

Metropolitan Washington
Council of Governments

2013 Board Member Handbook



Board Officers
(Clockwise from top)
Karen Young, Chairwoman
Phil Mendelson, Vice Chairman
Bill Eulle, Vice Chairman



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Washington, DC 20002
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www.mwcog.org

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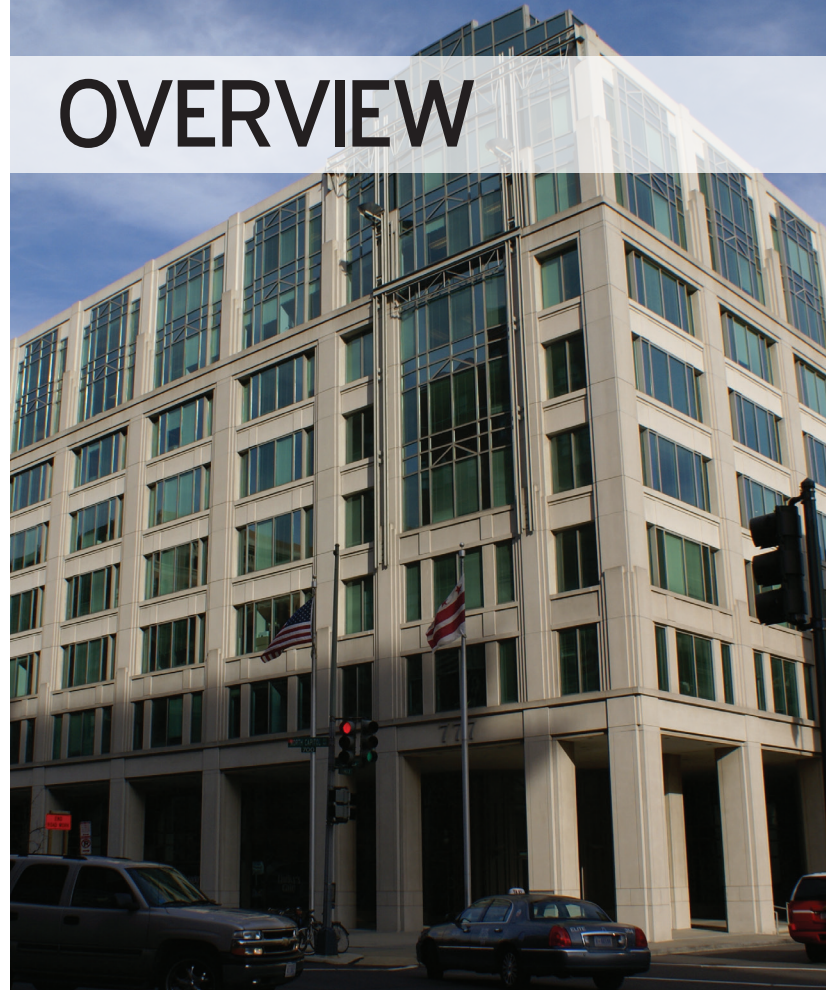
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OVERVIEW



Board Roster

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COG Board of Directors

2013 Roster



Karen Lewis Young
City of Frederick
COG Chairwoman



Phil Mendelson
District of Columbia
COG Vice Chair



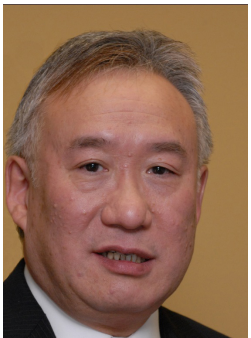
William D. Euille
City of Alexandria
COG Vice Chair



Vincent C. Gray
District of Columbia



Kenyan McDuffie
District of Columbia



Allen Y. Lew
District of Columbia



G. Frederick Robinson
City of Bowie



Reuben B. Collins II
Charles County



Andrew M. Fellows
City of College Park



David P. Gray
Frederick County



Sidney A. Katz
City of Gaithersburg



Judith F. Davis
City of Greenbelt



Isiah Leggett
Montgomery County



Roger Berliner
Montgomery County



Valerie Ervin
Montgomery County



Rushern L. Baker, III
Prince George's County



Andrea C. Harrison
Prince George's County



Karen R. Toles
Prince George's County



Phyllis Marcuccio
City of Rockville



Bruce R. Williams
City of Takoma Park



Galen R. Clagett
Maryland General Assembly



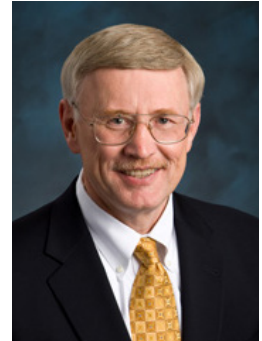
J. Walter Tejada
Arlington County



Daniel F. Drummond
City of Fairfax



Sharon Bulova
Fairfax County



John W. Foust
Fairfax County



Penelope A. Gross
Fairfax County



Nader Baroukh
City of Falls Church



Scott K. York
Loudoun County



Matthew Letourneau
Loudoun County



Jonathan Way
City of Manassas



Suhas Naddoni
City of Manassas Park



Pete Candland
Prince William County



Frank J. Principi
Prince William County



James M. Scott
Virginia General Assembly

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

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

**Chief Administrative
Officers Committee**

**Board Administrative
Committees**

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

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

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

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

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Policy Board and Committee Description

INDEPENDENT POLICY BOARDS

COG Board of Directors

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

Transportation Planning Board

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

Metropolitan Washington Air Quality Committee

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

POLICY COMMITTEES

Policy committees are advisory committees of the COG Board.

