

WORK PROGRAM AND BUDGET

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

January 2016

(Approved by COG Board of Directors January 13, 2016)



WORK PROGRAM AND BUDGET

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

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January 6, 2016

Board of Directors
Metropolitan Washington Council of Governments

I am pleased to submit the proposed budget of the Metropolitan Washington Council of Governments (MWCOG) for fiscal year 2017. The budget is transmitted through the Board's Budget and Finance Committee, for review and approval or modification by the Board of Directors.

This year's budget focuses very clearly on support for COG's core programs, the integration of all cross-cutting programs and services as well as a new commitment: ensuring that all of COG's member local governments receive at least twice the value of their membership contributions from the regional cooperative purchasing program. Details on our accomplishments and goals - including the 2015 State of the Region: Infrastructure Report, the Metrorail Communications Study, the Economic Competitiveness Report, Air Quality, Climate & Energy Progress, and the Greenhouse Gas Multi-sector Working Group - are included in the narrative summary of this document.

The budget is a fiscal guide for the operation of MWCOG beginning July 1, 2016 through June 30, 2017. It supports work activities in Transportation Planning, Transportation Operations, Metropolitan Planning, Health Planning and Child Welfare, Public Safety and Homeland Security, Water Resources, Environmental Resources, Air Quality, Strategic Initiatives and Member Services, and Support Services.

Variations of note between FY2015 actual expenses, the FY2016 approved budget, and the FY2017 proposed budget include:

Revenue

Compared to FY2015 actual revenue, the FY2017 Work Program and Budget estimates a \$2.8 million increase in operating revenue (9.8%) over two fiscal years, primarily in federal funds.

Federal Revenue Increases

- Increase in federal funding for facilitating creation of the proposed Metro Safety Commission
- Additional funding for the Commuter Connections Work Program for data collection activities, leading to the completion of a comprehensive "State of the Commute" survey report
- Increase in the number of projects and total funding for regional Urban Area Security Initiative (UASI) projects, and for full staffing of the Program Management Office

Member Dues Assessment

The proposed FY2017 per-capita rate of 72.5 cents for Member Dues represents a 2.11% increase compared to the FY2016 and FY2015 rate of 71 cents. Combined with an estimated overall population increase of 1.5%, and limited by a 5% annual increase cap per jurisdiction, the overall increase in dues revenue in FY2017 compared to FY2016 is 3.8% (\$143,300).

Other Revenue Changes

- New OMB regulations increase the availability of funding for direct program expenses by limiting reimbursement for executive administration and general governance
- Service fees, sponsorships, and miscellaneous revenue is affected by special projects, bi-annual projects, and loss of foundation funding for Wednesday's Child

Expenditures

Compared to FY2015 actual expenses, the FY2017 Work Program and Budget estimates a \$3.2 million increase in operating expense (11%) over two fiscal years, due to:

- Staff additions where additional program funds are available
- Consultant and other program related expenses, where program funds are available
- Merit increases for staff, and related personnel expenses
- Rent increase in conjunction with a 10-year lease renewal effective January 1, 2016
- Estimated general inflation increases

Pass-through funds, special revenue funds, and contributed services totaling \$14.4 million are noted separately from the general operating budget, bringing the total amount of funds expected to be received and disbursed by MWCOG in FY2017 to \$46.0 million.

As of June 30, 2015, Board Designated reserves total \$11.3 million, and are fully funded as per the current investment and reserve policy. Undesignated and unreserved net assets total \$1.8 million. Approximately \$377,300 of undesignated net assets will be used to balance the budget in FY2017.

By highlighting COG's recent accomplishments and goals, both in summary and by program, the FY2017 Work Program and Budget offers an overview of the great value of our work along with our spending plan. The continuing focus will be on sustaining core programs, enhancing the value of membership, and supporting initiatives that advance *Region Forward*.

Respectfully submitted,

Chuck Bean
Executive Director

FY2017 BUDGET NARRATIVE OVERVIEW

About the Metropolitan Washington Council of Governments (COG)

COG is an independent, nonprofit association where area leaders address regional issues affecting the District of Columbia, suburban Maryland, and Northern Virginia. Its membership is comprised of 300 elected officials from 22 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. Founded in 1957, COG is supported by financial contributions from its member governments, federal and state grants and contracts, and donations from foundations and the private sector. It has a professional staff of more than 130 professionals.

COG's Vision

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

COG's Mission

COG's mission is to make *Region Forward* happen as the region's convener, providing a forum for discussion, consensus builder and sharing best practices, expert decision support resources, issue advocate and a catalyst for action.

Metropolitan Washington Council of Governments Fiscal Year 2017 Work Program and Budget: Executive Summary

The *FY 2017 Work Program and Budget* (July 1, 2016 – June 30, 2017) focuses on sustaining core programs and enhancing the value of membership at COG. It also highlights various initiatives where COG is demonstrating a cross-cutting approach throughout its subject areas and departments to advance its vision, *Region Forward*.

A Focus on Core Programs

The *FY 2017 Work Program and Budget* ensures another year of the high quality work member governments have come to expect in COG's core programs in transportation planning, environmental programs, community planning, health and child welfare, public safety and homeland security. This work supports *Region Forward* as well as local efforts to:

- promote a well-managed and maintained regional transportation system with a broad range of transportation choices,
- provide residents with cleaner water, air, and land and embrace energy efficiency and renewable energy use, and
- develop regional planning strategies, economic plans, opportunities, and housing options, and
- help plan and ensure safe communities.

Core programs also include advocacy and membership services, media and public outreach, and human resources that retain and recruit talented staff to support COG's initiatives.

Ambitious Member-Saving Goal: Twice the Value of Member Dues

A major new commitment in the FY 2017 Work Program and Budget is the establishment of an ambitious goal to enhance member value: that every COG member receive at least twice the value of their membership contribution from the regional cooperative purchasing program. Cooperative purchasing saves participants' time and money through volume buying of goods and services, a clearinghouse of local government solicitations, and a purchasing rider that allows members to piggyback on other members' contracts.

Cross-Cutting Program Integration

As a third major outcome, the FY 2017 Work Program and Budget incorporates several initiatives demonstrating greater integration of key subject areas and coordination amongst COG staff, members, and committees. For example, all departments support and continue to implement recommendations from COG's State of the Region: Infrastructure Report, issued in January 2015, and the Multi-Sector Greenhouse Gas Working Group, issued in early 2016.

Further synergies from the integration of COG's Health program with its human services initiatives, including homelessness, affordable housing and workforce development are anticipated. The programs, partnerships, expert analyses, plans, strategies, and exchange of ideas at COG help our government partners lead more effectively in their home jurisdictions. The overall accomplishments and goals of the Council of Governments are highlighted below. The accomplishments and goals of each of COG's departments follow in the full report.

FY 2015 Accomplishments:

- *Infrastructure Report:* Because the prosperity and health of the National Capital Region depends on the health of its infrastructure, the COG Board of Directors set out to do an in-depth evaluation of the state of the region's water, roads, energy and emergency communications systems as well as its public buildings. In FY 2015, the Board completed a series of expert briefings on the cost and difficulty of replacing, maintaining and updating these systems. The study revealed that there is conservatively, a \$58 billion funding gap between the region's current resources and what is needed to serve the region through much of this century. The 2015 State of the Region: Infrastructure Report drew from the expertise of each COG program departments and attracted regional and national media coverage, was issued in January, 2015.
- *Metrorail Incident Response & Study Coordination:* In the wake of a tragic accident on the region's Metrorail transit system in January 2015, the Council of Governments worked with elected leaders in the U.S. Congress, the National Transportation Safety Board, the region's fire chiefs and Metro officials to coordinate an examination of the rail system's needs and plans for improving safety oversight. The COG-led effort resulted in a high-level study of radio communications and cell-phone communications within the rail system's tunnels. The study relied on the expertise and direction of COG's Executive Director, Deputy Executive Director, COG's Departments of Public Safety and Transportation Planning.
- *Air Quality, Climate & Energy Progress:* COG's Metropolitan Washington Air Quality Committee (MWAQC) released data showing there were no serious Code Red days (which indicate serious air pollution) for two consecutive summers. In addition, the U.S. Environmental Protection Agency said the region now complies with the standard for controlling fine-particle air pollution. And, as a result of the outstanding efforts to reduce greenhouse gas emissions and increase energy efficiency – many of which were outlined in

COG's first Climate Change Report - COG and the National Capital Region were recognized as one of 16 "Climate Action Champions" by the White House. COG also recognized three local governments and one school district with the first annual Climate & Energy Leadership Awards.

- *Expanded Member Benefits Through Purchasing & Contracts:* COG completed the research and groundwork leading to new partnerships and programs expected to greatly increase savings for its member governments as a result of cooperative procurement of goods and services and savings on joint trainings and the delivery of shared services.

FY 2016 Goals:

- ❖ *Economic Competitiveness Initiative:* The COG Board of Directors will complete work on its examination of ways to increase the metropolitan region's economic competitiveness. Earlier reports indicated the region must lessen its reliance on federal contracts to sustain economic growth. Presentations to the Board have focused on the area's new growth industries and partnerships.
- ❖ *Greenhouse Gas Multi-Sector Working Group:* Several of COG's program departments will continue their work to identify ways to reduce harmful greenhouse gas emissions in the metropolitan area.
- ❖ *Infrastructure Report Recommendations:* COG will advocate for follow-up on recommendations included in its groundbreaking 2015 State of the Region: Infrastructure Report, such as sponsoring a workshop on funding mechanisms and sharing best practices.
- ❖ *Metrorail Communications Study:* COG will lead regional partners in follow-up on near term recommendations in its study: "The Washington Metropolitan Transit Area's Underground Communications Systems: Evaluation of Effectiveness and Interoperability."
- ❖ *Cooperative Purchasing:* Continue to expand member benefits through participation in the Cooperative Purchasing Program, which saves members time and money through volume buying, COG's purchasing rider and a clearinghouse that features local government solicitations. Expand program to include a partnership with the Baltimore Regional Council.

FY 2017 Goals:

- *Cooperative Purchasing:* Major new commitment established - that every COG member receive at least twice the value of their membership contribution from the regional cooperative purchasing programs.
- *Economic Competitiveness Initiative:* COG will follow-up on actions recommended in the Economic Competitiveness Report.
- *Greenhouse Gas Multi-Sector Working Group:* COG will assess and report on the group's recommendations.
- *Infrastructure Report Recommendations:* COG will continue to advocate for follow-up on the recommendations included in its groundbreaking 2015 report.

- *Metrorail Communications Study*: COG will continue to coordinate and assist the regional partners as they follow-up on recommendations included in the report, including monitoring the completion of long-term projects to allow cell phone service in Metrorail cars.

**Metropolitan Washington Council of Governments
FY2017 Budget with FY2015 and
FY2016 Comparisons**

**Metropolitan Washington Council of Governments
Operations Revenue and Expense
FY2017 Budget**

ALL PROGRAMS

	Actual FY2015	Budget FY2016	Budget FY2017
<u>Operations Revenue</u>			
Federal revenue	13,235,700	16,355,400	16,252,100
State revenue	5,296,700	6,211,000	5,550,500
Member dues	3,711,200	3,766,300	3,909,600
Regional funds and user fees	2,622,300	2,744,700	2,838,000
Building & investment revenue	922,600	550,000	788,700
Other revenue	2,648,900	2,911,400	1,895,500
Total Operations Revenue	28,437,400	32,538,800	31,234,400
<u>Operations Expense</u>			
Salaries - Direct program	7,432,100	8,407,800	8,844,500
Salaries - Leave benefits	1,522,800	1,722,800	1,812,100
Other employee benefits	2,252,200	2,547,900	2,680,200
Consultants	6,227,900	8,840,500	6,049,900
Other direct program expense	3,599,000	4,107,400	4,227,600
Support services, rent and other allocated expense	7,328,700	7,560,500	7,997,400
Total Operations Expense	28,362,700	33,186,900	31,611,700
Net Surplus (Deficit) From Operations	74,700	(648,100)	(377,300)
Net Surplus from Special Revenue Funds	18,200		
Additional Building Revenue	-	277,800	-
Change in Net Assets	92,900	(370,300)	(377,300)

Additional resources

Use of prior year general funds (1)	-	370,300	377,300
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Revenue - All Sources	FY2015	FY2016	FY2017
Operations	28,437,400	32,538,800	31,234,400
Special Revenue Funds	130,300	113,300	113,300
Subrecipient Pass-Through	17,992,500	32,615,000	13,909,300
Contributed Services	822,000	688,900	360,600
Total COG Revenue Budget - All Sources	47,382,200	65,956,000	45,617,600

Total Revenue & Additional Resources	47,382,200	66,604,100	45,994,900
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(1) Prior year general funds will be used to fully fund the budget in FY2016 and FY2017. Prior year funds are not added to the total revenue figure, as the revenue has already been recognized in a prior year.

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

1.0 TRANSPORTATION PLANNING

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	9,863,800	10,096,400	9,822,200
State revenue	1,503,000	1,815,300	1,697,000
Member dues	1,269,200	1,264,900	1,235,300
Other revenue	540,400	437,500	184,900
Total Operations Revenue	13,176,400	13,614,100	12,939,400
Operations Expense			
Salaries - Direct program	4,080,200	4,371,400	4,537,500
Salaries - Leave benefits	836,000	895,700	929,700
Other employee benefits	1,236,400	1,324,700	1,375,000
Consultants	2,478,500	2,560,100	1,417,300
Other direct program expense	521,800	531,300	577,000
Support services & other allocated expense	4,023,500	3,930,900	4,102,900
Total Operations Expense	13,176,400	13,614,100	12,939,400
Net Surplus (Deficit) From Operations	-	-	-

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	13,176,400	13,614,100	12,939,400
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
Total Revenue - All Sources	13,176,400	13,614,100	12,939,400

Total Revenue & Additional Resources	13,176,400	13,614,100	12,939,400
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Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

2.0 TRANSPORTATION OPERATIONS

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	2,036,700	4,417,000	4,610,800
State revenue	3,022,000	3,592,000	3,048,000
Other revenue	47,100	47,100	47,100
Total Operations Revenue	5,105,800	8,056,100	7,705,900
Operations Expense			
Salaries - Direct program	732,300	847,100	887,000
Salaries - Leave benefits	150,000	173,600	181,700
Other employee benefits	221,900	256,700	268,800
Consultants	1,790,700	3,848,200	3,243,900
Other direct program expense	1,565,400	2,168,800	2,322,500
Support services & other allocated expense	722,100	761,700	802,000
Total Operations Expense	5,182,400	8,056,100	7,705,900
Net Surplus (Deficit) From Operations*	(76,600)	-	-

*Net deficit in FY15 is due to a prior period adjustment.

