Institute
Mr. David Linstead, Esq., Ballard Spahr Stillman & Friedman, LLP
Mr. Jeffrey DeWitt, District of Columbia

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Chairman Mendelson called the meeting to order at 12:15PM and led those present in the Pledge of Allegiance.

2. ANNOUNCEMENTS

- A. COG Annual Meeting – December 10, 2014
- B. Award Nominations

3. EXECUTIVE DIRECTOR'S REPORT

Executive Director Chuck Bean updated the Board on the status of the 2014 Infrastructure Report, and reviewed the draft outline provided in the board packet which is on the agenda for the January 2015 Board meeting. Mr. Bean announced that the following day he would be joining Prince George's County Councilwoman Toles to tour WMATA's Solar Power Water Treatment Facility. The previous week, MWCOG hosted a peer exchange event with twelve COG executive directors from across the country. They shared regional plans, internal operations, and member services within their individual regions. Mr. Bean announced that COG will be launching a new website in the spring of 2015. Former COG Executive Director Walter Scheiber passed away on October 8th and COG was honored to host the memorial service and offer a tribute to the accomplishments of Mr. Scheiber and his service to COG. For the November Heart of COG Mr. Bean recognized a team of staff, Andrew Austin, Ben Hampton, Jan Posey, Eric Randall, John Swanson, Dan Sonenklar, and Dusan Vuksan, that compiled and communicated a comprehensive set of data and reports for the TPB Constrained Long Range Plan.

4. AMENDMENTS TO AGENDA

There were no amendments to the agenda.

5. APPROVAL OF MINUTES

The minutes of the October 8, 2014 Board Meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

A. RESOLUTION AUTHORIZING COG TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE MARYLAND DEPARTMENT OF NATURAL RESOURCES FOR ANACOSTIA FORESTRY-RELATED SERVICES

The Board adopted Resolution R66-2014, authorizing the Executive Director, or his designee, to execute a nine (9) month memorandum of understanding with the Maryland Department of Natural Resources (MDDNR) in an amount not to exceed \$25,000 for Anacostia forestry-related services. No COG matching funds are required.

B. RESOLUTION AUTHORIZING COG TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE MARYLAND DEPARTMENT OF NATURAL RESOURCES FOR ANACOSTIA RIVER WATERSHED RESTORATION PARTNERSHIP-RELATED SERVICES

The Board adopted Resolution R67-2014, authorizing the Executive Director, or his designee, to execute an eleven (11) month memorandum of understanding with the Maryland Department of Natural Resources (MDDNR) in an amount not to exceed \$42,330 for Anacostia Partnership-related technical and administrative support services. No COG matching funds are required.

C. RESOLUTION RATIFYING EXECUTIVE COMMITTEE APPROVAL OF RESOLUTION R68-2014 AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO IMPLEMENT IMPROVEMENTS TO THE ENTERPRISE RESOURCE MANAGEMENT SYSTEM (COSTPOINT)

The Board ratified Executive Committee approval of Resolution R68-2014 on October 30, 2014, authorizing the Executive Director, or his designee, to procure and enter into a contract with Iuvo Systems, Inc. in an amount not to exceed \$65,000 to improve the use of COG's financial and project accounting system, develop and test written procedures to improve efficiency in transaction processing, and to develop and improve financial reports and information. Funding for this contract is available in the Office of Finance and Accounting budget and is an administrative cost that will be recovered through the indirect cost rate.

D. RESOLUTION AUTHORIZING COG TO ENTER INTO A CONTRACT TO OBTAIN THE SERVICES OF A REGIONAL INFORMATION COLLECTION AND COORDINATION CENTER (IC3) MANAGER AND STAFF

The Board adopted Resolution R69-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$100,000. COG has been requested by the District of Columbia HSEMA to enter into a contract to provide a manager and staff responsible for IC3. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

E. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO SUSTAIN, MAINTAIN, AND BUILD UPON PREVIOUS PHASES OF THE NCR SITUATIONAL AWARENESS DASHBOARD

The Board adopted Resolution R70-2014 authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$450,000. COG has been requested by the District of Columbia HSEMA to enter into a contract to sustain, maintain, and build on the previous phases of the NCR Situational Awareness Dashboard. Funding for this effort will be provided through a subgrant from the

SAA for the National Capital Region. No COG matching funds are required.

F. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO UPDATE DISASTER DEBRIS AND HAZARDOUS WASTE PLANS AND TO DEVELOP A RESOURCE ASSESSMENT REPORT FOR THE NCR

The Board adopted Resolution R71-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$200,000. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to update disaster debris and hazardous waste plans and to develop a resource assessment report for the NCR. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

G. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP METRO STATION EMERGENCY RESPONSE AND EVACUATION PLANS FOR WMATA

The Board adopted Resolution R72-2014 authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$730,000. COG has been requested by the Washington Metropolitan Area Transit Authority to procure a contractor and enter into a contract to develop metro station emergency response and evacuation plans and associated annexes for WMATA. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

H. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP AND CONDUCT AN EMERGENCY PREPAREDNESS COUNCIL SENIOR LEADER SEMINAR FOR 2015

The Board adopted Resolution R73-2014 authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$100,000. COG has been requested by the Exercise and Training Operations Panel to procure the services of a contractor and enter into a contract to develop and conduct an Emergency Preparedness Council Senior Leader Seminar in 2015. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

I. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO CONTRACT FOR HEAVY TRANSPORTATION RESCUE LIFTING EQUIPMENT

The Board adopted Resolution R74-2014 authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$499,851 to procure a contractor and enter into a contract to acquire hydraulic jacks with high lift capacity to support the regional Fire Chiefs requirements. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

J. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP A DISTRICT PREPAREDNESS PLANNING TOOLKIT

The Board adopted Resolution R75-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$84,000. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to develop a District Preparedness Planning Toolkit.

Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

K. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP THE DISTRICT PREVENTION AND PROTECTION PLAN, THE EMERGENCY SUPPORT FUNCTION #13 OPERATIONAL PLAN, AND THE DISTRICT TERRORISM ANNEX

The Board adopted Resolution R76-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$157,500. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to develop the District Prevention and Protection Plan, the Emergency Support Function #13 Operational Plan, and the District Terrorism Annex. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

L. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP THE DISTRICT MITIGATION PLAN AND ASSOCIATED DOCUMENTS

The Board adopted Resolution R77-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$55,000. COG has been requested by the District of Columbia HSEMA to procure a contractor and enter into a contract to support DC HSEMA with the development of the district mitigation plan and associated documents. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

M. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP DISTRICT DAMAGE ASSESSMENT BASE PLAN AND THE EMERGENCY SUPPORT FUNCTION #14 OPERATIONAL PLAN

The Board adopted Resolution R78-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$105,000. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to develop the District Damage Assessment Base Plan and the Emergency Support Function #14 Operational Plan. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. **No COG matching funds are required.**

N. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP MASS CARE PLANS FOR THE DISTRICT OF COLUMBIA

The Board adopted Resolution R79-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$255,000. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to develop Mass Care Plans for the District of Columbia. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

O. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO SUPPORT THE DISTRICT EMERGENCY RESPONSE SYSTEM (CONTINUATION)

The Board adopted Resolution R80-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$157,500. COG has been requested by the District of Columbia

HSEMA to procure a contractor(s) and enter into a contract to support the District emergency response system (continuation) that includes the development and maintenance of the Strategic Plan and the District projects it oversees. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

P. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO SUPPORT ACTIVITIES ASSOCIATED WITH THE DISTRICT RECOVERY PLAN

The Board adopted Resolution R81-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in the amount of \$52,500. COG has been requested by the District of Columbia HSEMA to procure a contractor(s) and enter into a contract to support DC HSEMA with activities associated with the District Recovery Plan. Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.

Q. RESOLUTION AUTHORIZING COG TO ACCEPT PROJECT FUNDS FOR THE OPERATION AND MAINTENANCE OF THE NCR HOMELAND SECURITY PROGRAM MANAGEMENT OFFICE (PMO)

The Board adopted Resolution R82-2014, authorizing the Executive Director, or his designee, to receive and expend grant funds from the State Administrative Office of the District of Columbia Homeland Security and Emergency Management Agency in the amount of \$1,125,000 for the operation and maintenance of the National Capital Region (NCR) Homeland Security Program Management Office (PMO). The PMO was established, in April 2014, to enhance the overall management of the region's homeland security program, evaluate the performance of programs, and provide decision-makers with tools needed to make sound financial and programmatic decisions. Funding for this effort will be provided through a subgrant from the SAA for the NCR. No COG matching funds are required; COG will provide in-kind secretariat and logistical support for this program.

ACTION: The Board adopted Resolutions R66-2014 – R82-2014.

7. PROPOSED BY-LAW AMENDMENT TO COG BY-LAWS SECTION 5.02(e)

Mr. Bean reviewed the amendment process and introduced the proposed amendment to Section 5.02(e) of the COG By-laws that was originally presented to the Board at the previous Board meeting in October. Section 5.02(e) addresses the appointment process of Virginia and Maryland delegates to the COG Board of Directors. Takoma Park Mayor Bruce Williams proposed a friendly amendment to the current proposed amendment language.

ACTION: With inclusion of a friendly amendment from Mayor Williams, the Board adopted Resolution R83-2014, accepting the amendment to Section 5.02(e) of the COG By-laws.

8. FY 2014 AUDIT REPORT AND RESOLUTION ACCEPTING THE 2014 AUDIT, AUTHORIZING COG TO ENTER INTO A CONTRACT WITH SB & COMPANY FOR FY2015 AUDIT, AND DIRECTING THE EXECUTIVE DIRECTOR TO CONVENE A MEETING OF THE AUDIT COMMITTEE TO DEVELOP A POLICY FOR AUDITOR SELECTION, RETENTION AND ROTATION

Mayor Williams, Chair of the FY 2014 Audit Committee briefed the Board on the Audit Committee process. COG staff provided a summary of FY 2015 first quarter financial activity. The Board was asked to adopt Resolution R84-2014, accepting the 2014 Audit as presented, authorizing the Executive Director, or his designee, to enter into a contract with SBC for another year to prepare the FY 2015 Audit and directing the Executive Director to convene a meeting of the Audit Committee to develop a policy for auditor selection, retention and rotation.

ACTION: The Board adopted Resolution R84-2014, accepting the 2014 Audit as presented, authorizing the Executive Director to enter into a contract with SBC for another year to prepare the FY 2015 Audit and directing the Executive Director to convene a meeting of the Audit Committee to develop a policy for auditor selection, retention and rotation.

9. ENDORSEMENT OF NATIONAL CAPITAL REGION OLYMPIC BID

Mr. Bean briefed the Board on the status of the National Capital Region Olympic bid to host the 2024 the Olympic and Paralympic Games. The initiative is being spearheaded by Washington 2024, a nonprofit organization dedicated to bringing the 2024 Olympic and Paralympic Games to the National Capital Region.

ACTION: The Board adopt Resolution R85-2014, endorsing Washington 2024 and the effort to bring the 2024 Olympic and Paralympic Games to the National Capital Region. Cathy Drzyzgula and Bridget Newton abstained.

10. CAPITAL AREA FORECLOSURE NETWORK (CAFN) RETROSPECTIVE REPORT

COG Director of Community Planning and Services, Paul DesJardin, along with Ms. Angie Rodgers of the Capital Area Foreclosure Network and Ms. Amy Fishman Kurz of the Nonprofit Roundtable of Greater Washington briefed the Board on the recent CAFN Retrospective Report produced by former CAFN Director Peggy Sand and the Urban Institute. The Retrospective Report summarized the evolution of the foreclosure crisis in the Metropolitan Washington area, CAFN's efforts to assist at-risk homeowners and nonprofit housing counseling organizations, and lessons from the collaboration between COG and the Nonprofit Roundtable that can inform future partnerships.

ACTION: The Board adopted Resolution R64-2014, endorsing *Joining Forces to Combat Foreclosure: A Look Back at the Capital Area Foreclosure Network*.

11. HOUSING SECURITY STUDY

COG staff Hilary Chapman and Peter Tatian of the Urban Institute presented the Housing Security Study released on July 15th, 2014. The report was the first of its kind to examine the continuum of housing security on a jurisdiction by jurisdiction basis in our region. The data was designed to guide philanthropy, public and private sector decision-making with regard to meeting our region's housing needs.

ACTION: The Board adopted Resolution R86-2014, accepting the Housing Security Study.

12. PUBLIC BUILDINGS INFRASTRUCTURE IN THE NATIONAL CAPITAL REGION

To complete the 2014 infrastructure series the board focused on local public buildings in the National Capital Region. Mr. DesJardin presented preliminary information collected on owned and leased local government public buildings in the region. David Winstead, Of Counsel at Ballard Spahr Stillman & Friedman, LLP then briefed the Board on best practices of managing public buildings gained from his experience as Commissioner of the Public Buildings Service for the U.S. General Services Administration, and his current capacity as At-Large Chair of the Urban Land Institute's Public Development and Infrastructure Council and Chair of ULI's Regionalism Initiative Council. Mr. Jeffery DeWitt, the Chief Financial Officer for the District of Columbia also shared his perspective on repair and maintenance of local public buildings in the District and his previous experience in Phoenix.

ACTION: The Board received the briefing and discussed.

13. OTHER BUSINESS

There was no other business.

14. ADJOURNMENT – Upon motion duly made and seconded, the meeting was adjourned at 2:01PM.

BOARD OF DIRECTORS – November 2014

<u>Jurisdiction</u>	<u>Member</u>	<u>Y/N</u>	<u>Alternate</u>	<u>Y/N</u>
<i>District of Columbia</i>				
Executive	Hon. Vincent Gray		Christopher Murphy	
	Mr. Allen Lew	Y	Warren Graves	
Council	Hon. Phil Mendelson (Chair)	Y		
	Hon. Kenyan R. McDuffie			
<i>Maryland</i>				
Bowie	Hon. G. Frederick Robinson		Hon. Dennis Brady	
Charles County	Hon. Reuben Collins		Hon. Ken Robinson Hon. Debra Davis	
City of Frederick	Hon. Randy McClement	Y		
Frederick County	Hon. David Gray		Hon. Blaine Young	
College Park	Hon. Andrew Fellows	Y	Hon. Denise Mitchell	
Gaithersburg	Hon. Jud Ashman		Hon. Cathy Drzyzgula	Y
Greenbelt	Hon. Emmett Jordan		Hon. Judith "J" Davis	Y
Montgomery County				
Executive	Hon. Isiah Leggett		Mr. Tim Firestine	
Council	Hon. Roger Berliner (Vice Chair)	Y		
	Hon. Nancy Navarro			
Prince George's County				
Executive	Hon. Rushern Baker		Mr. Nicholas Majett	
Council	Hon. Karen Toles			
	Hon. Andrea Harrison			
Rockville	Hon. Bridget Newton	Y	Emad Elshafei	
Takoma Park	Hon. Bruce Williams	Y	Hon. Terry Seamens	
Maryland General Assembly	Hon. Brian Feldman			
<i>Virginia</i>				
Alexandria	Hon. William Euille (Vice Chair)	Y	Hon. Redella Pepper	
Arlington County	Hon. Walter Tejada	Y	Hon. Jay Fissette	
City of Fairfax	Hon. David Meyer	Y	Hon. Jeffrey Greenfield	
Fairfax County	Hon. Sharon Bulova	Y	Hon. Catherine Hudgins	
	Hon. Penelope A. Gross	Y	Hon. Patrick Herrity	
	Hon. John Foust	Y	Hon. Michael Frey	
Falls Church	Hon. David Tarter		Hon. David Snyder	
Loudoun County	Hon. Matt Letourneau	Y		
Loudoun County	Hon. Scott York		Hon. Shawn Williams	
Manassas	Hon. Jonathan Way	Y		
Manassas Park	Hon. Suhas Naddoni		Hon. Frank Jones	
Prince William County	Hon. Frank Principi	Y	Pete Candland	
	Hon. Wally Covington			
Virginia General Assembly	Hon. George Barker			

Total: 18



AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO DEVELOP A DISTRICT ALL-HAZARDS INCIDENT MANAGEMENT TEAM (IMT) CERTIFICATION-CREDENTIALING PROGRAM

WHEREAS, the Metropolitan Washington Council of Governments (COG) serves as the Secretariat for the Urban Area Security Initiative (UASI) for the National Capital Region; and

WHEREAS, COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) to procure a contractor to develop a District All-Hazards Incident Management Team (IMT) Certification-Credentialing Program; and

WHEREAS, the purpose of the contract will be to develop a District All-Hazards Incident Management Team (IMT) Certification-Credentialing Program to validate and identify the skill set of individuals and team members found in the District All-Hazard Credentialing guide ; and

WHEREAS, the District All-Hazards Incident Management Team (IMT) Certification-Credentialing Program to enable the District Homeland Security and Emergency Management Agency (HSEMA) to deploy Incident Management Teams for District incidents and to provide mutual aid assistance to other jurisdictions in the National Capital Region and nationwide; and

WHEREAS, funding for the procurement and contract has been provided to COG by State Administrative Agent (SAA) for the National Capital Region.

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

The Executive Director, or his designee, is authorized to receive and expend up to \$300,000 for a contract to develop the District All-Hazards Incident Management Team (IMT) Certification-Credentialing Program.

Funding for this effort will be provided through a subgrant from the SAA for the National Capital Region. No COG matching funds are required.



AGENDA ITEM #7

APPROVAL OF FY2016 WORK PROGRAM & BUDGET

(Full FY2016 Work Program &
Budget posted as separate
document)

Metropolitan Washington Council of Governments

Work Program & Budget

Fiscal Year 2016

DRAFT



METROPOLITAN WASHINGTON
Council of Governments

Metropolitan Washington Council of Governments
Fiscal Year 2016 Work Program and Budget: Executive Summary

The *FY 2016 Work Program and Budget* (July 1, 2015 – June 30, 2016) 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 vision, *Region Forward*.

First and foremost, the *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 and services, public safety and health, and homeland security. 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 choices,
- provide residents with cleaner water, air, and land and embrace energy efficiency and renewable energy use, and
- develop safe and healthy communities with economic opportunities, housing options, and quality human services.

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.

Secondly, the *Work Program and Budget* sets an ambitious goal that every COG member receives at least twice the value of their membership contribution. To support the achievement of this goal, COG will expand cooperative purchasing opportunities beginning in FY 2015 and into FY 2016. Cooperative purchasing saves participants time and money through volume buying, a clearinghouse of local government solicitations, and a purchasing rider that allows members to piggyback on other members' contracts.

COG will promote a new partnership with the regional council in Houston and Galveston opening up an opportunity for members to participate in a national government-to-government procurement service. Regional shared service pilots will be another way for COG to add value for its members. These initiatives would create joint contracts or other arrangements to provide government services in areas such as stormwater management, human resources and workforce training, and homeland security.

Finally, the *Work Program and Budget* notes several initiatives demonstrating greater integration of key subject areas and coordination amongst COG staff, members, and committees. For example, all departments will support and continue to implement recommendations from COG's multi-sector infrastructure report issued in FY 2015.

The programs, partnerships, expert analyses, plans, strategies, and exchange of ideas at COG help our government partners lead more effectively in their home jurisdictions and shape a stronger region. The following are highlights from each of COG's departments and

administration. A complete account of COG's continuing work and new activities for FY 2016 can be found in the full report.

Transportation and Commuter Connections

- Approve the annual update to the *Constrained Long Range Transportation Plan (CLRP)*, which demonstrates that the region can afford to implement the plan and maintain the current transportation system and approve amendments to the six-year Transportation Improvement Program, ensuring state and federal approval of more than \$1.5 billion in transportation projects for metropolitan Washington over the federal fiscal year.
- Continue support for a variety of transportation programs, including Commuter Connections, which helps area residents find alternatives to driving alone to work, the Transportation/Land Use Connections (TLC) Program, which offers technical assistance to local governments to advance land use and transportation coordination in the region, and the Metropolitan Area Transportation Operations Coordination (MATOC) Program which helps coordinate regional transportation incident response.