Chesapeake Bay and Water Resources Policy Committee

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

Climate, Energy and Environment Policy Committee

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

Human Services and Public Safety Policy Committee

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

Region Forward Coalition

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

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

Chief Administrative Officers Committee

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

National Capital Region Emergency Preparedness Council

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

**METROPOLITAN WASHINGTON
COUNCIL OF GOVERNMENTS
2013 COMMITTEE LEADERSHIP**

CORPORATE OFFICERS

NAME	POSITION	JURISDICTION REPRESENTED
Cathy Drzyzgula	President	City of Gaithersburg
Matthew Letourneau	Vice President	Loudoun County
Allen Lew	Vice President	District of Columbia
Candice Kelly	Secretary-Treasurer	Charles County

BOARD OFFICERS

NAME	POSITION	JURISDICTION REPRESENTED
Karen Young	Chairwoman	City of Frederick
Phil Mendelson	Vice Chairman	District of Columbia
William Euille	Vice Chairman	City of Alexandria

POLICY BOARDS AND COMMITTEE CHAIRS

NAME	POSITION	JURISDICTION REPRESENTED
Scott York	Chairman, Transportation Planning Board (TPB)	Loudoun County
Phil Mendelson	Chairman, Metropolitan Washington Air Quality Committee (MWAQC)	District of Columbia
Barry Stanton	Chairman, Human Services and Public Safety Policy Committee (HSPSPC)	Prince George's County
Roger Berliner	Chairman, Climate, Energy and Environment Policy Committee (CEEPC)	Montgomery County
Penny Gross	Chair, Chesapeake Bay and Water Resources Policy Committee (CBPC)	Fairfax County
Mary Hynes	Chair, Region Forward Coalition (RFC)	Arlington County

PUBLIC-PRIVATE PARTNERSHIP

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

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
SCHEDULE OF POLICY COMMITTEE MEETINGS FOR 2013**

COMMITTEE	TIME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
BOARD	Noon-2:00 pm	9	13	13	10	8	12	10	--	11	9	13	11*
CAOs	Noon-2:00 pm	2	6	6	3	1	5	3***	--	4	2	6	4
TPB	Noon-2:00 pm	23	20	20	17	15	19	17	--	18	16	20	18
MWAQC	12:30 – 2:00 pm	--	28	27	--	22	26	24	--	25	23	--	18***
CEEPC	9:45-Noon	23	--	27	--	22	--	24	--	25	--	21	--
RF	11:00-1:30 pm	25	--	--	26	--	--	26	--	--	25	22	--
HSPSPC	Noon	--	15	--	19	--	21	--	--	20	--	22	--
CBPC	10:00 am-Noon	18	--	22	--	17	--	24	--	20	--	15	--
EPC	2:00-4:30 pm	--	13	--	****	8 ****	--	--	--	11	--	13	--

Last updated 2/12/13

*COG Annual Meeting.

**The CAOs July meeting may be rescheduled.

***The time of the MWAQC meeting on December 18 is 10:00-11:45 a.m.

****The EPC Senior Leader Seminar will be held in April/May.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Media Protocol

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

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

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

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

Etiquette Guide for Audio and Video Conferences

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

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

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

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

Audio

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

Video

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

Web

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

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

The Facility

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

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

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

COG SENIOR STAFF LISTING

ADMINISTRATION

Executive Director

Chuck Bean
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Executive Assistant

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Barbara Chapman
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Sharon Pandak
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Tom Savoie
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Human Resources Management Director

Imelda Roberts
(202) 962-3240
iroberts@mwcog.org

Public Affairs Director

Jeanne Saddler
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jsaddler@mwcog.org

Information Technology and Facility Management Director

George Danilovics
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PROGRAMS

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pdesjardin@mwcog.org

Environmental Programs Director

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sfreudberg@mwcog.org

Public Safety and Health Director

David McMillion
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dmcmillion@mwcog.org

Transportation Planning Director

Ronald F. Kirby
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rkirby@mwcog.org

A full staff listing is available at www.mwcog.org/contact/staff

GOVERNANCE



Board Roles & Responsibilities

Bylaws

Rules of Procedure

Work Program and Budget

COG Strategic Plan

Policy Platform

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Board of Directors Roles and Responsibilities

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

Major responsibilities:

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

Expectations of Board Members:

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

Meetings and time commitment:

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

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



By-Laws

of the

**Metropolitan Washington Council of
Governments**

Revised November 2007 and November 2011

SECTION 1.00	STATEMENT OF PRINCIPLES AND POLICIES
SECTION 2.00	PARTICIPATING GOVERNMENTS
SECTION 3.00	MEMBERSHIP
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SECTION 6.00	MEETINGS OF THE BOARD OF DIRECTORS
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SECTION 13.00	AMENDMENTS TO BY-LAWS

