

**Metropolitan Washington
Council of Governments**

**2012 Board Member
Handbook**



**777 N Capitol St, NE, #300
Washington, DC 20002
202-962-3200
www.mwcog.org**

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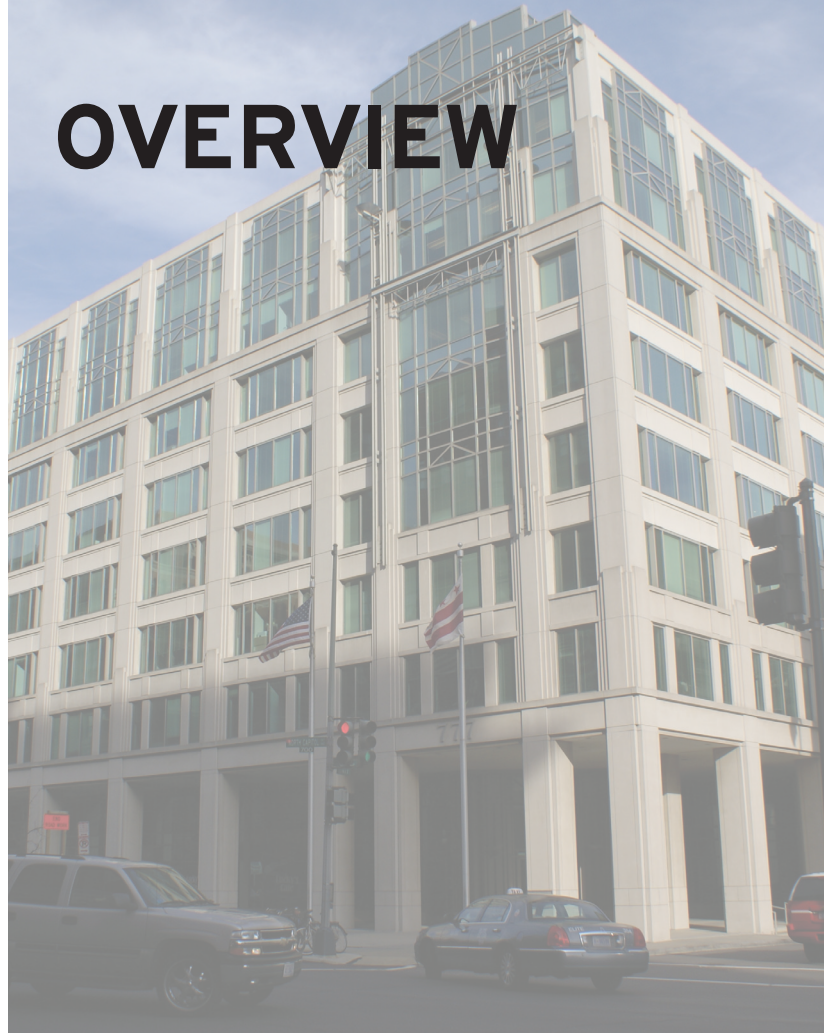
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OVERVIEW



Board Roster

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COG Board of Directors

2012 Roster



Frank J. Principi
Prince William County
COG Chair



Phil Mendelson
District of Columbia
COG Vice Chair



Karen Lewis Young
City of Frederick
COG Vice Chair



Vincent C. Gray
District of Columbia



Michael A. Brown
District of Columbia



Allen Y. Lew
District of Columbia



G. Frederick Robinson
City of Bowie



Candice Quinn Kelly
Charles County



Andrew M. Fellows
City of College Park



David P. Gray
Frederick County



Sidney A. Katz
City of Gaithersburg



Judith F. Davis
City of Greenbelt



Isiah Leggett
Montgomery County



Roger Berliner
Montgomery County



Valerie Ervin
Montgomery County



Rushern L. Baker, III
Prince George's County



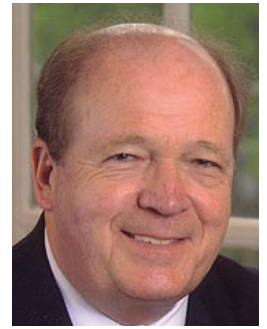
Andrea C. Harrison
Prince George's County



Karen R. Toles
Prince George's County



Bruce R. Williams
City of Takoma Park



Galen R. Clagett
Maryland General Assembly



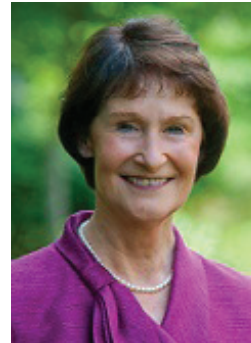
William D. Euille
City of Alexandria



J. Walter Tejada
Arlington County



Daniel F. Drummond
City of Fairfax



Sharon Bulova
Fairfax County



John W. Foust
Fairfax County



Penelope A. Gross
Fairfax County



Nader Baroukh
City of Falls Church



Scott K. York
Loudoun County



Matthew Letourneau
Loudoun County



Sheryl L. Bass
City of Manassas



Suhas Naddoni
City of Manassas Park



W.S. Wally Covington
Prince William County



James M. Scott
Virginia General Assembly

*as of 2/7/12, City of Rockville has yet to appoint its 2012 COG Board member

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

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

**Chief Administrative
Officers Committee**

**Board Administrative
Committees**

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

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

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

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

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Policy Board and Committee Description

INDEPENDENT POLICY BOARDS

COG Board of Directors

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

Transportation Planning Board

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

Metropolitan Washington Air Quality Committee

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

POLICY COMMITTEES

Policy committees are advisory committees of the COG Board.

Chesapeake Bay and Water Resources Policy Committee

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

Climate, Energy and Environment Policy Committee

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

Human Services and Public Safety Policy Committee

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

Region Forward Coalition

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

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

Chief Administrative Officers Committee

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

National Capital Region Emergency Preparedness Council

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

**METROPOLITAN WASHINGTON
COUNCIL OF GOVERNMENTS
2012 COMMITTEE LEADERSHIP**

CORPORATE OFFICERS

NAME	POSITION	JURISDICTION REPRESENTED
Vincent Gray	President	Mayor District of Columbia
Cathy Drzyzgula	Vice President	Council Member City of Gaithersburg
Sheryl Bass	Vice President	Council Member City of Manassas
Candice Quinn Kelly	Secretary-Treasurer	President Charles County

BOARD OFFICERS

NAME	POSITION	JURISDICTION REPRESENTED
Frank Principi	Chairman	Supervisor Prince William County
Phil Mendelson	Vice Chairman	Council Member District of Columbia
Karen Young	Vice Chair	President Pro Tem City of Frederick

POLICY BOARDS AND COMMITTEE CHAIRS

NAME	POSITION	JURISDICTION REPRESENTED
Todd Turner	Chairman, Transportation Planning Board (TPB)	Council Member City of Bowie
Phil Mendelson	Chairman, Metropolitan Washington Air Quality Committee (MWAQC)	Council Member District of Columbia
George Leventhal	Chairman, Human Services and Public Safety Policy Committee (HSPSPC)	Council Member Montgomery County
Jay Fissette	Chairman, Climate, Energy and Environment Policy Committee (CEEP)	Board Member Arlington County
Penny Gross	Chair, Chesapeake Bay and Water Resources Policy Committee (CBPC)	Vice Chair Fairfax County
Eric Olson	Chairman, Region Forward Coalition (RFC)	Vice Chair Prince George's County

PUBLIC-PRIVATE PARTNERSHIPS

NAME	POSITION	JURISDICTION REPRESENTED
John Foust	Chairman, NCR Emergency Preparedness Council	Supervisor Fairfax County Board of Supervisors

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
SCHEDULE OF POLICY COMMITTEE MEETINGS FOR 2012**

COMMITTEE	TIME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
BOARD	Noon	11	8	14	11	9	13	11	--	12	10	14	12*
CAOs	Noon	4	1	7	4	2	6	4	--	5	3	7	5
TPB	Noon	18	15	21	18	16	20	18	--	19	17	28	19
MWAQC	Noon		22	28		23	27**	25**	--	27	24	--	19
CEEPC	9:45	25	--	28	--	23	--	25	--	26	--	28	--
RF	11:00	27	--		27		--	27	--		26		--
HSPSPC	Noon	--	17	--	20	--	15	--	17	--	19	--	21
CBPC	10:00	20	--	16	--	18	--	20	--	21	--	16	--
EPC	2:00	--	8	--	--	9	--	--	--	12	--	14	--

Last updated 2/7/12

*COG Annual Meeting.
 **Meeting will be held in either June or July, depending on MWAQC actions to be required. The MWAQC Executive Committee will determine the date in May.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Media Protocol

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

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

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

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

Etiquette Guide for Audio and Video Conferences

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

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

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

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

Audio

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

Video

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

Web

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

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

The Facility

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

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

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

MWCOG SENIOR STAFF LISTING

ADMINISTRATION

Executive Director

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Chief Financial Officer

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rrawlins@mwkog.org

Contracts and Purchasing Manager

Tom Savioe
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tsavioe@mwkog.org

Human Resources Management Director

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

Public Affairs Director

Jeanne Saddler
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jsaddler@mwkog.org

Information Technology and Facility Management Director

George Danilovics
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gdanilovics@mwkog.org