Community Planning and Services

- Continue three-year partnership with the Urban Land Institute-Washington on Technical Assistance Panels that help area leaders address land use challenges and create stronger local communities.
- Maintain and develop partnerships to advance child welfare and housing programs. For example, continue coordination with the Dave Thomas Foundation for Adoption to find permanent homes for foster children through the Wednesday's Child adoption program as well as plan housing communications campaigns, conferences, and/or new research through new strategic partnerships with Housing CAN (Communications Action Network) and a regional group created by COG, Enterprise Community Partners, the Washington Regional Association of Grantmakers, Citibank and the Community Foundation of the National Capital Region.

Public Safety, Health and Homeland Security

- Continue to analyze regional homeland security capabilities and gaps and advise leaders and executives about the NCR Urban Area Security Initiative (UASI) program portfolio status and recommend strategic direction to address the region's priorities. This includes completing a revision of the *NCR Homeland Security Strategic Plan* led by the National Capital Region Homeland Security Program Management Office. In addition support leadership decisions on funding allocations for federal UASI grant funds to address highest strategic priorities and insure maintenance and enhancement of regional emergency response capabilities.
- Continue supporting coordination amongst region's police, fire, and other public safety officials and continue enhancement of COG's regional public health planning and

coordination program to include assessing progress toward meeting *Region Forward* health goals, tracking regional health and wellness, and leveraging partnerships to advance region's health and wellness goals.

Environmental Programs

- Accelerate collaboration with member governments and area utilities to educate officials and the public about the challenges of updating, maintaining and funding critical water infrastructure to support wastewater, stormwater, and drinking systems, identify best practices, implement regional value-added services, and provide technical and policy support to assist members and utilities.
- Prepare new plans for the Metropolitan Washington Air Quality Committee to help the region attain expected, stricter federal ozone standard and continue to focus on implementing priority measures in the *2013-2016 Climate and Energy Action Plan* to support energy savings, renewable energy and greenhouse gas emission reductions.

Cross-Departmental

- Support and continue to implement recommendations from COG Infrastructure Report issued in FY 2015. This report summarizes the work and analysis by the COG Board on the region's transportation (roads, bridges, transit, aviation), energy (electric power and gas), water (drinking water, wastewater, stormwater), public safety communications, and other public infrastructure. Areas for further consideration in FY 2016 are expected to include workforce development and training for the infrastructure sectors, financing, and sharing of best practices.
- Support and help implement strategies developed by a multi-sector working group of professionals from the region's agencies created in FY 2015 to explore and analyze implementable actions to achieve multiple benefits in transportation, environmental quality, energy efficiency and conservation, greenhouse gas reduction, and community development. The group was formed by COG at the direction of the Climate, Energy and Environment Policy Committee, Metropolitan Washington Air Quality Committee, and Transportation Planning Board and supported by the departments of Transportation Planning, Environmental Programs, Community Planning and Services, and the Deputy Executive Director.
- Continue efforts to promote Complete Streets and Green Streets policies, which have water quality, transportation, and other benefits. This will involve ongoing coordination between the Department of Transportation Planning and Department of Environmental Programs.

Administrative & Member Services

- Expand participation in the Cooperative Purchasing Program, which saves members time and money through volume buying, COG's purchasing rider and a clearinghouse that features local government solicitations. Expand program to include regional procurement and shared service initiatives identified by the Board and members.
- Continue supporting the Institute for Regional Excellence (IRE), in partnership with George Washington University, to provide leadership and management training for mid-level and senior local government managers and use the IRE as a "think tank" to evaluate ideas and alternatives for the region.

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

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FY 2016 by the Numbers

The total FY 2016 operating budget is submitted at \$28,158,724, a 3.79 percent increase from FY 2015, nearly all of which is derived from additional anticipated grants and contracts. The proposed FY 2016 General Local Contribution (GLC) assessment increased by approximately \$55,000 compared with FY 2015 due solely to population growth. Management recommended no change in the per capita assessment rate of \$.71. The GLC is highly leveraged—less than 14 percent of COG’s total revenues come from membership contributions—and in FY 2016 initiatives in cooperative purchasing and shared services will be implemented to further add value to COG’s members. It is also noted that during FY 2016, COG is again likely to manage an additional approximately \$20 million in pass-through funds for transportation, homeland security, and environmental programs on behalf of COG members and the region.

Resources for Transportation Programs make up 64 percent of the total budget, with \$18.18 million in FY 2016. Community Planning and Services make up 4 percent of the total budget, with \$1.09 million in FY 2016. Public Safety, Health, and Homeland Security Programs make up 10 percent of the total budget, with \$2.59 million in FY 2016. The recently created National Capital Region Homeland Security Program Management Office (PMO) budget is included in this section for FY 2016. Environmental Programs make up 20 percent of the budget, with \$5.57 million in FY 2016, up from \$4.99 million in FY 2015. The Member Services budget makes up 2 percent of the total budget, with about \$715,000 in FY 2016. COG projects it will have 131.8 Full Time Equivalent (FTE) staff in FY 2016, a decrease from the 134 FTE staff in FY 2015.

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION ADOPTING THE FY2016 WORK PROGRAM AND BUDGET

WHEREAS, the Metropolitan Washington Council of Governments (COG) has adopted its strategic plan guiding the development of its fiscal year work program and budget; and

WHEREAS, the COG Board of Directors' policy boards and committees, with support from the COG management staff, have developed their proposed work programs and budgets based on the strategic plan and anticipated revenue sources; and

WHEREAS, COG bylaws require that it adopt a fiscal year work program and budget and membership assessment schedule at the annual general membership meeting; and

WHEREAS, pursuant to policies adopted in 1998 and 2004, COG created a General Reserve Fund and an Endowment Reserve Fund, which provide both funds for emergency use and the potential for future operational funds for the Board to rely upon; and

WHEREAS, the Budget and Finance Committee comprised of the COG Board executive committee, the chairs of the Transportation Planning Board and the Metropolitan Washington Air Quality Committee, and the COG Secretary Treasurer, reviewed and approved the proposed FY 2016 Work Program and Budget.

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

1. The Board approves the proposed FY 2016 Work Program and Budget.
2. Staff shall transmit the Work Program and Budget to member jurisdictions and ask that the proposed assessments be integrated into local government FY 2016 budgets.



AGENDA ITEM #8

ADOPTION OF 2015 LEGISLATIVE PRIORITIES



2015 Legislative Priorities

Metropolitan Washington Council of Governments

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



TRANSPORTATION FUNDING



WATER QUALITY PROTECTION



CLIMATE, ENERGY INNOVATION AND AIR QUALITY PROTECTION



WORKFORCE DEVELOPMENT AND ECONOMIC COMPETITIVENESS

SUPPORT TRANSPORTATION FUNDING

Support Reauthorization of the Federal Transportation Act – Support federal funding of MAP 21 for a full six year period with additional funding to address the under-investment in the region’s transportation system.

Support Transportation Infrastructure Investment – Address the needs outlined in the region’s Financially Constrained Long-Range Transportation Plan (CLRP) at both the federal and state level. The region’s aging transportation infrastructure is in urgent need of reconstruction and major rehabilitation that goes beyond routine maintenance and upkeep. Federal funding for these efforts has continued to decrease and is currently substantially inadequate.

Ensure Continuation of the Passenger Rail Investment and Improvement Act – Ensure the continuation of the Passenger Rail Investment and Improvement Act (PRIIA) of 2008 beyond 2020 and through 2040 for our region to be able to maintain the Metro system in a state of good repair.

Support Funding of Momentum/Metro 2025 – Identify and enact means of funding the Momentum strategic plan and Metro 2025 in order to improve and expand the Metro system over the next ten years to keep up with projected growth and demand throughout the region. Actions include adding core capacity to the system—such as ensuring all 8-car Metro trains during rush hour and station improvements.

Increase the Internal Revenue Service Public Transportation Subsidy Program – Increase the amount of employer-provided transit fare subsidy eligible for tax relief under the Internal Revenue Service Public Transportation Subsidy Program (PTSP) from the current amount of \$130 to \$250 to match the tax relief amount provided for automobile parking. This tax benefit encourages the use of public transportation and therefore improves air quality, reduces traffic congestion, and conserves energy.

SUPPORT WATER QUALITY PROTECTION

Endorse Affordability Criteria – Endorse establishing affordability and cost-effectiveness criteria for financing water infrastructure projects.

Support Investments in Water Infrastructure – Support mechanisms such as tax credits, infrastructure banking, Water Infrastructure Finance and Innovation Act (WIFIA) funding, state revolving funds (SRFs), and maintain tax exemption status for municipal bonds.

Ensure Stormwater Regulatory Feasibility – Endorse legislation that supports a feasible pace for MS4 stormwater permits, and applies the “Maximum Extent Practicable” standard. Ensure that burden does not increase for local governments to compensate for delayed issuance of stormwater permits. Support flexibility for generating local funding for stormwater management.

Support Climate Resiliency Research- Support funding for technical support, and elimination of barriers for robust climate change analysis, adaptation planning, and implementation.

Ensure Local Government Input – Ensure that local governments are recognized as partners in making management decisions about the Chesapeake Bay and local water quality.

Grant Regulatory Flexibility – Support streamlining and prioritization of permits, such as the Integrated Permitting approach.

Support for Water Security – Support water security research, planning, and programmatic support.

SUPPORT CLIMATE, ENERGY INNOVATION AND AIR QUALITY PROTECTION

Advocate for Clean Energy Finance – Expand options and improve access to clean energy finance at the state and local levels, through measures such as Green Banks, Property Assessed Clean Energy, on-bill financing, Energy Savings Performance Contracts, and credit enhancement mechanisms. Establish or enable sustainable clean energy incentive programs, and remove barriers to third-party ownership.

Deploy Clean, Distributed Energy Generation Technology – Support policies that encourage deployment of clean, distributed energy generation technologies and infrastructure. Expand net metering programs to enable virtual net metering for all customer classes, increase utilities’ allowable renewable energy generating capacity, and raise system size caps where they limit the ability to use solar energy. Strengthen renewable portfolio standards and improve the effectiveness of renewable energy credit (REC) trading markets.

Improve Grid Resilience – Prioritize funding for energy-sector infrastructure improvements to improve grid resilience and reliability. Support policies and funding for energy security improvements such as microgrids, district energy systems, and storage technology, especially when coupled with clean energy generation. Support community-based efforts and public-private partnerships to improve climate and energy resilience at the local level.

Support Energy Innovation – Stimulate energy-sector innovation by utilities and private companies to increase transparency and access to data. Support regulatory and policy innovations to improve energy-sector performance, support clean and distributed energy, and deploy low and zero-emission vehicles and infrastructure – such as through performance-based utility compensation or alternative financing mechanisms for infrastructure investments.

Further Improve Air Quality – Support policies and funding that strengthen the region’s ability to meet current and future air quality standards for pollutants including ozone, particulate matter and carbon dioxide. The region has made significant progress in reducing pollution—in 2014 it recorded a second straight summer with No Code Red unhealthy air days—but it still does not meet federal ozone standards. EPA is currently considering more stringent standards to further protect public health.

SUPPORT WORKFORCE DEVELOPMENT AND ECONOMIC COMPETITIVENESS

Align Education and Job Creation – Encourage the executive and legislative branches of Virginia and Maryland to support legislation and programs that fund local job development and more closely align education and job creation.

Support Workforce Development at the Local Level – Support federal legislation and the Skills for America's Future initiative to focus on workforce development and job creation at the local level.

Support Local Governments and Activity Centers – Work with local governments to support sound land use planning which focuses on employer retention and new job growth in the region's mixed use Activity Centers.

About COG

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

Region Forward is COG's vision. It's a commitment by COG and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. COG's mission is to advance Region Forward by being a discussion forum, expert resource, and catalyst for action.

Staff Contacts:

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Workforce Development: Paul Desjardin, pdesjardin@mwkog.org, (202) 962-3293

ONE REGION MOVING FORWARD



www.mwkog.org

January 14, 2015 Board Packet

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**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION ADOPTING THE COG 2015 LEGISLATIVE PRIORITIES

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 22 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, the draft 2015 Legislative Priorities have been reviewed by the individual policy committees and the 2015 Legislative Committee; and

WHEREAS, the COG Board has received and reviewed the draft 2015 Legislative Priorities; and

WHEREAS, the draft 2015 Legislative Priorities address the main issues the COG Board of Directors wants to communicate to state and federal officials as important concerns during the upcoming legislative session.

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

The Board adopts the 2015 Legislative Priorities and directs its Executive Director, or his designee, to distribute the priorities to the appropriate state and federal officials representing areas of the COG member jurisdictions.



AGENDA ITEM #9

MARKETPLACE FAIRNESS ACT LEGISLATIVE DISCUSSION

LEGISLATIVE ISSUE BRIEF

Marketplace Fairness Act

The Marketplace Fairness Act addresses state and local governments' inability to require remote, typically online, sellers to collect the legally imposed taxes on transactions. Brick and mortar retailers are unfairly put at a five to ten percent competitive disadvantage by following the law and collecting sales tax at the time of purchase, while remote online retailers are not required to do so. This not only affects individual retailers and constituents in a community, but also the local economies of cities and counties in the region.

State and local governments' inability to require remote sellers to collect the legally imposed taxes on transactions resulted in an estimated \$23 billion loss of revenue for states and local governments in 2012. Passing the Marketplace Fairness Act is an avenue to provide fiscal relief for state and local governments without increasing current tax laws or requiring funds from the federal Treasury. Marketplace fairness simply allows states and local governments the option of enforcing existing sales tax laws on remote sales. It does not create new taxes or increase existing ones. It will not have any impact on federal revenues or expenditures. The proposed legislation does not require any state or local government to impose or extend any tax to online sellers; it only provides the ability to exercise discretion in deciding whether to require the collection of taxes.

In 2013 the Senate passed the Marketplace Fairness Act with broad bi-partisan support, but it was unsuccessful in the House. In 2014 the Marketplace Fairness Act was incorporated into the Marketplace and Internet Tax Fairness Act (MITFA). MITFA combined the legislation in the Marketplace Fairness Act and a temporary extension of the current moratorium on internet access taxes. It was read on the floor of the Senate in July 2014, and was withdrawn from consideration in November 2014.

Marketplace Fairness is expected to be brought up again this year either individually or in-part with other related legislation. Sponsors in the House or Senate have yet to be identified. It is strongly supported by the National League of Cities, the National Association of Counties, and the United States Conference of Mayors.

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

*Adjunct Member

U.S. Metro Economies

May 2013

Impact of “Marketplace Fairness” on Select Jurisdictions – UPDATE

Prepared for:

**The National Association
of Counties**

The National League of Cities

**The United States
Conference of Mayors**

Prepared by:



**GLOBAL
INSIGHT**



SALES TAXATION AND ELECTRONIC COMMERCE

State and local governments across the US rely extensively on sales taxation as a key source of revenue to fund essential government functions. The sales tax is normally very simple to administer, requiring that vendors located within a locality charge buyers the required percent of the purchase price and remit the proceeds to the taxing jurisdiction. Enforcement by the local government authorities is simplified by the physical presence of the vendor. However, the very rapid growth in recent decades of online, Internet, sales poses new enforcement challenges and difficulties, and has contributed to an erosion of the sales tax base across cities and counties.

States and local governments have long had difficulties collecting sales taxes due from out-of-state sellers. These purchases from remote sellers were previously predominated by mail-order sales, but the growth of the Internet and ease of online remote sales has accelerated the rate of sales tax revenue losses. Moreover, the US Supreme Court held, in *Quill Corp. v. North Dakota* (1992), that a seller must have physical presence in a state in order for that state to require the seller to collect sales and use taxes.

THE MARKETPLACE FAIRNESS ACT

The Marketplace Fairness Act would allow state and local governments to enforce existing state and local sales and use tax laws on remote retailers so long as they simplify tax administration by adopting the Streamlined Sales and Use Tax Agreement (an agreement among twenty-four state governments which standardizes and simplifies administration across jurisdictions) or alternative minimum simplification requirements. It would also exempt small (less than \$1 million in nationwide sales) remote sellers.

The purpose of this research is to provide estimates of the sales tax revenue losses for E-commerce in 2011, 2012, and 2013, across US cities and counties in the absence of this Act. These estimates are presented in the accompanying tables.

METHODOLOGY

The research relies heavily on the excellent, much-cited work in 2009, "State and Local Government Sales Tax Revenue Losses from Electronic Commerce", by Donald Bruce, William F. Fox, and LeAnn Luna, at the University of Tennessee. They made an extensive survey of state tax bases and surveyed state tax enforcement officials across the country, to develop estimates of losses at the state level. They concluded that total revenue losses from uncollected sales taxes on E-commerce across the US totaled \$7.2 billion in 2007.

We extend their analysis to cities and counties, compiling sales tax rates across jurisdictions, IHS estimates of E-commerce growth through 2013, and IHS retail sales projections across US metros through 2013.

RESULTS

County and city sales tax receipts, normally collected at the point of purchase, provide funding for local services and are often designated for local improvement projects. The growth of E-commerce and remote sales has allowed for a lack of compliance with both state and local tax policy and further erodes the ability for local jurisdictions to collect on the primary drivers of sales tax revenue: population, income, and discretionary spending. As such, our analysis focuses on the monetary significance of local tax revenues lost to E-commerce and internet sales in the largest metropolitan areas across the United States.

Over \$225 Billion in E-commerce transactions were recorded by Census in the United States in 2011. The results of our analysis show that, collectively, state and local governments in the United States experienced a direct loss of revenues due to uncollected taxes on E-commerce of nearly \$12 Billion in 2011, rising to almost \$14 Billion by 2013. The counties and cities tabulated here suffered a loss of nearly \$1.3 Billion in 2011, \$1.5 Billion in 2012, and a projected \$1.7 Billion in 2013. The three year total of losses for these counties and cities is estimated at \$4.5 Billion.

Each county and city included in the analysis levies a tax rate between 0.1% and approximately 6% on top of state taxes. Due to the difficulty in

collecting from out of state retailers, taxes on these remote sales are rarely collected even when directly addressed by the local tax code. Lost revenues are calculated by determining the share of E-commerce originating from a given county or city and applying the appropriate local tax rate. While it is not uncommon for local jurisdictions to provide exemptions on some goods and services, purchases made through on-line transactions would not typically fall into exempt categories.

Among cities, New York City experienced the greatest loss in 2012 over \$200 Million. Phoenix and Chicago followed with losses of \$18 Million and \$17 Million respectively. These losses are forecast to \$235 Million for New York and to over \$20 Million for Phoenix. Ten other cities are projected to lose over \$10 million each in 2013.

Top Eleven U.S. Cities - E-Commerce Tax Revenue Losses by Year					
(\$000s)					
City	State	2011	2012	2013	Cumulative Total
New York	New York	179,401	205,730	235,072	620,203
Phoenix	Arizona	15,200	17,790	20,587	53,577
Chicago	Illinois	14,536	16,859	19,236	50,630
Dallas	Texas	9,507	11,177	12,919	33,603
Philadelphia	Pennsylvania	9,425	10,950	12,517	32,891
Oklahoma City	Oklahoma	9,290	10,873	12,499	32,662
Memphis	Tennessee	9,283	10,860	12,442	32,585
Nashville	Tennessee	8,628	10,094	11,564	30,285
Los Angeles	California	8,584	10,022	11,481	30,087
Houston	Texas	8,429	9,909	11,453	29,790
Denver	Colorado	7,852	9,187	10,577	27,617
Total		280,134	323,450	370,347	973,931

Source: IHS Global Inc.

Among counties, Los Angeles, CA and Cook County, IL experienced the greatest losses at over \$70 Million and \$42 Million respectively. In 2012, the city of Chicago was unable to collect over \$14 Million due to remote sales. Yet, this number represents only 26% of the total MSA losses recorded in the surrounding counties.

Comal County, Texas, part of the San Antonio metro, experienced the least amount of losses of any county recorded in our study at \$6,000; however, this number is forecasted to grow by nearly 15% by 2013.

