



BOARD OF DIRECTORS

Wednesday, May 13, 2026
12:00 P.M. - 2:00 P.M.
Goodwill Corporate Office

AGENDA

- 12:00 P.M.**
- 1. CALL TO ORDER**
Reuben Collins, COG Board Chair
 - 2. CHAIR'S REPORT**
Reuben Collins, COG Board Chair
 - 3. EXECUTIVE DIRECTOR'S REPORT**
Clark Mercer, COG Executive Director
 - A. 3rd Quarter Financial Report
 - 4. AMENDMENTS TO THE AGENDA**
Reuben Collins, COG Board Chair
 - 5. APPROVAL OF THE MINUTES FROM APRIL 08, 2026**
Reuben Collins, COG Board Chair
Recommended Action: Approve minutes.
 - 6. ADOPTION OF CONSENT AGENDA ITEMS**
Reuben Collins, COG Board Chair
 - A. Resolution R21-2026 – Receive and Expend Funding from Drinking Water Utilities to Support Regional Source Water & Drinking Water Protection with the Watersuite Platform
 - B. Resolution R22-2026 – Resolution to Amend the Metropolitan Washington Council of Governments Pension Plan**Recommended Action: Adopt Resolutions R21-2026 – R22-2026.**
- 12:10 P.M.**
- 7. FISCAL YEAR 2027 WORK PROGRAM AND BUDGET**
Julie Mussog, COG Chief Financial Officer/Chief Administrative Officer

The board will be briefed on the proposed FY 2027 (July 1, 2026 to June 30, 2027) Work Program and Budget, which was reviewed and recommended for approval by the Budget and Finance Committee.

Recommended Action: Receive briefing and adopt Resolution R23-2026.

Reasonable accommodations are provided upon request, including alternative formats of meeting materials.
Visit www.mwcog.org/accommodations or call (202) 962-3300 or (202) 962-3213 (TDD).

- 12:20 P.M.** **8. NONPROFIT AND PHILANTHROPY REGIONAL COLLABORATION**
Rosie Allen Herring, United Way Worldwide Interim President and CEO
Larysa Kautz, Melwood President and CEO
Catherine Meloy, Goodwill of Greater Washington President and CEO
Tonia Wellons, Greater Washington Community Foundation President and CEO

The board will hear from nonprofit and philanthropy leaders in the region to discuss how local governments can collaborate and support their regional initiatives.

Recommended Action: Receive briefing.

- 1:20 P.M.** **9. HOMELESSNESS IN METROPOLITAN WASHINGTON**
Christine Hong, COG Homeless Services Committee Chair, Montgomery County Services to End and Prevent Homelessness Chief

The board will be briefed on the results of the Point-in-Time count, an annual enumeration of persons experiencing homelessness, and the current state of homelessness in the region.

Recommended Action: Receive briefing.

- 1:55 P.M.** **10. OTHER BUSINESS**

- 2:00 P.M.** **11. ADJOURN**

There is no regular COG Board meeting in June. The COG Leadership Retreat will take place in Cambridge, Maryland on June 26-27.

AGENDA ITEM #2

CHAIR'S REPORT

AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT

MEMORANDUM

TO: COG Board of Directors
FROM: Clark Mercer, COG Executive Director
SUBJECT: Executive Director's Report – May 2026
DATE: May 6, 2026

POLICY BOARD & COMMITTEE UPDATES

National Capital Region Transportation Planning Board (TPB) – In April, the TPB endorsed a proclamation stating that May 15 will be the region's Bike to Work Day and updated the Transportation Resilience Improvement Plan (TRIP) prioritized project list. The board also reviewed the DMVMoves Work Plan, federal transportation reauthorization, and an Association of Metropolitan Planning Organizations (AMPO) Bridges and Safety Infrastructure for Community Success (BASICS) Act overview.

Food and Agriculture Regional Member (FARM) Policy Committee - FARM's April meeting featured a panel on grocery retail in the region, covering attraction, retention, affordability, pricing, and how federal policy changes could impact retailers and healthy food access. The affect of store closures on emergency food assistance providers was also addressed. The Local Food Procurement Challenge's Community of Practice for local governments also held its first meeting.



34th Annual COG Wreath Laying Ceremony
The 34th COG Annual Corrections Wreath Laying Ceremony honored the vital role of corrections professionals, remembering officers nationwide and from local agencies who died in the line of duty.