PROGRAMS

Community Planning and Services Director

Paul DesJardin
(202) 962-3293
pdesjardin@mwkog.org

Environmental Programs Director

Stuart A. Freudberg
(202) 962-3340
sfreudberg@mwkog.org

Public Safety and Health Director

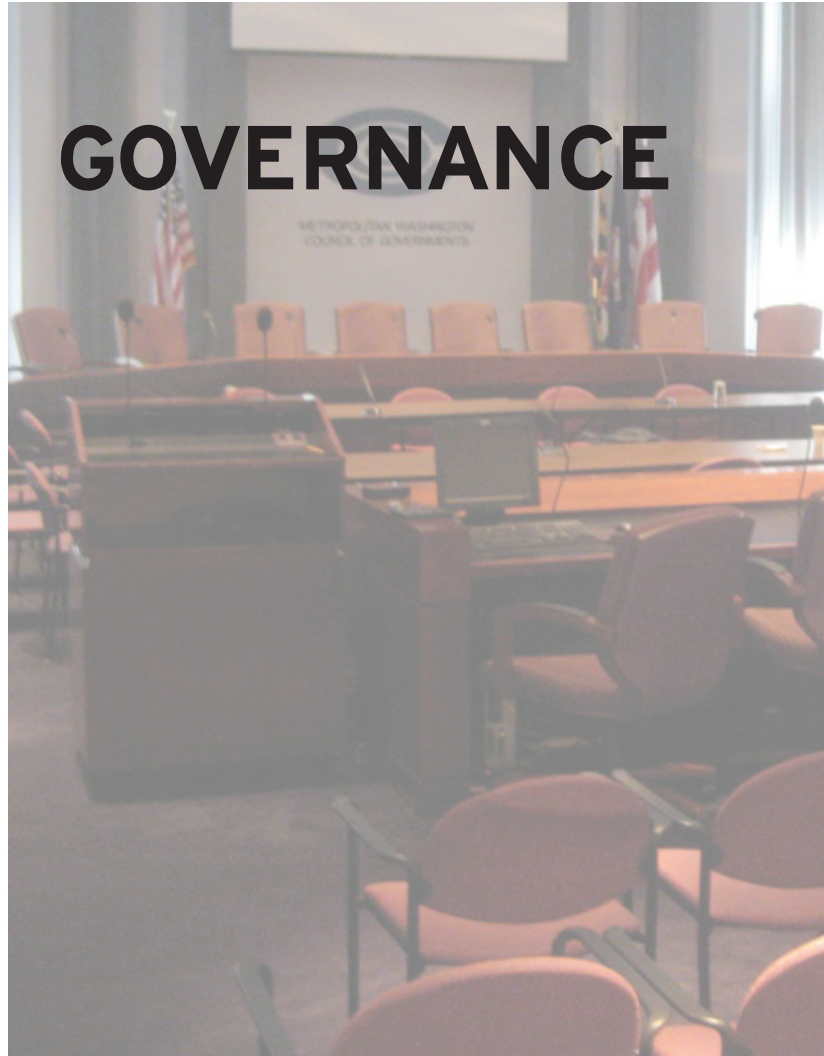
David McMillion
(202) 962-3708
dmcmillion@mwkog.org

Transportation Planning Director

Ronald F. Kirby
(202) 962-3310
rkirby@mwkog.org

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

GOVERNANCE



Board Roles & Responsibilities

Bylaws

Rules of Procedure

Work Program and Budget

COG Strategic Plan

2012 Policy Platform

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Board of Directors Roles and Responsibilities

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

Major responsibilities:

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

Expectations of Board Members:

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

Meetings and time commitment:

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

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



By-Laws
of the
Metropolitan Washington Council of
Governments

Revised November 2007 and November 2011

SECTION 1.00	STATEMENT OF PRINCIPLES AND POLICIES
SECTION 2.00	PARTICIPATING GOVERNMENTS
SECTION 3.00	MEMBERSHIP
SECTION 4.00	GENERAL MEMBERSHIP MEETINGS
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SECTION 11.00	FINANCES
SECTION 12.00	SEAL
SECTION 13.00	AMENDMENTS TO BY-LAWS

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

Section 1.00 STATEMENT OF PRINCIPLES AND POLICIES

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

Section 2.00 PARTICIPATING GOVERNMENTS

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

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

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

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

Section 3.00 MEMBERSHIP

3.01 Membership in the Council of Governments shall be:

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

Section 4.00 GENERAL MEMBERSHIP MEETINGS

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

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

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

 - (a)** At the request of a majority of the members present representing any two participating governments, any question shall be determined by the majority of the aggregate votes of each participating government on a weighted basis. For this purpose, each participating government shall have one vote for each 25,000 in population, and the next succeeding portion thereof, in the jurisdiction has a population of less than 25,000 shall have one vote.

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

Section 5.00

BOARD OF DIRECTORS

5.01

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

5.02

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

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

5.03

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

5.04

Any participating local government which has two or more members on

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

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

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

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

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

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

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

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

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

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

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

- 5.08** The Board shall annually elect a chair and one or two vice-chairs at the first meeting following the annual meeting of the entire membership. Where a vacancy occurs in a Board or corporate office, the Board may fill such vacancy by a vote of a majority of its members present and voting.
- 5.09** The Board may hold its meetings and keep the books of the corporation in the District of Columbia and at such place as it may from time to time determine.
- 5.10** The Board may establish standing and *ad hoc* policy and technical committees as it deems necessary or helpful to the exercise of its responsibilities under these by-laws.

Section 6.00 MEETINGS OF THE BOARD OF DIRECTORS

- 6.01** The Board of Directors shall meet monthly unless determined otherwise by the Board or its Chair. Written notice of such meetings and a proposed agenda thereat shall be served upon or mailed to each member of the Board at least seven days prior to the meeting.
- 6.02** Special meetings of the Board may be called by the Chair on three days' notice to each Board member, either by mail, by receipted electronic mail, or by telegram. Special meetings shall be called by the Chair in like manner and on like notice on the written request of three Board members. The notice of all special meetings of the Board shall include the written statement of the purpose or purposes of the special meeting.

Section 7.00 NOTICES

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

Section 8.00 OFFICERS

- 8.01** The officers of the corporation shall hold office until their successors are chosen and qualify in their stead. Any officer elected by the Board of Directors may be removed at any time by the affirmative vote of a two-thirds majority of the whole Board.
- 8.02** The officers of the corporation shall be a president, one or more vice-presidents, a secretary-treasurer, a chair of the Board of Directors and one or two vice-chairs of the Board. Two or more offices may be held by the same person, except the offices of chair of the Board of Directors and secretary-treasurer.

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

Section 9.00

EMPLOYEES

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

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

Section 10.00 CHECKS

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

Section 11.00 FINANCES

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

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

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

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

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

Section 12.00 SEAL

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

Section 13.00 AMENDMENTS TO THE BY-LAWS

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

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

13.02

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



Rules of Procedure

Board of Directors
Of the
Metropolitan Washington
Council of Governments

Revised January 2008
Revised October 2009
Revised November 2011

METROPOLITAN COUNCIL OF GOVERNMENTS
777 North Capitol St, NE
Washington, D.C. 20006

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1.00 ORDER OF BUSINESS

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

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

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

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

2.00 PARLIAMENTARY PROCEDURE

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

2.01 Obtaining the Floor

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

2.02 Limitations on Debate

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

shall fairly apportion the designated time between proponents and opponents of the question.

2.03 Personal Privilege

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

2.04 Points of Order

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

2.05 Appeal

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

2.06 Recognition of Non-Members

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

2.07 Withdrawal or Modification of Motions

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

2.08 Form of Vote

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

2.09 Voting

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

2.10 Demand for Roll Call Vote

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

2.11 Calling the Roll

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

2.12 Record Votes

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

2.13 Weighted Votes

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

2.14 Proxy Voting Prohibited

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

2.15 Reconsideration

a) Any member recorded as having voted with the prevailing side on a question

may move to reconsider the question at any time except as limited by this section. A resolution may only be reconsidered during the meeting at which it was adopted or at the next regular meeting.

- b) For the purpose of this rule, any member who was present and voting on a question decided by a voice vote will be considered as having voted with the prevailing side on the question unless the member had asked to be recorded as voting against the prevailing side or “PRESENT”.
- c) A motion to reconsider requires the approval of a majority of the members present and voting.
- d) When a motion to reconsider a vote is defeated, it cannot be repeated.
- e) A motion to reconsider is not required to consider amendments to move to strike or to accept amendments accepted or rejected on a previous reading of a bill.
- f) Votes to approve or amend these Rules may not be reconsidered pursuant to this section.