Top Ten U.S. Counties - E-Commerce Tax Revenue Losses by Year						
(\$000s)						
State	Metropolitan Statistical Area	County	2011	2012	2013	Cumulative Total
California	Los Angeles	Los Angeles	70,807	82,473	95,265	248,545
Illinois	Chicago	Cook	42,002	48,523	55,547	146,071
Washington	Seattle	King	30,037	35,610	41,582	107,229
New York	New York	Westchester	25,997	30,210	35,213	91,419
Georgia	Atlanta	Fulton	23,623	27,416	31,559	82,598
Louisiana	Baton Rouge	East Baton Rouge	21,038	23,686	26,974	71,698
Arizona	Phoenix	Maricopa	19,639	23,010	26,896	69,544
Louisiana	New Orleans	Orleans	18,206	21,181	25,180	64,566
Louisiana	New Orleans	Jefferson	17,179	19,339	21,785	58,304
New York	Buffalo	Erie	16,043	18,348	21,091	55,482
Total			251,349	292,108	338,213	881,670

The full study results are organized by state in the following tables. For cities the results are organized by state. Study results for counties are organized by descending geographic region. To find a particular county or city, first locate the state in which the local jurisdiction resides. Listed under each state are the Metropolitan Statistical Areas (MSAs), entities defined by the Office of Management and Budget for collecting, tabulating and publishing federal statistics. County-level data is found under the corresponding MSA. For example, when researching data for Dakota County in Minneapolis, one must first scroll to the Minnesota section and precede one geographic level down to the Minneapolis MSA. Dakota County data will be located under the state and MSA sub-headings. It should be noted: counties in MSAs that cross state lines can be found under the state in which they are located.

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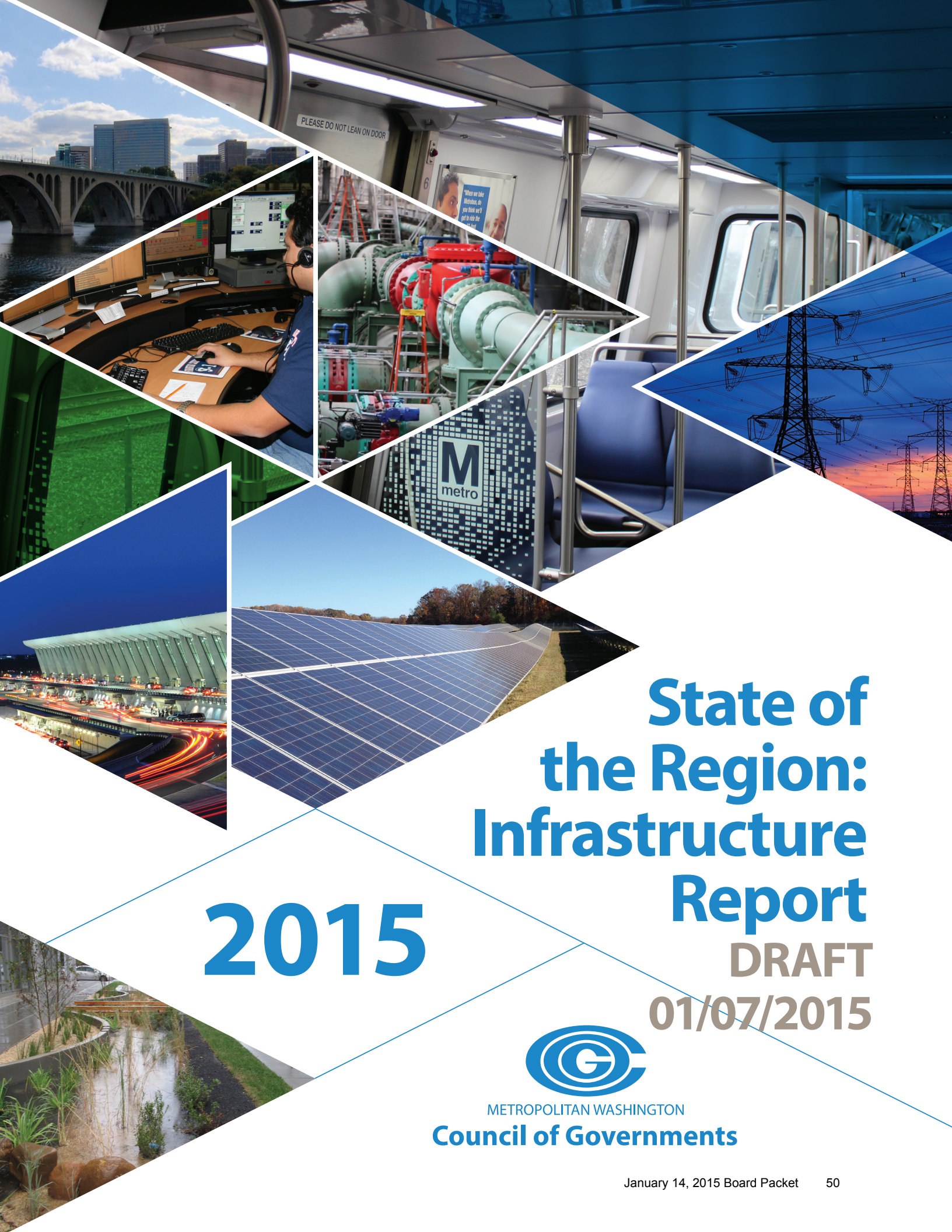
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AGENDA ITEM #10

2014 STATE OF THE REGION INFRASTRUCTURE REPORT



State of the Region: Infrastructure Report

DRAFT

01/07/2015

2015



METROPOLITAN WASHINGTON
Council of Governments



About the Metropolitan Washington Council of Governments

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 22 local governments, the Maryland and Virginia state legislatures, and U.S Congress.

Region Forward is COG's vision. It's a commitment by COG and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. COG's mission is to advance *Region Forward* by being a discussion forum, expert resource, and catalyst for action.

Published: January 7th, 2015

A Letter from Chairman Mendelson



The **2015 State of the Region: Infrastructure Report** provides an in-depth look at both the infrastructure systems at the heart of the metropolitan Washington region, and their funding needs. These roads, bridges, transit systems and airports; water, sewer and energy utilities; communication systems; and public buildings are critical to our region's health, safety, economy and quality of life.

Infrastructure is usually under-appreciated until something goes wrong. We want transportation to run smoothly, electricity and natural gas to turn on when we flip the switch, water to flow when we turn on the tap, clear communications in an emergency, and first-class public buildings. However, maintenance and replacement costs in critical sectors have been deferred as leaders have been faced with competing priorities, and the need for investing in new systems to support growth and maintaining a state of good repair totals in the billions.

For 2014, I proposed that the COG Board of Directors focus on this critical issue, and since January, we have held discussions with experts from across the infrastructure provider spectrum. We heard from state, regional and local transportation departments and authorities about the needed investments in roads, bridges and transit, and from the heads of the region's three commercial airports who spoke to balancing growth and making investments to support current and future demand. Water officials reviewed long term plans for assuring the safety and supply of our region's drinking water, how wastewater and stormwater infrastructure have produced significant environmental improvements and outlined further investments, particularly in stormwater management, needed to restore local waterways and the Chesapeake Bay. Leaders from the region's largest energy utilities addressed plans for replacing and upgrading natural gas pipes and electric power lines as well as using new technologies to improve efficiency. These and other discussions in our series have been enlightening and—taken together—paint a detailed picture of the current capacity, gaps, and funding needs of our region's infrastructure.

I commend COG staff for drawing on its regional connections and applying its expertise across subject areas to produce this first-of-its-kind report. Now, our challenge is to put this valuable information to good use as each of our jurisdictions, authorities and other infrastructure owners and regulators set budgets and consider projects. Let's work together to identify policy, advocacy, and outreach actions that will address these needs.

The region's infrastructure connects us in so many ways. Let's pledge a renewed commitment to its maintenance, repair, and strategic expansion in order to shape stronger communities and realize our Region Forward vision for a prosperous, accessible, livable, and sustainable future.

Phil Mendelson
Chairman, Board of Directors, Metropolitan Washington Council of Governments
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Executive Summary

The metropolitan Washington region's leaders have recognized the fundamental role infrastructure plays in the ability to maintain and improve the region. However, despite regional recognition of the importance of maintaining our infrastructure, infrastructure investment is often a challenge for many organizations. Officials at the federal, state, and local level must balance an enormous number of funding needs, and sufficient funds often are not available for infrastructure needs.

To raise awareness about the importance of adequate infrastructure funding, the COG Board of Directors established Regional Infrastructure as a priority focus for

2014. This report synthesizes information considered by the Board of Directors throughout the year and explains the current status and future needs to address the region's infrastructure systems.

The COG Board of Directors focused on five critical infrastructure sectors—transportation, water, energy, local public buildings, and public safety communications. These infrastructure systems were selected as they are lifeline infrastructure systems that are regional in scope, are owned and controlled locally or regionally, or are significantly affected by government regulation.

Executive Summary

Findings

This report found that the Region has been making considerable investment in maintaining and expanding critical infrastructure. These investments are being made by local, state and federal governments, local and regional authorities, energy, telecommunication, water and wastewater utilities, and private businesses. A variety of sources are used to pay for infrastructure

investments, including tax collections, utility rates, and user fees paid for services such as on toll roads.

Despite these investments, and in light of the continued growth in the region, with more than 1.6 million new residents expected by 2040 (an increase of nearly 33%), billions of dollars in additional funding is needed to maintain our critical infrastructure. Comparing and comprehensively

quantifying the needs across the region and its major infrastructure sectors requires accounting for the different planning horizons and financing assumptions made by each infrastructure provider. Accepting that there is no standard time frame for analysis, this report conservatively estimates a funding gap of **\$58 billion** in the next 15 years.

The ability to expand and sustain the metropolitan Washington region is directly connected to the health and sustainability of the Region's infrastructure. This report highlights the need to bring infrastructure development, operations and maintenance needs to the forefront of governmental priorities. Local, state, and federal officials need to work with regional partners to secure funds and implement solutions to provide for these critical needs.

Mid-term Infrastructure Funding Gaps

Infrastructure Sector	Funding Gap	Time Frame
Transportation—Public Transportation	\$16 billion	10 years
Transportation—Roads	\$7.5 billion	15 years
Transportation—Bridges	\$1 billion	10 years
Water—Storm Water	\$10 billion	10 years
Water—Drinking Water	\$10 billion	10 years
Energy—Electric	\$4.4 billion	3 years
Energy—Gas	\$650 million	5 years
Public Buildings	\$8.5 billion	6 years
Public Safety Communications	Study for Regional NG9-1-1 in process, cost estimates available in late 2015	
Total:	\$58 billion	

Executive Summary

Recommendations

To achieve a vibrant future for the Region, the following recommendations are made to preserve, invest in and enhance the region's systems of critical infrastructure. Taken together, these recommendations represent a commitment to support COG's *Region Forward* vision for a prosperous, accessible, livable and sustainable Region.

Five recommendations have been identified to reinforce the critical importance of the investment in the region's infrastructure. These include creation of an infrastructure partnership to formalize regional focus, public education, sharing best practices, highly innovative financing, and advocacy.

1. **Regional infrastructure exchange:** Establish a regional or mid-Atlantic infrastructure exchange in the form of an organization or council tasked with a continued focus on infrastructure needs within local governments. This group of

regional partners would prioritize infrastructure costs, funding needs and mechanisms, and continue to periodically assess the state of infrastructure in the region.

2. **Public education campaign:** Increase public awareness of the infrastructure needs in the region and the costs of implementing these needs. Local leaders, policy makers and the general public need to gain a better understanding of the large funding gaps currently existing and realize the necessity of making infrastructure a priority when allocating limited resources and funds.
3. **Continued sharing of best practices:** Coordinate with regional entities and with experts across the United States to increase the exchange of best practices and models for maintaining the current infrastructure and adequately financing the necessary infrastructure as the region continues to grow.

4. **Workshop series on unique funding mechanisms:** Facilitate a series of workshops focused on developing ideas for financing essential infrastructure projects. Experts should be brought together to brainstorm out-of-the-box funding mechanisms for infrastructure projects related to transportation, wastewater, drinking water, energy, communications and public buildings innovative and creative ideas can be identified to accomplish specific funding needs on a project by project basis.
5. **Advocacy:** Insure that the COG Board of Directors' legislative priorities and policy positions support essential investments, creation of partnerships, and champion the actions required to close the funding gaps identified in this report.

The COG staff will track and report on the status of implementation at least once a year.

Introduction and Overview

of MWCOG's 2014 Infrastructure Initiative

Infrastructure can be defined as the basic physical and organizational structure needed for the operation of a society or enterprise. It includes the facilities and related services that support a society, such as roads, bridges, tunnels, rail lines, airports, water supply, sewers, electrical grids, telecommunications, public buildings and facilities, and other similar systems. Infrastructure is necessary to provide the commodities and services essential to enable, sustain, or enhance societal living conditions.

The term infrastructure comes from the French language, where it means subgrade or the native material underneath a constructed pavement or

railway. English use started in the late 1920s as a term to describe the installations that form the basis for an operation or system. Current use of the term to describe the physical infrastructure of our communities came into use in the 1970s.

Infrastructure plays a vital role in the success of our region. As our population continues to grow, new infrastructure and upgrades to current infrastructure is necessary to accommodate the increased demand.

Numerous organizations have characterized the challenged state of our nation's infrastructure. For

example, in the 2013 Report Card For America's Infrastructure, the American Society of Civil Engineers (ASCE) rated the United States overall infrastructure a D+. According to ASCE's report, solid waste (B-) is currently the strongest ranked category of infrastructure in the U.S. Inland waterways and levees were the lowest rated (D-). Other national scores included aviation (D), bridges (C+), drinking water (D), energy (D+), public parks and recreation (C-), rail (C+), roads (D), schools (D), solid waste (B-), transit (D), and wastewater (D).

The National Association of Manufacturers released a report

outlining the importance of robust infrastructure and that maintaining the status quo will not be sufficient to turn around the nations failing grades on infrastructure. The report cited economic analysis by the University of Maryland showing that long-term increases in public infrastructure investments nationally from all public and private sector sources over the next 15 years would yield almost 1.3 million jobs and boost GDP by 1.3% by 2020 and 2.9% by 2030.

For the metropolitan Washington region, infrastructure is the foundation for a livable and workable metropolitan area. While the current

infrastructure is providing for our region today, new infrastructure will need to be established, in addition to maintaining the current infrastructure, as the metropolitan Washington region continues to grow. Local, state, and federal governments, as well as public utilities and private businesses, will need to dedicate the time and funds to provide for the robust infrastructure needed to propel the region into the future.

Investment in infrastructure will provide multiple benefits to the metropolitan Washington region. For example, infrastructure plays a critical role in helping the region meet the Metropolitan Washington Council of Governments' (COG) Region Forward vision for a more accessible, sustainable, prosperous, and livable metropolitan Washington.

In order to increase the collective knowledge and awareness of infrastructure in the metropolitan Washington region, the COG Board of Directors identified regional infrastructure as a key element of its 2014 Work Plan. Throughout the year staff has highlighted the critical importance of investment in our region's infrastructure. The Board received presentations from regional and national infrastructure experts and examined the issues with each critical infrastructure sector. The dialogues led to the proposed policy initiatives, guidance and direction included in this report.

The infrastructure topics focused on COG's core competency areas—transportation, water, energy, local public buildings and public safety communications. These were selected as they are lifeline

Infrastructure Components of The Metropolitan Washington Region



infrastructure systems that are regional in scope, are owned and controlled locally or regionally, or are significantly affected by government regulation. They are critical to our region's health, safety, economy, and quality of life.

This report highlights each infrastructure system and sub-types and includes information on what defines and distinguishes our region's infrastructure, who owns and manages it, what it costs to maintain, what the future needs will be; how it is currently paid for; and the future financing/funding needs and options. In addition to explaining the current condition and capacity of the region's infrastructure, the report also addresses the gaps and needs, regulations, concerns, assets, and future challenges to maintaining and developing each infrastructure system.

The report assesses the funding gap between what is needed to build, operate and maintain infrastructure systems to meet the metropolitan Washington region's needs and the funds that have currently been earmarked for these systems. This report conservatively estimates a 15 year funding gap of \$58 billion.

What does this report mean by a funding gap? This is comparable to unbudgeted expenses a couple may face into the future. Assume the couple is paying \$1,500 per month, or \$18,000 per year for a home mortgage and \$300 per month, or \$3,600 per year, for utility and regular maintenance costs. These would total to \$216,000 in budgeted costs over 10 years. However, they could have to pay to replace their heating and cooling system and a hot water heater, put on a new roof, paint the house, and other

similar work that could cost \$20,000. Additionally, if they were to have a child, their annual costs would increase \$250 per month or \$3,000 per year. These would total to a \$50,000 funding gap, or nearly one-quarter more than budgeted, over the next 10 years.

This report calculated the funding gap for the region's infrastructure as follows:

- ▶ **Transportation:** Local, regional and state agencies have identified, in the region's Constrained Long Range Plan, \$79 billion in system preservation projects and operations for which funding is reasonably available. However, there are additional investments needed. It is estimated that the region will need \$7.5 billion over the next 15 years for road resurfacing and rehabilitation, and \$1 billion over the next 10 years to rehabilitate and reconstruct bridges. WMATA estimates that it will need \$1 billion annually, or \$10 billion over the next 10 years, to maintain and replace assets on a regular life cycle basis, and \$6 billion through 2025 for the Metro 2025 initiative. This totals to a \$24.5 billion gap for transportation.
- ▶ **Water:** Local governments, water and wastewater utilities, and regional authorities have been making significant investments in upgrades to their central treatment plants and systems. However, the region's drinking water utilities will need to make over \$1 billion per year in capital investments to replace aging pipe, valves, and distribution and gathering pipe infrastructure and continue upgrades to central treatment plants. Local

governments will need to invest at least \$10 billion in stormwater management infrastructure. These investments will need to be recovered through future utility rates, stormwater fees and other revenue. They total to a minimum of \$20 billion.

- ▶ **Energy:** The electric and natural gas utilities serving the region have invested billions of dollars in upgrades to electric and natural gas transmission and distribution systems as well as in new electric generation plants and energy efficiency and demand control measures. These investments will need to continue into the future. For example, Pepco is planning to invest \$3 billion in the next four years to improve electric system reliability in the District and Maryland suburbs. Dominion is planning \$1.4 billion in infrastructure investments just in Northern Virginia. Washington Gas is planning to invest \$650 million in system upgrades over the next 5 years. These investments will need to be recovered through future utility rates. They total to \$5 billion.
- ▶ **Public Buildings:** Local governments operate and maintain over 3,600 schools, public safety, libraries, offices, and other public buildings. Localities must rehabilitate old buildings and build new buildings to meet the needs of the region's growing population. They are planning over 500 public building projects to be funded through future taxes and other revenue totaling to \$8.5 billion over the next six years.

Infrastructure Sectors



Transportation

Current Infrastructure Funding Gap: **\$24.5 billion**

Background

Transportation infrastructure provides for the movement of people and goods and is critical to the growth and sustainability of our region. Transportation often receives the most attention compared to other forms of infrastructure due to its visibility and prominence in the day-to-day lives of both residents and visitors. Providing this effectively throughout the region is vital to ensure economic competitiveness, public safety, and quality of life.

The primary categories of transportation infrastructure in the region include roads and bridges, public transportation, and aviation. The region also is served by and transected by freight railroads and a limited amount of water-borne transportation. All of these parts are interconnected and must work to meet our region's needs for transportation needs.