[View photos from the event](#)

OUTREACH & PROGRAM HIGHLIGHTS

Joint Session with Institute for Regional Excellence (IRE) and DC Government - COG
Executive Director Clark Mercer joined a joint meeting with the Institute for Regional Excellence and the DC government to discuss progress on the IRE program that is run in partnership with COG and GWU. The groups met to learn together, network, share ideas, and broaden their perspectives about the region.

Public Safety – In April, COG advanced regional public safety and collaboration through several key events. COG convened local and state personnel for a joint public safety wellness meeting and partnered with federal and local agencies to discuss coordination of scam prevention messaging. The Homeland Security Executive Committee (HSEC) examined multi-jurisdictional event response to clarify mutual aid expectations. Additionally, COG leadership emphasized regional planning at the Washington Metropolitan Area Transit Authority (WMATA) Safety and Security Summit, and staff co-hosted a session on Traffic Incident Management to strengthen local planning across metropolitan Washington.

Greater Washington Together Update – COG Executive Director Clark Mercer joined a convening of the Greater Washington Together partnership, a regional effort uniting a growing group of government, employer, education, and nonprofit leaders across Greater Washington to strengthen economic resilience for our region. This meeting allowed our various groups to share ideas and results from different economic initiatives that they have partnered on, including Talent Capital.

Regional Travel Survey and presentation at University of Maryland’s Center for MultiModal Mobility
– In April, DTP released the 2026 Regional Travel Survey to gather critical post-pandemic transportation data using a new smartphone app. Highlighting these innovative collection methods, Ken Joh, DTP’s Principal Statistical Survey Analyst, recently presented on the evolution of modern travel surveys to University of Maryland’s Center for MultiModal Mobility.

IT and Cybersecurity Public Sector Summit - John Bayliss, director of the Office of Technology at COG, joined a panel at the Illumio Public Sector Summit to discuss regional cybersecurity funding. He highlighted the necessary transition from federal grants to local investments to sustain critical public safety programs.



Foster Parents of the Year 2026

COG honored the 2026 Foster Parents of the Year on May 2, an annual effort recognizing excellence in foster care and aiming to inspire others to become foster parents themselves.

MEDIA HIGHLIGHTS

Talent Capital update – COG’s April Board meeting update on Talent Capital was covered by WTOP.

[WTOP](#)

America250 briefing – COG’s April Board meeting briefing on America250 planning, events and security was covered by WTOP.

[WTOP](#)

Regional Roadway Safety study – TPB’s Regional Roadway Safety study was covered by WUSA9.

[WUSA9](#)

CEEPC’s 100th meeting – COG’s Climate Energy and Environment Policy Committee’s (CEEPC) 100th meeting and climate goal progress was covered by ARLnow.

[ARLnow](#)



New COG report on region’s economy and federal workforce

Clark Mercer was interviewed on The Politics Hour on WAMU as well as Fox 5 to discuss the latest economic trends report and talk about how regional leaders have formed new collaborations to strengthen the region’s competitiveness. The report was also covered by 7 News, DC News Now, The Alexandria Brief, ALXnow, WAMU, Washington Business Journal, Inside NoVa, and Falls Church News-Press.

[WAMU](#)



MEMORANDUM

TO: COG Board of Directors
FROM: Clark Mercer, COG Executive Director
Julie Mussog, COG Chief Financial Officer / Chief Administrative Officer
SUBJECT: Fiscal Year 2026 Third Quarter Financial Report
DATE: May 6, 2026

We are providing the following interim financial reports to the Board of Directors for the nine months ended March 31, 2026:

- Statement of Revenue, Expense, and Change in Net Position for the period July 1, 2025 – March 31, 2026
- Comparative Statement of Net Position as of March 31, 2025, and March 31, 2026

SUMMARY AND HIGHLIGHTS

As of the first nine months of the fiscal year, the net deficit from operations is \$0.6 million. This is a result of a \$1.3 million decrease in designated program funds partially offset by an increase in undesignated fund balance of \$0.8 million. This deficit is primarily a timing issue where program funds collected in prior fiscal years have been spent down. The DOEE Switcher program spent \$2.1 million project fund balance that we have been carrying for a couple of years. We were notified after the budget process was completed that this project would finally be moving forward so this spend down of designated fund balance was not reflected in the budget. The increase in undesignated fund balance is primarily a reflection of higher interest income, dividend income, and unrealized gains as compared to the budget.