2.16 Absence of Chair

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

2.17 Parliamentary Authority

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

2.18 Suspension of Rules

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

2.19 Amendment of Rules

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

3.00 AGENDA AND MATERIALS

3.01 Developing the Agenda

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

3.02 Availability to Public

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

3.03 Time of Distribution

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

3.04 Agenda and Related Materials

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

3.05 Policy Reports

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

4.00 MEETING AND ACCESS TO INFORMATION

4.01 Definitions

- a) “Meeting” means the assemblage, as a body or entity, of the constituent membership, with or without minutes being taken, whether or not votes are cast, of the General Membership, Board of Directors, any policy, or *ad hoc* committee of the Metropolitan Washington Council of Governments. Executive meeting or closed meeting is a meeting from which the public is excluded. Open meeting or public meeting is a meeting at which the public may be present.
- b) “Official Records” means the minutes or summaries of any open and public meeting, the documents submitted for inclusion with the minutes, the reports of studies paid for with COG or public funds, except unpublished information and information deemed internal work product or confidential data.
- c) “Internal Work Product” means the documents, memoranda, data, maps, figures, projections, inter-departmental communications or other sources of information required for intelligent and informed internal discussions and which have been developed by and intended to be used by COG’s staff, consultants or technical committees.
- d) “Confidential Data” means information or data in COG’s possession which can identify a particular person, private organization, or business or which could reveal a trade secret, process, operation, or style of work of a contractor, in which the contractor has a proprietary interest. It includes data about an employee that is maintained and controlled by COG, including, but not limited to, education, financial transactions, medical history and that contains a name or identifying number or symbol.
- e) Meetings may be held by telephone conference call, videoconference, or online combination, upon direction of the Chair, with consent of the Executive Committee, upon at least three-day's notice given members by either email or telephone, which notice shall include the specific steps necessary to access the meeting. Such direction shall only be given upon a determination that a face-to-face meeting is effectively precluded by emergency conditions and, further, that action by the Board is legally, financially, or politically required. Insofar as possible, all matters requiring a vote shall be proposed in writing and furnished to members at least three days prior to the meeting”

f) A Board Member may attend a Board of Directors meeting through electronic communication means from a remote location, only as follows. The Member shall give at least three (3)-days' notice to the Executive Director by either email or telephone, and indicate the remote location, acceptable to the COG staff and which does not have distracting noise, from which the Member will participate. Upon receipt of such notice, the Executive Director shall advise the Board of Directors by email or telephone, or the Chair shall announce electronic participation at the beginning of the Board meeting.

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

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

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

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

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

4.02 Access to Official Records

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

4.03 Records Withheld from Public Disclosure

The following records may be withheld from public disclosure:

- a) Records specifically exempted from disclosure by law;
- b) Confidential data as defined in Sec. 4.01, release of which would result in a clearly unwarranted invasion of personal or business privacy, except that access shall not be denied to the person who is the subject thereof;
- c) Records of commercial or financial information contained from a person under an agreement of confidentiality;
- d) Records of internal communications (internal work product) which would not be available by law to a party other than a party in litigation with COG;
- e) Reports and memoranda of consultants or independent contractors, except to the extent they would be required to be disclosed if prepared by COG.

4.04 Segregable Portions of Official Records

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

4.05 Procedure For Handling Official Records

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

- a) Requests from the general public for official records shall be filed, in writing, with the Office of Public Affairs of COG and shall Office of Public Affairs shall forward requests to the appropriate department or office for response if the information is not available in the Office of Public Affairs.
- b) The appropriate COG employees shall locate the records requested as promptly as possible and forward to OPA. If the information sought is

exempt, is not in existence, is located outside of COG, or is not available, the person making the request shall be notified of this fact, in writing, by the OPA, on the recommendation of the COG Department or Office responsible for such information, as promptly as possible.

- c) If the information is located, the information sought shall then be given or mailed to the person making the request. Copying facilities shall be available, at a reasonable cost, if it is necessary for the requester to duplicate the requested information at the COG offices.
- d) If the information sought and located is deemed internal work product or confidential and nondisclosable and is designated as such by the Department or Office Director, the request for disclosure shall be denied. The reasons for the denial of the request shall be stated in writing. When a request is denied, it shall become incumbent upon the Department or Office Director to explore alternative or substitute forms for the distribution or access to the essential facts contained in the designated information.
- e) The person making the request may appeal the determination that the material sought is internal work product or confidential by submitting a written request for the designated information to the Executive Director.
- f) The Executive Director shall have the decision on the release of confidential or internal work products which have not been submitted, discussed, or considered by a COG committee. The person making the request shall be notified of the decision, in writing, as promptly as possible.
- g) If the internal work product has been submitted to, discussed, or considered by a committee, the committee members at the next regular meeting may, by a majority vote, eliminate the designation of the information as internal work product and the information shall then be available for public disclosure through the aforementioned process. A reference to the existence of the internal work product in the minutes of a committee meeting shall not suffice to satisfy the requirement that the committee has submitted, discussed, or considered the information sought, or not made any determination on whether or not it is an internal work product.
- h) Requests to listen to or re-record the tape of any meeting recorded at COG shall follow the above procedures. Tapes may not be removed from the COG offices. Time will be provided for listening to or recording the tapes at COG.
- i) Any inconsistency between these procedures and the procedures outlined in a controlling federal or state statute or regulation for a given situation shall be resolved in favor of the latter.

4.06 Meetings Open to Public

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

4.07 Executive Sessions or Closed Meetings

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

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

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

4.08 Vote on Closed Meetings

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

4.09 Laws/Regulations Governing Closed Meetings

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

4.10 Confidential Data

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

4.11 Destruction of Confidential Data

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

4.12 Certification of Destruction

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

4.13 Procedures for Handling Confidential Data

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

4.14 Security Officer Responsibility

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

unannounced audits to check compliance with the policies and procedures and will render reports of the same to the Project Director, Project Security Officer and Executive Director.

The duties of the Security Officer shall be to:

- a) Inventory data as received and update the inventory of all confidential data indicating new data received and data which has been destroyed or otherwise disposed of. A copy of the inventory shall be transmitted quarterly to the Executive Director;
- b) Designate members of the staff who are to have access to the data, have them execute a confidentiality agreement, and transmit a list with the names of such employees along with the completed agreements, to the Executive Director;
- c) Develop procedures and maintain a secured area and such equipment as is needed to process and maintain all confidential data stored. Only the Security Officer and Executive Director shall have keys to such areas or equipment. Only employees who have signed the Confidentiality Agreement (see Sec. 4.15) and who are authorized by the Security Officer or Manager of Data Processing shall have access to a secured area and confidential data;
- d) Maintain a log (names, data, purpose) for all material removed from the secured area by authorized personnel and require that such materials be placed in a secured area during lunch hour or at any other time the person is away from his/her work area;
- e) Have all forms, records, tapes and other materials which are classified as confidential, so identified and marked accordingly to the extent feasible;
- f) Establish and oversee procedures for the destruction of data; and
- g) Issue, upon request, certificates guaranteeing that confidential information has been destroyed.

4.15 Employee Responsibility

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

4.16 Release of Confidential Data to Public

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

4.17 Written Authorization from Data Contributor

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

4.18 Data Received from Other Sources

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

4.19 Release to Public Agencies

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

4.20 Confidentiality Policy for Consultants

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

4.21 Policy for Data Storage/Processing Firms

The policy for companies providing keypunching, tape storage, and other data processing services for COG is similar to that for consultants. A basic agreement

will be required and also a separate statement detailing their procedures for handling confidential data after its removal from COG offices. The Project Director and Executive Director must be satisfied with the procedures before a purchase order or contract is executed.

4.22 Search and Duplication Fees

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

4.23 Fees For Other Services

When no specific fee has been established for a service, for example, when the search involves computer time or special travel, transportation, or communications costs, the Department/Office Head shall recommend to the Executive Director the costs of the service and include such costs in the fees chargeable under this section.

4.24 Advance Deposits

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

4.25 Fee for Search When Unable to Locate Data

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

4.26 Fees Paid in Full Prior to Receiving Data

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

4.27 Form of Remittance

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

4.28 Receipt for Fees Paid

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

4.29 Waiver of Fees by Executive Director

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

5.00 COMMITTEES

5.01 Selection of Committee Chairs

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

5.02 Chair as Ex-Officio Member

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

5.03 Vacancies in Committee Chairs

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

5.04 Distribution of Responsibility

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

5.05 Participation of Board Members

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

5.06 Rules of Committees

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

- 1) The scheduling of regular meeting days for conducting business;
- 2) A procedure for rescheduling or canceling a regular meeting;
- 3) A procedure for holding additional meetings to be called by the chair;
- 4) A procedure for holding special meetings, which shall be called at the request of the committee chair or of a majority of the members of the committee;
- 5) Procedures governing the chairing of a committee meeting in the absence of the chair;
- 6) Procedures for keeping a complete record of all committee action, which shall include any roll call votes;
- 7) Procedures for making available for inspection by the public at reasonable times in the office either of the committee or of the Clerk to the Board, a description of each amendment, motion, Order, or other proposition on which a vote was taken;
- 8) A procedure for giving notice of hearings consistent with section 6.02;
- 9) Procedures setting a fixed number of members to constitute a quorum;
- 10) A requirement that if, at the time of approval of any measure by a committee, any member of the committee gives notice of intention to file supplemental, minority, or additional views, that member shall be entitled to not less than 5 (five) calendar days (not including Saturdays, Sundays, and legal holidays) in which to file such views; all views so filed shall be included in the report of the committee on the measure;
- 11) Any provision of these Rules that by its terms specifically applies to a committee shall be binding on each committee;

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

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

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

5.07 Board's Responsibility to Committees

- a) The Board is responsible for matters pertaining to the annual budget, schedule of assessments, the adoption of all major policies and plans and initiation of action on matters not specifically assigned to other committees.
- b) The Chair of the Board is a member of all committees of the Board. The Chair may not withhold a measure duly reported and timely filed by a committee from the agenda of the Board, unless the Board votes to table the measure to a time certain.
- c) The following committees shall be deemed standing committees of the Board of Directors:

Executive Committee

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

Finance Committee

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

Employee Compensation and Benefits Review Committee

The Chair shall annually appoint members of the Employee Compensation and Benefits Review Committee (ECBR). The ECBR shall periodically cause

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

Audit Committee

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

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

6.00 PUBLIC HEARINGS

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

6.01 Determination to Hold Hearings

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

6.02 Hearing Notice

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

6.03 Location and Time

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

6.04 Availability of Documents to Public

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

6.05 Scheduling of Witnesses

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

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

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

6.06 Records

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

7.00 NEWS MEDIA PARTICIPATION

Reasonable seating facilities shall be provided for representatives of news media at all sessions and public meetings, and such representatives are encouraged to attend. Any meeting or legislative session may be briefly recessed for the purpose of picture taking or ceremonial activities. Time shall be provided at the conclusion of each Council session for questions by media representatives.