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	5,105,800	8,056,100	7,705,900
Special Revenue Funds	64,500	64,500	64,500
Subrecipient Pass-Through	10,937,600	27,271,600	10,453,200
Contributed Services	822,000	688,900	360,600
Total COG Revenue Budget - All Sources	16,929,900	36,081,100	18,584,200

Total Revenue & Additional Resources	16,929,900	36,081,100	18,584,200
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**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2017 Budget**

3.0 METROPOLITAN PLANNING

	Actual FY2015	Budget FY2016	Budget FY2017
<u>Operations Revenue</u>			
Member dues	385,700	536,200	447,400
Total Operations Revenue	385,700	536,200	447,400
<u>Operations Expense</u>			
Salaries - Direct program	125,800	131,700	136,700
Salaries - Leave benefits	25,800	27,000	28,000
Other employee benefits	38,100	39,900	41,400
Consultants	32,800	39,000	73,100
Other direct program expense	39,100	41,000	44,600
Support services & other allocated expense	124,100	118,400	123,600
Total Operations Expense	385,700	397,000	447,400
Net Surplus (Deficit) From Operations	-	139,200	-
<u>Additional resources</u>			
Budget transfer to 4.0 & 9.0		(139,200)	
Total additional resources	-	(139,200)	-

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	385,700	536,200	447,400
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
Total COG Revenue Budget - All Sources	385,700	536,200	447,400

Total Revenue & Additional Resources	385,700	397,000	447,400
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Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

4.0 HEALTH PLANNING & CHILD WELFARE

	Actual FY2015	Budget FY2016	Budget FY2017
<u>Operations Revenue</u>			
Member dues	588,800	553,200	473,200
Other revenue	62,800	102,000	195,000
Total Operations Revenue	651,600	655,200	668,200
<u>Operations Expense</u>			
Salaries - Direct program	185,300	260,000	268,200
Salaries - Leave benefits	38,000	53,300	55,000
Other employee benefits	56,200	78,800	81,300
Consultants	12,600	29,300	29,600
Other direct program expense	111,800	115,200	82,000
Support services & other allocated expense	182,700	233,800	242,500
Total Operations Expense	586,600	770,400	758,600
Net Surplus (Deficit) From Operations	65,000	(115,200)	(90,400)
<u>Additional resources</u>			
Budget transfer from 3.0		115,200	
Use of prior year general funds			90,400
Total additional resources	-	115,200	90,400

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	651,600	655,200	668,200
Special Revenue Funds	49,000	21,700	21,700
Subrecipient Pass-Through			
Contributed Services			
Total COG Revenue Budget - All Sources	700,600	676,900	689,900

Total Revenue & Additional Resources **700,600** **792,100** **780,300**

Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

5.0 PUBLIC SAFETY & HOMELAND SECURITY

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	1,166,200	1,540,200	1,644,100
Member dues	500,800	532,900	505,500
Other revenue	12,000	59,500	30,500
Total Operations Revenue	1,679,000	2,132,600	2,180,100
Operations Expense			
Salaries - Direct program	555,700	746,300	836,500
Salaries - Leave benefits	113,900	152,900	171,400
Other employee benefits	168,400	226,100	253,500
Consultants	19,300	21,400	21,700
Other direct program expense	273,700	314,800	207,800
Support services & other allocated expense	548,000	671,100	756,400
Total Operations Expense	1,679,000	2,132,600	2,247,300
Net Surplus (Deficit) From Operations	-	-	(67,200)
<i>Additional resources</i>			
<i>Use of prior year general funds</i>			67,200
<i>Total additional resources</i>	-	-	67,200

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	1,679,000	2,132,600	2,180,100
Special Revenue Funds	16,800	27,100	27,100
Subrecipient Pass-Through	5,958,700	5,343,400	3,456,100
Contributed Services			
Total COG Revenue Budget - All Sources	7,654,500	7,503,100	5,663,300

Total Revenue & Additional Resources	7,654,500	7,503,100	5,730,500
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Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

6.0 WATER RESOURCES

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	140,500	156,100	150,000
State revenue	112,400	171,700	173,500
Member dues	152,800	202,600	206,000
Regional funds and user fees	2,100,700	2,200,800	2,273,500
Building & investment revenue		25,300	
Other revenue	1,654,100	1,532,500	962,900
Total Operations Revenue	4,160,500	4,289,000	3,765,900
Operations Expense			
Salaries - Direct program	1,040,200	1,149,500	1,165,600
Salaries - Leave benefits	213,100	235,500	238,800
Other employee benefits	315,200	348,300	353,200
Consultants	1,069,400	1,157,500	581,000
Other direct program expense	354,900	364,500	373,300
Support services & other allocated expense	1,025,700	1,033,700	1,054,000
Total Operations Expense	4,018,500	4,289,000	3,765,900
Net Surplus (Deficit) From Operations	142,000	-	-

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	4,160,500	4,289,000	3,765,900
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
Total COG Revenue Budget - All Sources	4,160,500	4,289,000	3,765,900

Total Revenue & Additional Resources	4,160,500	4,289,000	3,765,900
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Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

7.0 ENVIRONMENTAL RESOURCES

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	3,500	120,700	
State revenue	20,800		
Member dues	390,300	397,500	386,300
Regional funds and user fees	521,600	543,900	564,500
Other revenue	47,200	448,800	87,500
Total Operations Revenue	983,400	1,510,900	1,038,300
Operations Expense			
Salaries - Direct program	364,200	376,700	390,900
Salaries - Leave benefits	74,600	77,200	80,100
Other employee benefits	110,400	114,200	118,500
Consultants	25,800	554,000	45,600
Other direct program expense	49,300	50,100	49,700
Support services & other allocated expense	359,100	338,700	353,500
Total Operations Expense	983,400	1,510,900	1,038,300
Net Surplus (Deficit) From Operations	-	-	-

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	983,400	1,510,900	1,038,300
Special Revenue Funds			
Subrecipient Pass-Through	1,096,200		
Contributed Services			
Total COG Revenue Budget - All Sources	2,079,600	1,510,900	1,038,300

Total Revenue & Additional Resources	2,079,600	1,510,900	1,038,300
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Metropolitan Washington Council of Governments
 Operations Revenue and Expense by Department/Program
 FY2017 Budget

8.0 AIR QUALITY

	Actual FY2015	Budget FY2016	Budget FY2017
Operations Revenue			
Federal revenue	25,000	25,000	25,000
State revenue	638,500	632,000	632,000
Member dues	286,400	279,000	279,000
Other revenue	61,800	100,000	70,000
Total Operations Revenue	1,011,700	1,036,000	1,006,000
Operations Expense			
Salaries - Direct program	198,300	206,500	214,400
Salaries - Leave benefits	40,600	42,300	43,900
Other employee benefits	60,100	62,600	65,000
Consultants	416,900	422,800	377,300
Other direct program expense	100,300	116,100	111,500
Support services & other allocated expense	195,500	185,700	193,900
Total Operations Expense	1,011,700	1,036,000	1,006,000
Net Surplus (Deficit) From Operations	-	-	-

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	1,011,700	1,036,000	1,006,000
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
Total COG Revenue Budget - All Sources	1,011,700	1,036,000	1,006,000

Total Revenue & Additional Resources	1,011,700	1,036,000	1,006,000
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**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2017 Budget**

9.0 STRATEGIC INITIATIVES & MEMBER SERVICES

	Actual FY2015	Budget FY2016	Budget FY2017
<u>Operations Revenue</u>			
Member dues	137,200		376,900
Building & investment revenue	922,600	524,700	788,700
Other revenue	223,500	184,000	317,600
Total Operations Revenue	1,283,300	708,700	1,483,200
<u>Operations Expense</u>			
Salaries - Direct program	150,100	318,600	407,700
Salaries - Leave benefits	30,800	65,300	83,500
Other employee benefits	45,500	96,600	123,500
Consultants	381,900	208,200	260,400
Other direct program expense	582,700	405,600	459,200
Support services & other allocated expense	148,000	286,500	368,600
Total Operations Expense	1,339,000	1,380,800	1,702,900
Net Surplus (Deficit) From Operations	(55,700)	(672,100)	(219,700)
<u>Additional resources</u>			
<i>Transfer from 3.0</i>		24,000	
<i>Use of prior year general funds</i>		370,300	219,700
<i>Additional building revenue</i>		277,800	
Total additional resources	-	672,100	219,700

Revenue - All Sources	FY2015	FY2016	FY2017
Operations	1,283,300	708,700	1,483,200
Special Revenue Funds			
Subrecipient Pass-Through			
Contributed Services			
Total COG Revenue Budget - All Sources	1,283,300	708,700	1,483,200

Total Revenue & Additional Resources **1,283,300** **1,380,800** **1,702,900**

(1) Prior Year Carryover will be used to fully fund the budget in FY2016 and FY2017. Prior Year Carryover is not added to the total revenue figure, as the revenue has already been recognized in a prior year.

**Metropolitan Washington Council of Governments
Support Services and Other Allocated Expenses
FY2017 Budget**

	FY15	FY16	FY17
	Actual	Budget	Budget
SUPPORT SERVICES			
Finance & Accounting	1,352,400	1,343,300	1,390,400
Information Technology	731,200	788,100	810,500
Human Resources	570,100	602,100	623,800
Executive Office	567,800	577,000	592,700
Communications	540,900	293,900	304,600
Facility Operations	294,200	302,900	310,500
Total support services	4,056,600	3,907,300	4,032,500
OTHER ALLOCATED EXPENSES			
Rent	2,323,700	2,481,000	2,663,700
Depreciation	327,800	399,600	471,300
Equipment & Software	319,200	349,800	399,800
Website	173,600	178,800	181,800
Telephone service	105,900	96,600	98,200
Utilities	86,300	66,000	67,100
Insurance	72,500	81,600	83,000
Prior period adjustment	(136,900)		
Total other allocated expenses	3,272,100	3,653,400	3,964,900
Total support services & other allocated expenses	7,328,700	7,560,700	7,997,400

Metropolitan Washington Council of Governments
 Leave, Fringe Benefits, & Total Personnel Expense
 FY2017 Budget

	FY15 Actual	FY16 Budget	FY17 Budget
LEAVE BENEFITS			
Annual leave	925,200	1,012,400	1,062,300
Holiday leave	414,100	453,100	475,500
Sick leave	412,900	451,800	474,100
Administrative & other leave	170,600	186,700	195,900
Total leave benefits	1,922,800	2,104,000	2,207,800
FRINGE BENEFITS			
Health insurance	1,201,500	1,314,800	1,379,800
Pension contribution	1,116,500	1,221,800	1,282,100
Medicare	156,600	171,400	179,800
Public transportation assistance	153,100	167,500	175,800
Disability insurance	146,900	160,800	168,700
Other fringe benefits	68,900	75,400	79,100
Total fringe benefits	2,843,500	3,111,700	3,265,300
Total Leave & Benefit Expense	4,766,300	5,215,700	5,473,100

Total Personnel Expense

Salaries

Direct Program Salaries	7,433,954	8,407,800	8,844,500
Support Service Salaries	1,948,273	1,860,300	1,931,000
Salaries Paid as Leave Benefits	1,922,800	2,104,000	2,207,800
Total salaries	11,305,027	12,372,100	12,983,300
Fringe benefit expense	2,843,500	3,111,700	3,265,300
% of Total Salaries	25.15%	25.15%	25.15%
Total Personnel Expense	14,148,527	15,483,800	16,248,600

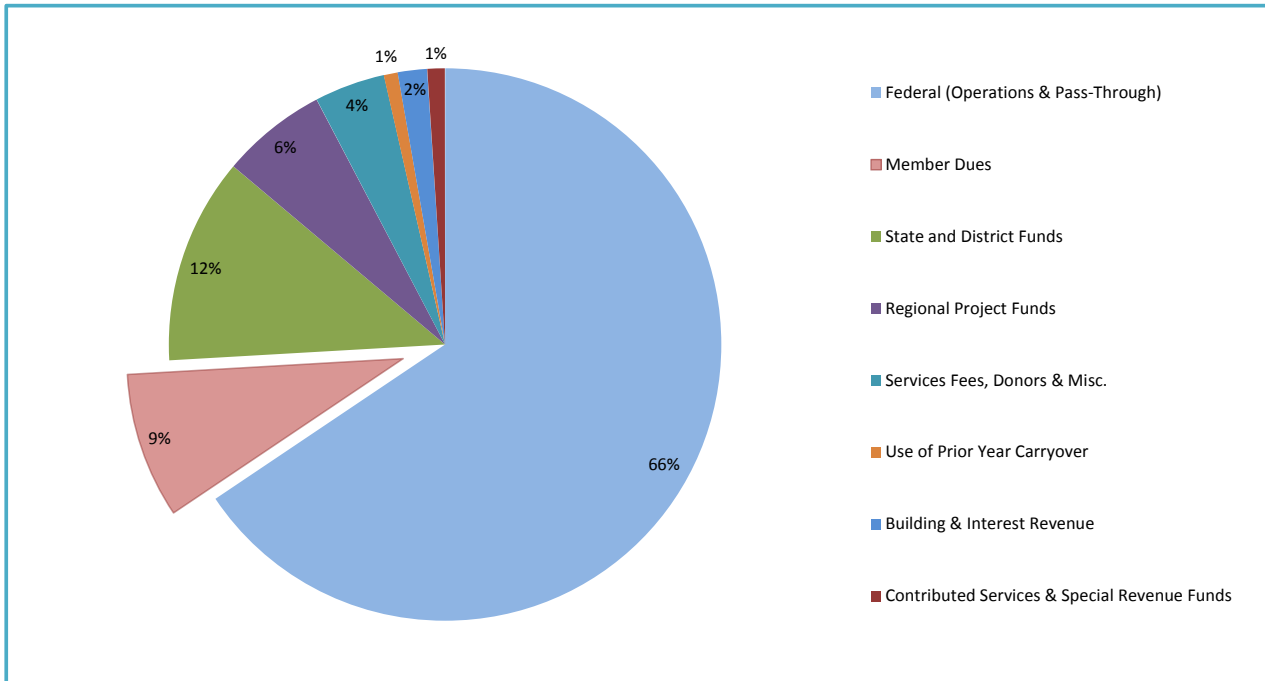
Metropolitan Washington Council of Governments
FY2017 Revenue Budget by
Program