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Section 1.00

STATEMENT OF PRINCIPLES AND POLICIES

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

Section 2.00

PARTICIPATING GOVERNMENTS

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

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

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

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

Section 3.00 MEMBERSHIP

3.01 Membership in the Council of Governments shall be:

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

Section 4.00 GENERAL MEMBERSHIP MEETINGS

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

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

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

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

Section 5.00

BOARD OF DIRECTORS

5.01

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

5.02

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

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

5.03

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

5.04

Any participating local government which has two or more members on

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

5.05

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

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

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

5.06

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

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

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

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

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

5.07

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

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

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

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

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

Section 6.00

MEETINGS OF THE BOARD OF DIRECTORS

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

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

Section 7.00

NOTICES

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

Section 8.00

OFFICERS

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

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

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

Section 9.00

EMPLOYEES

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

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

Section 10.00

CHECKS

10.01

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

Section 11.00

FINANCES

11.01

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

11.02

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

11.03

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

11.04

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

11.05

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

Section 12.00

SEAL

12.01

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

Section 13.00

AMENDMENTS TO THE BY-LAWS

13.01

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

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

13.02

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



Metropolitan Washington Council of Governments

Rules of Procedure

Adopted by the Board of Directors on October 8, 2003

Amended January 1, 2008

Amended October 14, 2009

Amended November 9, 2011

Amended April 11, 2012

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

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RULES OF PROCEDURE

1.00 ORDER OF BUSINESS

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

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

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

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

2.00 PARLIAMENTARY PROCEDURE

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

2.01 Obtaining the Floor

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

2.02 Limitations on Debate

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

2.03 Personal Privilege

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

2.04 Points of Order

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

2.05 Appeal

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

2.06 Recognition of Non-Members

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

2.07 Withdrawal or Modification of Motions

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

2.08 Form of Vote

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

2.09 Voting

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

2.10 Demand for Roll Call Vote

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

2.11 Calling the Roll

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

2.12 Record Votes

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

2.13 Weighted Votes

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

2.14 Proxy Voting Prohibited

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

2.15 Reconsideration

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

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

2.16 Absence of Chair

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

2.17 Parliamentary Authority

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

2.18 Suspension of Rules

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

2.19 Amendment of Rules

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

3.00 AGENDA AND MATERIALS

3.01 Developing the Agenda

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

3.02 Availability to Public

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

3.03 Time of Distribution

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

3.04 Agenda and Related Materials

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

3.05 Policy Reports

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

4.00 MEETING AND ACCESS TO INFORMATION

4.01 Definitions

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

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

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

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

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

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

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

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

4.02 Access to Official Records

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

4.03 Records Withheld from Public Disclosure

The following records may be withheld from public disclosure:

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

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

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

4.04 Segregable Portions of Official Records

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

4.05 Procedure For Handling Official Records

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

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

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

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

4.06 Meetings Open to Public

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

4.07 Executive Sessions or Closed Meetings

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

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

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

4.08 Vote on Closed Meetings

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

4.09 Laws/Regulations Governing Closed Meetings

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

4.10 Confidential Data

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

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

4.11 Destruction of Confidential Data

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

4.12 Certification of Destruction

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

4.13 Procedures for Handling Confidential Data

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

4.14 Security Officer Responsibility

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

The duties of the Security Officer shall be to:

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

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

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

4.15 Employee Responsibility

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

4.16 Release of Confidential Data to Public

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

4.17 Written Authorization from Data Contributor

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

4.18 Data Received from Other Sources

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

4.19 Release to Public Agencies

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

4.20 Confidentiality Policy for Consultants

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

4.21 Policy for Data Storage/Processing Firms

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

4.22 Search and Duplication Fees

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

4.23 Fees For Other Services

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

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

4.24 Advance Deposits

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

4.25 Fee for Search When Unable to Locate Data

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

4.26 Fees Paid in Full Prior to Receiving Data

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

4.27 Form of Remittance

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

4.28 Receipt for Fees Paid

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

4.29 Waiver of Fees by Executive Director

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

5.00 COMMITTEES

5.01 Selection of Committee Chairs

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

5.02 Chair as Ex-Officio Member

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

5.03 Vacancies in Committee Chairs

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

5.04 Distribution of Responsibility

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

5.05 Participation of Board Members

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

5.06 Rules of Committees

- a) Each committee, except TPB and MWAQC, shall follow these Rules or shall adopt other written rules, not inconsistent with these Rules or other applicable law, governing its procedures. The committee rules, effective upon filing with the Clerk of the Board, shall incorporate the following principles:
 - 1) The scheduling of regular meeting days for conducting business;
 - 2) A procedure for rescheduling or canceling a regular meeting;
 - 3) A procedure for holding additional meetings to be called by the chair;

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

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

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

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

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

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

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

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

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

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

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

5.07 Board's Responsibility to Committees

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

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

Executive Committee

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

Finance Committee

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

Employee Compensation and Benefits Review Committee

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

Audit Committee

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

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

6.00 PUBLIC HEARINGS

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

6.01 Determination to Hold Hearings

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

6.02 Hearing Notice

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

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

6.03 Location and Time

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

6.04 Availability of Documents to Public

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

6.05 Scheduling of Witnesses

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

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

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

6.06 Records

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

7.00 NEWS MEDIA PARTICIPATION

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

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

8.00 CONSENT AGENDA

Types of Items

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

8.02 Format

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

8.03 Prerogative of Board Members

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

8.04 Removal of Items

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

9.00 RULES OF DECORUM

9.01 Decorum of Members of the Public

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

10.00 CONFLICT OF INTEREST GUIDELINES

10.01 Purpose and Intent

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

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

10.02 Handling Conflicts of Interest on Matters Coming Before the Board

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

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

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

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

10.03 Prohibition of Other Conflicts

In addition to the foregoing, a member shall not:

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

10.04 Applicability to COG Officers, Committees and Other COG Entities

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

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

10.05 Notice to Members

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

Metropolitan Washington Council of Governments

Work Program & Budget

Fiscal Year 2014

APPROVED JANUARY 9, 2013



METROPOLITAN WASHINGTON
Council of Governments

Metropolitan Washington Council of Governments (COG) **FY 2014 Work Program and Budget: Executive Summary**

This year's work program and budget details the many ways that COG is advancing the *Region Forward* vision for a more accessible, sustainable, livable and prosperous metropolitan Washington.

For this comprehensive vision to succeed, area leaders recognize the importance of a strong economy. Federal spending provided metropolitan Washington's economic stability for decades, and it shielded the region from some of the worst effects of the recession. However, the combination of short-term concerns about a "fiscal cliff" and the long-term outlook of reduced federal spending prompted the Board of Directors to make economic growth and competitiveness a major regional focus.