8.00 CONSENT AGENDA

Types of Items

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

8.02 Format

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

8.03 Prerogative of Board Members

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

8.04 Removal of Items

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

9.00 RULES OF DECORUM

9.01 Decorum of Members of the Public

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

Metropolitan Washington Council of Governments

Work Program & Budget

Fiscal Year 2013

Executive Summary

For over 50 years, local governments in the metropolitan Washington region have found great value in their membership at the Metropolitan Washington Council of Governments. COG provides its members with a seat at the regional table—something no other organization can do—as well as research and technical assistance from its expert staff and significant cost saving opportunities. The challenges facing local governments transcend their respective borders, and the fiscal constraints that continue to impact these localities make COG’s services and support all the more essential.

In February 2011, COG incorporated Region Forward, a vision for a more accessible, sustainable, prosperous, and livable region, into the organization’s updated Strategic Plan. As a driving force behind COG’s work, Region Forward underscores the need for regional collaboration to address many of the key priorities for COG members, including transportation mobility, climate and energy, housing, and public safety. In November 2011, a COG Steering Committee on Incident Management and Response released a report and recommendations on improving the region’s performance during emergencies, from snowstorms and hurricanes to earthquakes, all of which occurred in the same calendar year. A major result of the Committee’s work was the establishment of a new program to ensure regional coordination and communication among officials by designating highly-trained personnel to monitor the region, analyze and share information, and initiate calls to bring together area decision-makers.

In FY 2013, COG and its local governments will continue to plan and work together to make regional goals a reality. COG will continue to support the Capital Area Foreclosure Network as it directs at-risk homeowners to free foreclosure counseling and bring together stakeholders to combat the region’s foreclosure crisis. The Transportation Planning Board will continue developing its Regional Transportation Priorities Plan, which will identify those transportation strategies, both funded and unfunded, that offer the greatest potential contributions to addressing continuing regional challenges. The Climate, Energy and the Environment Policy Committee will develop a sustainable living challenge for residents in the National Capital Region. The Human Services and Public Safety Policy Committee will continue convening forums and developing strategies for issues like obesity, HIV/AIDS, and bullying.

Last but not least, COG will welcome Charles County, Maryland as a full member of the COG family beginning in January 2012. The County’s interest in cooperating more closely with its neighbors is a testament to COG and its members’ accomplishments and the understanding that local governments are stronger when they work together.

FY 2013 by the Numbers

The total FY 2013 budget is submitted at \$26.9 million and has increased from \$26.6 million in FY 2012, an increase of less than one percent from FY 2012. The proposed FY 2013 General Local Contribution (GLC) assessment increased by approximately \$190,000 or 5.9 percent compared with FY 2012. Assessments have been frozen since FY 2009. The assessment rate increased from \$0.65721 to \$0.66913; however, any increase in membership fees is capped at 5.0

percent. Slightly more than half of the total assessment increase in FY 2013 is attributable to the addition of Charles County as a new COG member.

COG projects it will have 131 Full Time Equivalent (FTE) staff in FY 2013, down from the 133 FTE staff in FY 2012. Resources for Transportation Programs make up 66 percent of the total budget, with \$17.9 million in FY 2013, up from the \$17.5 million in FY 2012. Community Planning and Services make up 4 percent of the total budget, with \$1.22 million in FY 2013, up from \$1.20 million in FY 2012. Public Safety and Health Programs make up 7 percent of the total budget, with \$1.76 million in FY 2013, up from \$1.75 million in FY 2012. Environmental Programs make up 20 percent of the budget, with \$5.32 million in FY 2013, down from \$5.36 million in FY 2012. The Member Services budget makes up 2 percent of the total budget, with \$635,194 in FY 2013, down from \$823,567 in FY 2012.

Funding from the Urban Area Security Initiative (UASI) grant program will enable COG to continue its emergency preparedness planning in FY 2013. The UASI grant supports professional and technical work in several work program areas, with project oversight and management by staff funded in Work Program 6.0 Public Safety and Health and technical support in the Department of Environmental Programs.

Transportation and Commuter Connections

- Continue development of a TPB Regional Transportation Priorities Plan, which will identify those transportation strategies, both funded and unfunded, that offer the greatest potential contributions to addressing continuing regional challenges. In FY 2012, the Plan articulated a number of near term regional priorities, and in FY 2013 it will focus on longer term priorities;
- Continue collection of new household travel survey data from 4,800 households in fourteen focused geographic subareas of the region to permit more intensive analysis of specific growth and transportation issues in response to a need expressed by local jurisdiction users of the 2007/2008 Regional Household Travel Survey;
- Complete collection of data for the Commuter Connections 2013 State of the Commute Report and the Guaranteed Ride Home Applicant Surveys for the Washington and Baltimore metropolitan regions and production of reports.

Community Planning and Services

- Work with the Region Forward Coalition and the region's planning directors to update the Regional Activity Centers to better align them with existing and new transit investments, oversee implementation of the Region Forward plan, and track progress towards its regional goals and targets;
- Support the Capital Area Foreclosure Network as it continues to direct at-risk homeowners to free, local, and impartial foreclosure counseling and bring together stakeholders to enhance tools and knowledge to combat the region's foreclosure crisis;
- Continue placement of foster children through Wednesday's Child adoption program and support for an initiative that helps young people who are aging-out of the system.

Public Safety and Health

- Provide professional, technical and secretariat support to the National Capital Region for implementation of the Urban Area Security Initiative (UASI);
- Support the development of Regional Incident Coordination (RIC) Program, a recommendation of the regional Incident Management and Response Report, which would be responsible for ensuring regional coordination and communication and helping area officials make better decisions before and during incidents;
- Continue coordinating forums, through the Human Services and Public Safety Policy Committee, on policy issues such as obesity, mental health, HIV/AIDS, and bullying.

Environmental Programs

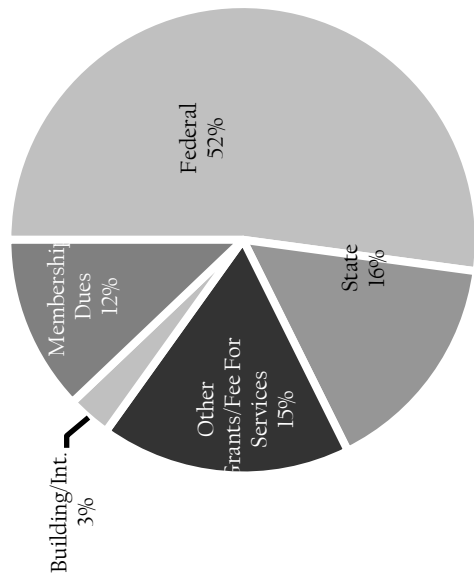
- Support to the Chesapeake Bay and Water Resources Policy Committee (CBPC) and its advocacy for reasonable, realistic, and cost effective approaches to meeting Chesapeake Bay Total Maximum Daily Loads (TMDLs) requirements as well as Watershed Implementation Plans (WIPs) at the local level;
- Develop a sustainable living challenge for residents in the National Capital Region as a follow up by the CEEPC Outreach Committee to the energy efficiency WE CAN challenge pilot started in 2011;
- Continue air quality planning efforts to meet the requirements of the new 2008 federal ozone standard.

Member Services

- Continue to integrate internal systems and enhance the level of engagement with COG members. Specific initiatives include developing a new COG web site, improved member and committee management, and introduction of video conference and web streaming capabilities;
- Pilot improvements to COG's conference call capabilities to include web conferencing options. Increased call management and ability to provide visual data during such calls and conferences is a recommendation of the regional *Incident Management and Response Report*;
- Continue robust media relations and government relations efforts as well as value-added services for member governments like cooperative purchasing and the Institute for Regional Excellence.