Operating revenue is tracking to close to budget at 62% nine months into the year. Total operating expenses are tracking a bit higher at 63%. Lower federal and state revenue to the budget is driven by lower spend in Transportation Planning Board Work Program (TPB) and Commuter Connections (\$3.1 and \$2.2 million). The remaining difference to budget is \$3.6 million of HUD grant funds that were budgeted that have not materialized as of the end of Q3. These are cost reimbursement projects, so the year-to-date expenses are also lower than budget but tracking to the prior year. Spend and thus revenues are typically higher in the second half of the year for most programs at COG. Salaries are lower than budget due to unbudgeted turnover and delays in hiring some new budgeted positions in TPB and Community Planning.

Subrecipient pass-through funds are at 33% of the amount budgeted. Enhanced Mobility programs account for this total budgeted amount we expect to track higher in the last quarter of the year.

The Statement of Net Position as of March 31, 2026, shows an overall increase in net position of \$1.4 million. The increase reflects the increase of \$2.4 million and \$3.0 million increase in capital assets and the capital reserve related to the building renovation partially offset by a decrease in restricted project funds of \$2.0 million from the spend down of the DOEE Switcher program and an

undesignated funds decrease of \$2.0 which reflects the \$4.1 million transfer to the capital reserve fund partially offset by positive surplus from the end of FY2025.

Board-designated reserves, which include the operating and capital expenditures reserves remain 100% funded at \$14.8 million (\$5.2 operating reserve and \$9.6 capital reserve).

Metropolitan Washington Council of Governments
Comparative Statement of Net Position
As of March 31, 2025 and March 31, 2026

	FY2026 as of 3/31/2026	FY2025 as of 3/31/2025	Increase (Decrease)
Assets			
Cash & Investments	15,426,100	17,084,000	
Accounts receivable	11,607,400	12,016,400	
Prepaid expenses and other assets	1,423,600	101,700	
Capital assets, net of depreciation	4,426,000	2,030,600	
Total Assets	32,883,100	31,232,700	1,650,400
Liabilities			
Accounts payable	1,169,600	1,451,100	
Accrued payroll, leave & other liabilities	2,005,100	1,503,300	
Deferred revenue	2,088,400	2,045,000	
Other Non-current Liabilities	-	-	
Total Liabilities	5,263,100	4,999,400	263,700
NET POSITION*			
Net investment in capital assets	4,426,000	2,030,600	2,395,400
Board designated reserves	14,849,600	11,835,900	3,013,700
Restricted project funds	5,243,900	7,284,400	(2,040,500)
Undesignated	3,100,500	5,082,400	(1,981,900)
Total Net Position	27,620,000	26,233,300	1,386,700
Total Liabilities and Net Assets	32,883,100	31,232,700	1,650,400

*Excludes Net Pension Asset of \$6,629,500 which is available only for pension plan benefits.

Metropolitan Washington Council of Governments
FY 2026 Statement of Revenue, Expense, and Change in Net Position
For the nine months ended March 31, 2026
With Comparisons to Approved Budget and Prior Year Results

Prepared on an accrual basis

	Fiscal YTD As of 3/31/2026	Budget FY2026	% of Budget	Prior FY As of 3/31/2025
Operations Revenue				
Federal and state revenue	23,995,900	43,450,200		21,477,900
Member dues	4,176,000	5,568,000		3,977,200
Regional funds	2,868,100	3,824,200		2,707,700
Building revenue	423,800	580,900		551,300
Other revenue*	5,021,500	5,040,900		4,545,200
Total Operations Revenue	36,485,300	58,464,200	62%	33,259,300
Operations Expense				
Salaries - Direct program	10,116,300	15,351,000		8,874,900
Other employee benefits	2,887,100	3,627,300		2,406,000
Consultants	12,078,500	20,367,300		7,895,000
Other direct program expense	5,092,300	8,676,500		5,392,000
Support services, rent and other allocated expense	6,881,000	11,109,800		6,985,800
Total Operations Expense	37,055,200	59,131,900	63%	31,553,700
Net Surplus (Deficit) - Operations	(569,900)	(667,700)		1,705,600
Increase (Decrease) in Designated Program Fund Balance	(1,337,700)	(573,000)		243,800
Change in Undesignated Fund Balance	767,800	(94,700)		1,461,800

*Other Revenue includes sponsorships, donations, fees for services, and other miscellaneous revenue.