Metropolitan Washington Council of Governments
Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

REVENUE SUMMARY	FY15 Actual	FY16 Budget	FY17 Budget
Member Dues	3,711,200	3,766,300	3,909,600
Bldg & Interest Revenue	922,600	550,000	788,700
Federal Funds	13,235,700	16,355,400	16,252,100
State & District Funds	5,296,700	6,211,000	5,550,500
Regional Water Fund	1,337,400	1,360,800	1,373,500
Anacostia Restoration Fund	342,400	338,700	338,700
Blue Plains User Fees	250,000	300,000	360,000
Regional Environmental Fund	606,900	615,800	636,400
Community Engagement Campaign	85,600	129,400	129,400
Service Fees, Donors & Misc.	2,648,900	2,911,400	1,895,500
Total Operations Revenue	28,437,400	32,538,800	31,234,400
Pass-through to Subrecipients	17,992,500	32,615,000	13,909,300
Contributed Services	822,000	688,900	360,600
Special Revenue Funds	130,300	113,300	113,300
Total Pass-Through and Other Funds	18,944,800	33,417,200	14,383,200
Total Revenue	47,382,200	65,956,000	45,617,600
<u>Other Resources</u>			
<i>Use of Prior Yr Carryover Funds</i>	-	370,300	377,300
<i>Additional Building Revenue</i>		277,800	
<i>Total Revenue & Other Resources</i>	<i>47,382,200</i>	<i>66,604,100</i>	<i>45,994,900</i>

**Metropolitan Washington Council of Governments
FY2017 Work Program and Budget**

Sources of Funding



Sources of Funding	FY17 Budget	
Federal (Operations & Pass-Through)	30,161,400	66%
Member Dues	3,909,600	9%
State and District Funds	5,550,500	12%
Regional Project Funds	2,838,000	6%
Services Fees, Donors & Misc.	1,895,500	4%
Building & Interest Revenue	788,700	2%
Contributed Services & Special Revenue Funds	473,900	1%
Total Revenue	45,617,600	
Use of Prior Year Carryover	377,300	1%
Total Revenue and Carryover	45,994,900	

**Metropolitan Washington Council of Governments
FY2017 Schedule of Membership Dues**

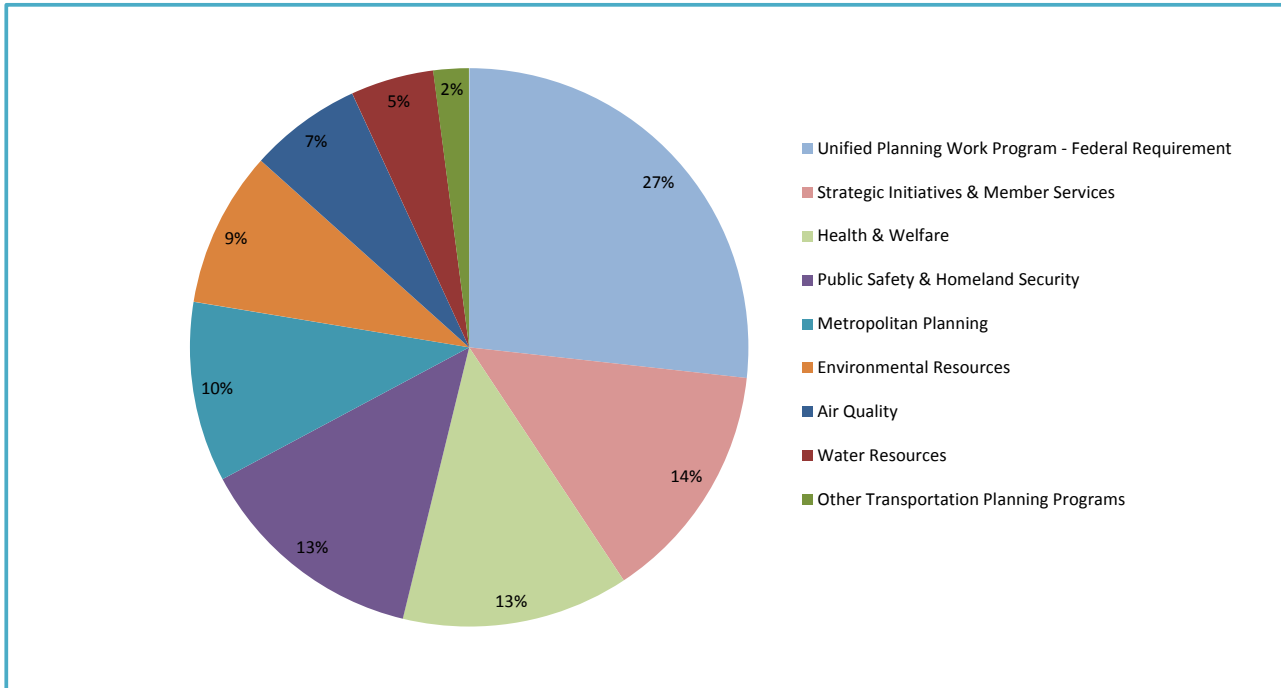
FY2016 Assessment Rate: 0.71
FY2017 Assessment Rate: 0.725

Increase of
2.11%

Jurisdiction	POPULATION FIGURES			DUES AMOUNT				FY2017 Percent Increase
	FY2016 Adjusted Population (1)	FY2017 Adjusted Population (1)	Compare to FY2016	FY2016 Adjusted Contribution (2)	FY2017 Adjusted Contribution (2)	FY2017 Increase (Decrease)	FY2017 Percent Increase	
	Population (1)	Population (1)	to FY2016	Contribution (2)	Contribution (2)	(Decrease)	Increase	
Alexandria, City of	147,650	150,400	1.86%	\$ 104,832	\$ 109,040	\$ 4,208	4.01%	
Arlington County	218,100	220,600	1.15%	\$ 154,851	\$ 159,935	\$ 5,084	3.28%	
Bladensburg, Town of (3)	9,323	9,323	0.00%	\$ 3,037	\$ 3,189	\$ 152	5.00%	
Bowie, City of	55,872	56,143	0.49%	\$ 39,669	\$ 40,704	\$ 1,035	2.61%	
Charles County	152,864	156,588	2.44%	\$ 108,533	\$ 113,526	\$ 4,993	4.60%	
College Park, City of (3)	30,413	30,413	0.00%	\$ 21,083	\$ 22,049	\$ 966	4.58%	
District of Columbia (3)	671,241	682,517	1.68%	\$ 472,213	\$ 494,825	\$ 22,612	4.79%	
Fairfax County	1,111,600	1,116,246	0.42%	\$ 789,236	\$ 809,278	\$ 20,042	2.54%	
Fairfax, City of	23,938	24,730	3.31%	\$ 16,996	\$ 17,846	\$ 850	5.00%	
Falls Church, City of (3)	13,300	13,600	2.26%	\$ 8,946	\$ 9,393	\$ 447	5.00%	
Frederick County	173,644	177,760	2.37%	\$ 123,287	\$ 128,876	\$ 5,589	4.53%	
Frederick, City of	67,267	68,369	1.64%	\$ 47,760	\$ 49,568	\$ 1,808	3.78%	
Gaithersburg, City of (3)	66,968	67,099	0.20%	\$ 46,424	\$ 48,647	\$ 2,223	4.79%	
Greenbelt, City of	20,908	21,022	0.55%	\$ 14,845	\$ 15,241	\$ 396	2.67%	
Loudoun County (3)	379,957	387,542	2.00%	\$ 232,406	\$ 244,026	\$ 11,620	5.00%	
Manassas Park, City of (3)	16,149	15,427	-4.47%	\$ 11,016	\$ 11,185	\$ 169	1.53%	
Manassas, City of (3)	40,690	41,830	2.80%	\$ 28,621	\$ 30,052	\$ 1,431	5.00%	
Montgomery County	876,258	904,707	3.25%	\$ 622,143	\$ 653,250	\$ 31,107	5.00%	
Prince George's County	782,888	787,529	0.59%	\$ 555,850	\$ 570,959	\$ 15,109	2.72%	
Prince William County	431,816	438,692	1.59%	\$ 306,589	\$ 318,052	\$ 11,463	3.74%	
Rockville, City of	64,859	65,926	1.65%	\$ 46,050	\$ 47,796	\$ 1,746	3.79%	
Takoma Park, City of	16,715	16,715	0.00%	\$ 11,868	\$ 12,118	\$ 250	2.11%	
Totals	5,372,420	5,453,178	1.50%	\$ 3,766,255	\$ 3,909,555	\$ 143,300	3.80%	

(1) Adjusted Population figures reflect net population for Maryland counties after deducting city population within their boundaries. Virginia county population counts do not include city populations, and therefore are not adjusted.
(2) Adjusted Contribution is calculated by multiplying the adjusted population by the approved rate, limited to 5% annual increase per jurisdiction.
(3) For these jurisdictions, the FY2016 dues amount increase was capped at 5%.

**Metropolitan Washington Council of Governments
FY2017 Work Program and Budget
Use of Member Dues**



FY2017 Member Dues and Prior Year Carryover Funds (1)	FY17 Budget		
Unified Planning Work Program - Federal Requirement	1,147,000	27%	> Matches state and district funds to leverage \$9.2 million in federal funding
Strategic Initiatives & Member Services	596,600	14%	
Health & Welfare	563,600	13%	
Public Safety & Homeland Security	572,700	13%	> Leverages \$4.7 million in federal funding, distributing \$3.2 million as pass-through
Metropolitan Planning	447,400	10%	
Environmental Resources	386,300	9%	
Air Quality	279,000	7%	
Water Resources	206,000	5%	
Other Transportation Planning Programs	88,300	2%	> Leverages \$225,000 in federal funding
Transportation Operations	-	0%	> Receives \$18.6 million in federal and state funds, distributing \$10.9 million as pass-through
Total FY2017 Member Dues & Prior Yr Carryover	4,286,900		

(1) Member dues of \$3,909,600 and Prior Year Carryover Funds of \$377,300

**Metropolitan Washingt n Council of Governments
FY2017 Work Program and Budget**

REGIONAL PROJECT FUNDS - SCHEDULE OF FEE FOR SERVICES

JURISDICTION	WATER RESOURCE PLANNING	ANACOSTIA RESTORATION PLAN	ENVIRON- MENTAL FUND	I-95 TECH COMMITTEE	COMM ENGAGE CAMPN	BLUE PLAINS USERS	TOTAL
Alexandria, City of	\$27,693		\$19,509	\$0			\$47,202
Arlington County	\$40,618		\$28,615	\$0	\$6,250		\$75,483
Bladensburg, City of							
Bowie, City of	\$10,337						\$10,337
College Park, City of	\$5,600		\$3,945				\$9,545
District of Columbia	\$274,880	\$84,660	\$88,532	\$0		\$165,600	\$613,672
Fairfax County	\$274,880		\$144,794	\$11,100	\$10,000	\$28,800	\$469,574
Fairfax, City of	\$4,553		\$3,204				\$7,757
Falls Church, City of	\$2,504		\$1,764				\$4,268
Frederick County					\$10,000		
Frederick, City of							
Gaithersburg, City of	\$12,355		\$8,704				\$21,058
Greenbelt, City of	\$3,871		\$2,727				\$6,598
Loudoun County	\$70,460		\$47,509				\$117,970
Manassas, City of							
Manassas Park, City of							
Montgomery County	\$274,880	\$84,660	\$117,269			\$104,400	\$581,209
Prince George's County	\$274,880	\$84,660	\$102,154			\$61,200	\$522,894
Prince William County	\$80,775		\$56,905				\$137,680
Rockville, City of	\$12,139		\$8,552		\$1,250		\$21,940
Takoma Park, City of	\$3,078		\$2,168				\$5,246
TOTAL	\$1,373,503	\$253,980	\$636,351	\$11,100	\$27,500	\$360,000	\$2,652,433

**Metropolitan Washington Council of Governments
Work Program and Revenue Budget
For the fiscal year ending 6/30/2017**

FY2017 DEPARTMENT & PROGRAM SUMMARY	Operations Revenue	Pass-Through and Other Funds	Total FY2017 Revenue Budget	Use of Prior Yr Carryover	Total FY2017 Revenue & Carryover
1.0 Transportation Planning	12,939,400	-	12,939,400		12,939,400
2.0 Transportation Operations	7,705,900	10,878,300	18,584,200		18,584,200
3.0 Metropolitan Planning	447,400	-	447,400		447,400
4.0 Health Planning & Child Welfare	668,200	21,700	689,900	90,400	780,300
5.0 Public Safety & Homeland Security	2,180,100	3,483,200	5,663,300	67,200	5,730,500
6.0 Water Resources	3,765,900	-	3,765,900		3,765,900
7.0 Environmental Resources	1,038,300	-	1,038,300		1,038,300
8.0 Air Quality	1,006,000	-	1,006,000		1,006,000
9.0 Strategic Initiatives & Member Services	1,483,200	-	1,483,200	219,700	1,702,900
Totals	31,234,400	14,383,200	45,617,600	377,300	45,994,900

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

1.0 Transportation Planning	FY15 Actual	FY16 Budget	FY17 Budget
1.10 Unified Planning Work Program (1)			
Federal Funds	8,973,700	9,256,000	9,175,800
State & District Funds	1,121,900	1,157,000	1,147,000
Member Dues	1,121,900	1,157,000	1,147,000
Total Project Revenue	11,217,500	11,570,000	11,469,800
1.20 Street Smart Safety Education Campaign			
State & District Funds	381,100	550,000	550,000
Member Dues	62,700	63,300	63,300
Other	150,000	150,000	150,000
Total Project Revenue	593,800	763,300	763,300
1.30 Transportation Operations Coordination Program (MATOC)			
Federal Funds	399,200	414,800	421,400
Total Project Revenue	399,200	414,800	421,400
1.40 Airport Systems Planning			
Federal Funds	339,800	401,700	225,000
State & District Funds		108,300	
Member Dues	44,600	44,600	25,000
Other	9,900	253,400	
Total Project Revenue	394,300	808,000	250,000
1.50 Other Technical Services - Contractual			
Federal Funds	151,100	23,900	
Member Dues	40,000		
Other	380,500	34,100	34,900
Total Project Revenue	571,600	58,000	34,900

FY2017	1.00 Transportation Planning			% of Revenue	
Revenue	Federal Funds	9,863,800	10,096,400	9,822,200	75.91%
Budget	State & District Funds	1,503,000	1,815,300	1,697,000	13.11%
	Member Dues	1,269,200	1,264,900	1,235,300	9.55%
	Other	540,400	437,500	184,900	1.43%
	Total Operations Revenue	13,176,400	13,614,100	12,939,400	

(1) The FY2016 budget approved by the TPB was \$11,469,700

(2) Funding is included in this program area for Air Quality Planning, Metropolitan Planning, and Public Safety.