In September 2012, COG released *Economy Forward*, a five-point plan to strengthen metropolitan Washington's economy. COG called for the following actions:

- Implement a Transportation Priorities Plan to produce sustainable funding strategies;
- Implement a plan to guide more efficient investments in the region's Activity Centers;
- Undertake an industry and labor market analysis to ensure workforce development programs are training for current and future growth sectors;
- Develop a new brand that promotes the region's economic diversity;
- Work with senior Administration officials to identify an official to serve as a federal-regional liaison to improve partnership.

This work program and budget lists projects—across several COG programs—that will implement recommendations in the *Economy Forward* plan. It also demonstrates COG's effort to refocus current and upcoming projects with the goal of improving regional economic growth and competitiveness.

The following are highlights from each of COG's departments and administration. A full account of COG's continuing work and new activities for FY 2014 can be found in the full report.

Transportation and Commuter Connections

- Complete of the TPB Regional Transportation Priorities Plan, which will identify transportation strategies that offer the greatest potential contributions to addressing continuing regional challenges. The plan will articulate a number of near term, ongoing, and longer term priorities for consideration in the update to the Constrained Long Range Transportation Plan (CLRP) scheduled for 2014, and for incorporation into COG's *Economy Forward* plan.

- Complete and distribute of the FY 2012 – 2014 Transportation Emission Reduction Measure Evaluation Framework document and technical reports for the 2013 State of the Commute Survey and 2013 Guaranteed Ride Home Applicant Surveys in both the Washington DC and Baltimore metropolitan regions;

Community Planning and Services

- Implement the findings and recommendations of the Activity Center Strategic Investment Plan, which will help local governments, developers, transit agencies, philanthropists, and other groups guide planning and investment decisions into Activity Centers and is a major component of *Economy Forward*;
- Undertake a labor and industry analysis, as outlined in *Economy Forward*, that will inform more effective workforce development as well as a new regional brand;
- Continue placement of foster children through Wednesday’s Child adoption program and the development of an initiative that helps young people who are aging-out of the system.

Public Safety and Health

- Continue to provide professional, technical and secretariat support to the National Capital Region for implementation of the Urban Area Security Initiative (UASI);
- Continue to track the status of completion of the NCR Homeland Security Strategic Plan goals, objectives and initiatives, in partnership with regional leaders;
- Transition funding of Regional Incident Communications and Coordination System (RICCS) from homeland security grants to member governments. In 2002, COG created RICCS to facilitate rapid and secure communication between regional officials before and during emergencies. Federal homeland security funding is projected to decrease, so to ensure the continuation of this critical service, COG will fund RICCS through its membership dues.

Environmental Programs

- Direct engagement with and support to COG’s *Economy Forward* plan in the areas of sustainable agriculture and locally grown food, stormwater management, water and wastewater infrastructure, enhanced regional training for specialized job skills, and adaptation of other water resources programs.
- Complete a regional Redesignation Request and Maintenance Plan for fine particles. EPA is expected to redesignate the region as in attainment for the fine particle standard in FY 2014, which demonstrates progress in reducing this form of air pollution;

- Coordinate electric vehicle (EV) infrastructure planning between local governments, utilities and EV suppliers. COG will partner with the Greater Washington Clean Cities Coalition to implement recommendations in the *Electric Vehicles in Metropolitan Washington* report.

Administration & Member Services

- Greater investment in COG’s membership and government affairs programs. Focus on member retention, improved state and federal relationships, and a more robust outreach and communications strategy. COG will make targeted investments to improve marketing materials and resources;
- Continue implementation of association management software platform to improve COG’s communication with and services to members and committees;
- Launch a new Cooperative Purchasing Entity called the Mid Atlantic Purchasing Team (MAPT) which will combine the Washington and Baltimore region under one Cooperative Program;

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

FY 2014 by the Numbers

The total FY 2014 budget is submitted at \$26.5 million, a decrease from \$26.9 million in FY 2013. This reflects a decrease of \$1 million in federal funding to COG, which is partially offset by an increase in funding by the states and COG's member governments.

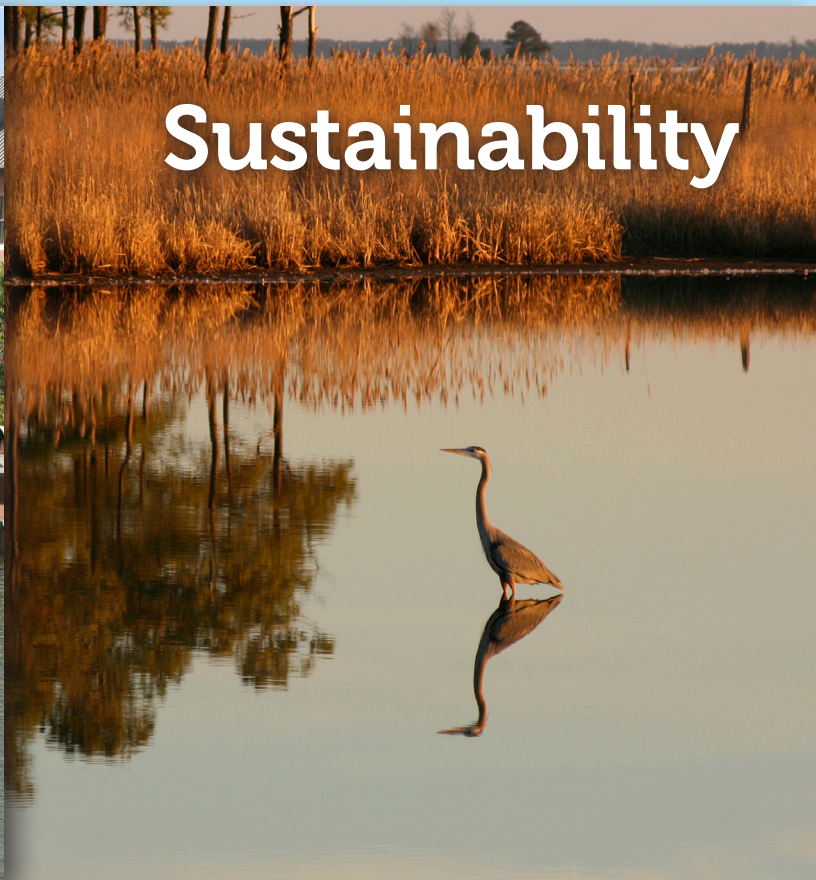
The proposed FY 2014 General Local Contribution (GLC) assessment increased by approximately \$166,000 or 4.9 percent compared with FY 2013. The assessment rate increased from \$0.67 in FY 2013 to \$0.70 in FY 2014; however, any increase in membership fees is capped at 5.0 percent.