Revenue - All Sources	FY2026 YTD	FY2026 Budget	
Operations	36,485,300	58,464,200	62%
Special Revenue Funds	249,000	108,500	229%
Subrecipient Pass-Through	1,510,900	4,619,700	33%
Contributed Services			
Total Revenue - All Sources	38,245,200	63,192,400	

AGENDA ITEM #4

**AMENDMENTS TO
THE AGENDA**

AGENDA ITEM #5

APPROVAL OF THE MINUTES

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

**MINUTES
COG Board of Directors Meeting
April 8, 2026**

BOARD MEMBERS AND ALTERNATES: See attached chart for attendance.

SPEAKERS:

Daniel Sheehan, COG TPB Transportation Operations Programs Director
Scott Boggs, COG Homeland Security and Public Safety Managing Director
Delegate Gretchen Bulova, VA250 Commission Member
Michele Johnson, Maryland Two Fifty Commission Director
Lindsey Appiah, District of Columbia Deputy Mayor for Public Safety and Justice
William Lopez, BuildWithin Co-Founder
Paul Kihn, District of Columbia Deputy Mayor of Education

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COG Board Chair Reuben Collins called the meeting to order at 12:03 P.M. and led the Pledge of Allegiance.

2. CHAIR'S REPORT

The Chair's report included the following items:

- COG Leadership Retreat – June 26-27

3. EXECUTIVE DIRECTORS REPORT CHAIR'S REPORT

The Executive Director's report included the following items:

- National Capital Region Transportation Planning Board (TPB) – On March 18, the Transportation Planning Board (TPB) approved the FY 2027 Unified Planning Work Program (nearly \$29 million, plus \$2.7 million carryover) and Commuter Connections (nearly \$8.4 million) budgets to advance regional mobility.
- Chesapeake Bay & Water Resources Policy Committee - On March 20, the Chesapeake Bay and Water Resources Policy Committee (CBPC) reviewed federal and state water legislation, including legislation related to funding, PFAS forever chemicals, and storm drain safety updates across Maryland and Virginia.
- Food and Agriculture Regional Member (FARM) Policy Committee - One of FARM's Work Groups, the DMV Food Council Collaborative, held its bimonthly meeting. COG staff conducted outreach to member jurisdictions on the Local Food Procurement Challenge (LFPC) and will continue to do so. Chair Friedson introduced a Resolution at the Montgomery County Council to commit to participation in the LFPC. The Council adopted the Resolution unanimously on March 24.
- Climate Energy and Environment Policy Committee (CEEPC) – The committee held its 100th meeting on March 25 at the National Press Club, where members celebrated 15 years of collaborative climate action and reviewed regional greenhouse gas inventories to track progress towards climate goals.
- Human Services Policy Committee - The Human Services Policy Committee met in-person on March 13 in Arlington County to better understand partnership models with faith-based communities to create affordable housing. Members learned about Enterprise Community Partner's Faith-Based Development Institute and its impact on the metropolitan Washington region as well as its national expansion.

4. AMENDMENTS TO THE AGENDA

There were no amendments to the agenda.

5. APPROVAL OF THE MINUTES FROM MARCH 11, 2026

The minutes from the March 11th board meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

- Resolution R20-2026 – Resolution authorizing COG to receive and expend Pathways to Removing Obstacles to Housing grant funds

Action: The board adopted Resolution R20-2026.

7. 2025 State OF THE COMMUTE SURVEY RESULTS

The board was briefed on the results of the 2025 State of the Commute survey, conducted every three years by COG's Commuter Connections program, to assess regional commuting trends. Board members engaged in discussion on transportation options in the region and its effects on constituents.

8. AMERICA'S 250TH ANNIVERSARY EFFORTS IN DC, MARYLAND AND VIRGINIA

The board was briefed on the upcoming programs and events in the District of Columbia, Maryland and Virginia to commemorate the 250th anniversary of the United States.

9. UPDATE ON TALENT CAPITAL AI

The board was briefed and updated on Talent Capital AI, the AI workforce agent launched in late 2025, which is a partnership between DC, Maryland and Virginia designed to be a centralized system for jobseekers to access job matching, career training, credentialing, and coaching across state lines

10. OTHER BUSINESS

11. ADJORN

The meeting was adjourned at 2:04 P.M.