1.0 Transportation Planning Work Program and Budget for Fiscal Year 2017

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

Policy Oversight Body: National Capital Region Transportation Planning Board
Lead Staff Directors: Kanti Srikanth, Director Department of Transportation Planning
Robert Griffiths, Planning & Programming Director

1.0 Transportation Planning FY2017 Work Program Highlights

Major Accomplishments For FY 2015

- Successfully completed the federally mandated quadrennial update of the region's CLRP including updates to the region's long term financial plan for transportation system.
- Successfully completed an ambitious plan to complete a performance analysis and Regional Transportation Priorities Plan (RTPP) assessment of the CLRP about three months ahead of schedule to allow the TPB review the findings prior to adopting the updated CLRP.
- Prepared for and received unqualified federal certification of the TPB as complying with all federal MPO requirements. Additionally reviewed and changed TPB's Committee structure to comply with one of MAP 21 requirements for representation for Public Transportation on MPOs.
- The TPB adopted a set of Policy Principles for federal reauthorization of MAP-21 and also reaffirmed its commitment to the region's goals for reducing Greenhouse gases.
- Solicited and awarded federal funds in the following programs: (1) about \$5M in FTA's Enhance Mobility program; (2) about \$2.5 under FHWA's Transportation Alternatives programs; and (3) another \$0.5M in TPB's Transportation and Land Use Connections program.
- Completed updates to the region's Coordinated Human Services Transportation Plan, Regional Bicycle and Pedestrian Plan, TPB's Public Participation Plan, and held two very well attended sessions of the TPB's Community Leadership Institute

Goals For FY2016

- Commemorate the TPB's 50th anniversary as a MPO in the National Capital Region. The TPB is seen and recognized as one of the high performing MPOs in the country.
- Successfully conclude amendments to the TPB's CLRP and revisions to its regional air quality conformity analysis to facilitate new major enhancements in the form of Express lanes with enhanced rapid bus services along a 35 mile stretch of the I 66 facility between the District of Columbia and US 15 in Prince William County; a US 1 Bus Rapid Transit system along 15 miles

of US 1 from Huntington Metro Station to Woodbridge VRE Station; and about 9 miles of dedicated Bicycle lanes on ten different roadways in the District of Columbia.

- Apply EPA's latest emission model in regional air quality conformity analysis ahead of the grace period provided to allow the region account for emissions reductions from motor vehicle emissions control programs.
- Participate and assist achievement of actionable outcomes in the TPB's two initiatives: evaluating viable implementable actions at local, regional and state levels to help reduce Greenhouse gases and examining the region's unfunded capital needs to substantially improve the region's transportation system.
- Solicit and award \$5M in federal funds under the FTA's Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program for the Washington DC-VA-MD Urbanized Area and another \$6M in federal funds for small capital improvement projects using funding sub-allocated to the Washington metropolitan region through the state DOTs from the MAP-21 Transportation Alternatives Program (TAP).

Goals for FY2017

- Development and adoption of amendments to the region's CLRP and the bi-annual update of the TIP. The TPB anticipates the CLRP update to include COG's Cooperative Forecasts Round 9.0 reflecting the quadrennial update to forecasts of regional Population and Employment based on new Econometric modeling for the region.
- DTP anticipates commencing the implementation of short term enhancements to its regional travel demand model as recommended by the Department's strategic plan for the continued development of the Regional Travel Demand model. The strategic plan was developed during FY 2016.
- Working with the Metropolitan Washington Air Quality Committee (MWAQC) and the State Transportation and Air agencies revise the Washington DC-MD-VA 1997 PM2.5 Maintenance Plan to reflect updated emissions inventory from the Mobile, Off-road, Point and Areas source sectors.
- At the Board's direction, continue and complete additional analysis of the region's unfunded capital needs inventory to help answer a set of policy questions that would inform future planning and programming activities for transportation improvements.
- At the Board's direction and based upon the outcomes of the COG Board action plan for reducing the region's greenhouse gas emissions across all sectors, continue the coordination and development of implementation elements of the action plan.
- Undertake and complete a thorough evaluation of the region's CLRP consistent with federal guidelines with regard to the CLRP's performance with regard to the federal Environmental Justice considerations.
- Solicit, select and award federal funds under the FTA's Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program for the Washington DC-VA-MD Urbanized Area.
- Solicit, select and award federal funds for small capital improvement projects using funding sub-allocated to the Washington metropolitan region through the state DOTs from the MAP-21 Transportation Alternatives Program (TAP).

Summary of Transportation Planning Activities and Services – FY 2017

1.10 Unified Planning Work Program

The Unified Planning Work Program (UPWP) is a federally required document that outlines the activities the MPO plans to undertake to meet its federal planning requirements using federal funds made available solely for the purpose. The TPB develops and adopts the UPWP on an annual basis and it is subsequently approved by the Federal Highway Administration and the federal transit

Administration. During FY 2017 the TPB will work to carry out the continuing, comprehensive and cooperative planning process of metropolitan planning for the National Capital Region as outlined in the approved FY 2017 UPWP. The UPWP also provides technical assistance to the District of Columbia, Maryland, Virginia, and the Washington Metropolitan Area Transit Authority (WMATA) to support corridor, project, and sub-area transportation and land use studies as identified by the respective transportation agency.

1.20 Street Smart Safety Education Campaign

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

1.30 Transportation Operations Coordination Program (MATOC)

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

1.40 Airport Systems Planning

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

1.50 Other Technical Services – Contractual

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

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

2.0 Transportation Operations	FY15 Actual	FY16 Budget	FY17 Budget
2.10 Commuter Connections			
Federal Funds	1,403,400	1,950,400	1,851,200
State & District Funds	2,504,900	3,183,300	3,048,000
Total Project Revenue	3,908,300	5,133,700	4,899,200
2.20 Metro Safety			
Federal Funds		1,634,700	2,222,400
State & District Funds	647,300	408,700	
Total Project Revenue	647,300	2,043,400	2,222,400
2.30 Enhanced Mobility (EM) - Operating Funds			
Federal Funds	382,700	353,900	377,200
State & District Funds	(130,200)		
Total Project Revenue	252,500	353,900	377,200
2.40 Regional Priority Bus Service (TIGER) - Operating Funds			
Federal Funds	250,600	478,000	160,000
Total Project Revenue	250,600	478,000	160,000
2.50 Bike to Work			
Other	47,100	47,100	47,100
Total Project Revenue	47,100	47,100	47,100

FY2017	2.00 Transportation Operations			% of Revenue
Revenue	Member Dues	-	-	0.00%
Budget	Federal Funds	2,036,700	4,417,000	59.83%
	State & District Funds	3,022,000	3,592,000	39.55%
	Other	47,100	47,100	0.61%
	Total Operations Revenue	5,105,800	8,056,100	
	Pass-Through and Other Funds (1)	11,824,100	28,025,000	
	Total Revenue	16,929,900	36,081,100	

See separate schedule for details on pass-through, contributed services, and special revenue funds.

2.0 Transportation Operations Work Program and Budget for Fiscal Year 2017

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

Policy Oversight Body: National Capital Region Transportation Planning Board
Lead Staff Directors: Kanti Srikanth, Director, Department of Transportation Planning
Nicholas Ramfos, Transportation Operations Programs Director

2.0 Transportation Operations FY2017 Work Program Highlights

Accomplishments in FY2015

- There were 160,000 visits to the Commuter Connections site, as well as inquiries and applications for ridematching.
- 11,000 applications for rideshare matching were processed.
- Guaranteed Ride Home received 10,300 applications
- There were 17,500 registrants at 79 different Bike to Work Day pit stop locations throughout the region
- Car Free Day 2014 saw over 4,600 pledge to go car free or “car-lite” for the day.
- COG was designated by the Federal Transit Administration as a recipient for the region’s State Safety Oversight program.
- An MOU was signed between COG and the three state funding agencies for the implementation of the State Safety Oversight program pursuant to MAP-21.
- TIGER grant funded the construction the Potomac Yard Transitway, which opened in August 2014 with the first Bus Rapid Transit (BRT) system in the region
- TIGER grant funded the optimization of traffic signals in downtown DC in March 2015, reducing delays and improving travel times for thousands of vehicles.
- The TPB adopted the Coordinated Human Service Transportation Plan to guide the implementation of the Enhanced Mobility program and the first solicitation was conducted which resulted in 13 projects to receive a total of \$3.3 million in Federal and matching funds.
- JARC and New Freedom projects were completed and were closed out.

Goals for FY2016

- ❖ Expand capabilities of the Commuter Connections mobile app
- ❖ Complete data collection activities for the 2016 State of the Commute survey
- ❖ Complete data collection activities for the Guaranteed Ride Home Applicant surveys for both the Baltimore and Washington DC regions
- ❖ TIGER Grant is funding the Takoma Langley Transit Center, which will open in early 2016.
- ❖ TIGER grant is funding improvements at the Pentagon and Franconia Springfield transit stations, which will be completed mid-2016.
- ❖ Approximately 10 JARC and New Freedom projects are expected to be complete in FY2016

- ❖ Successfully launch of the 13 Enhanced Mobility grants following FTA approval and publicize projects to increase regional knowledge of work

Goals for FY2017

- Issue the 2016 State of the Commute Survey Report
- Complete TIGER expenditures and project close out by the grant expiration date of September 30, 2016.
- Approximately 14 JARC and New Freedom projects are expected to be complete in FY2017
- Successfully launch second round of Enhanced Mobility grants following FTA approval and publicize projects to increase regional knowledge of work
- Facilitate continued implementation of the design of a Metro Safety Commission according to the agreed upon workplan with the three state DOTs and FTA.

Summary of Transportation Operations Activities and Services – FY 2017

2.10 Commuter Connections

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

2.20 Facilitate Establishment of Metro Safety Commission

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

2.30 Enhanced Mobility (EM) – Operating Fund

COG is the designated recipient for the Federal Transit Administration's (FTA's) Enhanced Mobility of Older Adults and Individuals with Disabilities program which provides matching grants to non-profits and other organizations for specialized transportation. COG was also the designated recipient for two former FTA programs: the Job Access Reverse Commute (JARC) and New Freedom programs and will continue to administer those grants until the projects are completed. Most of the Enhanced Mobility funding (\$2.6 million in FY2017) will be passed through to subrecipient organizations. The portion included in the operating budget is for program administration for all three programs.

2.40 Regional Priority Bus Service (TIGER Grant – ARRA) – Operating Fund

COG will continue to administer the \$59 million Federal Stimulus TIGER (Transportation Investment Generating Economic Recovery) Grant from the Federal Transit Administration (FTA) to implement a regional network of priority bus service and an intermodal transit center. Staff will manage the grant with the support of a consulting firm assisting with administration requirements over the six year duration of the project.

2.50 Bike to Work

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

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

3.0 Metropolitan Planning	FY15 Actual	FY16 Budget	FY17 Budget
3.10 Housing Opportunities			
Member Dues	214,100	190,200	219,500
Total Revenue	214,100	190,200	219,500
3.20 Regional Planning & Coordination			
Member Dues	131,600	303,000	185,800
Total Revenue	131,600	303,000	185,800
3.30 Cooperative Forecasting			
Member Dues	24,600	31,000	28,800
Total Revenue	24,600	31,000	28,800
3.40 Census & Demographic/Economic Analysis			
Member Dues	13,100	12,000	13,300
Total Revenue	13,100	12,000	13,300

FY2017	3.0 Metropolitan Planning (1)			% of Revenue	
Revenue	Member Dues	383,400	536,200	447,400	100.00%
Budget	Federal Funds	-	-	-	0.00%
	State & District Funds	-	-	-	0.00%
	Other	-	-	-	0.00%
	Total Operations Revenue	383,400	536,200	447,400	

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

3.0 Metropolitan Planning & Economic Development Work Program and Budget for Fiscal Year 2017

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

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

3.0 Metropolitan Planning and Economic Development FY2017 Work Program Highlights

Major Accomplishments in FY2015

- Completed the Round 8.4 Cooperative Forecasts
- Worked with consultants to develop alternative land use forecasts for the COG Greenhouse Gas Multi-sector Work Group (MSWG)
- Completed regional assessment of commercial real estate vacancy rates
- Completed assessment of growth in Activity Centers
- Completed activity under Capital Area Foreclosure Network, a joint initiative with Nonprofit Roundtable to respond to the regional foreclosure crisis through funding and support to nonprofit housing counseling organizations
- Completed analysis of publicly-owned buildings to support the COG Board Infrastructure report
- Formed new partnership with ULI-Washington to jointly select and fund Technical Assistance Panels (TAP) located in Activity Centers; completed four Activity Center TAPs examining key land use and development projects in local jurisdictions
- Selected as one of seven regions (from 37 applications nationwide) to participate in the Communities That Work Partnership (new program led by Commerce Department and Aspen Institute) to advance workforce development in the stormwater infrastructure sector
- Conducted outreach on Place + Opportunity to local planning and transportation agencies and partner organizations
- Contributor and partner on Housing Security in Metropolitan Washington, major housing report released by Urban Institute and funded by Community Foundation of the National Capital Region
- Founding partner for new regional initiative, Greater Washington Housing Leaders Group, which convened panel of top local executives and elected officials to explore responses and challenges to the region's affordable housing needs
- Produced 2015 Point-in-Time Count of region's homeless population