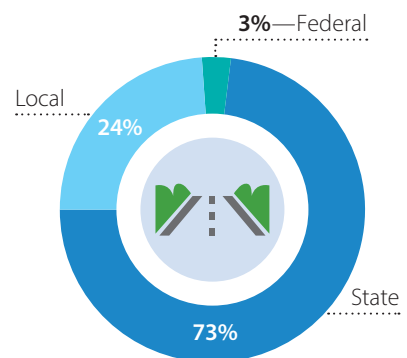
Roads and Bridges

Work on road and bridge infrastructure includes the planning, design, construction, and

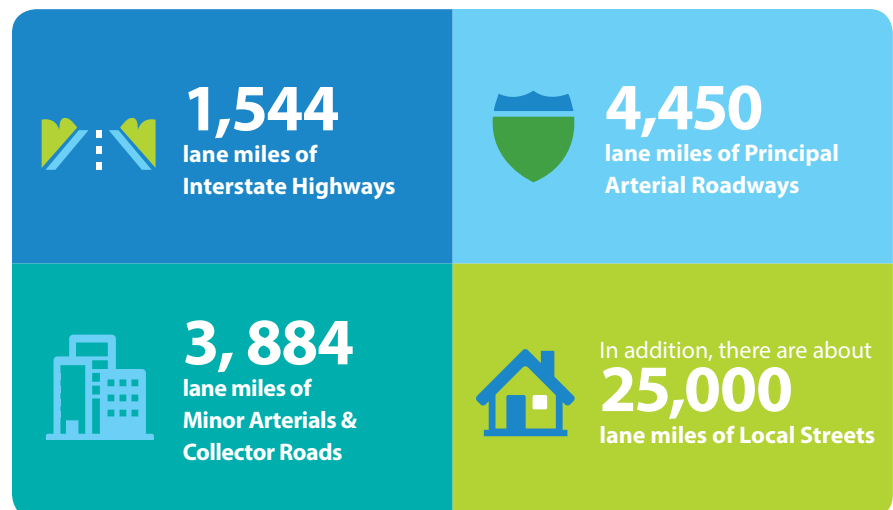
maintenance of streets, sidewalks, bridges, tunnels, bicycle lanes, streetlights, signals, street trees, and alleys. This work is the responsibility of the District Department of Transportation, the Federal Highway Administration, Maryland State Highway Administration, National Park Services, Virginia Department of Transportation, regional authorities and local governments.

Eight out of ten daily trips in the region are by automobile and truck, totaling 120 million vehicle miles

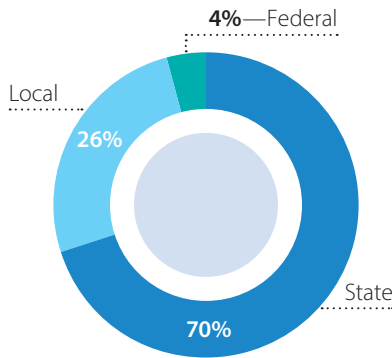
Highway Ownership



Highway Inventory

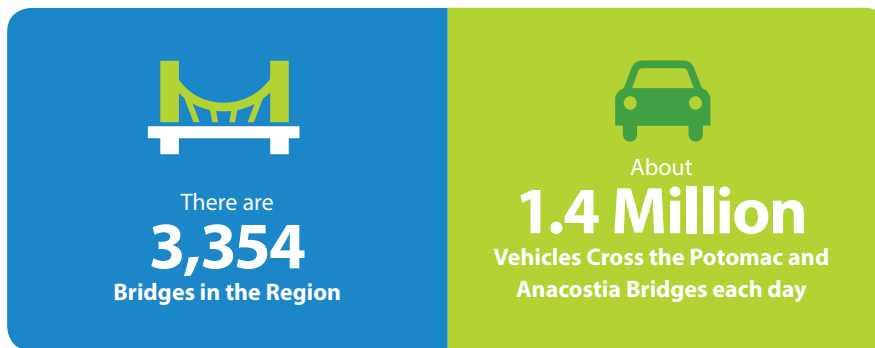


Bridge Ownership

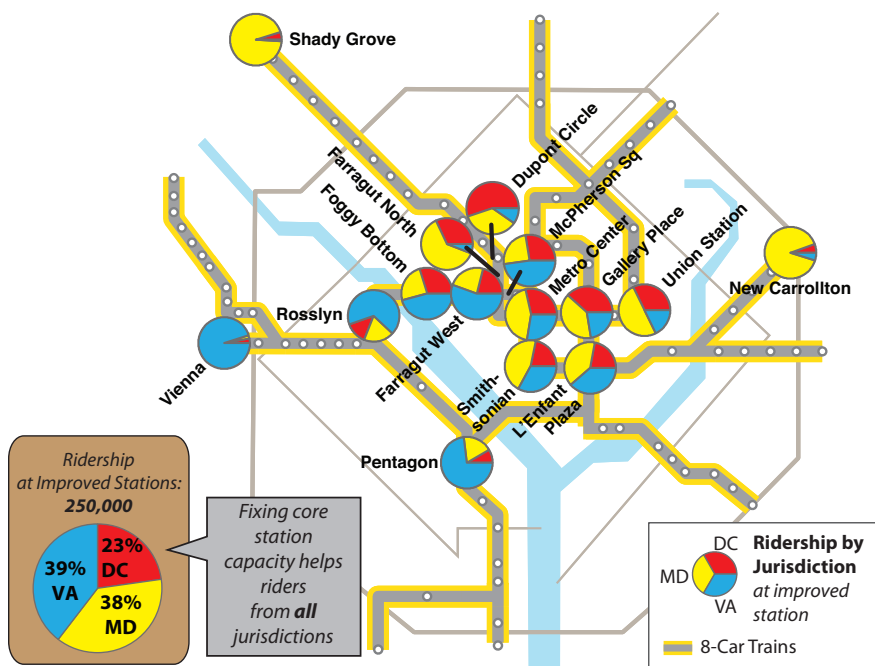


traveled (VMT) per day. Heavy and medium trucks account for about eight percent of this daily VMT. About 78 percent of daily highway travel is on roads with Good or Acceptable Ride Quality. Therefore, 22 percent of daily highway travel is on roads that need to be improved. There are 3,354 bridges in the region with approximately 1.4 million vehicles crossing the 15 major Potomac and Anacostia bridges each day.

Bridge Infrastructure



Momentum Regional Ridership Composition



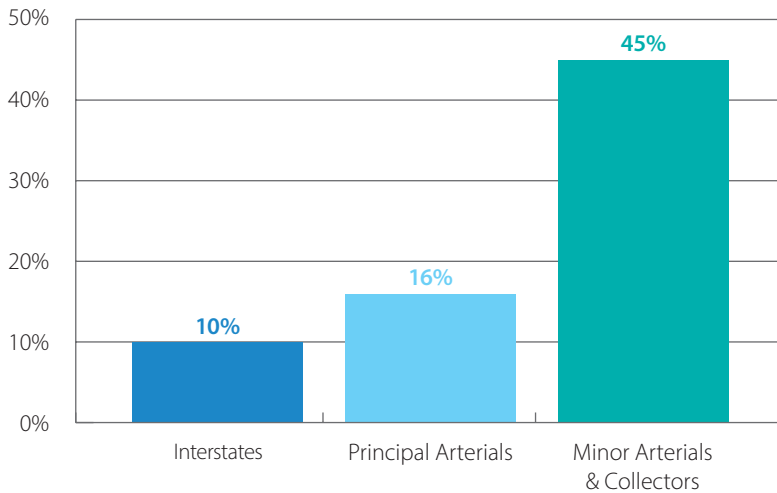
Transit

The main form of public transportation in the region is the Metro. The Washington Metropolitan Area Transit Authority (WMATA or Metro) was created by an interstate compact in 1967 to plan, develop, build, finance, and operate a balanced regional transportation system in the national capital area. Metro's rail and bus lines account for 85 percent of the public transportation in the region. The other 15 percent is comprised of the Virginia Railway Express (VRE), the Maryland Area Regional Commuter (MARC), and additional bus systems. Today, Metrorail serves 91 stations and has 117 miles of track and Metrobus operates a fleet of 1,500 buses. Metrorail and Metrobus serve a population of 5 million within a 1,500-square mile footprint. In 2013 customers made approximately 209 million rail trips and 136 million bus trips.

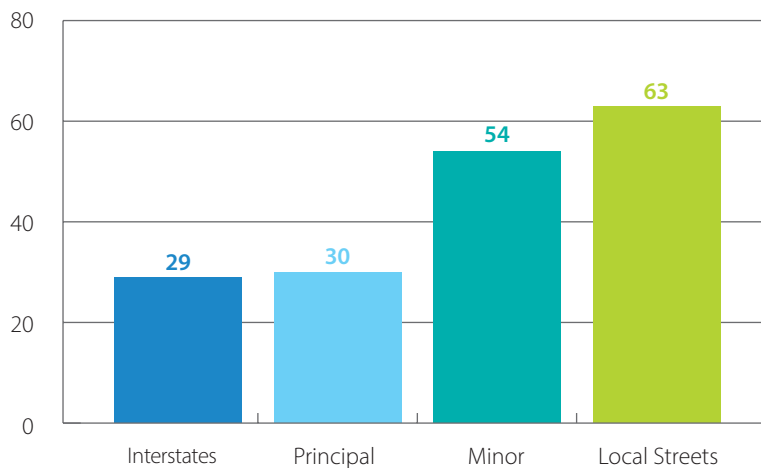
Air Travel

There are three commercial service airports serving the metropolitan Washington region: Baltimore-Washington International Thurgood Marshall Airport (BWI) located in Anne Arundel County, Maryland, Ronald Reagan Washington National Airport (DCA) located in Arlington County, Virginia, and Washington Dulles International Airport (IAD) located in Loudoun and Fairfax counties, Virginia. In 2013, BWI, DCA, and IAD were all in the top 25 busiest airports in the United States based on data from the Federal Aviation Administration (FAA). The three airports as a single regional system serve both air passengers and air cargo. It has been long-standing

Percent of Lane Miles with Deficient Pavement (Ride Quality)



Number of Structurally Deficient Bridges



regional policy to seek balance within that system. Continuing this balance will promote economic growth and regional sustainability.

Connectivity between airports and roads and transit is essential to keeping our region competitive. The airport mode of access chart shows the types of transportation used to access each airport as reported in the 2013 Washington-Baltimore Regional Air Passenger Survey.

The most recent FAA forecasts predict continued growth at all three regional airports. Despite DCA's federal government regulatory limits on flight operations and their existing conditions approaching the physical capacity limits of the airport, DCA continues to experience high growth. The implementation of weekend MARC service to BWI and the opening of the Metrorail Silver Line towards IAD will improve access to both of these airports and assist in accommodating the anticipated future growth. Directing future traffic to spread regionally to BWI and IAD is in the best interest on the region as a whole and will allow for increased economic growth.

Highway Pavement Conditions



Only about **78%** of daily highway travel is on roads with "Good" or "Acceptable" Ride Quality

Bridge Conditions



176 bridges or about 5% of all bridges in the Region have been rated as "Structurally Deficient"

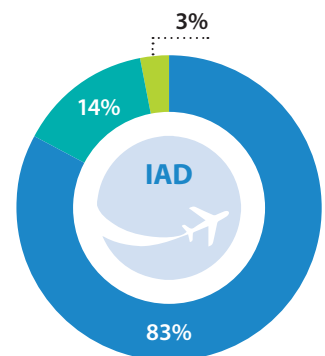
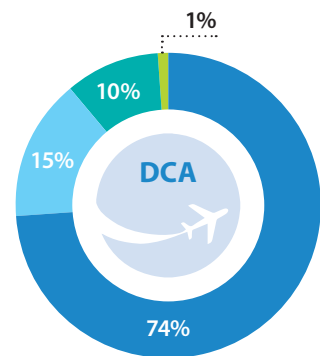
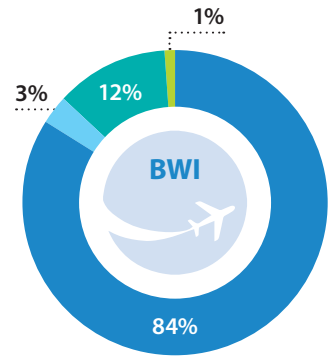


Nationally, about **11%** of all bridges are rated as "Structurally Deficient"

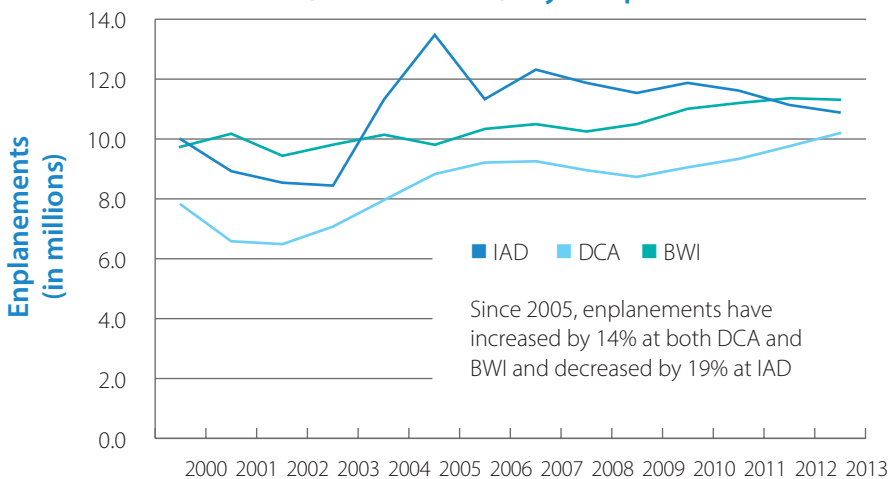
Map of COG/TPB Air System Planning Region with location of three airports



Locally Originating Airport Trip Mode of Access (2013 Survey)

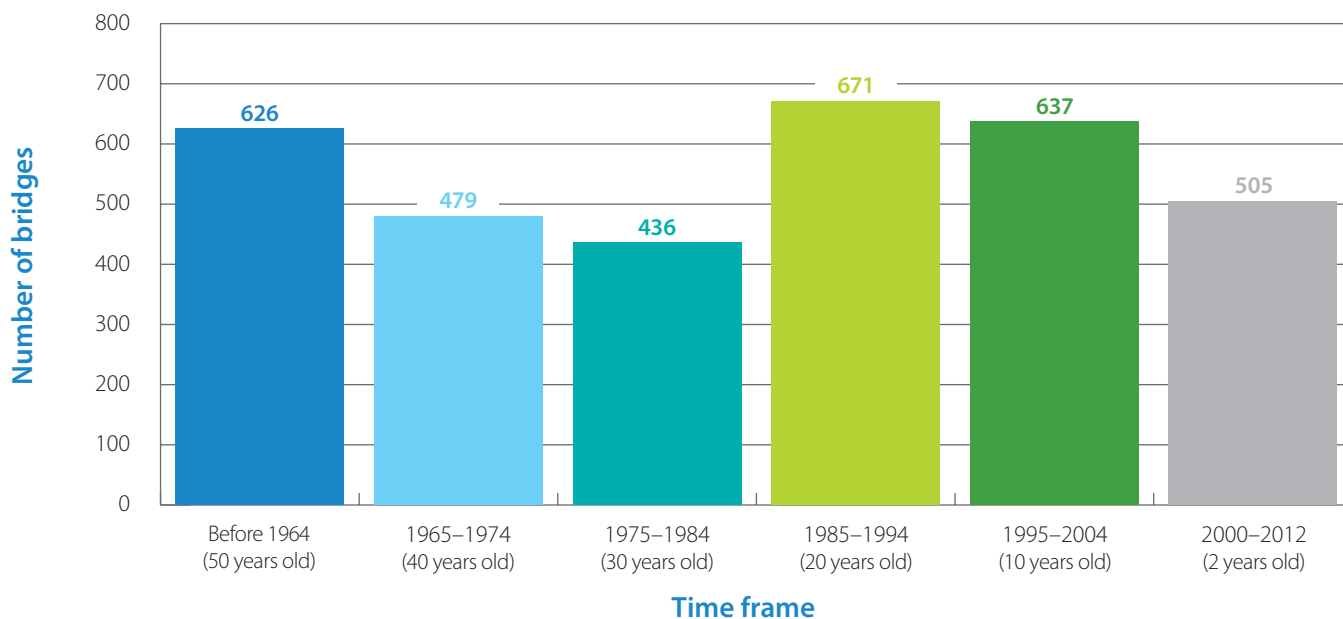


Regional Air Passenger Enplanements Trend (2000–2013) by Airport



- Private Car / Rental Car / Taxi
- Metrorail / Light Rail / Amtrak
- Airport Bus / Van / Limo + Hotel / Motel Bus
- Metrobus / MTA Bus / Other

Age of Bridges in Region Bridge construction by time period



Future Gaps and Needs

The metropolitan Washington region has a large population of residents and visitors commuting in and around the region every day. There are approximately 17 million trips per day, of which 100,000 are “through trips”, 3.5 million are commuters, and 8 million are “local commerce trips”. “Local commerce trips” include work-related business, shopping, and personal business such as banking and healthcare. Tourist trips vary throughout the year depending on the season and scheduling of special events. This creates constant wear on the roads, bridges, rail lines, and airports. Given this high volume use of the roads and bridges in the region, funding regular maintenance and repairs is vital to maintaining acceptable and useable conditions and maintaining a sustainable transportation infrastructure system.

Roads and Bridges

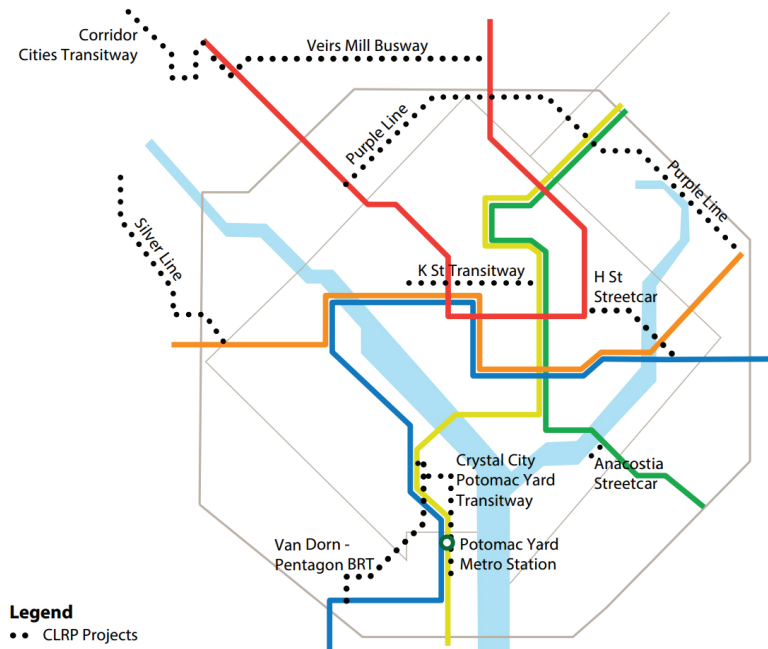
In order to maintain an acceptable level of “Ride Quality” on the region’s highways, each lane mile of roadway needs to be resurfaced at least once approximately every 15 years, and a major structural rehabilitation of the roadway is required about every 30 years. High volume roads with significant truck traffic require more frequent resurfacing and structural rehabilitation, about every 10 years.

The average life span of a bridge structure is 50 years. The Age of Bridges in the Region chart shows that in the next ten years the region will need to replace or reconstruct 626 bridges of the region’s 3,354 bridges. For the past five years about 63 bridges have been constructed or reconstructed per year. The region will need to maintain this pace over the next ten years. The average cost of a bridge reconstruction varies widely based on the type and

Re:focus Partners Reinvest Initiative in Hoboken, NJ

The REinvest Initiative is a public-private program to initiate private investment partnerships with municipal governments across the country in an effort to create more resilient and sustainable infrastructure systems. Eight cities across the United States were selected to participate in the program. Hoboken is reinvesting to reduce urbanized flooding. The city is building an underground parking garage and stormwater detention that will also assist with flood control in times of need. This unique solution is an example of combining resources to achieve common goals.