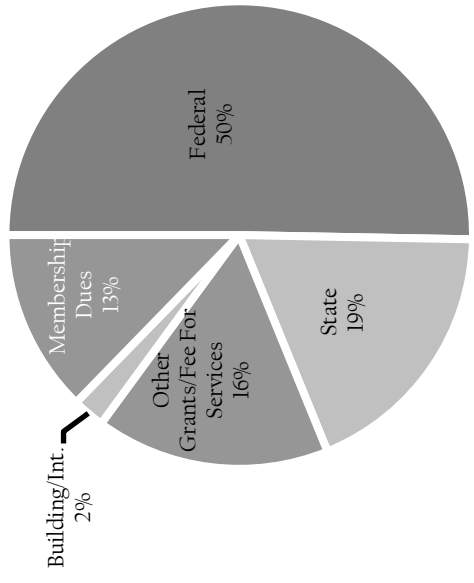
The majority of program activities are led and supported by COG's four program departments. Agency wide support activities frequently lead new policy or program initiatives, or provide the managements and administrative support for program activities. This includes member services and government relations,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

FY 2012 Revenue Sources



<u>Source</u>	<u>Amount (\$)</u>
Federal	13,882,420
State	4,133,897
Other Grants/Fee For Services	4,586,968
Building/Int.	800,000
Membership Dues	3,223,507
Total	26,626,792

FY 2013 Revenue Sources



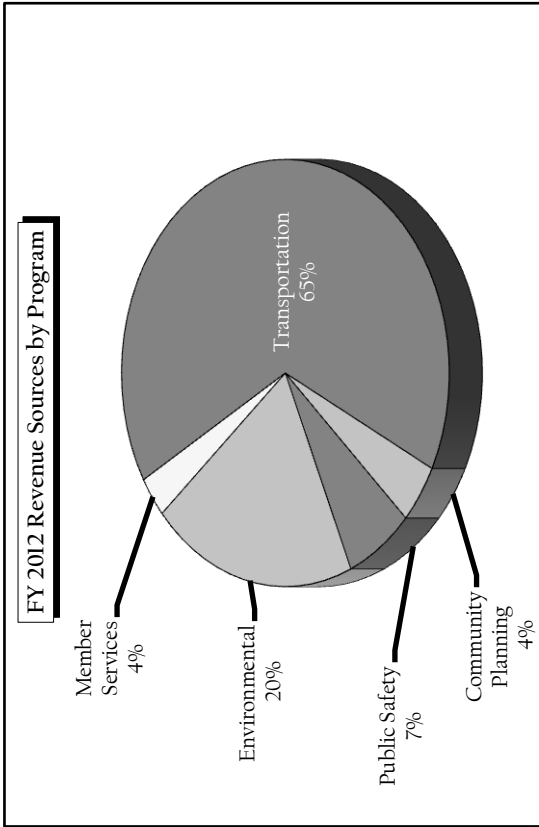
<u>Source</u>	<u>Amount (\$)</u>
Federal	13,509,787
State	4,981,000
Other Grants/Fee For Services	4,359,214
Building/Int.	600,000
Membership Dues	3,413,478
Total	26,863,479

FY 2012 Revenue Funding Sources

<u>Source</u>	<u>Amount (\$)</u>
Federal	13,882,420
State	4,133,897
Other Grants/Fee For Services	4,586,968
Building/Int.	800,000
Membership Dues	3,223,507
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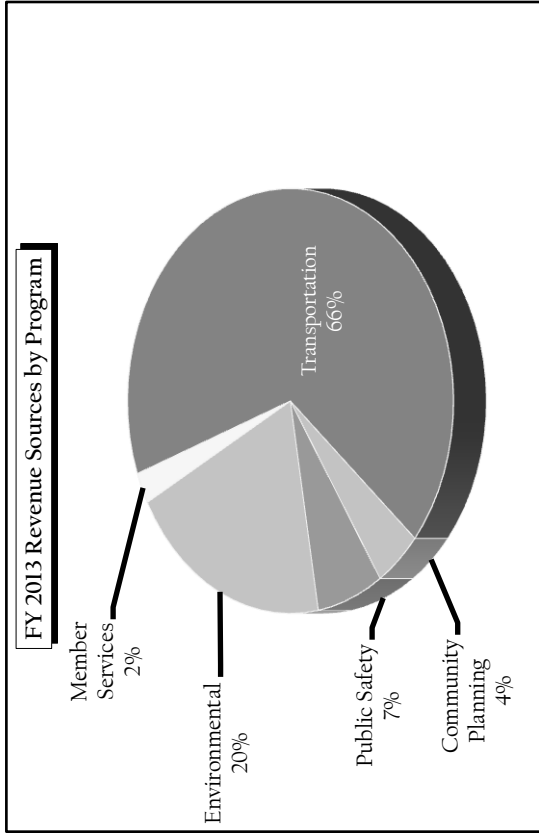
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Other Grants/Fee For Services	4,359,214
Building/Int.	600,000
Membership Dues	3,413,478
Total	26,863,479



FY 2012 Revenue Sources by Program

<u>Program</u>	<u>Amount (\$)</u>
Transportation	17,496,000
Community Planning	1,195,072
Public Safety	1,751,934
Environmental	5,360,219
Member Services	823,567
Total	26,626,792



FY 2013 Revenue Sources by Program

<u>Program</u>	<u>Amount (\$)</u>
Transportation	17,926,344
Community Planning	1,222,072
Public Safety	1,755,531
Environmental	5,324,338
Member Services	635,194
Total	26,863,479



Livability



Sustainability



Accessibility



Prosperity

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



Livability

Vibrant, safe, and healthy neighborhoods

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

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

Provide access and delivery of quality social services...

Safe communities for residents and visitors...

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



Sustainability

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

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

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

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

A significant decrease in greenhouse gas emissions...

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



Accessibility

Walkable, mixed-use communities with housing and transportation choices

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

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

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

A variety of housing types and choices...



Prosperity

Resilient economy and a pre-eminent knowledge hub

A diversified, stable, and competitive economy...

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

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

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

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

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

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

forum

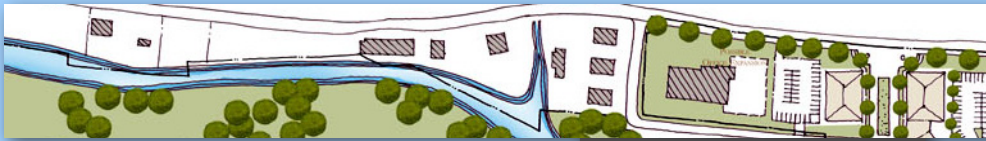


Climate & Energy

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

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

resource



Planning
& Forecasting

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

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

advocate

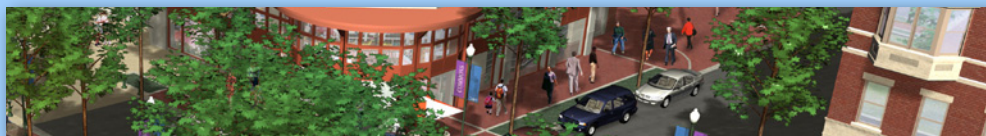


Economic
Development

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

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

catalyst



Region Forward

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

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

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

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

ADA and Limited English Proficiency (LEP)

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Metropolitan Washington Council of Governments

2012 Policy Priorities

22 Jurisdictions • 250+ Elected Officials • 5 Million Residents

COG is the regional council for the metropolitan Washington area with more than 250 local, state and federal elected officials representing 22 local governments. COG also hosts and supports the National Capital Region Transportation Planning Board, our region's metropolitan planning organization (MPO) and the Metropolitan Washington Air Quality Committee, the tri-state air quality planning organization.

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

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



PROSPERITY

A resilient economy and pre-eminent knowledge hub

- Foster job creation at all levels, attract world class businesses, and strengthen the region's economic competitiveness.
- Make strategic investments in human capital and infrastructure, sustain funding for education, and encourage workforce training.



SUSTAINABILITY

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

- Support federal and state policies that supplement local funding capacity and provide local governments and utilities with the flexibility needed to meet wastewater, septic and stormwater requirements for restoration of the Chesapeake Bay, Potomac River and local waters.
- Support energy efficiency, energy conservation and renewable energy policies and programs that reduce energy demand and reduce greenhouse gas emissions.
- Support EPA national rules to reduce cross state pollution-creating emissions, and help states and local governments meet the federal air quality health standard for ozone.



ACCESSIBILITY

Walkable, mixed-use communities with housing and transportation choices

- Provide a substantial increase in funding to address the current underinvestment in the region's multi-modal transportation network.
- Support and incentivize integrated land use, transportation and environmental planning.



LIVABILITY

Vibrant, safe and healthy neighborhoods

- Promote comprehensive public health policies that focus on wellness and prevention, capacity building, incorporate a host of societal risk factors, and encourage regional collaboration.
- Invest in the infrastructure, equipment, training and personnel needed to enhance the all hazards emergency response capacity of local and regional entities.