Goals for FY2016

- ❖ Release “State of the Region’s Economy” economic competitiveness report
- ❖ Complete Round 9.0 Cooperative Forecasts
- ❖ Support Planning Directors to improve Activity Centers using assessments of local tools and best practices contained in Place + Opportunity and other sources – examples include local parking requirements and retail space demand
- ❖ Coordinate with GSA and NCPC to enhance and support Federal facilities location policies in the NCR
- ❖ Work to develop Activity Centers interactive web-based mapping tool
- ❖ Develop commercial development inventory analysis
- ❖ Support Housing Directors achieve regional housing affordability goals through sharing of best practices and local program analyses
- ❖ Coordinate 16th annual regional homelessness enumeration
- ❖ Support ReACH (Regional Action Coalition on Homelessness) in its efforts to achieve significant reductions in persons experiencing homelessness in the District of Columbia, Montgomery County and Prince George’s County, Maryland
- ❖ Evaluate potential regional partnership to facilitate implementation of Global Cities Partnership
- ❖ In partnership with ULI-Washington, fund and execute three Activity Center Technical Assistance Panels located in member jurisdictions
- ❖ Coordinate ongoing workplan for Greater Washington Housing Leaders Group
- ❖ Under Aspen Institute’s Communities That Work Partnership, work with public, private, and philanthropic partners to launch work plan for training and credentialing systems for workers in stormwater infrastructure sector

Goals for FY2017

- Prepare of Round 9.1 or equivalent update to the Cooperative Forecasts
- Additional work to support enhancement of Regional Activity Centers
- Analysis of Commercial Construction
- Address workforce development needs and opportunities across multiple infrastructure sectors
- Coordinate the annual Point-in-Time homelessness enumeration and publish the results
- Support ReACH (Regional Action Coalition on Homelessness) in its efforts to achieve significant reductions in persons experiencing homelessness in the District of Columbia, Montgomery County and Prince George’s County, Maryland
- Pursue new research and analysis on Activity Centers in cooperation with Department of Transportation Planning

Summary of Metropolitan Planning and Economic Development Activities and Services – FY 2017

3.10 Housing Opportunities

This program promotes housing opportunities for all residents of metropolitan Washington. The program also seeks to revitalize neighborhoods and expand housing affordability through sharing of best practices, providing information, local analyses and promoting regional cooperation. Regional cooperation is achieved through multiple strategies across the housing needs spectrum, from supportive housing for the most vulnerable residents through homeownership. The region’s Housing Directors will continue its successful in-depth city- and county-focused meetings and site visits throughout the region, which directly inform local policy and practice throughout the metropolitan Washington area. Cross-jurisdictional cooperation is a key factor in the region’s ability to respond effectively to people experiencing a housing crisis. COG’s Homeless Services Committee coordinates the region’s annual Point-in-Time homeless enumeration and provides timely training to prepare for the annual count and report on the results. In FY 2017, COG will play a key role

facilitating the newly-formed “ReACH” (Regional Action Coalition on Homelessness) in its goal to end homelessness in the District of Columbia, Montgomery County and Prince George’s County. This cutting-edge cross-jurisdictional effort has the potential to be a model partnership not just in our region but nationwide.

3.20 Regional Planning and Coordination

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

3.30 Cooperative Forecasting

Established in 1975, the Cooperative Forecasting program provides the technical inputs for the Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), regional water and sewer flow forecasts, and other state, regional, and local organizations. This program will continue to provide regularly updated population, household, and employment estimates and forecasts for use in local and regional planning activities. Forecasts are developed and reviewed for the COG member jurisdictions, and acquired from surrounding jurisdictions of metropolitan Baltimore and West Virginia counties in the federally-defined MSA. For the Round 9.0 Cooperative Forecasts, COG utilized a new regional econometric model and also extended the forecast horizon to 2045.

3.40 Census and Demographic/Economic Analysis

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

3.50 Economic and Workforce Development

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

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

4.0 Health Planning & Child Welfare	FY15 Actual	FY16 Budget	FY17 Budget
4.10 Health Planning Coordination			
Member Dues	373,000	332,200	329,100
Other	15,000		75,000
Total Project Revenue	388,000	332,200	404,100
4.20 Wednesday's Child			
Member Dues	120,000	80,800	
Other	47,800	102,000	120,000
Total Project Revenue	167,800	182,800	120,000
<i>Use of Prior Year Carryover (1)</i>			<i>90,400</i>
4.30 Child Welfare			
Member Dues	110,900	140,200	144,100
Total Project Revenue	110,900	140,200	144,100

FY2017 Revenue Budget	4.0 Health and Welfare			% of Revenue
Member Dues	603,900	553,200	473,200	70.82%
Federal Funds	-	-	-	0.00%
State & District Funds	-	-	-	0.00%
Other	62,800	102,000	195,000	29.18%
Total Operations Revenue	666,700	655,200	668,200	
Foster Care Contributions	49,000	21,700	21,700	
Total Revenue	715,700	676,900	689,900	
<i>Use of Prior Yr Carryover (1)</i>			<i>90,400</i>	
Total Revenue & Prior Yr Carryover	715,700	676,900	780,300	

(1) Prior Year Carryover will be used to fully fund this program in FY2017. Prior Year Carryover is not added to the total revenue figure, as the revenue has already been recognized in a prior year.

4.0 Health Planning and Child Welfare Work Program and Budget for Fiscal Year 2017

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

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

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

4.0 Health Planning and Child Welfare FY2017 Work Program Highlights

Major Accomplishments in FY2015

- Coordinated the region's public information response to the Ebola crisis.
- Adopted Action-focused Regional Public Health Priorities to support Health Officials Committee
- Established Region Forward Health Goals, Targets, and Indicators and initiated data analysis to assess progress.
- Completed the Regional Health Official Member Profile
- The Child Welfare Program had a record year with 44 adoption matches through Wednesday's Child - a 30% increase over the previous year.
- Promoted the reduced use of congregate (group care) in the region through regional foster parent retention activities
- Bolstered social media presence with Instagram launch attracting more than 200 new fans.
- Raised \$20,000.00 for the Families Like Yours video series
- Coordinated first annual post-secondary education college preparation event for youth aging out of foster care

Goals for FY2016

- ❖ Complete the Region Forward Health Indicator Report
- ❖ Convene the 2015 Regional Latino Health Disparities Conference
- ❖ Develop Regional Communicable Disease Notification Protocol
- ❖ Advance COG health policy goals in support of the members through the Human Services and Public Safety Policy Committee and Health Officials.
- ❖ Coordinate emergency response on health events with the Health and Medical Regional Programmatic Working Group and the Homeland Security Program Management Office
- ❖ Work with media partner and development consultant to sustain Wednesday's Child program

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

Goals for FY2017

- Develop Regional Public Health Workforce Development Sharing Platform
- Develop Regional Communicable Disease Response Protocol
- Develop Regional Drinking Water Response Protocol
- Support advancement of COG health policy goals
- Coordinate emergency response on health events with the Health and Medical Regional Programmatic Working Group and the Homeland Security Program Management Office
- Leverage use of COG member dues to attract one or more foundation or partner grants to support regional health program priorities.
- As required, work with media partner, other potential funders, and development consultant to sustain Wednesday's Child program
- Coordinate educational and employment opportunities with public and private partners for students who may be 'aging-out' of foster care, lack support for permanent housing and other needs, and could be at risk for becoming homeless. These activities may include: continuing our Trailblazer scholarship fund, and planning the Youth Emerging Successfully college prep summit.
- Lead regional efforts to attract permanent homes for children in foster care by hosting the Adoption and Foster Care Expo, coordinating Match Parties and Adoption Exchanges, planning PicMe photography sessions, organizing Wednesday's Child, and other regional recruitment efforts.
- Leverage \$20,000 contribution in from local governments to develop compelling public service announcements that dispel myths about foster parenting in the region to recruit more foster home, a key priority for all local child welfare systems.

Summary of Health Planning and Child Welfare Activities and Services – FY 2017

4.10 Health Planning Coordination

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

4.20 Wednesday's Child

This program coordinates Wednesday's Child on NBC Channel 4 news, which brings awareness of the teenagers, sibling groups, and medically fragile children who are waiting to be adopted. In addition, value-added opportunities such as: Match Parties with the Ritz-Carlton, Pentagon City, are coordinated by COG to increase the number of children who find a forever home, outside of the television feature.

4.30 Child Welfare

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

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

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

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

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

5.0 Public Safety & Homeland Security	FY15 Actual	FY16 Budget	FY17 Budget
5.10 Urban Area Security Initiative - Projects & Project Management			
Federal Funds	142,400	255,300	160,900
Total Project Revenue	142,400	255,300	160,900
5.20 Homeland Security Program Management Office			
Member Dues	86,300	182,300	131,200
Federal Funds	1,023,800	1,284,900	1,409,200
Total Project Revenue	1,110,100	1,467,200	1,540,400
5.30 Public Safety Planning - Law Enforcement, Fire, Corrections			
Member Dues	277,800	195,000	300,400
Other	12,000	47,000	18,000
Total Project Revenue	289,800	242,000	318,400
<i>Use of Prior Year Carryover (1)</i>			<i>67,200</i>
5.40 RICCS and Web Site Support			
Member Dues	136,700	155,600	73,900
Federal Funds			74,000
Total Project Revenue	136,700	155,600	147,900
5.50 WMATA Fire Chief Liaison - Operations			
Other		12,500	12,500
Total Project Revenue	-	12,500	12,500

FY2017	5.0 Public Safety and Homeland Security (2)			% of Revenue	
Revenue	Member Dues	500,800	532,900	505,500	23.19%
Budget	Federal Funds	1,166,200	1,540,200	1,644,100	75.41%
	Other	12,000	59,500	30,500	1.40%
	Total Operations Revenue	1,679,000	2,132,600	2,180,100	
	Pass-through and Other Funds (3)	5,975,500	5,370,500	3,483,200	
	Total Revenue	7,654,500	7,503,100	5,663,300	
	<i>Use of Prior Yr Carryover</i>	<i>-</i>	<i>-</i>	<i>67,200</i>	
	Total Revenue & Prior Yr Carryover	7,654,851	7,503,100	5,663,300	

(1) Prior Year Carryover will be used to fully fund this program in FY2017. Prior Year Carryover is not added to the total revenue figure, as the revenue has already been recognized in a prior year.

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

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

5.0 Public Safety and Homeland Security Work Program and Budget for Fiscal Year 2017

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

The Homeland Security Program Management Office (PMO) provides decision support for the urban area security initiative grant program, strategic planning and program and project assessment and analysis for the Senior Policy Group/Chief Administrative Officers Homeland Security Executive Committee, as well as assists all regional emergency support functions and regional programmatic working groups carry out their respective missions to advance the region's capacity and capabilities to meet national, state and local goals.

Policy Oversight Bodies: National Capital Region Emergency Preparedness Council
Senior Policy Group/Chief Administrative Officers Homeland Security
Executive Committee

Staff Director: David McMillion, Director Public Safety Services

Staff Director: Mary Anne McKown, Managing Director, National Capital Region
Homeland Security Program Management Office (PMO)

5.0 Public Safety and Homeland Security FY 2017 Work Program Highlights

Major Accomplishments in FY2015

- Provided financial and procurement management as well as subject matter expertise where requested in the administration of approximately forty Urban Areas Security Initiative (UASI), FEMA, DHS sub-grants totaling approximately \$7M from the State Administrative Agent, District of Columbia Homeland Security and Emergency Management Agency on behalf of the region; and at the request State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency established an office to provide programmatic support for the Securing the Cities initiative, a five year thirty million dollar project.
- Supported the Fire Chiefs, Police Chiefs, Corrections Chiefs, and 9-1-1 Directors in successfully accomplishing their missions to include meeting the needs of all citizens, their local jurisdictions and the National Capital Region; maintained the Regional Incident Communications and Coordination System (RICCS) and facilitated rapid and secure communication between regional officials during emergencies to include multiple winter weather conference calls;
- Subsequent to the January 12, 2015 accident on the WMATA Yellow Line, COG developed regional work plans in response to requests from Senator Mark Warner and Senator Barbara Mikulski to address Metro Underground Communications, first responder training, and enhanced coordination between first responders and Metro during a Metro system emergency. Specific actions include conducting a Metro Public Safety Underground

Communications Interoperability Study, preparation of a regional first responder training plan, and facilitation of a new Fire Chief-WMATA emergency response agreement..

- In support of the Fire Chiefs and WMATA, a fire chief liaison has been located at the WMATA Rail Operations Center (ROCC) to coordinate fire and rescue activities, 40 hours per week with funding administered through COG
- The Program Management Office (PMO) achieved full operational capability as an organization which has resulted in the PMO's ability to carry out various, complex activities in capability assessment and strategic planning.
- The PMO provided decision support to the SPG-CAO HSEC to enable allocation decisions for the region's Urban Area Security (UASI) grant (over \$50 million was allocated) to meet the region's homeland security priorities and enhance critical capabilities.
- The PMO engaged leaders and regional subject matter experts in discussions about regional gaps and priorities resulting in guidance to start developing a three-to-five year capability strategy.
- In addition, the PMO recommended and implemented improvements to the NCR UASI process, tools and organizing structure to ensure regional applicability and long term sustainability.
- Through the installation of project management reviews, assisted regional subject matter experts in assessing their priority capabilities and outcomes of existing projects to maximize their impact.
- Fostered greater collaboration across jurisdictions through the institution of cross-discipline meetings.
- Developed first regional Personal Protective Equipment policy to guide UASI funding decisions.
- The Director of Public Safety Services maintained and improved working relationships with regional partners; provided oversight and participated in the timely, professional implementation of the Unified Regional Snow Emergency Plan for the Metropolitan Washington area; coordinated with federal, state, and local partners at the end of the winter season and identified enhancements to improve the Snow Plan; and revised the Snow Plan to better meet the needs of regional partners.
- The 9-1-1 Directors Committee made an offer to Metro in the Fall of 2014 to conduct a comprehensive test of 9-1-1 accessibility throughout all portions of the underground metro rail system. Soon after the January 12, 2015 L'Enfant incident in Metro, the 9-1-1 Director's Committee conducted a comprehensive end-to-end cell phone coverage test of 911 within the metro system. This test identified where coverage existed and where it did not and was the foundation from which many components of the WMATA sponsored Communications Study Report to the Metro Board of Directors was subsequently issued.
- The 9-1-1 Directors subsequently established a subcommittee to deal with Metrorail matters and focus with Metro on addressing numerous 9-1-1 and communication issues identified within the above mentioned study.
- The 911 Directors Committee completed a Next Generation 9-1-1 (NG9-1-1) Study and Plan which involved an initial step of identifying technical approach strategies, transition timelines and cost estimates to begin the transition of NCR PSAPs from the existing legacy Verizon 9-1-1 network to a vendor hosted regional NG9-1-1 network. This is the first planning step for a multi-year transition effort.
- The 9-1-1 Directors Committee created a needs based strategic plan and contract vehicle from which all NCR jurisdictions can utilize to implement an interim Text to 9-1-1 solution function within their respective jurisdiction.