COG projects it will have 132 Full Time Equivalent (FTE) staff in FY 2014, an increase from the 131 FTE staff in FY 2013. Resources for Transportation Programs make up 67 percent of the total budget, with \$17.6 million in FY 2014, down from \$17.9 million in FY 2013. Community Planning and Services make up 5 percent of the total budget, with \$1.33 million in FY 2014, up from \$1.22 million in FY 2013. Public Safety and Health Programs make up 6 percent of the total budget, with \$1.64 million in FY 2014, down from \$1.76 million in FY 2013. Environmental Programs make up 20 percent of the budget, with \$5.21 million in FY 2014, down from \$5.32 million in FY 2013. The Member Services budget makes up 3 percent of the total budget, with \$668,051 in FY 2014, up from \$635,194 in FY 2013.

Funding from the Urban Area Security Initiative (UASI) grant program will enable COG to continue its emergency preparedness planning in FY 2014. The UASI grant supports professional and technical work in several work program areas, with project oversight and management by staff funded in Work Program 6.0 Public Safety and Health and technical support in the Department of Environmental Programs.



Livability



Sustainability



Accessibility



Prosperity

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



Livability

Vibrant, safe, and healthy neighborhoods

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

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

Provide access and delivery of quality social services...

Safe communities for residents and visitors...

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



Sustainability

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

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

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

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

A significant decrease in greenhouse gas emissions...

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



Accessibility

Walkable, mixed-use communities with housing and transportation choices

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

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

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

A variety of housing types and choices...



Prosperity

Resilient economy and a pre-eminent knowledge hub

A diversified, stable, and competitive economy...

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

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

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

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

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

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

forum

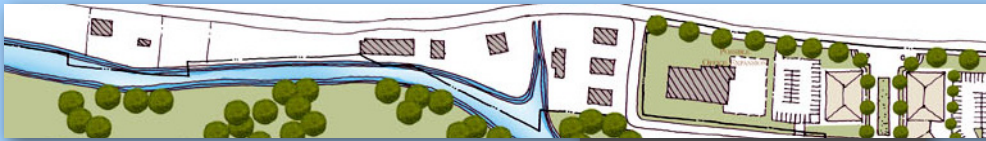


Climate & Energy

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

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

resource



Planning
& Forecasting

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

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

advocate

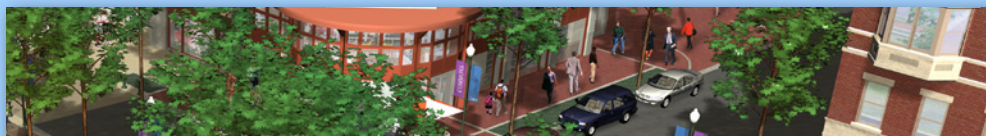


Economic
Development

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

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

catalyst



Region Forward

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

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

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

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

ADA and Limited English Proficiency (LEP)

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Metropolitan Washington Council of Governments 2013 Legislative Priorities

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS

WHAT IS COG?

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

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

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

COG'S 2013 LEGISLATIVE PRIORITIES

> INCREASED TRANSPORTATION FUNDING



The current structure and levels of federal and state transportation funding are inadequate for addressing pressing needs for system maintenance, new infrastructure, and the increasingly urgent problem of congestion on both roadway and transit systems in the Washington region.

> ENERGY EFFICIENCY & PRODUCTIVITY



Implementing large-scale, sustained investments in energy efficiency is needed to improve the region's energy security and promote its economic vitality.

> WATER QUALITY PROTECTION



Protecting water quality in metropolitan Washington to achieve the goals of the federal Clean Water and Safe Drinking Water Acts requires that EPA, state regulatory agencies, the state legislatures and United States Congress support actions to: 1) identify local government and utility funding needs and financial impacts, 2) develop feasible implementation schedules; 3) utilize regulatory flexibility such as integrated planning/permitting solutions.



ONE REGION MOVING FORWARD

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2013 COG Board Handbook



Metropolitan Washington Council of Governments 2013 Legislative Priority: Increased Funding for Transportation

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND

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

Metropolitan Washington is projected to add more than 1.2 million new residents and 1.1 million new jobs by 2040. The region's already crowded Metrorail cars, buses, and roadways cannot meet the challenge presented by this growth.

Metro dedicated funding, which provides \$1.5 billion over ten years from the federal government for Metro's rehabilitation and maintenance, is set to expire in 2020, and there is currently no legislation to extend the measure nor is there a commitment by the states to continue providing 50 percent matching funds.