Metro Integration Projects



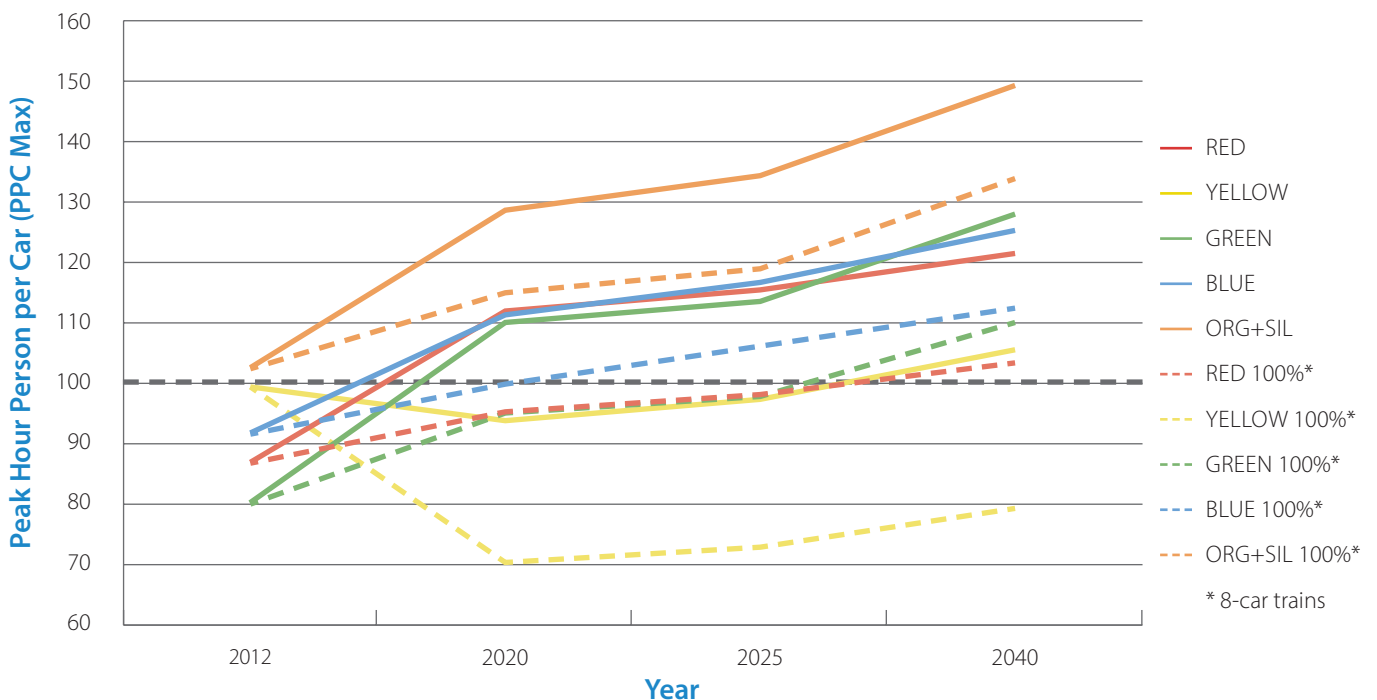
length of the structure, ranging from less than \$1 million for small short-length bridge structures to several hundred millions of dollars for major bridges on interstate freeways.

Currently 176 bridges, about five percent of the bridges in the region, have been rated structurally deficient by the state and District transportation departments. While this is below the national average of 11 percent, many of these bridges are essential to the connectivity of regional travel. Therefore it is important to maintain and structurally improve our bridges to ensure continued reliability in the future.

Transit

At the age of 47 years, Metrorail is in need of many repairs and routine maintenance is essential to keeping

Metrorail crowding with and without 8-car Trains



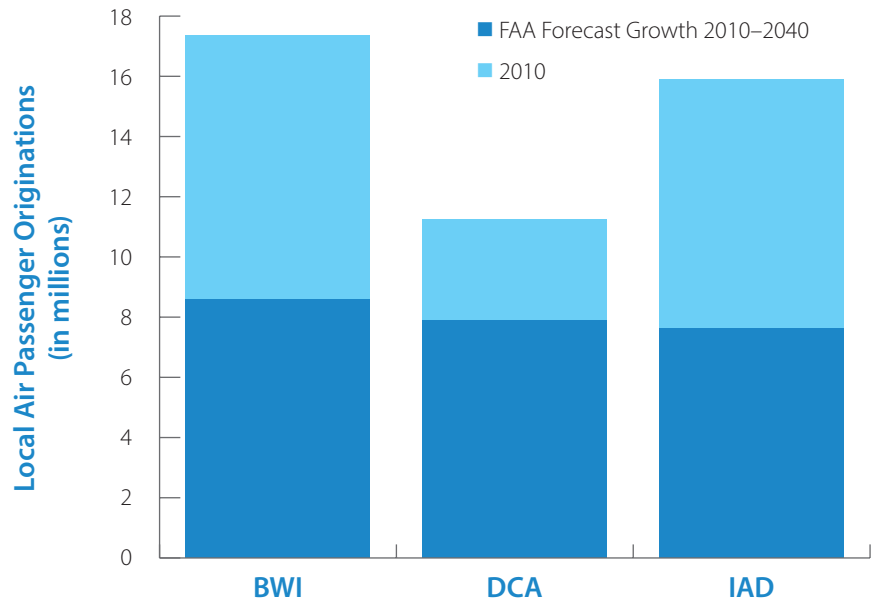
the system operating properly and on-time. The *MetroForward* improvement program outlines a series of maintenance improvements currently in progress throughout the region. However, identified and secured funding to continue up-keep in the future is essential to the functionality of the region's public transportation infrastructure. Underfunding Metro repairs and upkeep will produce more delays, service disruptions and crowded conditions.

During peak ridership times, many of the Metrorail lines are already at full capacity. As the region continues to grow and expand, six-car trains will be unable to serve the population. Based on this limited capacity to serve more riders, transportation planners must stop counting additional Metro ridership in transportation plans as of 2020. Metro needs to complete its upgrade from six-car trains to eight-car trains to account for the growing system traffic. Providing adequate capacity on the Metrorail system is integral to the success of the region's investments and supporting continued growth in the region's activity centers.

Costs and Funding

The long term investments planned for the metropolitan Washington region's road, bridge and transit infrastructure are totaled in the Constrained Long Range Plan (CLRP) for the region. The 2014 CLRP includes \$39 billion in system preservation projects by 2040. System preservation includes safety and resurfacing projects,

Historic and Forecast Growth in Local Air Passenger Originations*



*Excludes connecting passengers and ground access trips originating outside the air systems region

Source: FAA TAF (2013) COG/TPB Ground Access Forecast Update

Pennsylvania Rapid Bridge Replacement Program

In 2012 the Pennsylvania Department of Transportation established the P3 Transportation Partnership Board with the mission of reviewing and approving potential Public-Private Transportation Projects for procurement. The Rapid Bridge Replacement Program has been approved by the state and is one of their main projects out for procurement in 2014. The Rapid Bridge Replacement Program will procure a private contractor to accelerate the replacement of

approximately 600 structurally deficient bridges in Pennsylvania. Hiring a private company to repair the bridges will allow the state to complete the project exponentially faster while minimizing impact on the public. The length of the project contract will include three to four years of construction, and 25 years of maintenance responsibility for each bridge. Estimated costs per bridge are approximately \$2.1 million. Design and construction for this project will begin in early 2015.

The NextGen aircraft navigation system coming to the region's airports

The Washington region is the first in the nation to have three NextGen aviation systems running side by side. This advanced aircraft navigation system allows more efficient use of the airports by allowing more accurate takeoff and landing paths and procedures. The system improves point to point flight paths and reduces spacing between aircraft take-offs. NextGen uses satellite-based and digital technologies to better connect all segments of air travel to improve the safety and overall experience for both travelers and the impacted environment. When deployed nationwide, the NextGen system will annually reduce fuel used by aircrafts by over 2.5 million gallons.

and smaller area-wide preventative maintenance resurfacing projects. There is an additional \$40 billion in projects by 2040 for operations. This translates annually into state and local transportation budgets.

Roads and Bridges

Maryland, Virginia, and the District of Columbia each have millions of dollars of priority road and bridge projects to improve traffic conditions in the region. For example, the MD 97/Randolph Road Interchange construction in Maryland is valued at \$40 million and the I-395 Seminary Road HOV Ramp and NB Auxiliary Lane in Virginia is valued at \$60 million.

The Maryland State Highway Administration fiscal year 2014 system preservation budget is approximately \$90 million. The Virginia Department of Transportation plans to spend approximately \$390 million on pavement construction and maintenance statewide in FY2015 and approximately \$24 million each year for bridge maintenance.

Looking at costs another way, the current unit cost for road resurfacing is approximately \$125,000 per 12' lane for secondary roads, \$175,000 per lane mile for primary arterial roads, and approximately \$240,000 per lane mile for interstate and other freeways. Structural rehabilitation costs are considerably more and depend on a number of design factors, but average about \$750,000 per lane mile for arterial roads and \$1 million per lane mile for interstate roads.

Applying these average costs to the region's highway inventory, it is estimated the region will need to spend more than **\$7.5 billion over the next 15 years** on roadway resurfacing and rehabilitation. Lower volume local streets require pavement resurfacing much less frequently than highways, but the costs of resurfacing these streets are in addition to the total above and fall primarily on local governments.

It is also estimated that the region will need to spend more than **\$1 billion dollars in the next 10 years** to rehabilitate and/or reconstruct bridges that will be reaching the end of their typical 50-year life span. For example, major bridges across the Potomac and Anacostia Rivers including the Key

Bridge, Theodore Roosevelt Bridge, Memorial Bridge and the South Capitol St Bridge will need to be reconstructed. In total, the region is expected to spend \$100 billion on highways and bridges over the next 25 years.

Transit

Turning to transit, WMATA launched *MetroForward* in 2011, a \$5-billion program to deal with deferred maintenance of the Metrorail and Metrobus system. This six-year effort has already delivered improvements in safety and reliability, including escalator rehabilitation, station repairs, and hundreds of replaced or rehabilitated buses. Although *MetroForward* will make great strides in rebuilding the system, the funding agreement for the program will end in 2020. At the same time, new maintenance challenges will continue to emerge. For example, Phases I and II of the Silver Line in July 2014 are increasing the size of the rail system by 25 percent, requiring an increase in capital maintenance. Over the coming decade, WMATA estimates that the system will need more than **\$1 billion annually** just to maintain and replace assets on a regular life-cycle basis to continue the current level of service.

In addition to this annual maintenance price tag WMATA has identified a number of capacity improvements to the core of the Metro system in *Metro 2025*, a component of its new Momentum strategic plan. *Metro2025* includes 7 key initiatives to improve the rail and bus lines that will cost approximately **\$6 billion through 2025**. Improvements include more 8-car trains, power

improvements, and maintenance facilities to operate all 8-car trains during rush hours. Planned station improvements will increase flow through major stations with more escalators, stairs, and mezzanine space added at transfer stations to accommodate more riders. More buses, bus-only lanes along major corridors, and additional limited-stop and express service are also in the strategic plan. Although the necessary capacity improvements have been outlined, funding has not been identified or secured. Without funding to make these improvements the public transportation infrastructure will not be able to keep up with the growing demand.

Air Travel

Collectively, the region's three airports have invested hundreds of billions of dollars in their infrastructure and are investing hundreds of millions annually in renovations, expansion, and maintenance. As commercial service airports, this form of transportation and regional infrastructure funding operates differently than the surface network.

DCA, and IAD are owned and operated by the Metropolitan Washington Airports Authority. BWI is owned and operated by the Maryland Aviation Administration. These airports are funded through user fees charged to airlines for takeoff and landing rights at each airport, supplemented with federal, state, and local funding sources. However, user fees can be subject to market sensitivities and can create imbalances in the system. For example, IAD is charging higher fees than DCA and BWI, in part to pay its high debt service payments

for infrastructure investments such as AirTrain and the Metrorail Silver Line. While IAD is paying these costs, they contribute to the growth of the regional airport system as a whole.

Findings

This report of transportation infrastructure in the region found that:

- ▶ State and local governments have made significant new investments in maintenance of the system.
- ▶ Population and business growth and ongoing maintenance needs will continue to strain the transportation system. New road improvements will be needed to reduce congestion. New transit investments will be needed to ensure that capacity will meet demand. The region has not identified sufficient sources of funds to meet these needs.
- ▶ The region's three commercial passenger airports act as a system to meet the region's needs. Growth needs to be targeted to IAD and BWI due to the limited capacity for growth at DCA and the need to support infrastructure investments being made at IAD and BWI.

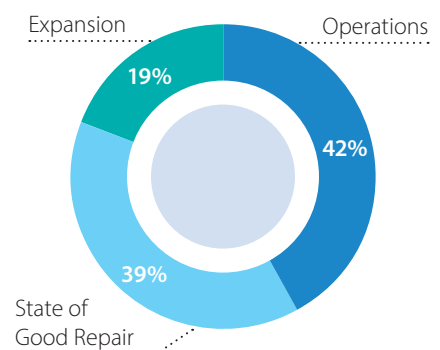
Considerations Moving Forward

As the population living and commuting in the region continues to increase, our transportation infrastructure will become closer and closer to reaching capacity. Without regular maintenance, improvements, and expansion, the infrastructure will not be able to adequately serve a growing population and economy. Securing dedicated funding to maintain and expand

Expenditures on Highway and Bridge Infrastructure



Estimated 2015–2040 Highway & Bridge Expenditures



the transportation infrastructure is imperative to provide for future growth of the region.

Obtaining adequate funding to both grow and maintain our transportation infrastructure is not without its challenges. For example, it is estimated that about half of highway and bridge funding will need to go towards maintaining the region's highway and bridge infrastructure and a quarter will need to go towards maintenance and operations. This leaves only a remaining quarter of anticipated highway and bridge funding available to go towards expanding roads and bridges to support the region's growing population and visitors.

Obtaining additional funding now for preventive maintenance on roads and bridges in the short-term can significantly reduce long term maintenance costs. Preventative pavement maintenance practices including crack sealing, chip seals, slurry surfacing and hot mix asphalt

(HMA) thin overlays can extend pavement life, reduce replacement costs, and more quickly bolster current ride quality. Experience shows that spending \$1 on pavement preservation before serious deterioration occurs can eliminate or delay spending \$6 to \$10 on future rehabilitation or reconstruction costs. The Virginia Department of Transportation recommends that at least 20 percent of annual roadway paving budgets be dedicated to performing proactive preventive maintenance activities. The region has increased funding for preventative maintenance through its recent state transportation funding packages, these efforts must be maintained to cost-effectively manage our road system into the future.

Momentum is Metro's strategic plan to maintain a state of good repair and provide for growth in the region. *Metro 2025* lays out plans for improvements over the next ten years. Although the *Metro 2025* plan

is in place, funding has yet to be identified. With allocated funding from *Metro Forward* ending in 2020, the lack of secured funds to continue maintenance and improvements is a huge issue for public transportation in the region. Identifying funding to both maintain a state of good repair and expansion is imperative to the infrastructure of the region.

The region needs to continue to seek balance between BWI, DCA, and IAD to continue growing and expanding its aviation infrastructure. Directing air passenger and air cargo growth to where infrastructure investment has been made and capacity exists for future flight operations, namely, at BWI and IAD, is crucial to maintaining a balanced regional air system. Improving roads and bridges, and public transportation connections to the three airports also is essential to improve accessibility and synergy of our transportation system as a whole.





Water

Current Infrastructure Funding Gap: **\$20 billion**

Background

Water infrastructure fulfills a fundamental need and provides essential services to the metropolitan Washington region. Water is critical to the health and safety of the region's overall environment and economy. As a key ingredient to sustaining life, it is an indispensable resource. The broad goal of water infrastructure is to provide our homes and businesses with healthy, reliable, and affordable

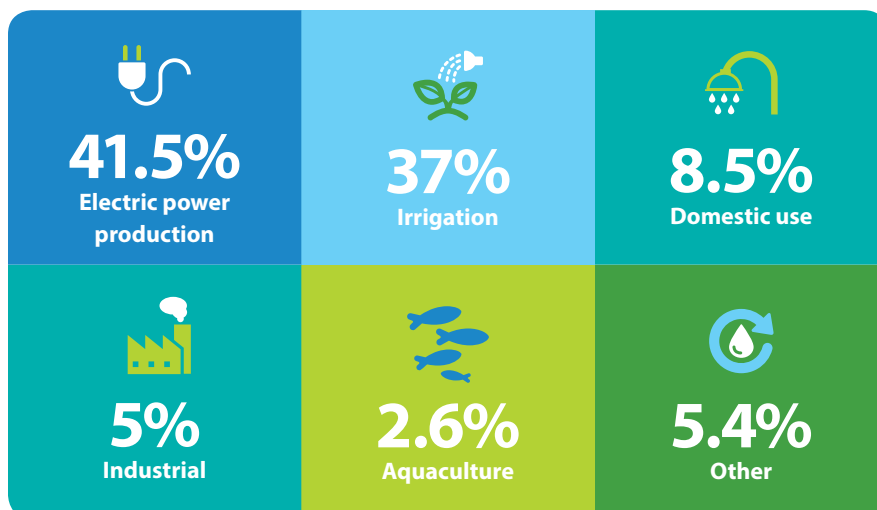
water, fire protection, sanitation, irrigation and other uses, and to minimize flooding and pollution from stormwater. Water infrastructure also plays a key role in protecting the public health and restoring the quality of our rivers, streams, and lakes.

The age of water infrastructure varies greatly throughout the region. While many of the region's water and wastewater treatment plants have recently made significant

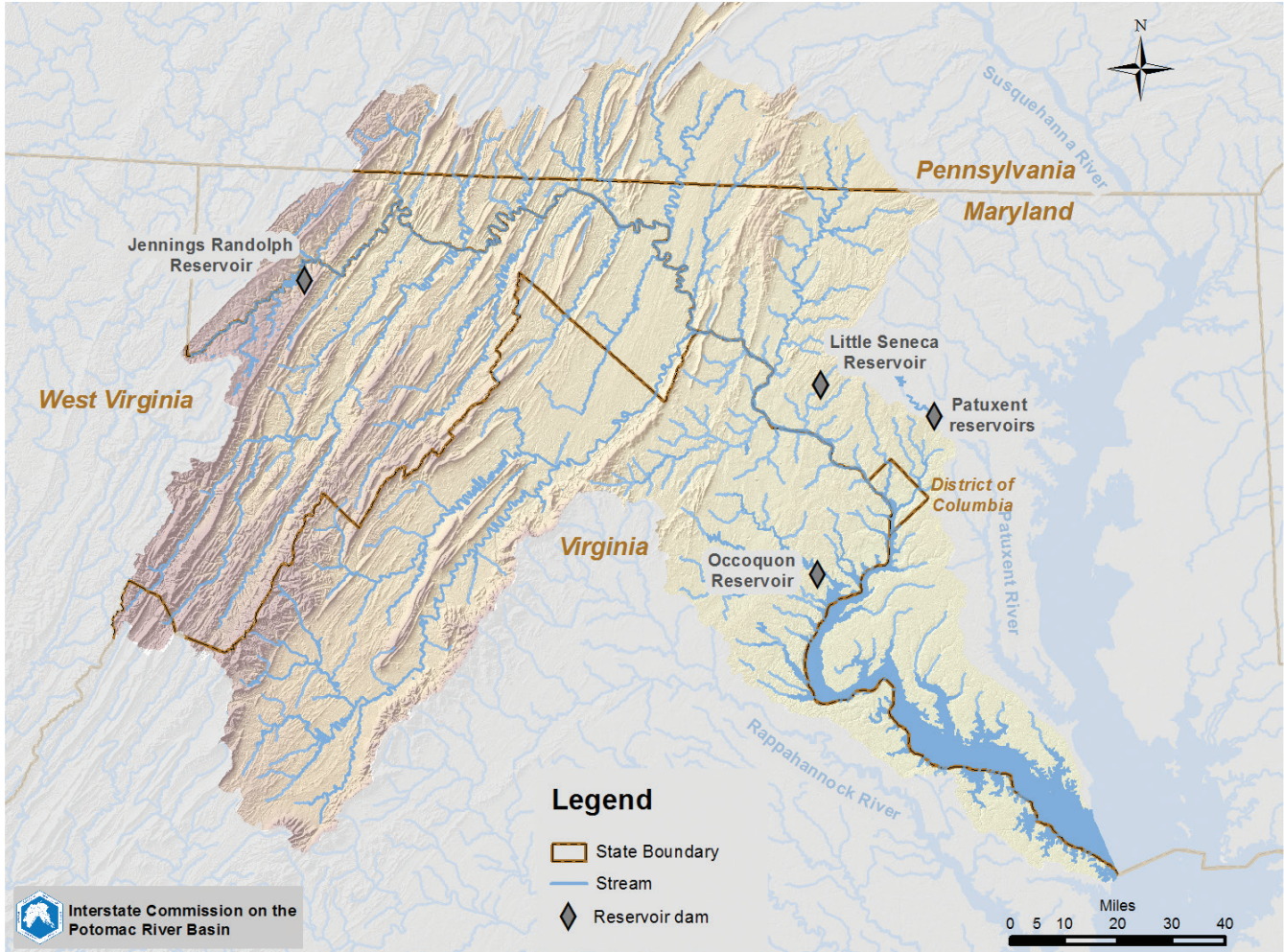
investments in upgrades and expansions, large portions of water and wastewater pipes in the ground are 50–80 years old. Some of DC Water's pipes date back to Civil War times. Our water system as a whole needs on-going maintenance and in some cases strategic replacement at an accelerated rate.