Goals for FY2016

- Continue to support the Fire Chiefs, Police Chiefs, Corrections Chiefs, and 9-1-1 Directors in accomplishing their missions to include meeting the needs of citizens, local jurisdictions, and the National Capital Region; continue to maintain the Regional Incident Communications and Coordination System (RICCS) and facilitate rapid and secure communications between regional officials during emergencies to include multiple winter weather conference calls;
- Facilitate the implementation of the 21 Recommendations from the January 12, 2015 accident on the WMATA Yellow Line identified in the Metro Public Safety Underground Communications Interoperability Study;
- Expand a fire chief liaison position at the WMATA Rail Operations Center to coordinate fire and rescue activities at least 16 hours per day based on guidance from the Fire Chiefs and WMATA and on the availability of funding.
- Seek other opportunities to insure that the NCR Public Safety community is better prepared to prevent, prepare for, respond to, and recover from emergency situations in the NCR.
- Continue to provide financial and procurement management and subject matter expertise where requested in the administration of Urban Area Security Initiative (UASI), FEMA, DHS grants from the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency on behalf of the region; continue to provide programmatic support for the Domestic Nuclear Detection Office, DHS, Securing the Cities initiative, five-year thirty million dollar project as requested by the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency; and seek other grant opportunities that can contribute to readiness of the National Capital Region to prevent, prepare for, respond to and recover from any emergency situation.
- Assist regional leaders in developing strategic guidance for the FY16 UASI grants with a focus on prioritized capabilities.
- Provide recommendations on the decision-making process for homeland security governance bodies within the NCR, consistent with leaderships' guidance.
- Provide decision support to regional leaders as they engage in discussions on long-term funding for sustainment homeland security projects.
- Increase multi-discipline and multi-jurisdictional coordination on integrated solutions to address homeland security gaps.
- In 2016, the 9-1-1 Directors Committee will begin Phase 2 efforts involving preparation of technical specifications for a regional procurement of a vendor hosted "next generation" - NG9-1-1 - network and 9-1-1 Call Routing capabilities on the hosted network rather than across the legacy 9-1-1 Verizon network. The Phase 2 work will involve issuing a Request for Proposals (RFP) for the NG9-1-1 network as well evaluating vendor proposals and making vendor selections. Also during Phase 2 significant GIS work will begin to coordinate Geographic Information System (GIS) data preparation for the Spatial Interface to the Regional Geographic Information System (GIS) that will reside on the vendor hosted NG9-1-1 network. The data preparation will occur in each of the jurisdictions within the NCR and requires a considerable amount of GIS data policy considerations, data cleanup and establishment of NG9-1-1 data standards across the region.
- The 9-1-1 Directors Committee will continue to work toward a collaborative implementation of NG9-1-1 efforts across the Commonwealth of Virginia, the State of Maryland and the District of Columbia recognizing that each regional area has other concurrent implementation activities within the area of 9-1-1 that must interoperate with the regional solutions being planned. This will include supporting jurisdictions as they roll out Text to 9-1-1 across the NCR.

Goals for FY2017

- Continue to support the Fire Chiefs, Police Chiefs, Corrections Chiefs, and 9-1-1 Directors in successfully accomplishing their missions to include meeting the needs of citizens, their local jurisdictions, and the National Capital Region; continue to maintain the Regional Incident Communications and Coordination System (RICCS) and facilitate rapid and secure communication between regional officials during emergencies to include multiple winter weather conference calls;
- As required, support facilitation and other support to WMATA and the region's first responders to improve safety on the Metro system.
- Seek other opportunities to insure that the NCR Public Safety community is better prepared to prevent, prepare for, respond to, and recover from emergency situations in the NCR.
- Continue to provide financial and procurement management as well as subject matter expertise where requested in the administration of Urban Area Security Initiative (UASI), FEMA, DHS grants from the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency on behalf of the region; continue to provide programmatic support for the Domestic Nuclear Detection Office, DHS, Securing the Cities initiative, five year thirty million dollar project, as requested by the State Administrative Agent of the District of Columbia Homeland Security and Emergency Management Agency; and seek other grant opportunities that can contribute to readiness of the National Capital Region to prevent, prepare for, respond to and recover from any emergency.
- Enhance the reporting on the outcomes of UASI projects through the development of quantitative or qualitative metrics and the institution of a formal quarterly reporting process.
- Develop a series of decision support tools for leadership to foster strategic decision-making in regards to policies and programs.
- In coordination with regional subject matter experts, develop regional-specific capability targets for all homeland security core capabilities.
- Provide support to leadership to revise the NCR Homeland Security Strategic Plan to make it more aligned to emerging threats and the development of capabilities to meet them along with measurable goals and targets to guide implementation.
- In 2017, the 9-1-1 Directors Committee will begin to enter Phase 3 of NG9-1-1 which will include initial proof of concept implementations of the vendor hosted NG9-1-1 network with a subset of NCR PSAPs to test out and confirm the interoperability of the NG9-1-1 network with existing 9-1-1 operations. As the proof of concept is confirmed, additional plans will be made to transition additional PSAPs from the legacy 9-1-1 network onto the NG9-1-1 network. This will likely be a multi-year effort to transition all NCR jurisdictions onto the new NG9-1-1 network.

Summary of Public Safety and Homeland Security Activities and Services – FY 2017

5.10 Urban Area Security Initiative – Projects & Project Management

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

5.20 Homeland Security Program Management Office

Homeland security preparedness and resiliency remain top priorities for elected officials, emergency managers, and first responders. The National Capital Region Homeland Security Program Management Office (PMO) is the primary mechanism through which COG assists local, state and federal partners in enhancing the overall management of the region's homeland security program by evaluating program performance, and providing decision-makers with the tools needed to make sound financial and programmatic decisions. This includes managing and overseeing implementation of the NCR Homeland Security Strategic Plan and monitoring the projects associated with homeland security grants under the Urban Area Security Initiative (UASI) program.

5.30 Public Safety Planning – Law Enforcement, Fire, Corrections

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

5.40 RICCS and Web Site Support

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

5.50 WMATA Fire Chief Liaison - Operations

Funding for this program provides a fire chief liaison on staff at WMATA to coordinate fire and rescue activities. Most of the FY2016 funding (\$237,500) was passed through to other agencies to fund personnel. The amount shown in the FY2016 COG budget is for program administration. Funding for this program in FY2017 is uncertain but the goal is sufficient funding for at least 16 hours per day, 5 days per week.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

6.0 Water Resources	FY15 Actual	FY16 Budget	FY17 Budget
6.10 Regional Water Resources Management			
Member Dues	99,500	119,200	90,000
Regional Water Fund	1,227,400	1,160,800	1,173,500
Regional Environmental Fund	20,000	20,000	20,000
Total Project Revenue	1,346,900	1,300,000	1,283,500
6.20 Drinking Water Quality, Security and Response			
Regional Water Fund	70,000	160,000	160,000
State & District Funds	62,900	104,000	104,700
Service Fees, Donors & Misc.	324,100	311,900	317,100
Total Project Revenue	457,000	575,900	581,800
6.30 Community Engagement Campaign			
Regional Water Fund	40,000	40,000	40,000
Community Engagement CEC	85,600	129,400	129,400
Total Project Revenue	125,600	169,400	169,400
6.40 Regional Agriculture and Forestry Management			
Member Dues	10,000	15,200	25,000
Regional Environmental fund	65,300	51,900	51,900
Federal Funds	140,500	106,100	100,000
Total Project Revenue	215,800	173,200	176,900
6.50 Anacostia Watershed Restoration Program			
Member Dues	16,700	33,200	61,000
Bldg & Investment Revenue		25,300	
Federal Funds		50,000	50,000
Anacostia Restoration Fund - Local	257,700	254,000	254,000
Anacostia Restoration Fund - State	84,700	84,700	84,700
Service Fees, Donors, & Misc.	22,600	50,000	50,000
Total Project Revenue	381,700	497,200	499,700
6.60 Anacostia Watershed Special Projects			
Member Dues	26,600	35,000	30,000
State & District Funds	49,500	67,700	68,800
Service Fees, Donors, & Misc.	367,200	382,200	255,800
Total Project Revenue	443,300	484,900	354,600

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

6.0 Water Resources	FY15 Actual	FY16 Budget	FY17 Budget
6.70 Blue Plains User Support			
Blue Plains User Fees	250,000	300,000	360,000
Total Project Revenue	250,000	300,000	360,000
6.80 Blue Plains Special Projects			
Service Fees	304,200	232,000	340,000
Total Project Revenue	304,200	232,000	340,000
6.90 Special Projects			
Service Fees	636,000	556,400	
Total Project Revenue	636,000	556,400	-

FY2017	6.0 Water Resources			% of Revenue	
Revenue	Member Dues	152,800	202,600	206,000	5.47%
Budget	Bldg & Investment Revenue	-	25,300	-	0.00%
	Regional Water Funds	1,337,400	1,360,800	1,373,500	36.47%
	Community Engagement CEC	85,600	129,400	129,400	3.44%
	Blue Plains User Fees	250,000	300,000	360,000	9.56%
	Anacostia Restoration Fund-Local	257,700	254,000	254,000	6.74%
	Anacostia Restoration Fund-State	84,700	84,700	84,700	2.25%
	Regional Environmental Fund (1)	85,300	71,900	71,900	1.91%
	Federal Funds	140,500	156,100	150,000	3.98%
	State & District Funds	112,400	171,700	173,500	4.61%
	Service Fees, Donors & Misc.	1,654,100	1,532,500	962,900	25.57%
	Total Operations Revenue	4,160,500	4,289,000	3,765,900	

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

6.0 Water Resources Work Program and Budget for Fiscal Year 2017

This program continues to advance *Region Forward* sustainability, livability and prosperity goals by working to address regional wastewater and stormwater efforts to improve water quality and to ensure adequate supply and protection of the region's drinking water supply. Actions are aimed at protecting local water quality and that of the Chesapeake Bay, as well as promoting open spaces parks, forests and preservation of agricultural lands. The program also supports place-based work to more quickly restore water quality in the Anacostia River and its tributaries, and administrative and technical support for implementation of the 2012 Blue Plains Intermunicipal Agreement, providing the Blue Plains Wastewater Treatment Plant users with a forum for addressing key policy and technical issues such as metering and billing utilities served by the plant and sharing costs of plant improvements. The program also manages the regional Water Security Workgroup to address drinking water security issues, make recommendations to enhance security, and facilitate the sharing of information and coordination during emergencies

Policy Oversight Bodies:	Chesapeake Bay and Water Resources Policy Committee Blue Plains Regional Committee Anacostia Watershed Steering Committee
Staff Director:	Stephen Walz, Director, Department of Environmental Programs
Water Programs Manager:	Steven Bieber, Chief, Urban Watershed Programs & Homeland Security

6.0 Water Resources FY 2017 Work Program Highlights

Major Accomplishments in FY2015

- Provided for coordinated actions by member governments and wastewater utilities to improve water quality in the Potomac, Anacostia, and other rivers in the region consistent with the improving regional quality of life and the requirements of the Chesapeake Bay Program. This included addressing stormwater (MS4) permit issues, how to support construction, operations and maintenance of existing and new infrastructure, how to address regional flooding, and coordinating regional communication efforts with EPA and regional stakeholders on state and federal legislation, Chesapeake Bay Program initiatives, water supply, road salts and the impact on water quality, climate and flooding impacts, aging water infrastructure, toxic contaminants
- Managed numerous projects for the Blue Plains Regional Committee to establish cost allocations for major shared use projects (Clean Rivers Northeast Boundary Tunnel cost allocation, shared wastewater conveyance systems, and DC Water's Asset Management Program - Phase 2), developed, with the Water Environment Research Foundation (WERF), support for the Blue Plains' Biosolids Management Program objectives; provided support for Virginia Tech on "Exceptional Quality Biosolids Product for Renovating and Remediating Urban Soils", and the University of Washington's "Biosolids Bioretention Study," issued the Blue Plains Service Area (BPSA) Billing Meter Assessment Study RFP (contract will be awarded in October), and prepared Round 8.3 wastewater flow projections for the Blue Plains Service Area to confirm that flow management plans are adequate over the next 30 years.
- Coordinated ongoing implementation of the Anacostia Restoration Partnership, including completing numerous watershed monitoring studies, bacterial analysis, new stormwater technology site assessments, and stream and riparian buffer assessments in the watershed.
- Worked to maintain and enhance the region's green infrastructure through work with the Prince Charitable Trust to develop support for farm market products and distribution, with the Regional

Agricultural Workgroup to complete three regional agricultural events with outreach and education materials, and with the Community Forestry Network on forest management practices.

- Provided drinking water services including monthly water supply and drought monitoring, an annual drought exercises with ICPRB and regional water providers consistent with COG's Regional Water Supply and Drought Awareness Response Plan, coordinated regional messaging and briefings in response to events such as a DC Water contamination event & the effect of Ebola patients on regional sewer systems.
- Undertaking a study to improve the resiliency of the region's water supply systems, including a regional study to identify engineering alternatives to increase the ability of NCR's water supply system to withstand regional emergencies. Provided management, technical and operational support for the regional water security monitoring network of biological and chemical monitors to provide for real-time protection of the region's drinking water supplies. .

Goals for FY2016

- Continue to improve regional water quality through partnering with, and holding regular exchanges with, various organizations to leverage resources and advance common water resource goals, including sponsoring dialogue with EPA/states/others on Bay Program & water quality initiatives to advocate for adequate, affordable, & long-term funding streams, & holistic financial affordability assessments and solutions that address multiple water challenges and provide input on the New Bay Agreement Management Strategies and TMDL 2017 Mid-Point Assessment efforts.
- Evaluate and help shape the technical tools, data and assumptions used by EPA and the states to set targets and measure progress; and to advocate for holistic solutions to improve water quality in the Chesapeake Bay.
- Provide technical support to Blue Plains Users' to develop a scope of work for a long-term meter service contract for Blue Plains Service Area, to finalize revisions of the Operating Agreements of the 2012 IMA and address water quality and Bay TMDL issues as part of the new Blue Plains discharge permit, and work with regional WWTPs to develop PCB-management plans and potential regional collaboration
- Undertake additional regional water supply security and resiliency work to address long-term and chronic risks to the water supply system.
- Completed projects improving water quality in Anacostia tributaries such as Pope Branch, Lower Northwest Branch, and Watts Branch. The projects addressed areas such as improving riparian lands to reduce runoff pollution and reducing trash in the River and its tributaries.