One Region Moving Forward

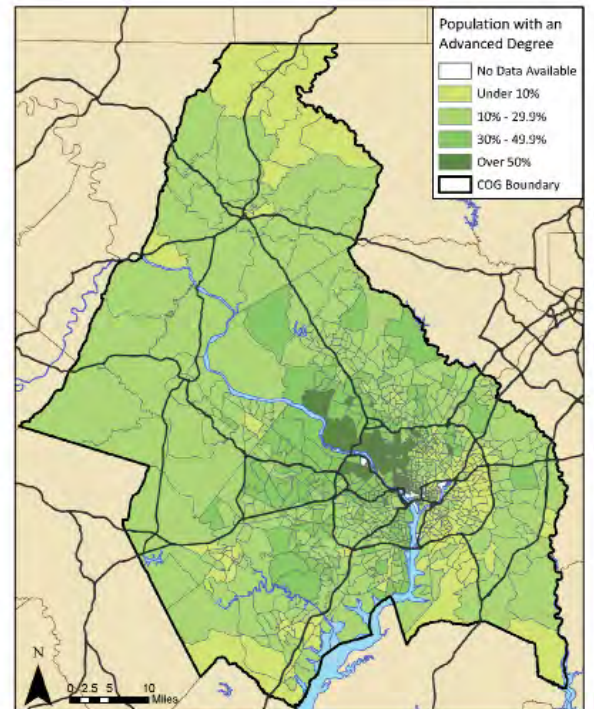


Challenge

While the presence of the federal government has largely helped to insulate the National Capital Region from the more severe impacts of the recession felt in other regions, anticipated reductions in federal spending mean that the region will need to diversify its economy to remain resilient and competitive in the coming decades.

Between 2010 and 2030, the National Capital Region is projected to add over one million net new jobs, and will require over 1.8 million replacement workers to fill new jobs and those vacated by retirees. Emerging industries for the region include health care, life sciences, information technology, and security. In addition, higher education will continue to be a major driver for economic development. Attracting and retaining employers in these industries depends on the provision of high-quality infrastructure, including transit, a highly educated workforce, and housing located near job centers that employees can afford.

The region's federal government agencies and private employers provide many high-quality jobs, making the National Capital Region a major destination for highly-educated workers from around the country and abroad. However, many of the region's residents are not equipped with the education and skills to take advantage of these opportunities. Entry-level jobs may not offer clear career paths for advancement, and given the region's high educational attainment levels, less-educated workers often can't compete for jobs even when they meet job requirements. This is a particular problem on the eastern side of the region, where educational attainment rates are lowest and unemployment rates are highest. In addition, the region's major job centers are concentrated on the western side of the region, often in locations that are not accessible by public transportation. The region needs to provide multiple pathways to high school completion and post-secondary education, and create stronger links between employers and high schools.



Educational Attainment - High, 2005 - 2009
Percent of Population Over 25 Years with a Master's, Professional, or Doctoral Degree

Regional Commitment:

Sustain an annual 1 to 3% increase in the number of new jobs.

Region Forward Prosperity Target

One Region Moving Forward

Metropolitan Washington Council of Governments

2012 Policy Brief: Economic Development

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- The Region Forward Coalition has chosen workforce training as one of its priority areas for the year. Focusing on health care, an emerging industry in the region, the Coalition is currently pursuing a regional certification for home health aides to eliminate barriers to working in other jurisdictions.
- In 2012, COG and its local government and business partners will evaluate the possibility of developing a Metropolitan Business Plan. Based on models of private-sector business planning, Metropolitan Business Plans engage regional stakeholders to analyze market positions, identify strategies and policies to capitalize on regional assets, and establish operational and financial plans to achieve regional revitalization.

What We Need From You

Federal

- Support resources to grow Regional Innovation Clusters in the National Capital Region
- Maintain support for the Workforce Investment Act, TANF Welfare-to-Work, and federal work study and financial aid funding programs, and simplify rules for accessing these programs to encourage broader access

State

- Encourage the participation of State education, economic development, and transportation agencies in the Region Forward Coalition
- Target investments and technical assistance to encourage identified growth industries and support workforce development pathways for those industries
 - Support Career and Technical Education programs in high schools

Local

- Align workforce development more closely with local economic development strategies
- Encourage major private employers to develop linkages with local high schools, community colleges, and vocational programs

For more information about COG, this Economic Development Policy Brief, or any other of COG's Policy Priorities, please contact Nicole Hange, COG's Government Relations Coordinator at 202.962.3231 or nhange@mwkog.org

One Region Moving Forward



Challenge

Meeting Chesapeake Bay goals for reducing pollution from urban sources in the Washington metropolitan region will require the implementation of increasingly costly pollution controls. Improvements to date in reducing the amount of nutrients and sediment that flow to the Bay have come largely from upgrades to wastewater treatment plants and the implementation of best management practices on farms. However, the federal-state Chesapeake Bay Program has determined that the Bay is still too polluted to meet water quality standards.

Under the Chesapeake Bay Total Maximum Daily Load (TMDL) regulation that EPA issued in December 2010, the Bay watershed states and the District of Columbia are required to pursue further efforts to reduce pollution. These include additional reductions from the agricultural community and wastewater plants, as well as increased regulatory (MS4) requirements for local government stormwater management programs. These include provisions to retrofit older developed areas built before the routine installation of modern stormwater controls, which is a complex, highly costly process. In comparison to reduction efforts to date, these potential new measures will cost several orders of magnitude more per pound of pollutant removed, potentially as much as \$10 billion in the COG region. Based on current budgets and technology, this will exceed local governments' ability to achieve full implementation by the current 2025 deadline.

Chesapeake Bay by the numbers:

- Largest estuary in the United States
- 200 miles in length
- 64,000 square mile watershed area
- 11,684 miles of shoreline
- 150 major rivers and streams in watershed

Regional Commitment:

By 2025, achieve 100% of Chesapeake Bay Program's Water Quality Implementation Goals;

By 2050, 50% of all sentinel watersheds will be in good or excellent condition

Region Forward Sustainability Targets

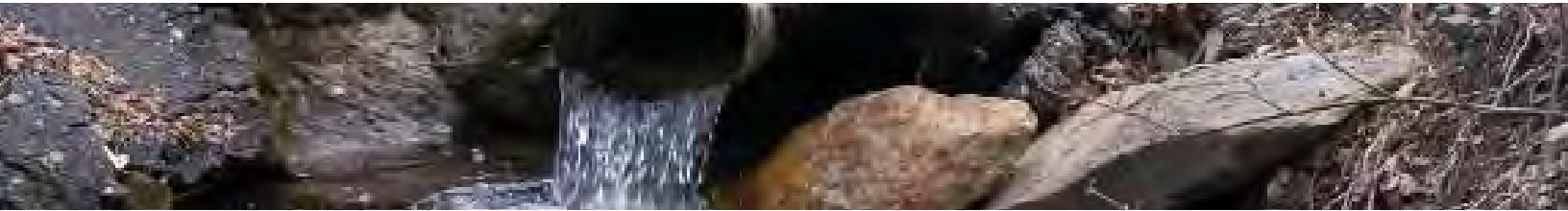
COG's members have:

- Participated in efforts to develop more detailed plans for implementing the Bay TMDL, known as watershed implementation plans (WIPs);
- Remained on schedule installing state-of-the-art controls at their wastewater plants;
- Implemented utility fees or dedicated taxes to raise additional funding and install more water quality controls under their stormwater management programs;
- Pioneered state-of-the-art stormwater technology, such as low-impact development and environmental site design techniques, as well as extensive efforts to educate the public on the impacts of urban stormwater.

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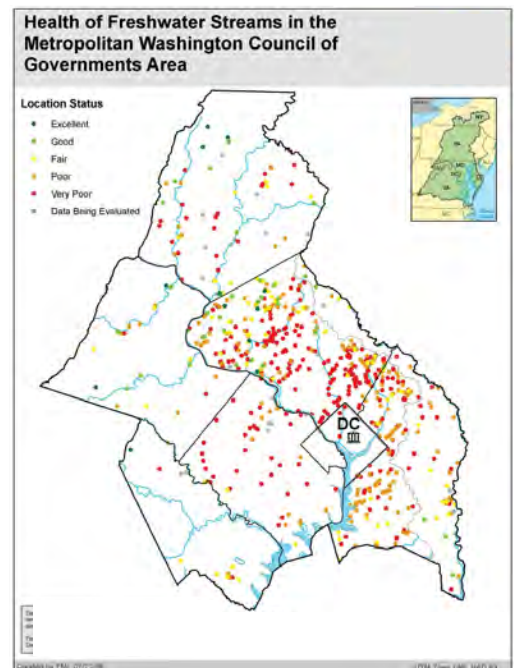
2012 Policy Brief: Chesapeake Bay & Stormwater Management

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What We Need From You

- Flexible, realistic schedules for TMDL implementation; consideration should be given to extending the 2025 deadline
- Development of alternatives to installing highly expensive stormwater retrofits of existing urban lands as a means of reducing urban stormwater pollution, such as viable trading systems between stormwater and wastewater or with agriculture
- Funding support from state and federal governments, including enhancements to existing programs that provide cost-share funds for wastewater plant upgrades, as well as new funds to supplement other local government responsibilities, such as for stormwater management and septic systems
- State and federal regulations that provide flexibility to local governments in the implementation of new stormwater standards, that favor infill development and that integrate MS4 permit and Bay restoration requirements



For more information about COG, this Chesapeake Bay & Stormwater Management Policy Brief, or any other of COG's Policy Priorities, please contact Nicole Hange, COG's Government Relations Coordinator at 202.962.3231 or nhange@mwkog.org

One Region Moving Forward



Challenge

In 2009, the National Surface Transportation Infrastructure Financing Commission warned: “The nation faces a crisis. Our surface transportation system has deteriorated to such a degree that our safety, economic competitiveness and quality of life are at risk.”