There are three main types of critical water infrastructure: drinking water, wastewater, and stormwater. The majority of the region's drinking water comes from the free-flowing Potomac River where there is an active regional source water protection partnership focused on protecting the region's water supply given ongoing agriculture and growth in the basin. Most of the region's wastewater is treated to meet very stringent permits to protect the Potomac estuary and Chesapeake Bay; since it is discharged into the tidal Potomac, it does not impact the region's drinking water supply. Stormwater runoff affects the entire region and it is now being actively managed to reduce pollution to local streams, the

The uses of freshwater withdrawals in the United States include:



Potomac River Basin CO-OP Utilities Current Reservoir Sites



Anacostia and Potomac Rivers and the Bay. Overall management of this set of complex systems is critical to the health of the region.

Drinking Water

Drinking water infrastructure includes surface water intakes, wells, reservoirs, water treatment plants, water storage tanks, pump stations, 14,500 miles of water distribution lines (large mains and smaller distribution lines), control valves, 114,000 fire hydrants, as well as water connections and meters.

This infrastructure is owned and operated by the region's 28 water utilities, serves more than 5.3 million people and has over one million metered accounts across the region.

Three water utilities, the Washington Aqueduct, the Washington Suburban Sanitary Commission (WSSC), and Fairfax Water are the primary wholesale suppliers of the region's drinking water. They work together on water supply management through the Cooperative Water

Supply Operations on the Potomac (Co-Op). These Co-Op providers produce an average of approximately 370 million gallons of drinking water per day, with the capacity to produce 600 million gallons per day during times of peak demand.

The region's water utilities use surface water as their primary source of drinking water. The Potomac River provides approximately 78 percent of the surface water withdrawals for about 4.5 million people. The

Drinking Water Treatment Plant Service Areas

COG Region

Legend

◆ Water Treatment Plants

Drinking Water Suppliers and Distributors

■ City of Bowie Dept. of Public Works

■ City of Manassas DU

■ City of Manassas Park DPW

■ Rockville

Loudoun County Town Systems

1. Town of Lovettsville
2. Town of Hillsboro
3. Town of Purcellville
4. Town of Round Hill
5. Town of Hamilton
6. Town of Middleburg
7. Town of Leesburg

Frederick County Utilities and Solid Waste

■ City of Frederick

Frederick County Town Systems

1. City of Brunswick
2. Fort Detrick
3. Town of Middletown
4. Town of Mt. Airy
5. Town of Myersville
6. Town of Thurmont

■ Fairfax Water

■ Loudoun County Water

■ Prince William County Service Authority

■ Virginia-American Water Company

■ Virginia-American Water Company—Alexandria

■ Vienna DPW

Washington Aqueduct U.S. Army Corps of Engineers (COE)

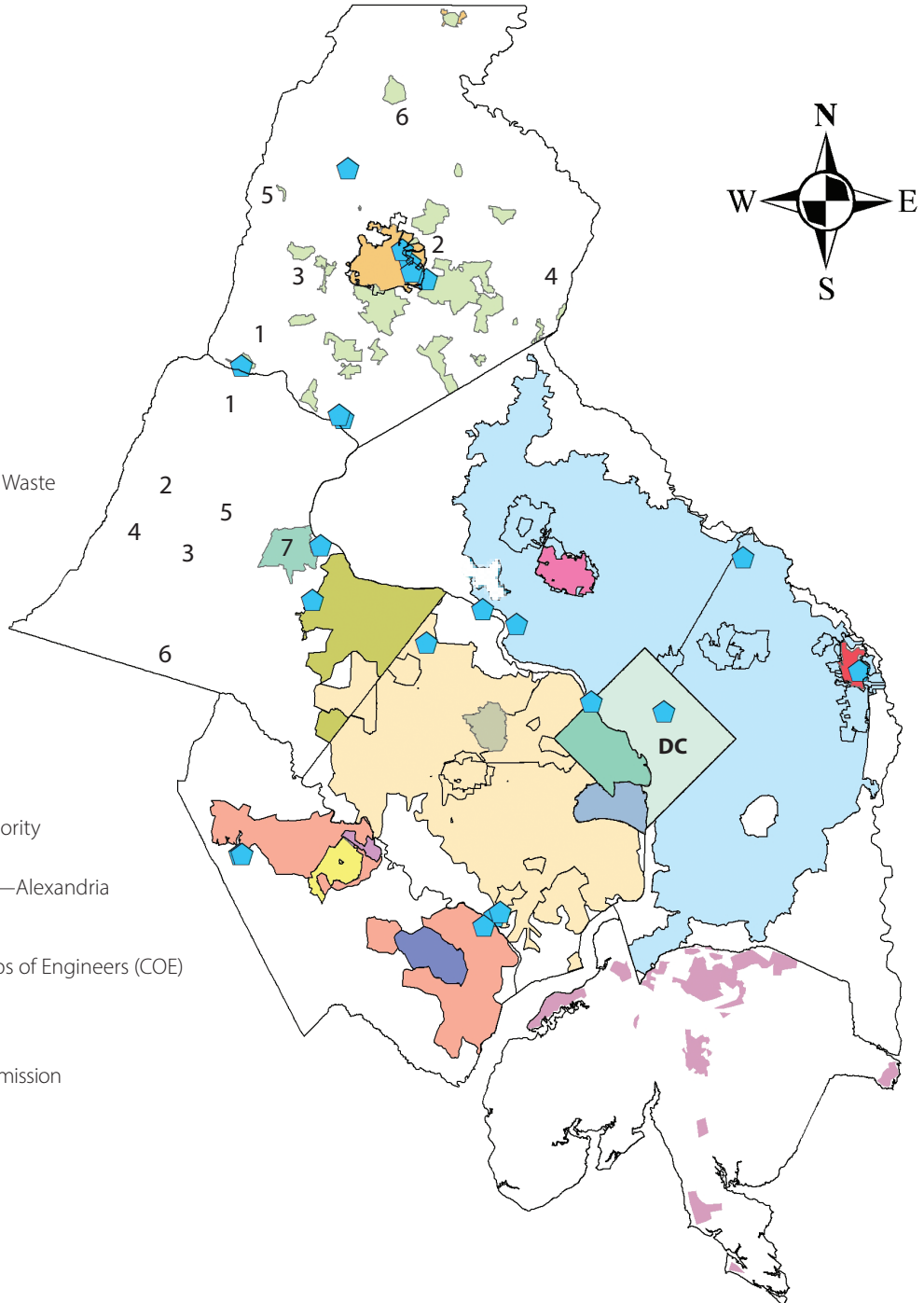
■ Arlington DPW

■ District of Columbia

■ Washington Suburban Sanitary Commission

■ Charles PWS

□ Areas served by private systems



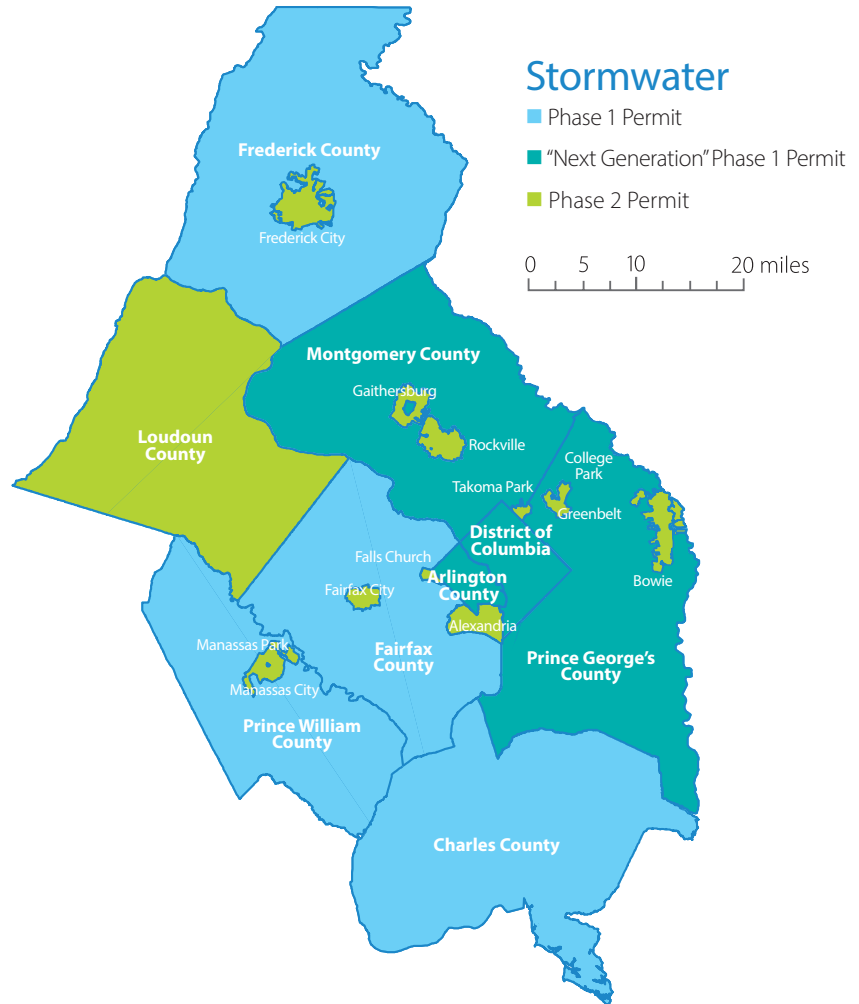
remaining 22 percent is drawn from the Occoquan Reservoir in Virginia, and the Patuxent River in Maryland. The region uses three reservoirs for daily use (Potomac and two Patuxent reservoirs) and two backup reservoirs for use during droughts.

Water security is vital to ensure the stability and sustainability of water infrastructure in the region. Source water assessments address a broad array of possible threats to the water supply. The region's drinking water is also monitored by each utility and through a collaborative Regional Drinking Water Monitoring Network to detect water quality problems.

Wastewater Treatment

The metropolitan Washington region is home to some of the largest and most advanced wastewater treatment plants in the country. The main function of wastewater infrastructure is to treat household and commercial sewage to return it safely to the environment meeting health and environmental standards. Approximately 90 percent of the region's population is served by wastewater treatment plants and 10 percent is served by on-site septic and community systems.

Wastewater treatment is provided primarily through 16 local governments, authorities, and privately owned wastewater utilities which collectively own approximately 16,000 miles of pipes, pumping stations and other facilities that feed 24 wastewater treatment plants. These plants can treat up to 777 million gallons of wastewater per day. In 2013, the average amount of wastewater treated in the region was 544 million gallons per day.



Stormwater Treatment

The original purpose of stormwater infrastructure was to move rainfall off roads and prevent flooding. Today, stormwater infrastructure also addresses the goals of improving water quality in local streams, the Potomac River, and the Chesapeake Bay. There are 22 local government stormwater management programs in the Metropolitan Washington Region. Each of these local stormwater management programs must meet federal Clean Water Act requirements, plus any related state regulatory requirements. A stormwater structure can include "soft" structures such as ponds or wetlands, or structures

built to work with existing or "hard" drainage structures, such as pipes and concrete channels.

In order to maintain a healthy water system, the water infrastructure in our region is highly regulated. Meeting regulatory requirements requires our utilities to make large investments in infrastructure and limits their ability to invest in non-regulatory driven system improvements. The U.S. Environmental Protection Agency (EPA), Maryland Department of the Environment (MDE), and Virginia Department of Environmental Quality (VA-DEQ) all regulate

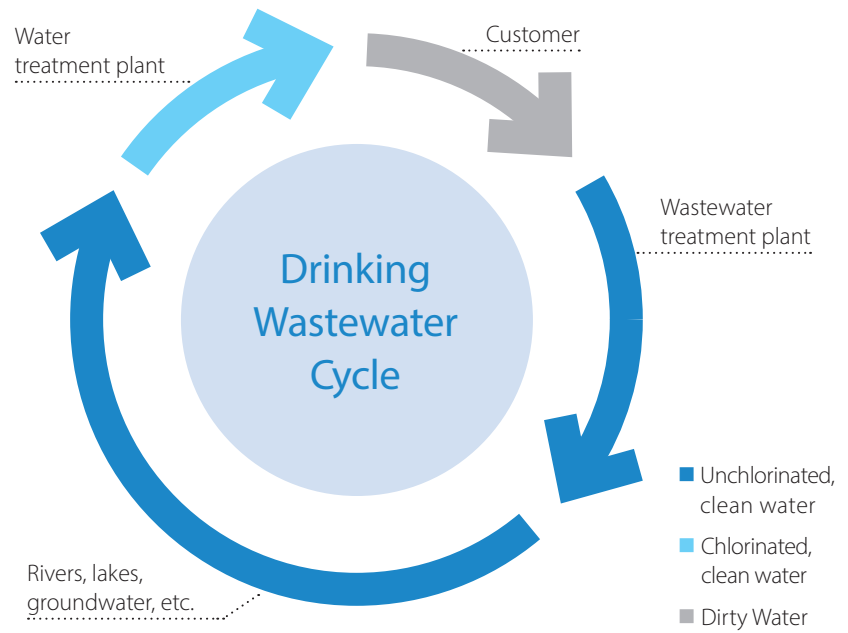
different areas of water infrastructure. Local governments are responsible for implementing and complying with the regulations put in place by these authorities.

Gaps and Needs

Since water infrastructure is often out of sight and out of mind, maintaining the systems, as well as communicating its true value and costs, can be a challenge.

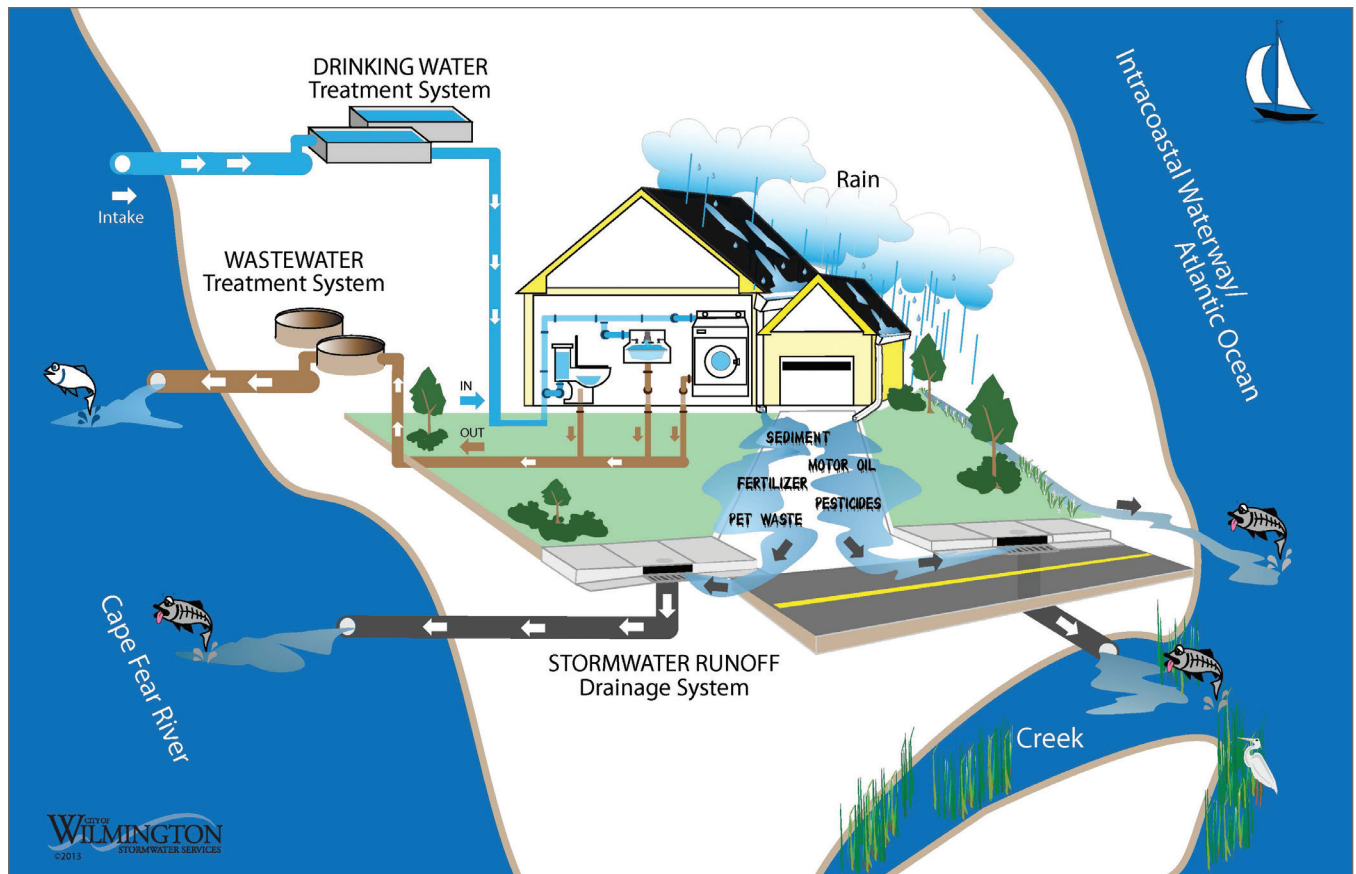
Drinking Water

Due to the age of the region's water infrastructure—for example one water main in the District of Columbia that failed in 2010 was installed the year the light bulb was invented—the biggest need involves system maintenance and replacement, particularly of aging



Source: <http://water.me.vccs.edu/courses/ENV110/lesson12.htm>

Water System



Source: <http://www.wilmingtonnc.gov/Portals/0/documents/Public%20Services/Stormwater/Education/WaterSystemsGraphicFINAL.jpg>

Prince George's County's Public/Private Approach to ESD/LID Retrofits

In order to meet Watershed Implementation Plan requirements and advance Environmental Site Design and Low Impact Development (ESD/LID) implementation in Maryland, Prince George's County is contracting out for the retrofits in a way that will ultimately drive costs down. Funds from the County's Water Quality Protection Charge are used to leverage private funds through a public private limited liability company (LLC). This approach has also been successfully applied to public infrastructure projects, energy plants and recycling programs. Using this public private partnership transfers financial risk to the private sector while leveraging local government resources through private matching funds.

pipes and valves. DC Water averages 400 to 500 water main breaks a year. Additionally, the problem with old pipes breaking is exacerbated by cold weather. For example, WSSC experienced nearly 600 main and feeder breaks in January 2014 during the cold, but less than 50 in June 2014 when it was warm.

The three largest drinking water suppliers produce an average of 370 million gallons of water per day. They need to be able to deliver, at peak, almost 600 million gallons per day. Based on existing capacity, the region's drinking water treatment

plants should be able to meet peak demands until 2030. Active planning is underway to address future needs.

Wastewater

Similar to the gaps faced by our drinking water infrastructure, many wastewater utilities have old sewer pipes in the ground. The District of Columbia and the City of Alexandria additionally have combined sewer and stormwater systems that can be overwhelmed during rain storms. These old sewer pipes are put under extra pressure and can break during large rain storms causing polluted sewage to flow into the region's waterways.

Stormwater

New stormwater infrastructure must fit into existing communities, often making it costly and difficult to implement. Funding for new stormwater infrastructure is vital to continue to meet water quality standards. New rate structures and alternative revenue sources are needed to close the gap between existing revenues and funds needed maintain and upgrade the infrastructure.

Costs and Funding

Since water infrastructure is expensive to build and maintain, long-term planning and investments are essential for water infrastructure sustainability.

Drinking and Wastewater

Our drinking water infrastructure is made up of billions of dollars of capital assets that require large annual investments to operate and preserve. However, the average amount of water used per capita has been decreasing since about 1985. This has led to lower revenues from volumetric charges while the utilities continue to be faced with increasing costs.

The region's drinking water utilities are currently making approximately \$1.5 billion per year in capital investments. Operation and maintenance budgets total approximately \$1.3 billion per year.