Goals FY2017

- Partner with members, the states, utilities and stakeholders to implement projects to reduce pollution in our surface waters and represent the region in the decisions and evaluations that will take place as part of the Chesapeake Bay TMDL Mid-Point Assessment in 2017 and 2018, and on the Blue Plains discharge permit.
- Support for implementation of the 2012 Blue Plains Intermunicipal Agreement, providing the Blue Plains Wastewater Treatment Plant users with a forum for addressing key policy and technical issues such as metering and billing utilities served by the plant and sharing costs of plant improvements.
- Replace outdated technology providing real-time drinking water quality monitoring, and complete resiliency studies to increase the capability of the region's water utilities to manage droughts, pollution incidents, and service disruptions.
- Provide for a more coordinated effort to implement and monitor projects that improve water quality in the Anacostia River, including developing inter-jurisdictional projects in common

subwatersheds, updating and publishing Anacostia water quality targets and indicators, and increasing participation of underserved communities.

Summary of Water Resources Activities and Services – FY 2017

6.10 Regional Water Resources Management

COG's Regional Water Quality Management Program support COG's members' commitment to protecting the area's water quality and the condition of its water resources and infrastructure. The program also actively represents the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature.

A primary driver of this work is to improve water quality in the Chesapeake Bay watershed. The Bay TMDL was issued by the Bay Partners (EPA and States), who in 2017 will be assessing progress toward meeting the nutrient and sediment pollutant load reductions identified in the 2010 Bay TMDL (pollution diet) and associated Watershed Implementation Plans (WIPs). This will include both wastewater treatment and stormwater management efforts that also have significant implications for local waters. Anticipated activities include providing a forum for our members to voice their concerns; as well as assessing the assumptions and data used to measure progress. COG also, at the regional level, quantifies the needs for adequate funding for water infrastructure and restoration, including identifying the multiple benefits and cross-media issues associated with these efforts (e.g., water jobs, economic, and air quality links), as well as communicating local successes and challenges.

6.20 Drinking Water Quality, Security and Response

COG works with area water utilities and local governments through the regional Water Security Workgroup to address drinking water security issues, make recommendations to enhance security, and facilitate the sharing of information and coordination during emergencies. COG maintains the regional Water Supply Emergency Plan, the regional Water Supply and Drought Awareness Response Plan, and the operational plan for the NCR Water/Wastewater Agency Response Network (i.e., utility to utility mutual aid). COG also coordinates the technical support and maintenance of an integrated regional water security monitoring and communication network, focusing on integrating regional contaminant response communication protocols for intentional events, accidental hazards, or natural disasters into utility Emergency Response Plan's, as appropriate.

6.30 Community Engagement Campaign

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

6.40 Regional Agriculture and Forestry Management

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

6.50 Anacostia Watershed Restoration Program

The Anacostia Watershed Restoration Partnership promotes and facilitates advancing the restoration of the Anacostia River and its tributaries through applications of best practices and advanced stormwater management techniques. COG has provided support to the Anacostia Restoration Partnership and its predecessor committees since the first Anacostia Watershed Restoration Agreement was signed in 1987. COG will continue to support the partnership's ongoing implementation of the Anacostia Restoration Plan, including tracking of completed restoration projects, outreach, implementation strategies, watershed monitoring, and reporting on conditions in the Anacostia.

6.60 Anacostia Watershed Special Projects

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

6.70 Blue Plains Users Support

The Blue Plains Wastewater Treatment Plant treats approximately half of all wastewater in the region, providing service to 572,000 customers in the District and 1.6 million in portions of Fairfax, Prince Georges, and Montgomery, Loudoun, and Arlington Counties. COG supports implementation of the 2012 Blue Plains Intermunicipal Agreement, providing the Blue Plains Users with a neutral forum for addressing key policy and technical issues. Work will include developing the scope for a long-term meter service contract, assistance finalizing revisions to the operating agreements in the Intermunicipal Agreement, addressing water quality issues through the Blue Plains Wastewater Treatment Plant discharge permit, and assisting regional collaboration on new technology deployment.

6.80 Blue Plains Special Projects

COG continues to provide specialized technical support to the Blue Plains Users to address a wide range of technical and issues including wastewater treatment; biosolids management research and outreach; wastewater transmission and metering; water quality modeling; long-term planning and flow management; asset management, and emergency coordination. These efforts will continue to include close coordination with DC Water staff to support their new sludge digesters; as well as Blue Plains plant discharge permit and TMDL issues.

6.90 Special Projects

COG has been, under contract to DC Water, conducting water quality monitoring in the Potomac and Anacostia Rivers and Rock Creek to document pre-existing conditions prior to implementation of the DC Water Clean Rivers program. This is part of the long-term effort to improve regional water quality by addressing combined sewer overflows in the District of Columbia. This work will be completed in FY 2016.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

7.0 Environmental Resources	FY15 Actual	FY16 Budget	FY17 Budget
7.10 Regional Environmental Resources Planning			
Member Dues	373,200	397,500	386,300
Regional Environmental Fund	389,300	460,700	479,600
Other			26,400
Total Project Revenue	762,500	858,200	892,300
7.20 Regional Environmental Special Projects			
Member Dues	17,700		
Regional Environmental fund	15,600		
Federal Funds	3,500	120,700	
State & District Funds	20,800		
Other	37,000	424,800	50,000
Total Project Revenue	94,600	545,500	50,000
7.30 Recycling & Solid Waste			
Regional Environmental Fund	116,100	83,200	84,900
Total Project Revenue	116,100	83,200	84,900
7.40 I-95 Landfill Committee			
Other	10,200	24,000	11,100
Total Project Revenue	10,200	24,000	11,100

7.0 Environmental Resources				% of Revenue	
FY2017 Revenue	Member Dues	390,900	397,500	386,300	37.21%
Budget	Regional Environmental Fund (1)	521,000	543,900	564,500	54.37%
	State & District Funds	20,800	-	-	0.00%
	Federal Funds	3,500	120,700	-	0.00%
	Other	47,200	448,800	87,500	8.43%
	Total Operations Revenue	983,400	1,510,900	1,038,300	
	Pass-through Funds (2)	1,096,200			
	Total Revenue	2,079,600	1,510,900	1,038,300	

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

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

7.0 Environmental Resources

Work Program and Budget for Fiscal Year 2017

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

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

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

7.0 Environmental Resources FY2017 Work Program Highlights

Major Accomplishments in FY2015

- Documented the region achieving its first regional greenhouse gas emission reduction goal of reducing emissions below 2005 baseline levels by 2012.
- Multiple net-zero buildings are being built across the region, such as the Redevelopment Authority of Prince George's County's first net-zero house rehabilitation, Arlington County's net-zero Discovery Elementary School, Metro's net-zero water treatment facility, and the Alice Ferguson Foundation's net zero Watershed Study Center.
- Surpassed the regional goal of 5,000 solar energy systems, with over 7,000 in place, as a result of a three year effort.
- Made the first Climate and Energy Leadership Awards to the Cities of Rockville and Falls Church, Prince William County and the Loudoun County schools for exemplary actions to reduce greenhouse gas emissions in their operations and communities.
- Expanded green purchasing by COG member governments through the regional green vendor fair and use of cooperative procurement agreements for LED lighting and solar systems.
- Advanced electric vehicle adoption through hosting a regional planning workshop on actions to speed up adoption of electric vehicles and infrastructure across the region.
- Awarded White House Climate Action Champion status.
- Addressed electric system resiliency and recovery through local-state-federal assessments of emergency response plans and assessing the cascading effects of outages to water and wastewater systems, the food supply network and other critical infrastructure.
- Completed Building a Climate Resilient National Capital Region workshops for use by federal agencies and localities in the region.
- Began work on developing microgrids for the region, including work under a federal Department of Energy Technical Assistance Award for Microgrids
- Working with Fairfax County, released new *Builders Guide to Reuse and Recycling*.

Goals for FY2016

- ❖ Develop 2017-2020 Climate and Energy Action Plan, incorporating recommendations of the Multi-Sector Workgroup.
- ❖ Expand cooperative purchasing of solar, energy supplies, and other related equipment and services, both for local government operations and in communities through Solarize programs.
- ❖ Co-sponsor a Clean Tech Leadership Forum.
- ❖ Complete Regional Greenhouse Gas Inventory, local inventory support and integration with the Carbon Disclosure Project.
- ❖ Continue support for deployment of solar energy systems, adoption of alternative fueled vehicles, advancement of cooperative green purchasing and related efforts.
- ❖ Launch Go Recycle media campaign.

Goals FY2017

- Begin implementation of the 2017-2020 regional Climate and Energy Action Plan, including recommendations from the COG Board from the Multi-Sector Working Group's 2015-2016 work.
- Expand efforts to achieve additional energy efficiency, solar energy system deployment, alternative fuel vehicle deployments, and cooperative green purchasing.
- Provide technical analysis, in partnership with the U.S. Department of Energy laboratories and local partners, for at least six microgrid projects across the region serving new development and critical infrastructure.
- Take the next steps to improve the resiliency of our electric supply systems to lessen disruptions and shorten restoration time after disruptions.
- Continue to support regional climate resiliency network.
- Continue to explore energy financing solutions.

Summary of Environmental Resources Activities and Services – FY 2017

7.10 Regional Environmental Resources Planning

This program focuses on a wide range of environmental issues addressing climate change, energy conservation, energy efficient communities, green buildings, sustainable development, resiliency planning, environmental justice, alternative fuels, and recycling. The region's climate change initiative is tying together the work of COG's environmental resource, air, and water quality programs as well as transportation, land use, and other areas. This will include actions such as implementing new financing options for energy efficiency and renewable energy such as green banks, expanding community-level solar energy implementation, expanding building benchmarking and challenge initiatives, advocating for improved building energy codes and assisting with reaching 100% compliance goals.

7.20 Regional Environmental Special Projects

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

7.30 Recycling & Solid Waste

COG provides a forum to address regional waste management issues such as recycling, composting, and disposal. Activities under this program include organizing meetings of the Recycling Committee and Solid Waste Managers Group, serving as co-chair in the Organics Task Force, coordinating a

regional celebration of America Recycles Day (ARD), and implementing the regional Go Recycle promotional campaign. This work will help localities across the region advance toward zero landfilling goals, managing debris after significant storms, providing for alternate management of organic materials, and composting.

7.40 I-95 Landfill Committee

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

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

8.0 Air Quality	FY15 Actual	FY16 Budget	FY17 Budget
8.10 Clean Air Partners			
Member Dues	56,000	56,000	56,000
State & District Funds	454,000	454,000	454,000
Other	61,800	100,000	70,000
Total Project Revenue	571,800	610,000	580,000
8.20 Regional Air Quality Attainment Planning (1)			
Member Dues	158,900	178,000	178,000
Member Dues - MS Working Grp	58,500		
State & District Funds	184,500	178,000	178,000
Other			
Total Project Revenue	401,900	356,000	356,000
8.40 Air Quality Index & Monitoring			
Member Dues	13,000	13,000	13,000
Federal Funds	25,000	25,000	25,000
Total Project Revenue	38,000	38,000	38,000
8.50 Air Quality Forecasting			
Member Dues		32,000	32,000
Total Project Revenue	-	32,000	32,000

FY2017	8.0 Air Quality			% of Revenue	
Revenue	Member Dues	286,400	279,000	279,000	27.73%
Budget	Federal Funds	25,000	25,000	25,000	2.49%
	State & District Funds	638,500	632,000	632,000	62.82%
	Other	61,800	100,000	70,000	6.96%
	Total Operations Revenue	1,011,700	1,036,000	1,006,000	

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

8.0 Air Quality Work Program and Budget for Fiscal Year 2017

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

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

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

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

8.0 Air Quality FY2017 Work Program Highlights

Major Accomplishments in FY2015

- Finalized and published the *Gold Book: Local and State Initiatives to Clean the Air*.
- Working with the National Capital Region Transportation Planning Board, air program staff modeled and documented that the region's updated Constrained Long Range Plan for federally funded transportation improvements would remain in conformity with mobile air pollution budgets.
- Provided core support for the Multi-Sector Greenhouse Gas Workgroup.
- The metropolitan Washington region was designated as in compliance with the federal standard for fine particles (PM_{2.5}), and showed further improvement in air quality with no Code Red days.
- Outreached to more than 4,000 students and participated in more than a dozen community events.

Goals for FY2016

- ❖ Coordinate implementation and tracking of progress for plans to meet the 2008 and new 2015 ozone standards through identifying state and local measures to reduce emissions that contribute to air pollution.
- ❖ Work with the Multi-Sector Greenhouse Gas Workgroup to develop the regional action plan to reduce greenhouse gases and ozone precursor emissions.
- ❖ Continue to educate the public on air quality issues, challenges, and actions they can take to reduce air pollution.
- ❖ Provide accurate and timely daily air quality forecasts to the public.

Goals FY2017

- Obtain a formal designation of the region's attainment of the 2008 ozone pollution standard (NAAQS), including development of a maintenance plan and mobile budgets that ensure that the region stays in compliance with the 2008 ozone standard.
- Implement actions needed for attainment of the new 2015 ozone standard.
- Update the region's fine particulate matter (PM_{2.5}) maintenance plan and mobile transportation budgets to ensure the region air quality stays cleaner than required under the federal Clean Air Act and regulations.
- Work with the National Capital Region Transportation Planning Board to model and document that the region's updated Constrained Long Range Plan for federally funded transportation improvements would remain in conformity with mobile air pollution budgets.
- Work with local jurisdictions to implement measures in the Regional Action Plan and Multi-Sector Workgroup Action Plan.
- Implement measures in the fine particulate matter (PM_{2.5}) and ozone maintenance plans to continue to improve air quality in the region and maintain in attainment of the air quality standards.
- Continue to educate the public on air quality issues, challenges, and actions they can take to reduce air pollution.
- Provide accurate and timely daily air quality forecasts to the public.