TRANSPORTATION INFRASTRUCTURE INVESTMENT

The current structure and levels of federal and state transportation funding are inadequate for addressing pressing needs for system maintenance, new infrastructure, and the increasingly urgent problem of congestion on both roadway and transit systems in the Washington region.



LEGISLATIVE AGENDA

- A substantial increase in federal and state transportation funding is necessary to address the under-investment in the region's transportation system, and should be sought from:
 - o Increases in fuel taxes or other user-based fees;
 - o Pricing strategies enabled by emerging technology for all modes of travel, including rates that vary by time of day, type of vehicle, level of emissions, and specific infrastructure segments; and
 - o Inclusion of major transportation investments in legislation to create infrastructure banks or bonding programs.
- Federal transportation policy should provide for increased federal funding over the long-term, with a greater focus on metropolitan congestion and other metropolitan transportation challenges. MAP 21, enacted in July 2012 and a significant milestone in surface transportation legislation, is only a two year measure. While MAP-21 maintains current funding levels, it includes no new revenue sources dedicated to transportation, and provides very limited sub-allocation of funding to metropolitan areas.
- After first addressing growing statewide obligations, states should consider enacting legislation that enables localities to augment state and federal transportation funding with local revenue sources. Potential local option taxes include: gasoline, vehicle registration, sales, and income taxes.



Metropolitan Washington Council of Governments 2013 Legislative Priority: Increased Funding for Transportation

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



OPTIONS FOR RAISING TRANSPORTATION REVENUES:

The TPB has identified a number of successful approaches from across the country for raising transportation revenues.

- **Indexing the Fuel Tax to Inflation or Fuel Prices** – Indexing the fuel tax can protect existing fuel tax revenues from the impacts of inflation. Currently, several states adjust fuel tax rates based either on the consumer price index (CPI) or on changes in fuel prices.
- **Sales Tax on Motor Fuel** – In addition to the traditional motor fuel excise taxes, some states also collect sales taxes on motor fuels, including California (6.0 percent), Georgia (4.0 percent), Hawaii (4.0 percent), Illinois (6.25 percent), Indiana (6.0 percent), Michigan (6.0 percent), and New York (4.0 percent). Revenues from sales taxes on motor fuel may not be completely dedicated for transportation: in California and Georgia, a portion goes to the general fund and in Indiana none of the receipts of sales taxes on motor fuels is dedicated for transportation.
- **Sales Taxes and General Revenues** – The largest sources of recent funding increases for transportation have been general revenues and sales taxes. From 2003 through 2009 between 65 and 83 percent of transit ballot measures for sales taxes and bonding were approved each year, illustrating the very substantial public support for well targeted revenue measures.
- **New Toll Roads and High-Occupancy Toll (HOT) Lanes** – HOT lanes are lanes for which single-occupancy vehicles (SOV) buy the right to use the excess capacity available in exclusive lanes that are otherwise reserved for high-occupancy vehicles (HOV) that pay no tolls. Tolls have been recognized as important components of overall funding, but there are few if any new facilities which could be funded entirely from tolls.
- **Local Option Taxes** – Local option taxes have been adopted in one form or another in at least 46 states. The application and level can be for individual local governments or for regional groupings of such governments. These taxes are often dedicated to specific transportation projects or programs. Listed below are specific examples of local option taxes.
 - o **Local Option Gas Taxes (LOGT)** – Florida. Local governments in Florida have the option of implementing up to 11 cents per gallon on local gas taxes for funding transportation improvement projects, including transit.
 - o **Vehicle Taxes** – Ohio. Local governments in Ohio can levy up to \$20 in vehicle license registration fees, in increments of \$5.
 - o **Sales Taxes** – Missouri. Local governments in Missouri have the authority (subject to voters' approval) to implement local sales taxes, ranging from 0.125 percent to 1 percent, for capital improvements and transportation-specific improvements.
 - o **Income or Payroll Taxes** – Oregon. The Tri-County Metropolitan Transportation District of Oregon (TriMet) in Portland, Oregon levies 0.6418 percent in payroll and self-employment taxes, which are dedicated to public transportation.

For more information about COG, this Transportation Funding Legislative Priority, or any other of COG's Legislative Priorities, please contact Nicole Hange, COG's Government Relations Coordinator at 202.962.3231 or nhange@mwkog.org

ONE REGION MOVING FORWARD



Metropolitan Washington Council of Governments

2013 Legislative Priority: Energy Efficiency & Productivity

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



CREATING JOBS AND SUPPORTING LOCAL ECONOMIES

Nationally, more than one million new full-time jobs could be created if investments in today's energy efficiency potential are realized. Already, investments in energy efficiency are saving businesses, citizens, and government more than \$500 billion a year in avoided energy costs.

Energy efficiency creates jobs by shifting consumer spending from the energy sector toward more employment-intense industries.

National estimates indicate that per million dollars invested, the energy industry creates 10 full-time jobs while the building energy retrofit industry creates 20.

Consumer savings spent in other sectors of the economy average 17 jobs per million. Additionally, efficiency retrofits primarily benefit local businesses, increasing demand for installation and maintenance jobs that cannot be exported.

ENERGY EFFICIENCY AND PRODUCTIVITY

Implementing large-scale, sustained investments in energy efficiency is needed to improve the region's energy security and promote its economic vitality.