This crisis is acutely felt in the National Capital Region where the vast majority of funds are needed just to maintain the existing system. Local and state leaders have been forced to cut or delay new projects that are necessary to meet the needs of our growing region. In order to successfully compete in the global economy, we must take steps to repair our roads, bridges and transit systems, and provide new capacity to meet new demands. The transportation funding squeeze has occurred at both the state and federal levels, including shortfalls for both roads and transit as revenue sources continue to decline.

The current structure and levels of federal and state transportation funding are ill-suited for addressing pressing needs for system maintenance, new infrastructure, and the increasingly urgent problems of congestion, rising energy costs and climate change.

Regional Commitment:

The region’s transportation system will give priority to management, performance, maintenance, and safety of all transportation modes and facilities.

Region Forward Sustainability Target

The region has achieved some short-term successes in funding pressing transportation improvements with existing resources. Funding for the Metro system has become more stable with the commitment of additional state and local revenues. Increasingly, toll revenues are being effectively used to finance road improvements. Federal stimulus funding has been used for a variety of rapid-turnaround projects throughout the region, including a major TIGER grant to COG.

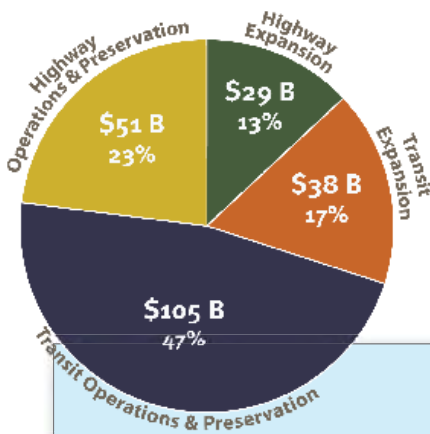
In 2010, the National Capital Region Transportation Planning Board (TPB) at COG commissioned a financial analysis of available revenues and planned expenditures for transportation in this region through 2040. While roughly \$223 billion in revenues are “reasonably expected to be available” both short-term and long-term revenue increases are necessary in order to keep up with a growing population and rising costs of maintenance and construction. States and local governments have been creative in meeting immediate transportation demands, but such short-term infusions are not enough. More systemic change is needed at the federal and state levels. *Potential sources of additional revenue include:*

- Indexing fuel taxes to inflation
- Increases in vehicle registration fees
- New tolling or pricing systems on area roadways

Metropolitan Washington Council of Governments

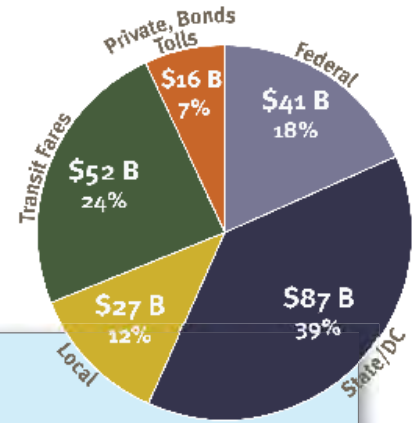
2012 Policy Brief: Transportation Funding

22 Jurisdictions • 250+ Elected Officials • 5 Million Residents



Constrained Long-Range Plan Expenditures

Revenues by Funding Source



What We Need From You

While action is required by both the state and federal governments, much attention in 2012 will focus on Capitol Hill. Congressional authorization of the federal transportation programs offers an opportunity to restructure the nation's transportation policy and to substantially increase funding levels over the long term.

The policy principles below are the official position of the National Capital Region Transportation Planning Board (TPB) at COG regarding the future of the federal transportation programs. These principles were adopted in September 2008 in anticipation of the reauthorization of the federal surface transportation legislation. The current authorization, SAFETEA-LU, was due to expire in September 2009, but has been extended to March 2012.

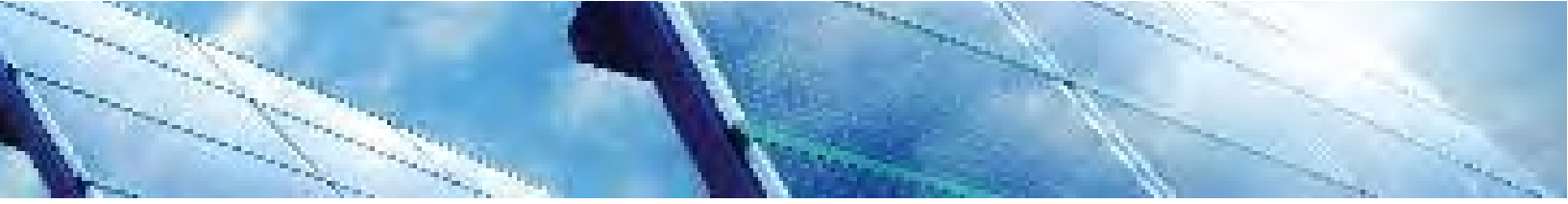
1. Fundamental changes are needed in the current structure and funding of federal surface transportation programs: current planning, programming, and environmental processes are overly cumbersome and inefficient, and inadequate funding levels are resulting in serious under-investment in transportation.
2. An explicit program focus is needed to put and keep the nation's transportation infrastructure in a state of good repair, and to ensure that it is operated efficiently and safely.
3. Decisions on investment in new transportation capacity should be based on a rigorous and comprehensive analysis of economic, social and environmental benefits and costs, which assesses all modal and intermodal options with uniform evaluation procedures and criteria.
4. Federal transportation policy should provide for increased federal funding focused on metropolitan congestion and other metropolitan transportation challenges, with stronger partnerships between federal, state, regional and local transportation officials.

A substantial increase in federal transportation funding will be needed to address the current under-investment in the nation's transportation system, and should be sought from:

- Increases in federal fuel taxes or other user-based taxes and fees;
- Pricing strategies enabled by emerging technology for all modes of travel, including rates that vary by time of day, type of vehicle, level of emissions, and specific infrastructure segments used;
- Inclusion of major transportation investments in legislation to create national infrastructure banks or bonding programs.

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

One Region Moving Forward



Challenge

The metropolitan Washington region has traditionally been heavily reliant on fossil-fuel based energy sources, including coal, oil, and natural gas. Residents, businesses, and governments are also subject to the impacts of variability of energy costs, the concerns over energy reliability and security, and the direct impact on health and the environment from combustion of fossil fuels. Reducing energy use through conservation and efficiency, and diversifying our portfolio of energy sources including deployment of new energy technologies will help improve our energy reliability and security and reduce the environmental impacts associated with our energy use. Significant capital is available for investments in new energy projects. Uncertainty resulting from inconsistent government policies can create barriers to releasing the full investment potential of the new expanding energy markets.

Regional Commitment:

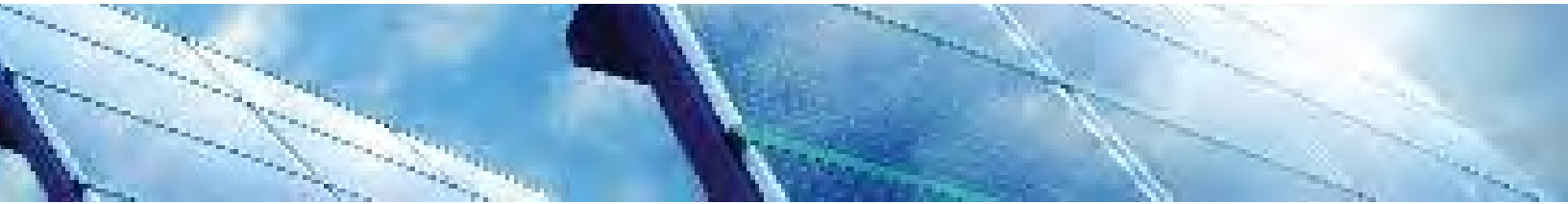
By 2020, reduce regional greenhouse gas emissions by 20% below 2005 levels. By 2050, reduce emissions by 80% below 2005 levels.

Region Forward Sustainability Target

COG members have:

- Established the Climate, Energy and Environment Policy Committee (CEEPC), advisor to the COG Board, to implement the recommendations of the 2008 National Capital Region Climate Change Report.
- Adopted a 2012 Climate and Energy Action Workplan that establishes specific short-term recommendations for the region, local governments, and utilities to work towards regional energy sustainability goals. Short term goals include 10,000 solar roofs, 10% purchase of green power, and reduction in government energy consumption.
- Worked with leaders and area utilities to promote clean and efficient energy solutions such as retrofitting old buildings and constructing new green buildings; monitoring and disclosing building energy performance; installing solar cells and smart grid technology; replacing inefficient street lighting; and purchasing electric vehicles and installing supporting charging infrastructure.
- Collaborated with the federal Green Power Partnership to promote solar energy solutions and increase the percentage of green power purchased by communities. Area governments and institutions are also pursuing a large cooperative procurement effort for deployment of solar cells, currently encompassing more than 100 sites and nearly 40 megawatts (MW) capacity and \$160 million direct investment in the region if installed.