Activities and Services

8.10 Clean Air Partners

Clean Air Partners, operating through COG, is a non-profit, public-private partnership that works to improve the health and quality of life of residents in the metropolitan Baltimore and Washington regions. Clean Air Partners educates the public about the health risks associated with poor air quality and encourages individuals and organizations to take simple actions to protect public health, improve air quality, and reduce greenhouse gas emissions that contribute to climate change. This will include implementing the new Air Quality Index that will reduce the levels of ozone pollution that trigger air quality action days. This will require educating the public about the new standards.

8.20 Regional Air Quality Attainment Planning

COG works with the State and District clean air agencies to develop plans and documentation for attaining compliance with Clean Air Act requirements for the region. The program will complete actions to document whether the region met the 2015 federal ozone standards and implement any additional actions needed to reduce the region's ozone levels below the health-based standards as set out in the Regional Action Plan. COG will continue with developing the maintenance plan for fine particulate matter (PM_{2.5}).

8.30 Air Quality Index & Monitoring

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

8.40 Air Quality Forecasting

The air quality forecast program predicts daily fine particle levels year-round and ozone levels during the summer. Forecasts are provided for the D.C. Weather Line and COG, Clean Air Partners, and EPA AirNow websites. Forecasts are made in cooperation with those prepared for the Baltimore, Western Maryland, and Eastern Shore regions, and are distributed to both the news media and employers and individuals who register for Clean Air Partners AirAlerts. COG will use the new Air Quality Index as the basis of the forecasting.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017

9.0 Strategic Initiatives & Member Services	FY15 Actual	FY16 Budget	FY17 Budget
9.10 Strategic Initiatives & Board Engagement (1) (2)			
Member Dues			376,900
Bldg & Interest Revenue	672,600	51,400	504,100
Total Revenue	672,600	51,400	881,000
<i>Use of Prior Yr Carryover (3)</i>		<i>370,300</i>	
<i>Add'l Bldg Revenue (4)</i>		<i>277,800</i>	
9.20 Communications & Public Relations (1) (2)			
Bldg & Interest Revenue			35,000
Total Revenue	-	-	35,000
<i>Use of Prior Yr Carryover (3)</i>			<i>219,700</i>
9.30 Cooperative Purchasing			
Member Dues	83,700		
Bldg & Interest Revenue		253,300	54,000
Service Fees (non-members)	38,200	50,000	149,600
Total Revenue	121,900	303,300	203,600
9.40 Institute for Regional Excellence			
Member Dues	53,500		
Bldg & Interest Revenue		120,000	77,600
Service Fees (Registration)	96,600	100,000	112,700
Total Revenue	150,100	220,000	190,300
9.50 Other - Health Care Coalition, Contingency, Reserves, Sublease, & Misc.			
Bldg & Interest Revenue	250,000	100,000	118,000
Service Fees	88,700	34,000	55,300
Total Revenue	338,700	134,000	173,300

FY2017	9.00 Strategic Initiatives & Member Services			% of Revenue	
Revenue	Member Dues	137,200	-	376,900	25.41%
Budget	Bldg & Interest Revenue	922,600	524,700	788,700	53.18%
	Service Fees	223,500	184,000	317,600	21.41%
	Total Operations Revenue	1,283,300	708,700	1,483,200	
	<i>Use of Prior Yr Carryover (3)</i>	<i>-</i>	<i>370,300</i>	<i>219,700</i>	
	<i>Add'l Building Revenue (4)</i>		<i>277,800</i>		
	Total Revenue and Other Resources	1,283,300	1,356,800	1,702,900	

See footnotes on following page

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017**

9.0 Strategic Initiatives & Member Services	FY15 Actual	FY16 Budget	FY17 Budget
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(1) Revised federal regulations have more specifically defined the allowable portion of general governance expense that can be passed on to federal programs as indirect costs. This has resulted in a shifting of the costs from federal programs to COG general funds.

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

(3) Undesignated net assets (prior year carryover funds) will be used to balance the budget in FY2016 and FY2017. Prior Year Carryover is not added to the total revenue figure, as the revenue has been recognized in a prior year.

(4) Additional Building Revenue is the amount anticipated in excess of the amount budgeted in FY2016.

9.0 Strategic Initiatives & Member Services

Purpose

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

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

Additional member services include providing value-added programs that support member government productivity. Programs like Cooperative Purchasing and the Institute for Regional Excellence (IRE) maximize return on local investment in COG by providing valuable cost savings. Enhancing the Cooperative Purchasing Program, building on the success of the IRE and promoting COG's regional profile with a new branding strategy and a new web site are planned in FY 2017.

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

9.0 Strategic Initiatives & Member Services FY 2017 Work Program Highlights

Accomplishments in FY 2015

- Advanced the region's policy priorities through action by COG's Board of Directors.
- Successfully completed highly acclaimed report on the region's infrastructure challenges and convened innovation workshop to advance report recommendations.
- Actively promoted the *Region Forward* Coalition as a cross-cutting policy body to advance the goals and targets in the Region Forward compact.
- Established the cross-cutting Multi-Sector Greenhouse Gas Working Group to advance viable initiatives with multiple co-benefits for achieving COG's regional greenhouse gas reduction goals.
- Revamped the Chief Administrative Officers Committee into an interactive peer-network supporting needs in individual jurisdictions
- Facilitated peer-exchanges among the largest Councils of Governments which provided valuable best practices for COG in transportation planning, environment, cooperative purchasing/shared services, economic development, and internal management.
- Actively participated in the National Association of Regional Councils (NARC) annual policy conference and national meeting of regions.

- Expanded participation in the Cooperative Purchasing Program, which saves members time and money through volume buying, COG's purchasing rider and a clearinghouse that features local government solicitations.
- Supported the Institute for Regional Excellence (IRE), in partnership with George Washington University, to provide leadership and management training for mid-level and senior local government managers.
- Designed robust media relations program; new web site plan to better serve members.
- Strong focus on member retention and benefits; coordination of government relations program to engage local, state and federal public officials.
- Directly engaged and nurtured partnerships with other regional organizations including the Greater Washington Board of Trade, Leadership Greater Washington, Urban Land Institute, the 2030 Group, as well as initiating a partnership with the U.S. General Services Administration.
- Began intensive effort to support diversification of the region's economy with private sector and elected officials.
- Hosted successful Leadership retreat to set the strategic direction for COG.
- Regularly convened member and affiliated public agency attorneys to address critical regional issues and support development of regional agreements in public safety and homeland security and other subject areas.

Goals for FY 2016

- ❖ Advance the region's policy priorities through action by COG's Board of Directors with a special focus on supporting Metro's funding and safety needs.
- ❖ Complete the State of the Region Report; support initiatives such as Global Cities, regional trade missions and other actions to advance the region's goal of diversifying the economy and promoting economic resiliency.
- ❖ Support the *Region Forward* Coalition in its ongoing work as a cross-cutting policy body to advance the goals and targets in the Region Forward compact, connect land use, transportation and environmental policies, and issue a State of the Region report.
- ❖ Complete the work of the Multi-Sector Greenhouse Gas Working Group through adoption of an action plan with consensus strategies and goals to promote ongoing progress in achieving the region's greenhouse gas reduction goals and associated co-benefits.
- ❖ Support the Chief Administrative Officers Committee on its highest priority peer-network needs and as an advisor to the COG Board of Directors.
- ❖ Facilitate the ongoing series of peer-exchanges among the largest Councils of Governments to share valuable best practices for COG in transportation planning, environment, cooperative purchasing/shared services, economic development, and internal management.
- ❖ Utilize the NARC policy forum and annual meeting to advance COG's goals and identify best practices to enhance COG's work.
- ❖ Enhance and expand Cooperative Purchasing by strengthening the Mid Atlantic Purchasing Team partnership with the Baltimore Metropolitan Council, developing sustaining systems for facilitating and implementing cooperative purchases that provide greater member savings, revamping the Chief Purchasing Officers Committee to be the cooperative purchasing engine for the region, quantifying benefits for each cooperative purchase, develop a sustaining business model for the program, and promoting greater utilization across all of the members and affiliated participating organizations.
- ❖ Strengthen partnerships with regional public, private, academic and non-profit organizations and the state and federal governments to advance the region's economic development priorities.

- ❖ Develop the IRE program to provide research, proposals and thought-leadership on important regional challenges.
- ❖ Launch the new COG web site; completion of Design and Style Guide for all COG and TPB materials.

Goals for FY 2017

- Advance the region's policy priorities through action by COG's Board of Directors with a special focus on actions to enhance the region's economy.
- Complete the State of the Region Report; support initiatives such as Global Cities, regional trade missions and other actions to advance the region's goal of diversifying the economy and promoting economic resiliency.
- Support the *Region Forward* Coalition in its ongoing work as a cross-cutting policy body to advance the goals and targets in the Region Forward compact, connect land use, transportation and environmental policies.
- Support the Chief Administrative Officers Committee on its highest priority peer-network needs and as an advisor to the COG Board of Directors.
- Facilitate the ongoing series of peer-exchanges among the largest Councils of Governments to share valuable best practices for COG in transportation planning, environment, cooperative purchasing/shared services , economic development, and internal management.
- Utilize the NARC policy forum and annual meeting to advance COG's goals and identify best practices to enhance COG's work.
- Document achievement of the Cooperative Purchasing program goal of providing twice the value in savings and services to COG members relative to their membership dues.
- Implement a new self-sustaining business model for the Cooperative Purchasing program based on best practices at other COGs and peer organizations.
- Further enhance the role of the IRE program to provide research, proposals and thought-leadership on regional challenges.
- Fully integrate use of the new web site to benefit members, incorporating branded messaging program.
- Adopt new outreach tools for Government Relations / Member Services function as needed.

Summary of Strategic Initiatives and Member Services Activities - FY 2017

9.10 Strategic Initiatives & Member Services

In FY 2017, COG will focus on sustaining its core programs, including transportation planning, providing residents with cleaner air and water, promoting energy efficiency, along with planning strategies for land-use, the economy, housing and public safety.

Another major member services initiative is the establishment of the goal to enhance member value by ensuring that every COG member receives at least twice the value of their membership contribution from the regional cooperative purchasing program.

Cross-cutting program integration – such as the COG-wide work on the *2015 State of the Region: Infrastructure Report* and the Multi-Sector Greenhouse Gas Working Group, is another important strategic initiative.

In addition, COG will continue to invest in membership and government affairs programs, focus on member retention by visiting jurisdictions and performing return-on-investment presentations throughout the year, improve state and federal relationships, and conduct a more robust outreach strategy. COG will make targeted investments to improve marketing materials and resources, specifically to promote the new Cooperative Purchasing Program.

9.20 Communications & Public Relations

During FY 2016 and continuing into FY 2017, COG will establish and continue to build on several initiatives build that will serve COG members by highlighting in the media their important achievements for the National Capital Region.

The completion of a new, branded Design & Style Guide for all COG and TPB products was accomplished in FY 2016 and the new web site will be fully launched and integrated into all of COG's work as well .Branded messaging ads and promotions will enhance the web site and Design & Style Guide through FY 2017. New video equipment and an enhanced social media presence adopted by the Office of Communications also now benefit COG and its members.

9.30 Cooperative Purchasing

During FY 2016 and continuing into FY 2017, COG will greatly expand its Cooperative Purchasing Program and complementary efforts to enhance the value of membership in COG. The combined goal of these efforts is to provide at least twice the value to members of their membership dues to COG. This will be achieved by savings on cooperative and collaborative procurement of goods and services, administrative savings, saving on training, saving on joint service delivery for selected services for interested jurisdictions. These savings will be in addition to other benefits of membership in COG that include grant funding pass-through and other direct and regional services. Coordination of these efforts will be through COG's Chief Purchasing Officers Committee under the general guidance of COG's Chief Administrative Officers Committee. Dedicated staff and contractors will be employed to execute this enhanced membership value initiative.

The Cooperative Purchasing Program will continue to leverage the Mid Atlantic Purchasing Team (MAPT) created during FY 2014 which combines the Washington and Baltimore region under one cooperative program. During FY 2015 and continuing into FY 2016, implementation of an enhanced program to include green cooperative purchasing, an expanded database of regional services and procurement cooperative purchasing opportunities, as well as implementation of regional procurement and shared services initiatives are planned. These initiatives would create joint contracts or other arrangements to provide government services, such as stormwater management programs that could include construction, maintenance, monitoring and outreach.

It is also expected to include new regional training programs promoted by COG's Personnel Officers Technical Committee, COG members, and affiliated water and wastewater utilities.

9.40 Institute for Regional Excellence

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

IRE Cohort 14, comprised of 30 students, will graduate in FY 2016. An integral part of the IRE program is the annual regional project initiatives. In a typical year, five projects are conducted by sub-groups of IRE participants, focused on a regional issue of direct interest to COG and its members, but conducted in a "think tank" environment. Program participants examine issues and develop recommendations that are shared with the COG Chief Administrative Officers Committee and other COG committees and staff. These have proven valuable for enhancing existing COG programs as well as fostering new ideas and initiatives. Recent topics have included affordable housing, foster care and adoption, pedestrian safety, social impact bonds, and developing leadership in a diverse region.

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

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

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

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2017**

Pass-Through Funds, Special Revenue Funds, & Contributed Services	FY15 Actual	FY16 Budget	FY17 Budget
Regional Priority Bus Service Pass-Through	8,841,800	23,522,000	7,280,000
Enhanced Mobility Pass-Through	1,479,000	3,132,800	2,556,400
Enhanced Mobility Contributed Services	822,000	688,900	360,600
Commuter Connections Pass-Through	616,800	616,800	616,800
Commuter Connections Client Memberships	64,500	64,500	64,500
Foster Care Contributions	49,000	21,700	21,700
Reduce Emissions Union Station	1,096,200		
UASI Projects Pass-Through	5,958,700	5,105,900	3,218,600
Public Safety Special Projects	16,800	27,100	27,100
WMATA Fire Chief Liaison		237,500	237,500
Total Other Revenue	18,944,800	33,417,200	14,383,200

**Metropolitan Washington Council of Governments
Active Positions by Department**

	Regular Position	Interns	Total Positions
Department of Transportation	60		60
Department of Environmental Programs	24	5	29
Department of Community Planning	9	1	10
Homeland Security Program Management Office	4		4
Department of Public Safety	3		3
Office of Finance & Accounting	11		11
Information Technology & Facilities	5		5
Executive Office	4		4
Office of Human Resources	4		4
Office of Communications	4		4
	128	6	134