REGULATORY AND LEGISLATIVE AGENDA

1. Enable energy efficiency financing programs for home and commercial building owners. To remove barriers to money-saving building retrofits, states should enable programs that improve access to capital, provide a repayment structure in line with energy savings, and allow transfer upon sale of the building. Options include:
 - o Infrastructure bank or similar energy financing program
 - o On-Bill Financing
 - o Sustainable Energy Utility
 - o Commercial Property Assessed Clean Energy (PACE)
2. Provide financial and technical support for Energy Savings Performance Contracts (ESPCs). ESPCs are a proven method for improving energy efficiency in the public sector, but local governments often lack the funding and expertise needed to execute them.
3. Explore federal-local partnerships, such as collaborative procurement, on energy efficiency and alternative energy projects. Expanding opportunities for COG and local governments to participate in federal energy projects with GSA, NCPC, HUD, DoD, and others can improve economies of scale and support economic development in metropolitan Washington.



Metropolitan Washington Council of Governments 2013 Legislative Priority: Energy Efficiency & Productivity

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



EFFICIENCY FINANCE FOR HOMES AND BUSINESSES

New energy efficiency finance mechanisms are needed to better serve home and building owners' needs. COG calls upon state governments to enable finance programs or support public-private partnerships that lower the up-front costs of energy improvements and provide terms that work for homeowners and businesses. The feasibility of a regional infrastructure bank for energy improvements should be evaluated as a potential solution.

The economic benefits of energy efficiency are not being realized. Homeowners and businesses can save 30% to 50% on their energy bills using today's energy efficiency technology, yet only about one-fifth of potential cost-effective energy improvements are made each year.

High up-front costs and limited financing options keep homeowners and businesses from making cost-effective energy improvements. Home and building owners often find that payment plans do not correspond to projected monthly energy savings, and worry about recovering their investment if they move.

Energy financing programs should provide the option for payments equivalent to or lower than monthly energy savings and allow transferability upon sale of the home or building. Unbiased technical assistance is also needed to help building owners choose the cost-effective energy improvement option that works best for their home or business.

SUPPORT FOR PUBLIC SECTOR ENERGY PROJECTS

Municipalities, universities, schools, and hospitals could save up to \$8.1 billion per year nationwide if energy efficiency finance mechanisms were more available. Assistance from states and the federal government is needed to execute ESPCs and foster partnerships that expand access to energy technology.

Capital constraints and sensitivity to impacts on debt capacity often prevent governments from using conventional finance mechanisms. ESPCs are off-credit arrangements, and thus provide a good option for financing retrofits of public and institutional buildings. However, transaction costs can be high and expertise may be needed to help navigate the process. Financial and technical assistance will help capture energy saving potential and deliver better value to taxpayers.

Partnerships between local governments and federal agencies can help expand access to and lower costs of renewable and energy efficiency technology. Executive Order 13514 directs federal agencies to forge stronger links between their facilities and surrounding communities while improving sustainability. Agencies such as GSA, NCPC, HUD, and DoD should implement this aspect of the Order through cooperative purchasing, pilot projects, and technical assistance.

For more information about COG, this Energy Efficiency & Productivity Legislative Priority, or any other of COG's Legislative Priorities, please contact Nicole Hange, COG's Government Relations Coordinator at 202.962.3231 or nhange@mwkog.org

ONE REGION **MOVING FORWARD**



Metropolitan Washington Council of Governments 2013 Legislative Priority: Water Quality Protection

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND

Local governments and utilities in the region face sharply escalating costs and accelerated implementation schedules to comply with new state and federal regulations under the Clean Water and Safe Drinking Water Acts. Many of these new requirements derive from ambitious pollution reduction goals under the Chesapeake Bay Total Maximum Daily Load (TMDL), issued in 2010, and a growing number of TMDLs for local watersheds. Meeting these Clean Water Act requirements helps to address Safe Drinking Water Act requirements.

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

WATER QUALITY PROTECTION

Protecting water quality in metropolitan Washington to achieve the goals of the federal Clean Water and Safe Drinking Water Acts requires that EPA, state regulatory agencies, the state legislatures and United States Congress support actions to: 1) identify local government and utility funding needs and financial impacts, 2) develop feasible implementation schedules; 3) utilize regulatory flexibility such as integrated planning/permitting solutions.



REGULATORY AND LEGISLATIVE AGENDA

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



Metropolitan Washington Council of Governments

2013 Legislative Priority: Water Quality Protection

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS



BACKGROUND (continued)

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

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

For more information about COG, this Water Quality Legislative Priority, or any other of COG's Legislative Priorities, please contact Nicole Hange, COG's Government Relations Coordinator at 202.962.3231 or nhange@mwkog.org

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2013 COG Board Handbook



Metropolitan Washington Council of Governments 2013 Board of Directors Work Plan [proposed]

22 JURISDICTIONS 5+ MILLION PEOPLE 300 ELECTED OFFICIALS

Key Elements of the 2013 Work Plan

REGION FORWARD 2.0

In 2010, the Council of Governments approved *Region Forward*, our vision for a more prosperous, accessible, livable, and sustainable metropolitan Washington. In 2013, Board and staff will focus on propelling Region Forward to its next phase by aligning everything we do – our communications, programs, and governance – through the *Region Forward* framework.

ECONOMY FORWARD IMPLEMENTATION

Economy Forward is a five point plan to strengthen the region's economy amid major changes in federal spending. It brings together a range of interrelated areas including transportation, activity centers, and workforce development.

MEMBER ENGAGEMENT

Membership is the lifeblood of any association, particularly for the Council of Governments. Building a strong sense of community and harnessing the collective intelligence of our members is critical to our future success.

STRONGER STATE & FEDERAL ALLIANCE

Strengthening COG's relationship with state and federal legislators continues to be a priority for the COG Board. We cannot achieve our Region Forward vision without an equal commitment from, and strong alliance with, state and federal governments.