One Region Moving Forward



What We Need From You

Federal

- Support continued progress to fulfill Executive Order 13514: Federal Leadership In Environmental, Energy, And Economic Performance
 - Fund the Energy Efficiency and Conservation Block Grant (EECBG) program
- Encourage military bases to take a leadership role in deployment of new energy solutions and extend benefits to the surrounding community
 - Continue to provide incentives for deployment of new clean energy technologies
 - Remove barriers to innovative energy project financing

State

- Support policy, incentives, and funding mechanisms to promote energy efficiency and renewable energy projects
- Support utility programs that advance energy efficiency, renewable energy, and smart grid development
 - Support deployment of new energy technologies on critical infrastructure
 - Support planning initiatives for deployment of electric vehicles
- Ensure state purchasing/procurement guidelines support energy efficient products

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

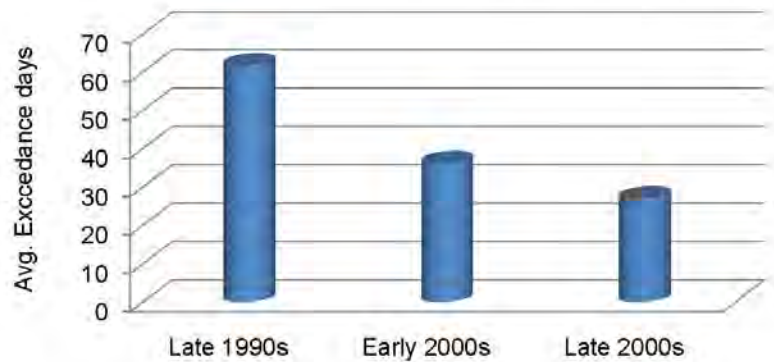


Challenge

The Washington region is a non-attainment area for ground-level ozone and fine particulate matter (PM 2.5) according to federal health standards. In the near future there may be additional requirements impacting governments in our region, including new and tighter air standards, new air monitoring requirements (including near road monitoring) and other toxics, as well as tougher new requirements for coal and oil fired power plants to control mercury and other air toxics.

Meeting these new requirements will require adequate funding levels, controls on sources outside our region that contribute to transported air pollution, controls on sources that aren't subject to state regulation, as well as new investments in new energy technology, infrastructure, and pollution controls.

Average Exceedance Days (Ozone Standard)



Note: 2008 Ozone standard (75 ppb) assumed to be in place through the period shown in the graph.

Regional Commitment:

Beginning in 2014, the region's air quality will be improving and ambient concentrations will be reduced below federal standards

Region Forward Sustainability Target

The region has a long history of making air quality issues a high priority, and our efforts have paid off. Our air is dramatically cleaner than 20 years ago. Region Forward includes a goal to continue to work to reduce pollutants to meet all federal air quality health standards. Through COG, under the federal Clean Air Act and in support of the states, the Metropolitan Washington Air Quality Committee (MWAQC) coordinates regional air quality planning to reduce pollutant emissions. The committee has developed a series of to reduce pollution levels for the federal ozone standard which have guided our region's significant progress. The region's transportation planning program is required to meet pollution limits set by MWAQC that insure continued progress in reducing pollution from transportation sources. The region is currently developing a redesignation and maintenance plan to show that it is now in attainment of the strict small particle (PM2.5) standard. COG provides daily reports and forecasts of regional air quality and works with businesses and individuals to take actions to reduce polluting activities on days when unhealthy air is forecast.



What We Need From You

Federal

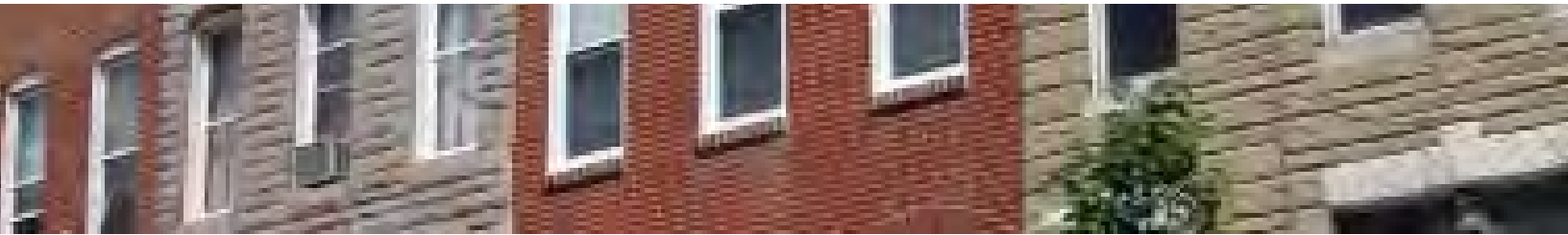
- Federal rules to reduce pollution to help states and localities meet new federal air quality standards
 - Reduce transport of pollutants across regions
- Provide sufficient funding to air agencies so that they can implement programs required to meet federal standards and mandates
 - Continue to establish standards that lead to lower mobile sector emissions, including emission standards for vehicle manufacturers
- Flexibility where needed to assist power sources that are critical for reliability meet new requirements

State

- Support pollution control strategies that improve air quality and reduce ambient concentrations below federal health standards
 - Support innovation in local programs
 - Continued support for energy efficiency and renewable energy programs
 - Foster the growth of the electric vehicle market

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

One Region Moving Forward



Challenge

The provision of an adequate supply of housing is a persistent challenge for the National Capital Region—one that threatens our quality of life, economic vitality, and competitiveness. Over the next 20 years, the region will add more than a million net new jobs, and will need more than 1.8 million replacement workers to fill new jobs as well as those vacated by retirees. To house these future workers, the National Capital Region will need to add approximately 731,000 new housing units by 2030. Yet local jurisdictions are planning for an insufficient amount of housing to accommodate these workers.

The region will need more housing for all income levels, but housing that is affordable to households at or below 80 percent of regional median household income (80 percent of \$85,168 = \$68,134), and between 80 and 120 percent (120 percent = \$102,201) is particularly critical to the region's economy because it provides viable housing options for a wide range of households, and helps to ensure that employers can find the workers they need. Housing is increasingly expensive; home prices and rents in the region are among the nation's highest, and rental vacancy is at an all-time low. To meet the needs of the region's future workforce, as well as changing demographics, new housing development will need to shift toward more multi-family housing, more small homes, and more rental housing. This is necessary to accommodate entry-level workers, the lower-wage workers who support all industries, and smaller household sizes.

In addition, much of the region's housing stock is concentrated on the eastern side of the region and the exurban fringes, away from transit and major employment centers, creating long commutes and the worst traffic congestion in the county. Rapid growth occurring in the outer jurisdictions of Loudoun, Prince William, and Frederick Counties will worsen this imbalance. For many workers commuting long distances from outer jurisdictions, the high commute costs erode the savings of lower-cost housing. To address this, the region's jurisdictions need to focus new housing development near existing and growing employment centers and in areas well-served by transit.

Regional Commitment:

Beginning in 2012, the region will maintain 15% of all new housing units to be affordable to households earning less than 80% of regional median income.

Region Forward Livability Target

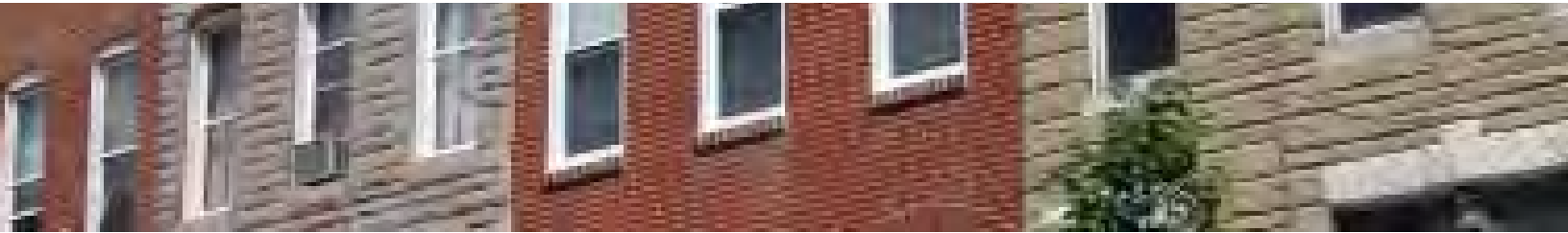
- COG is partnering with Enterprise Community Partners and the National Housing Trust on the development of a regional housing fund that will be used to acquire and preserve market-rate affordable housing along transit corridors.
- The District of Columbia has launched a Live Near Your Work (LNYW) initiative. The LNYW initiative is designed to encourage home ownership near an employee's place of work by offering assistance on down-payments and closing costs for home buyers. The purpose of the program is to attract and retain D.C. employees while significantly reducing commuting costs.

One Region Moving Forward

Metropolitan Washington Council of Governments

2012 Policy Brief: Housing

22 Jurisdictions • 250+ Elected Officials • 5 Million Residents



What We Need From You

Federal

- Maintain CDBG funding to State and local governments
- Reauthorize funding for the federal Sustainable Communities Initiative

State

- Support legislation to align land use and transportation planning
- Support Region Forward by encouraging the participation of State housing agencies in the Region Forward Coalition

Local

- Remove barriers to mixed-use and higher-density housing development



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

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2012 COG Board Handbook