The metropolitan Washington region's wastewater system operators made \$1.3 billion in capital investments in 2013 and expended \$950 million in operating costs. The majority of capital costs have been made to meet nutrient discharge limits at central plants. In the future, costs will shift to maintaining and upgrading other parts of the systems such as old collection pipes and other processes. Investments of at least **\$1 billion** per year will need to continue to be made into the future to replace aging pipe, valve and other distribution and gathering system infrastructure and complete upgrades to central treatment plants.

Stormwater

There is currently an estimated need to invest **\$10-\$15 billion in stormwater management infrastructure** to meet regulatory compliance requirements in the region over the next 10 to 20 years. Fairfax County estimates that it will need 18,000 stormwater structures (6,000 are currently in place) to meet stormwater management requirements. Prince George's County estimates it will need close to 40,000 structures to meet its stormwater management needs.

Today, 21 of COG's 22 jurisdictions have either their own dedicated stormwater taxes or fee programs or are subject to the tax and fee programs of other jurisdictions. The tax and fee programs cover residential property owners and the majority of commercial and multi-

family properties. The average cost is about \$90 per household per year. Revenue will need to grow in future years as the need for and cost of stormwater management infrastructure construction, operation and maintenance continues to grow.

Findings

This study of water infrastructure in the region found that:

- ▶ Water and wastewater utilities have made substantial investments to upgrade central plants to meet regulatory standards and improve water quality. Meeting regulatory requirements has required our utilities to make large investments in infrastructure and has limited their ability to invest in non-regulatory driven system improvements.
- ▶ Our water and wastewater utilities face future challenges replacing aging pipes and valves to improve the reliability of service.
- ▶ Implementing stormwater controls will require installation of large numbers of facilities on public and private land, and will require development of new processes to ensure the facilities are properly maintained over time.

Considerations Moving Forward

Whether it's safe drinking water at the tap in homes or businesses, clean water coming out of a wastewater treatment plant or runoff being treated by stormwater practices, healthy water infrastructure means healthy communities. Our region's water supply capacity is expected to meet the peak demands of the region until at least 2030, and our wastewater capacity is expected to be sufficient

to meet our region's needs beyond the year 2040. However, planning for maintenance and repairs of this aging infrastructure is vital to expansion and growth of the region.

The region also needs to diversify its water supply by better interconnecting the main water supply and distribution systems, identifying additional primary and backup source water supplies, and maintaining the extensive underground water distribution systems. For example, WSSC has recently evaluated water valves in its distribution system and found that over half of its valves on large, high-volume water transmission mains do not function properly due to severe corrosion.

The main challenges facing wastewater utilities are completing required upgrades to wastewater treatment plants to meet the water discharge permit limits and replacing the old pipes in the wastewater collection/sewer systems.

Stormwater challenges include preventing stream channel erosion, removing pollutants (e.g., excess nutrients, oil, chemicals and sediment) from runoff, and protecting the Chesapeake Bay. Stormwater systems must fit into existing communities, on both public and private land. This will require development of new processes to implement and maintain these disbursed facilities.

The water sector expects to lose 30–50 percent of its experienced workforce within the next ten years (2010, Water Research Foundation). The American Water Works Association, the Water Environment Fund and other water associations have initiated a "Work

for Water" campaign. Current efforts are focused on recruiting veterans to the water sector. Furthermore, the region will need additional workers to install and maintain stormwater management and other green infrastructure. This will require workers to be trained with new skills to be available when needed to fill the jobs.

Addressing the region's needs for stormwater management will require investments in new and innovative technologies, practices and ongoing maintenance. This will include expanded use of low impact development (LID) and green infrastructure. It will require significant investment by the private sector as it develops and redevelops property, and new financial tools such as public private partnerships.

One way the region can leverage funding and costs of its water systems is through better coordination among other sectors and enterprises. For example, coordinating among infrastructure sectors when pipes are being replaced or roads are being resurfaced, and doing as much as possible at one time, can reduce overall costs of maintenance and upgrades. While both the extent and cost of the upgrades in water infrastructure to meet future regulatory requirements and customer demand is uncertain, it is clear that local governments and utilities will have to do a lot more in terms of both capital projects and annual operations and maintenance programs to meet future needs. Making water infrastructure a priority in future budgets is vital to replacing our water infrastructure and addressing rate structures for future costs.



Energy

Current Infrastructure Funding Gap: **\$5 billion**

Background

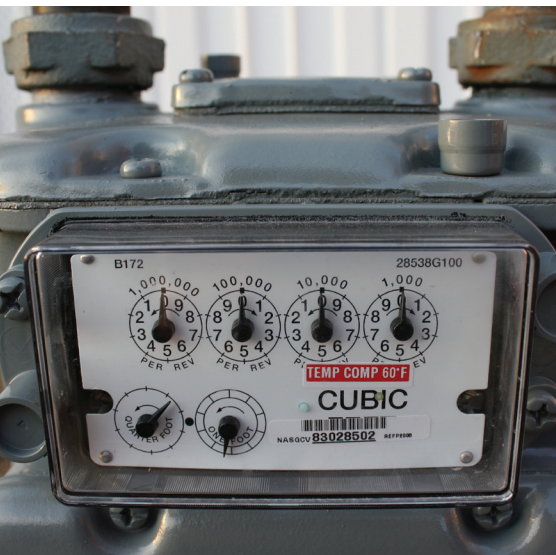
A reliable and sustainable energy supply is crucial to the safety, livability and economic vitality of the region. Energy infrastructure includes electric, natural gas and petroleum supply and distribution systems. Since energy is needed 24 hours a day, seven days a week it is vital to keep this form of infrastructure maintained and accessible.

Electricity

There are seven electricity providers serving customers in the metropolitan Washington region. Pepco, Dominion, Baltimore Gas & Electric and Potomac Edison are investor-owned utilities, while the two electricity cooperatives, Southern Maryland Electric Cooperative (SMECO) and Northern Virginia Electric Cooperative (NOVEC), are owned by their

customers. Manassas Electric is a municipal utility, owned and operated by the City of Manassas. Pepco and Dominion are the largest utilities each supplying approximately 40 percent of the region's electricity.

Two-thirds of the electricity our region uses is generated outside of our borders and transported across the PJM Interconnection (PJM).



The region's electricity infrastructure consists of:



75,000
miles of **distribution line**. This is lower voltage line delivering power to local end-users.



1,974,506
total **electric meters** (customers)

470
substations

260,000
transformers

60,547.7
million kWh of **electricity** delivered/
consumed in 2013

PJM, sometimes called the largest machine in the world, manages the high-voltage transmission and generation system from Virginia north to New Jersey and west to Chicago. The other third of our electricity is supplied by three coal, three natural gas, four oil, three waste to energy, six landfill gas generating plants, and 27 megawatts (MW) of solar installations located in the region. Three new natural gas plants are under development.

Natural Gas

The region's natural gas infrastructure is owned and operated by three natural gas providers: Washington Gas, Columbia Gas and Baltimore Gas & Electric. Washington Gas serves approximately 95 percent of the region's natural gas customer base. Natural Gas is distributed to customers through 15,000 miles of distribution pipelines.

Petroleum

Our region primarily relies on two petroleum pipelines, Colonial and Plantation, to deliver billions of gallons per year of liquid fuels for transportation and other uses. The fuel is distributed through eight

primary distribution terminals in the Washington and Baltimore areas.

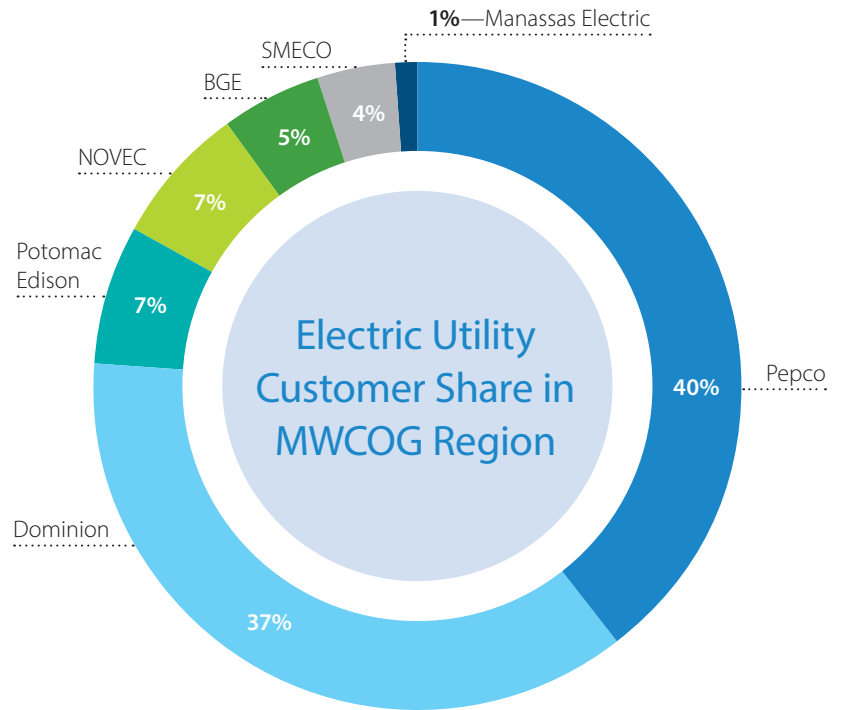
Gaps and Needs

While the current energy infrastructure in the region is sufficient to meet existing needs, utilities and other stakeholders will need to invest in system upgrades and expansion, including replacing aging infrastructure,

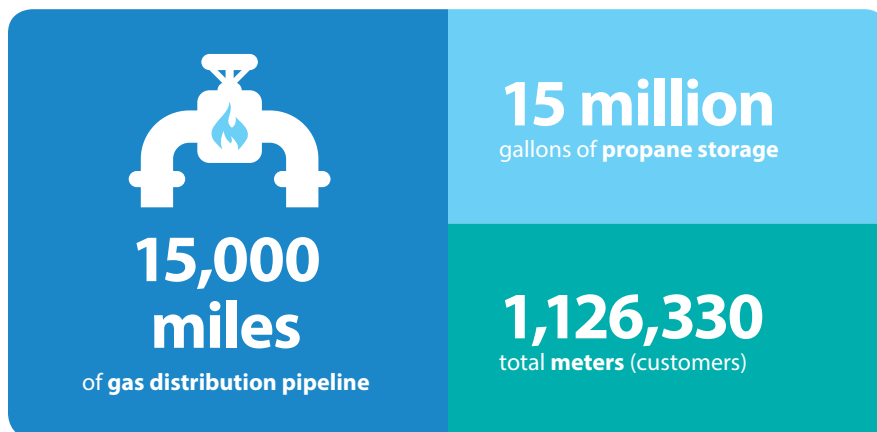
to serve growth in the region, meet requirements for reliability, comply with new environmental regulations, and address changing business models.

Electric utilities will need to upgrade their transmission and distribution systems, including making a significant investment in placing electric distribution lines underground. Natural gas utilities will need to continue to upgrade their pipeline systems to reduce leakage and extend natural gas services to new areas. Other new infrastructure will be needed to accommodate policy and technology changes such as moves towards distributed generation of electricity.

Investments in a range of new energy technology to support growth, improve resiliency, and reduce emissions are essential for our region. These investments will take place in the context of more stringent environmental requirements including



The region's natural gas infrastructure consists of approximately:





DC and Montgomery County large-scale procurement of solar PV on government buildings

In 2010, COG partnered with the US EPA Green Power Partnership program to pursue a municipal solar PV collaborative procurement across the metropolitan Washington region. Through a grant under EPA's Clean Energy Collaborative Procurement Initiative, COG member jurisdictions received financial and technical feasibility assessments performed by Optony, Inc., a research and consulting firm focused on solar technology. From 2011-2012, over 277 municipal facilities across the region were evaluated for solar potential. Full feasibility assessments were performed for 143 sites. The project identified the potential for 70 megawatts (MW) of onsite, distributed solar PV projects, distributed across the region. To date, the effort has led

to procurement efforts exceeding 15MW in the region, and more local agencies are planning to move forward soon. In the spring of 2014, the DC Department of General Services issued a solicitation for more than 10 MW of solar PV capacity at 49 sites across the city. Also in 2014, Montgomery County Department of General Services launched a broad solar procurement for its facilities, the first phase of which will result in solar installations at approximately 17 sites. The County aims to have 6 MW of installed solar capacity by the end of 2016. Several other COG member jurisdictions, particularly in Maryland, have expressed interest in riding or bridging Montgomery County's contract to facilitate solar procurements for their municipal facilities.

PV= Photovoltaic

new federal ozone health standards and requirements to reduce carbon dioxide and other greenhouse gases from fossil-fuel based power production. New regulations have also been proposed that will require reductions in carbon dioxide emissions from power plants.

Utilities, governments and other stakeholders in the region are aware of the pressing concerns, but greater attention will be required in order to build the infrastructure required to ensure the region's continued growth and prosperity in line with the Region Forward goals.

Electricity

With two-thirds of the region's electricity imported over long-distance transmission lines and many of these transmission lines nearing the end of their useful life, significant investment will be required to upgrade or replace these lines. This will require action by policy makers to enable cost recovery.

New sources of electric generation will be needed to provide reliable, cost-efficient electric supply as the region grows. This will require a combination of locally sourced power and improvement of electric transmission lines to import power into the region.

New federal regulations addressing greenhouse gases and criteria pollutants may impact facilities that generate electricity for the region's power grid. Pressure is mounting on power plants that rely on coal as their primary source of fuel. New investments will be required to build new natural gas or other power plants, new pipeline infrastructure serving any new natural gas-fired plants. Additionally, more effort is needed to expand investment in energy efficiency and demand

control and support expansion of distributed generation from sources such as solar to mitigate load growth and lessen the need for future infrastructure expansions.

Disruptions of electric supply are too common in many parts of the region, particularly during heavy storms. Recent extreme weather events such as the Derecho, and Hurricane Sandy caused extended, widespread outages. Other disruption concerns include physical and cyber-attacks. These risks compound existing grid reliability issues due to aging infrastructure and highlight the need for distributed energy resources.

Utilities are working to improve system reliability and resilience to such events, primarily through investments to harden electric infrastructure, including undergrounding electric lines. Energy users are investing in increased emergency generation to keep critical infrastructure operating during blackouts.

Natural Gas

Natural gas supplies are increasingly seen as a critical part of economic growth. This is leading to new pipelines being planned and expansion of natural gas delivery infrastructure into new areas.

While there has been a jump in shale gas production, seasonal shortages can still be a problem. Limited natural gas supplies in 2014 caused suppliers to curtail interruptible class customers, including several area hospitals. Improved communication and coordination with suppliers in advance of curtailment situations may be required, and new pipeline infrastructure may be necessary to ensure reliable delivery to critical

infrastructure. These and other improvements will need to be funded by ratepayers, governments, and utilities.

Costs and Funding

The most prominent challenge facing the energy sector in the region is financing planned system upgrades and expansion while maintaining low rates and high reliability. Upgrading the system is necessary, and obtaining approval for the investments is vital to the continuation of reliable service.

Electricity

The metropolitan Washington region's seven electric utilities own approximately \$10.2 billion in assets located in the region. This electric infrastructure will need expansion to meet growing demand from business and residential growth and to improve system reliability.

In response, Pepco is planning **\$3 billion infrastructure investments**

Planned Investments in Infrastructure Upgrades—COG Region 2014–2018

Pepco	\$3 billion
Dominion Virginia Power	\$1.4 billion
NOVEC	\$150 million
SMECO	\$85 million
Potomac Edison	\$4.4 million

from 2014 to 2018, to improve reliability and service to the District of Columbia and suburban Maryland. Dominion is planning **\$1.4 billion infrastructure investments** to improve reliability and service in Northern Virginia. These costs will have to be recovered from ratepayers through their monthly bills.

Natural Gas

The region's three natural gas utilities own approximately \$4.5 billion in physical assets within the region's footprint. This infrastructure requires



Arlington Initiative to Rethink Energy (AIRE)

The Arlington Initiative to Rethink Energy (AIRE) is a program established by Arlington County to encourage the community to use energy wisely. AIRE supports residents, businesses and the government through outreach programs focused on making smart decisions about energy use and individual actions that improve and sustain the county. A Community Energy Plan guides their sustainability efforts through outreach programs and improvement projects. Programs include both energy efficiency improvements to Arlington County government facilities and public programs such as the Arlington Green Games, Green Home Choice, and the Green Building Program.

constant upgrades and maintenance to ensure the systems can continue to safely deliver natural gas to the utilities' customers.

In our region, Washington Gas has received authority for accelerated pipeline replacement in Maryland and Virginia to enable cost recovery of the investments needed to replace and upgrade aging underground natural gas pipelines. Overall, they have proposed **\$650 million worth of system upgrades over the next five years.**

Findings

This report of energy infrastructure in the region found that:

- ▶ The region's energy utilities have been making ongoing

investments to upgrade aging equipment and improve reliability. These investments will need to continue into the future and will result in new expenses to be paid for by ratepayers.

- ▶ Access to third party private capital can lead to higher levels of investments in our energy infrastructure. While traditional bond finance remains an important tool for project finance, power purchase agreements and leasing arrangements can secure third party capital to help fund project development as well.
- ▶ State and local governments can adopt policies such as advanced energy codes to help offset the demand placed on energy infrastructure from future growth. Local governments can lead energy efficiency efforts at the grassroots level and through leading by example.

Considerations Moving Forward

Federal, state, and local governments each have a strong role to play in managing energy resources and infrastructure in the region. The U.S. Department of Energy and other federal agencies provide funding to assist with grid modernization, solar energy, and building efficiency retrofits. Matching funds can leverage significant investment for new infrastructure, for instance, the deployment of smart meters in the District of Columbia was jointly funded by the District government, ratepayers, and the federal government. State energy offices support localities and the region through various programs (Smart Energy Communities, Game Changers Program) which has led to deployment of new energy solutions,

including electric vehicle infrastructure and solar energy with battery storage.

Local governments can lead energy efforts at the grassroots level and through leading by example. Community efforts can also help spur demand and lower prices, for example solarize efforts at the neighborhood level can result in costs savings of up to 20–30 percent.

The need to better manage electric use and growing use of electric vehicles, renewable energy, and distributed generation has encouraged many utilities in the region to implement smart grid improvements to electric distribution. Electric utilities are investing in advanced metering infrastructure (AMI) or "smart meters" and "smart switches" to help facilitate this development. Residents, businesses, and governments are investing in building efficiency retrofits, high efficiency LED lighting, and on-site solar PV, and are considering novel approaches such as advanced microgrids and combined heat and power/district energy systems.

These investments will be critical for local jurisdictions to meet their climate and energy goals, in addition to meeting growing customer demand. On-going coordination of plans and investments are important to enable this effort to be successful on a regional basis.

Working together to standardize energy programs and to provide for measurement and verification of project performance can reduce program risk. Governments can help reduce energy efficiency project costs through creating loan loss reserves or performance guarantees to serve as credit enhancements.



Public Buildings Infrastructure

Current Infrastructure Funding Gap: **\$8.5 billion**

Background

Public Buildings Infrastructure plays a large role in the operation of government functions and services throughout the region. Public buildings are defined as structures owned and operated by a government entity. Without maintaining these public buildings, the ability of government to continue to serve the residents in and visitors to the metropolitan Washington region will be adversely affected. Local public buildings include public schools, libraries, public safety facilities such as police stations and fire stations, city halls, recreation centers, and any other building owned by a locality. The age of public buildings in the region varies widely from hundreds of years old, to brand new. Regular maintenance and repairs are vital to maintaining the infrastructure over a long period of time.

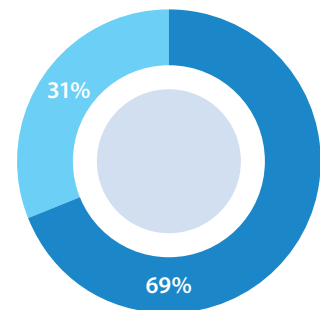
There are over 3,600 public buildings in the region totaling over 150 million square feet of publically owned space. In addition to the publically owned local government buildings, there are also approximately 8 million square

feet of publically leased space by local governments. Approximately 1,100 or 31 percent of the public buildings in the region are schools. There are over 300 public safety facilities, and 150 libraries spread across the region. The local governments in our region have also become a leader in green buildings. A green building is any structure that is built, renovated, or operated in an environmentally-friendly fashion using standards typically focused on site design, water efficiency, energy efficiency, materials, or indoor environmental quality.