ONE REGION **MOVING FORWARD**



> REGION FORWARD 2.0

In 2010, the Council of Governments approved *Region Forward*, our vision for a more prosperous, accessible, livable, and sustainable metropolitan Washington. All COG member local governments, along with several civic and nonprofit partners endorsed this vision. In 2013, Board and staff will focus on propelling *Region Forward* to its next phase by aligning everything we do – our communications, programs, and governance – through the *Region Forward* framework.

- **Positioning Region Forward:** *Region Forward* aligns COG's many programs, including transportation, the environment, planning, public safety and health, but there are opportunities to better promote our vision. WMATA recently embedded *Region Forward* into its own strategic plans. Board and staff will build on this example to better engage business, nonprofit, thought leaders, and the media about our vision, goals, and objectives and seek additional key regional partners' strong support of *Region Forward*. In January 2013, an updated *Region Forward* website and blog was launched to improve and expand online and social media outreach. (The site averages 1,000 views a month.) In addition, publications and presentations will focus on explaining *Region Forward's* central role in our work.
- **Strategic re-alignment:** Taking *Region Forward* to the next level will require greater collaboration amongst COG's departments, policy boards and committees. To foster this collaboration the Board will receive regular committee briefings that highlight and promote synergies and integration.
- **Governance:** An ad-hoc Board committee will conduct a deeper examination of COG's committee structure and potential changes to align COG's structure to more comprehensively advance *Region Forward*.

> ECONOMY FORWARD IMPLEMENTATION

Economy Forward identified 5 key actions to strengthen the region's economy amid major changes in federal spending. It refocuses some of COG's existing regional projects and provides new activities to enhance the regional economy. Three of these projects, a new Federal-Regional Liaison, an Activity Center Strategic Investment Plan, and a Regional Transportation Priorities Plan, are currently underway. Two other projects, Industry and Labor Market Analysis and a Regional Brand, will be launched in late 2013 and early 2014, respectively.

- **Federal-Regional Partnership:** Staff will continue to engage David Agnew, Senior Advisor to the President and Director of Intergovernmental Relations, who has expressed an interest and willingness in strengthening the Administration's partnership with COG. COG will convene senior Administration and regional officials to discuss current and future needs, including the impact of sequestration on the region's economy.
- **Transportation Investment Plan:** This summer, the TPB will release a Regional Transportation Priorities Plan identifying top priority transportation projects and critically, the specific funding sources to make the projects a reality. The COG Board will be briefed on the report's findings, identify opportunities for joint TPB-COG Board promotion, and will use it to inform 2014 Legislative Priorities.
- **Activity Centers:** The recently approved Activity Centers Map will form the basis of the Activity Center Strategic Investment Plan, which aims to position these places for more strategic use of public and private sector investment, while helping to advance the goals in *Region Forward*. The Board will be briefed on the Plan this Spring and take an active role in its promotion, specifically showcasing how each of the region's 22 member jurisdictions can use the Plan as a tool to improve their individual economic competitiveness.
- **Workforce Development:** The *Region Forward* Coalition will conduct an industry and labor market analysis to identify current and projected workforce demands by sector, including the skill sets needed to fill these positions, and assess whether training and workforce development programs are adequately preparing workers for these jobs.

> MEMBER ENGAGEMENT

Membership is the lifeblood of any association or alliance, particularly for the Council of Governments. Building a strong sense of community and harnessing the collective intelligence of our members is critical to COG's future success.

- **Board Members:** Meetings of the Board will be more interactive and engaging in 2013, providing members with greater opportunities for peer learning and exchange. Staff presentations will scaled back and active participation by members will be sought. For example, members engaged in the state and national associations, not staff, will be asked to brief the Board on legislative activities.
- **Member Governments:** Staff visits to each of COG's 22 member counties and cities will enable us to better understand the challenges and opportunities facing our member communities, their philosophies and how COG can better support and advance local priorities. COG will also identify opportunities to expand the regional cooperative purchasing program and provide additional cost savings to our jurisdictions.
- **Other Member Officials and Staff:** COG will continue to streamline and align the work of our many peer groups. From the Chief Purchasing Officers to the Health Officers to the Emergency Managers, peer groups will be realigned to help advance the policy goals of COG. Additionally, COG will launch a new website and association management tools by the middle of 2013 that will dramatically improve accessibility to committee pages, publications and will facilitate opportunities for electronic peer exchange.

> STRONGER STATE AND FEDERAL ALLIANCE

Strengthening COG's relationship with state and federal legislators continues to be a priority for the COG Board. We cannot achieve our *Region Forward* vision without an equal commitment from, and strong alliance with, state and federal governments. COG will continue to advocate the priorities of our region through outreach to state and federal leaders. We will aggressively implement a multi-pronged communication strategy that includes the use of email, newsletters, website and social media to communicate our positions. Issue-focused one-on-one meetings, as well as small group meetings with legislators are critical for establishing COG as a legitimate player.

- **Congressional Delegation:** We will renew efforts to work more closely with the region's Congressional delegation and hold regular meetings with their staff as federal activity on sequestration, transportation funding, and environmental protection continue to pose significant implications for the region. Additionally, COG will, over the course of the year, invite members of Congress to make presentations to the Board either on proposed legislation of regional significance or opportunities for collaboration with COG.
- **Executive Branch:** Modeled after our enhanced cooperation with OPM, COG will strategically and assertively engage federal agencies, like the GSA, EPA, DOT, and OMB to advance the region's legislative priorities. We will also identify opportunities for COG Board engagement and collaboration. The White House Office of Intergovernmental Relations will continue to be central to our federal outreach strategy.
- **State Legislators:** Many of our Board members hold significant leadership positions with key state and national associations (e.g., MML, NARC, VACO). We will better leverage the knowledge of our Board members and their connections with state and national associations. The composition and mission of the Legislative Committee will be revisited to ensure we are maximizing its potential.