Gaps and Needs

Schools and public safety buildings such as police stations, 9-1-1 call centers, and fire stations are the most important forms of public buildings infrastructure. They all play an essential role in our society and serving the existing residents in the region. Local governments will continue to face needs for public buildings, especially schools, public safety facilities, and social services/human services centers. Maintaining these facilities directly corresponds to the region's capacity for sustainability and growth.

Local Public Buildings and Schools In Metropolitan Washington



■ Public Buildings ■ Schools

SOURCE: MWCOG Survey of Local Governments, October 2014



After a public facility is built, regular maintenance and repairs need to be budgeted for on an annual basis. As our region continues to grow the capacity of our public buildings needs to expand. Keeping facilities in good operating condition will help increase the longevity of our current building infrastructure. Adaptive reuse or re-purposing of existing space is also an option, as are leasing of space devoted to specific needs. In most jurisdictions, local governments create a six year Capital Improvement Plan (CIP) for new construction or significant renovations to existing space. These CIP's outline

Uniform Standard Specifications and Details for Public Works Construction

The Maricopa Association of Governments serving the metropolitan Phoenix area of Arizona published the Uniform Standard Specifications and Details for Public Works Construction in 2012. This publication was created to provide uniform rules for governing public works construction throughout the region. This standardized set of provisions incorporates the modern materials and construction techniques to provide clear standards that reduce issues and save money by reducing construction costs. A permanent Specifications and Details Committee was also established to periodically study and recommend updates to the Specifications and Details to reflect the changing technology of the construction industry and the region.

the projects and funding necessary to sustain the local public building infrastructure in that locality.

Costs and Funding

Allocating annual funds for maintenance, renovations, and upgrades is vital to maintaining this form of infrastructure. Combined the region spends approximately \$800 million a year on operating and maintenance costs on locally-owned government buildings. Funding sources for these annual costs need to continue to be identified and secured in order to insure buildings effectively function as designed.

Over the next six years there are more than 500 local public building infrastructure projects planned in the metropolitan Washington region. 75 percent of the planned projects will be renovations to existing local government buildings. The other 25 percent will be new construction throughout the region. **In total the projects are estimated to cost approximately \$8.5 billion.** Funding sources will need to be identified and secured for improvement and expansion projects after 2020.

Findings

This report of the local public buildings infrastructure in the region found that:

- ▶ There are over 3,600 public buildings with a total of over 150 million square feet of publically owned space. Combined the region spends approximately \$800 million a year on operating and maintenance costs for local government buildings.
- ▶ There are over 500 local public buildings infrastructure projects estimated to cost approximately

\$8.5 billion included in local capital investment plans over the next six years.

- ▶ Funding sources will need to be identified and secured for improvement and expansion projects after 2020 in order to keep up with the anticipated growth in the region.

Considerations Moving Forward

There are many challenges in maintaining existing public buildings and planning for future facilities. Technology considerations include changing developments for construction materials and integrating 'smart building' technology for operations and security needs. Other considerations include complying with locally-established energy-efficiency standards and goals, and required ongoing maintenance and improvements to HVAC and other major mechanical systems. Flexible or 'universal' design to address mobility and accessibility challenges is also an important concern. Officials should also recognize the co-benefits of funding building improvements. For example, improvements to increase the efficiency of energy using systems often extend the life of the systems and reduce the need for future investment. Officials will need to incorporate these advancements into their maintenance, renovations, and construction plans for all public buildings in the region. Ongoing planning and dedicated funding is needed to properly maintain local public buildings and sustain the infrastructure to provide for the expanding region.



Public Safety Communications

Current Infrastructure Funding Gap: **Study for Regional NextGen 911 in process, cost estimates available in late 2015**

Background

The National Capital Region's Interoperable Communications Infrastructure (NCR ICI) is based on the tenet that the region is committed to a common vision of working together towards a safe and secure metropolitan Washington region. This infrastructure uses a shared, jurisdiction-managed internet protocol (IP) based network transport infrastructure, data exchange engine. Nearly a dozen shared applications and cyber security systems tie the local emergency operations centers to support law enforcement and emergency response. Oversight of the system is provided through the COG Chief Information Officers Committee. Policy guidance is provided through the COG Homeland Security Executive Committee, including the local government Chief Administrative Officers.

The network forming the backbone of the NCR ICI is the NCRnet, a region-wide physical interoperable

network providing controlled access among the region's 911 centers, Public Safety Answering Points (PSAPs) and allied organizations. It does not share bandwidth with the regular internet, and is scalable in order to add new users and sites.

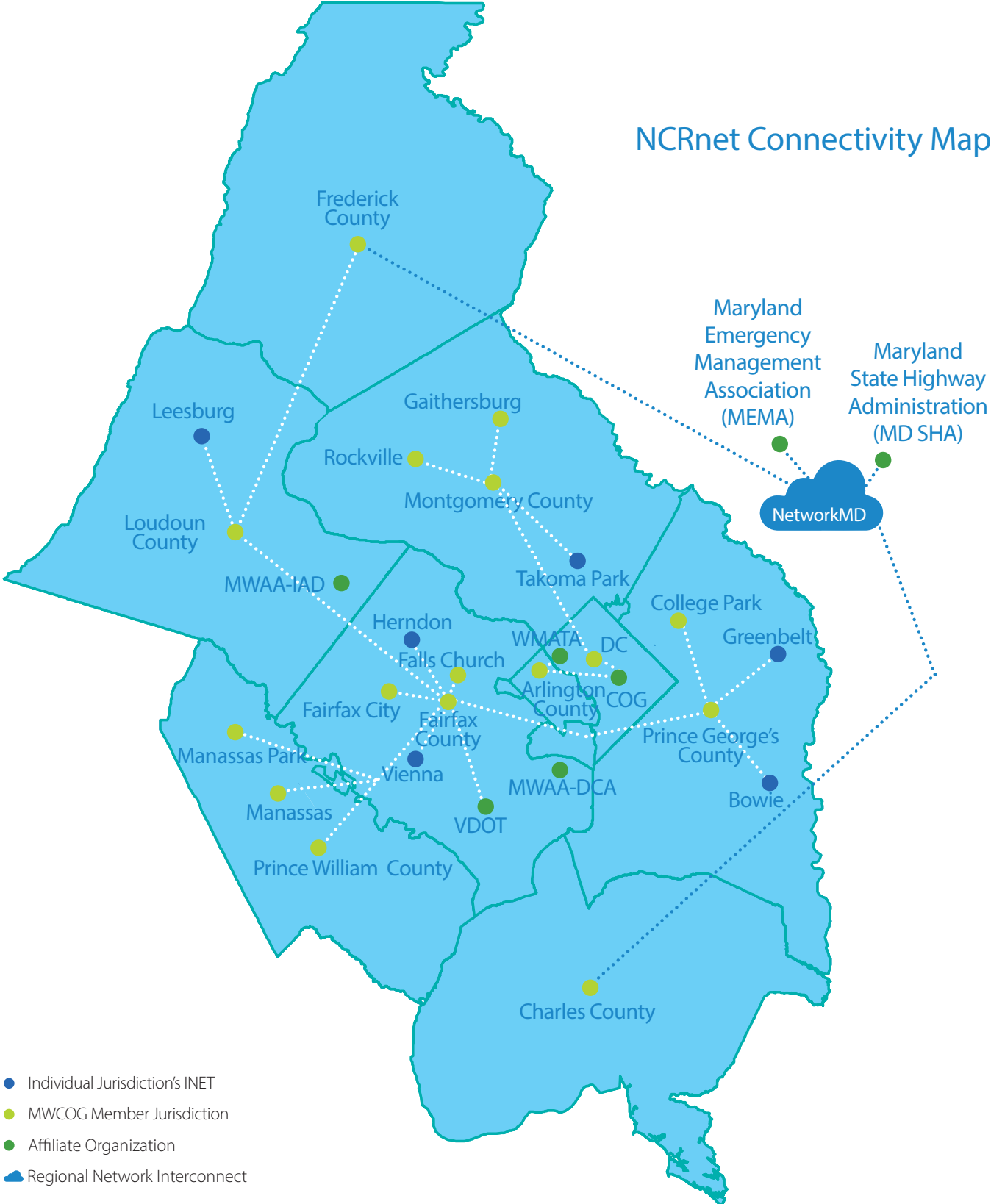
Local 911 centers linked through the NCRnet provide a secure, locally controlled environment to receive 911 calls through common

telecommunication carriers. They include computer aided dispatch (CAD) software and geospatial information systems (GIS) to identify the sources of and direct response to emergency calls. The centers use voice radio systems to communicate with first responders.

The region has invested over \$100 million in regional homeland security funds and considerable state and local



NCRnet Connectivity Map



funds to upgrade emergency voice communications, data sharing and video sharing infrastructure. To provide a more coordinated approach to future investments, the region completed the National Capital Region Strategic Voice Communications Plan and Radio Capabilities Assessment during the summer of 2014. The Plan builds off of the region's voice interoperability for first responders to provide options on how the region can provide enhanced interoperability and additional capabilities throughout the region.

Gaps and Need

The metropolitan Washington region's emergency response communication infrastructure uses old technology based on service provided through traditional telecommunication carriers. The existing system is based on the Verizon 911 Call Routing Network. This needs to be replaced and upgraded with a new Emergency Services Internet Protocol Network (ESInet) that will direct calls to proper 911 centers using GIS data in place of the phone number data-base system used today. This is also needed to respond to the increasing percentage of 911 calls from mobile callers and IP networks.

The region will need to move to what is called the "NextGen 911" technologies. These will enhance 911 center operations with voice, data, texting, web and visual information. One of the first requirements will be to implement text-to-911. NextGen 911 also can incorporate use of social media, enhanced mobile technologies such as Wireless Emergency Alert (WEA) and Emergency Alert Systems (EAS), Integrated Public Alert and Warning Systems (PAWS), and integration of intelligent medical devices, sensors, telematics, etc. It will also add redundancy and diversity to be less at risk of a failure from critical support systems failing such as from the 2012 Derecho.

As with all modern infrastructure systems, NextGen 911 systems will need to carefully address cybersecurity. One strength of the current technology is that it does not rely as heavily on automated computer systems and is therefore less at risk of cyber-attacks than modern digital systems. The National Institute for Standards and Technology (NIST) has developed a cyber security framework for these systems.

Costs and Funding

The metropolitan Washington region has already made considerable investments in upgrading its public safety emergency communication infrastructure. However, moving to the NextGen systems will require substantial new investments. The COG 911 Center Managers Committee is in the process of performing an assessment of the region's 911 centers and developing a NextGen 911 implementation strategy.

This will require substantial federal, state and local support, but the majority of the costs will fall on local governments. The full extent of funding needs has not yet identified, but will need to be paid for through use of local funding and allocation of 911 fees on phone bills. Local governments need to begin planning for this large financial undertaking and future funding gap to update the public safety communications infrastructure system in the region. There will be opportunities for savings through region-wide cooperative purchasing and shared services as NextGen 911 is implemented.

Findings

This report of public safety communication infrastructure in the region found that:

- ▶ The region has invested over \$100 million in to upgrade its

public safety communications infrastructure.

- ▶ The region's emergency response communication infrastructure uses old technology based on service provided through traditional telecommunication carriers and needs to be updated to use NextGen 911 technologies. A study is currently being conducted to consider implementation options and elements and quantify cost estimates and necessary funding sources to install the new infrastructure system.

Considerations Moving Forward

At the national level, the Federal Communications Commission (FCC) issued rules for the First Responder Network Authority (FirstNet) and requires that individual states opt-in or opt-out. The FirstNet goal is to provide a nation-wide broadband network primarily for public safety use. The FirstNet provides a similar technical architecture to the NCR ICI. Maryland became the first state to begin the FirstNet consultation process in July 2014. Maryland's consultation process and stakeholder education and outreach will continue into 2015.

The COG 911 Center Managers Committee is currently conducting a study for Regional NextGen 911. The study is considering design elements, implementation options, and costs of implementing NextGen 911 systems across the region. Cost estimates and future funding needs should be available in late 2015.

Conclusions & Recommendations

Conclusions

The ability to expand and sustain the metropolitan Washington region is directly connected to the health and sustainability of the region's infrastructure. This report summarizes a year long, in-depth look into the region's infrastructure system by the COG Board of Directors. Infrastructure experts helped define the current state of the region's infrastructure and estimated a **\$58 billion** funding gap over the next 15 years. The areas studied were: transportation, water, energy, local public buildings, and public safety communications, are all interconnected in the regional infrastructure system. Each of these components is equally essential to maintaining a livable community.

Our infrastructure system needs to be maintained to sustain the current population and updated to account for future growth. This report emphasizes the importance of bringing infrastructure maintenance and needs to the forefront of government, public agency and private sector infrastructure providers. There are billions of dollars of funding gaps in the infrastructure system that need to be prioritized by leaders and the region. This demand requires dedicated support, both financially and politically for infrastructure provisions. Local, state, and federal officials need to work with regional partners to explore mechanisms to secure funds and implement solutions to provide for the increasing system demand and current funding deficit.

Recommendations

To achieve a vibrant future for the Region, the following recommendations are made to preserve, invest in and enhance the region's systems of critical infrastructure. Taken together, these recommendations represent a commitment to support COG's *Region Forward* vision for a prosperous, accessible, livable and sustainable Region.

Five recommendations have been identified to reinforce the critical importance of the investment in the region's infrastructure. These include creation of an infrastructure partnership to formalize regional focus, public education, sharing best practices, highly innovative financing, and advocacy.

1. **Regional infrastructure exchange:** Establish a regional or mid-Atlantic infrastructure exchange in the form of an organization or council tasked with a continued focus on infrastructure needs within local governments. This group of regional partners would prioritize infrastructure costs, funding needs and mechanisms, and continue to periodically assess the state of infrastructure in the region.
2. **Public education campaign:** Increase public awareness of the infrastructure needs in the region and the costs of implementing these needs. Local leaders, policy makers and the general public need to gain a better understanding of the large funding gaps currently

existing and realize the necessity of making infrastructure a priority when allocating limited resources and funds.

3. **Continued sharing of best practices:** Coordinate with regional entities and with experts across the United States to increase the exchange of best practices and models for maintaining the current infrastructure and adequately financing the necessary infrastructure as the region continues to grow.
4. **Workshop series on unique funding mechanisms:** Facilitate a series of workshops focused on developing ideas for financing essential infrastructure projects. Experts should be brought together to brainstorm out-of-the-box funding mechanisms for infrastructure projects related to transportation, wastewater, drinking water, energy, communications and public buildings innovative and creative ideas can be identified to accomplish specific funding needs on a project by project basis.
5. **Advocacy:** Insure that the COG Board of Directors' legislative priorities and policy positions support essential investments, creation of partnerships, and championing the actions required to close the funding gaps identified in this report.

The COG staff will track and report on the status of implementation at least once a year.

Photo Credit

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District Department
of the Environment

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- ▶ **Oakton Library**
Fairfax County
Public Library

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- ▶ **Firetruck**
Elvert Barnes

State of the Region: Infrastructure Report



METROPOLITAN WASHINGTON
Council of Governments

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION ACCEPTING THE 2015 STATE OF THE REGION INFRASTRUCTURE REPORT

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 22 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, regional infrastructure was adopted as a priority in the 2014 Board of Directors Work Plan and the Board received monthly briefings from experts on the infrastructure sectors of transportation, water, energy, local public buildings, and public safety communications; and

WHEREAS, as a culmination to the year infrastructure study staff prepared a report detailing the state of infrastructure in the region including background on the current infrastructure, funding gaps, and recommendations for the future; and

WHEREAS, the COG Board received and reviewed the draft 2015 State of the Region Infrastructure Report.

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

The Board accepts the 2015 State of the Region Infrastructure Report and directs its Executive Director, or his designee, to distribute the report to member jurisdictions and regional stakeholders.



AGENDA ITEM #11

ELECTION OF 2015 COG BOARD OFFICERS

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION ELECTING THE 2015 COG BOARD EXECUTIVE COMMITTEE

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 22 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, the COG By-laws state that the Board shall annually elect a chair and one or two vice-chairs at the first meeting following the annual meeting of the general membership; and

WHEREAS, the 2015 Nominating Committee chaired by 2014 Board Chair Phil Mendelson recommends approval of the proposed slate of COG Board officers for 2015: Chairman William Euille, Vice Chairman Roger Berliner, and Vice Chairman Kenyan McDuffie.

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

The Board elects the proposed slate of COG Board officers to serve in 2015.



AGENDA ITEM #12

RECOGNITION OF IMMEDIATE PAST CHAIRMAN

(No attachment)



AGENDA ITEM #13

APPROVAL OF THE 2015 POLICY AND ADMINISTRATIVE COMMITTEE LEADERSHIP

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
PROPOSED 2015 COMMITTEE APPOINTMENTS**

NAME	JURISDICTION	LEADERSHIP RESPONSIBILITY
COG Board of Directors		
Brian Feldman	Maryland Senate	Board Member
COG Board Policy Advisory Committees		
Craig Rice	Montgomery County	CBPC, Chair
David Grosso	District of Columbia	CBPC, Vice Chair
Roger Berliner	Montgomery County	CEEPC, Chair
Mary Cheh	District of Columbia	CEEPC, Vice Chair
Walter Tejada	Arlington County	HSPSPC, Chair
Barry Stanton	Prince George's County	HSPSPC, Vice Chair
Frank Principi	Prince William County	EPC, Chair
Emmett Jordan	City of Greenbelt	RFC, Chair
Ken Reid	Loudoun County	RFC, Vice Chair
David Grosso	District of Columbia	RFC, Vice Chair
Budget And Finance Committee		
William Euille	City of Alexandria	COG Board Chair
Roger Berliner	Montgomery County	COG Board Vice Chair
Kenyan McDuffie	District of Columbia	COG Board Vice Chair
Phil Mendelson	District of Columbia	TPB Chair
David Snyder	City of Falls Church	MWAQC Chair
Muriel Bowser	District of Columbia	COG President
Karen Toles	Prince George's County	COG Secretary-Treasurer
Audit Committee		
Bruce Williams, <i>Chair</i>	City of Takoma Park	COG Board Member
John Foust	Fairfax County	COG Board Member
Andrew Fellows	City of College Park	COG Board Member
Kenyan McDuffie	District of Columbia	COG Board Member
Matthew Letourneau	Loudoun County	COG Board Member
Employee Compensation and Benefits Review Committee		
William Euille	City of Alexandria	COG Board Chair
Roger Berliner	Montgomery County	COG Board Vice Chair
Kenyan McDuffie	District of Columbia	COG Board Vice Chair
Phil Mendelson	District of Columbia	Past COG Board Chair
Muriel Bowser	District of Columbia	COG President
Karen Toles	Prince George's County	COG Secretary-Treasurer
Pension Plan Administrative Committee		
Chuck Bean, <i>Chair</i>	MWCOG	COG Executive Director
Karen Toles	Prince George's County	COG Secretary-Treasurer
Judith Davis	City of Greenbelt	Past COG Secretary-Treasurer
Penny Gross	Fairfax County	Past COG Secretary-Treasurer
Imelda Roberts	MWCOG	COG OHRM
Michael Farrell	MWCOG	Employee Representative
John Snarr	MWCOG	Employee Representative
Leta Simons**	MWCOG	COG CFO, ex officio
Sharon Pandak**	MWCOG	COG General Counsel, ex officio

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION APPROVING THE 2015 COG POLICY AND ADMINISTRATIVE COMMITTEE LEADERSHIP

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 22 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, the COG Board of Directors approves the leadership for the individual policy committees, the administrative committees, and various other positions that report to the Board of Directors; and

WHEREAS, the COG Board is being asked to approve the proposed slate to serve in 2015.

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

The Board approves the proposed slate of individuals to serve in 2015.



AGENDA ITEM #14

EXECUTIVE SESSION FOR EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATION

(Materials provided separately by
HR Director)



AGENDA ITEM #15

OTHER BUSINESS

(No attachment)



AGENDA ITEM #16

**ADJOURN –
THE NEXT MEETING IS
WEDNESDAY FEBRUARY 11, 2015**