**COG Board of Directors
Meeting
April 8, 2026 Attendance**

Jurisdiction	Member	Y/N	Alternate	Y/N
<i>District of Columbia</i>				
Executive	Hon. Muriel Bowser		Ms. Lindsey Parker	
	Mr. Kevin Donahue	Y	Mr. Tomas Talamante	Y
Council	Hon. Phil Mendelson		Hon. Brianne Nadeau	Y
	Hon. Charles Allen	Y		
<i>Maryland</i>				
City of Bowie	Hon. Dufour Woolfley	Y		
Charles County	Hon. Reuben Collins	Y	Hon. Thomasina Coates	
City of Frederick	Hon. Michael O'Connor		Hon. Gayon Sampson	
Frederick County	Hon. Jessica Fitzwater		Ms. Victoria Venable	
City of College Park	Hon. Denise Mitchell	Y	Hon. Fazlul Kabir	
City of Gaithersburg	Hon. Robert Wu		Hon. Neil Harris	
City of Greenbelt	Hon. Emmett Jordan		Hon. Kristen Weaver	
City of Laurel	Hon. Keith Sydnor	Y	Hon. Brenis Smith	
Montgomery County - Exec	Hon. Marc Elrich		Mr. Richard Madaleno Ms. Fariba Kassiri Mr. Earl Stoddard	Y
Montgomery County - Council	Hon. Evan Glass		Hon. Maxene Bardwell	
Montgomery County - Council	Hon. Kate Stewart	Y	Hon. Natali Fani-Gonzalez	
Prince George's County - Exec	Hon. Aisha Braveboy		Mr. Maxene Bardwell	
Prince George's County - Council	Hon. Krystal Oriadha	Y	Hon. Tom Dernoga	
Prince George's County - Council	Hon. Wala Blegay			
City of Rockville	Hon. Monique Ashton	Y		
City of Takoma Park	Hon. Talisha Searcy	Y	Hon. David Eubanks	
Maryland General Assembly	Hon. Brian Feldman			
<i>Virginia</i>				
City of Alexandria	Hon. Alyia Gaskins	Y	Hon. Sarah Bagley	
Arlington County	Hon. Takis Karantonis	Y		
City of Fairfax	Hon. Catherine Read	Y	Hon. Stacey Hardy-Chandler	
Fairfax County	Hon. Rodney Lusk	Y	Hon. Daniel Storck	
Fairfax County	Hon. Jeff McKay		Hon. Andres Jimenez	
Fairfax County	Hon. James Bierman	Y	Hon. Walter Alcorn	
City of Falls Church	Hon. David Snyder	Y	Hon. Marybeth Connelly	
Loudoun County	Hon. Laura TeKrony	Y		
Loudoun County	Hon. Phyllis Randall		Hon. Koran Saines	
City of Manassas	Hon. Mark Wolfe	Y	Hon. Sonia Vasquez Luna	
City of Manassas Park	Hon. Darryl Moore	Y		
Prince William County	Hon. Deshundra Jefferson	Y	Hon. Kenny A. Boddye	
Prince William County	Hon. Andrea Bailey	Y	Hon. Tom Gordy	
Virginia General Assembly				

Y = voting member present

P = present alternate in addition to member

Total voting present: 24

AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

**ADOPTION OF CONSENT AGENDA ITEMS
May 2026**

A. RECEIVE AND EXPEND FUNDING FROM DRINKING WATER UTILITIES TO SUPPORT REGIONAL SOURCE WATER & DRINKING WATER PROTECTION WITH THE WATERSUITE PLATFORM

The board will be asked to adopt Resolution R21-2026 authorizing the Executive Director, or his designee, to receive and expend grant funds from member water utilities in the amount of \$150,000.00. The resolution also authorizes the Executive Director, or his designee, to proceed with procurement for a contractor, or contractors, and enter into a contract to COG worked with utilities in the Region to use the WaterSuite tool, used by the region since 2017, for ongoing drinking source water assessments, and use this data and technology to enhance the resiliency and security of regional drinking water sources; and these funds with support the annual WaterSuite subscription. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R21-2026.

B. RESOLUTION TO AMEND THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS PENSION PLAN

The Board will be asked to approve Resolution R22-2026, authorizing amendments to the COG Pension Plan. Proposed amendments in the attached document include adjustments to employee and employer contributions and an update to the bank trustee. These changes were unanimously approved by the Pension Plan Advisory Committee in May 2025.

RECOMMENDED ACTION: Adopt Resolution R22-2026.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
PENSION PLAN
SUMMARY PLAN DESCRIPTION

~~January 11, 2023~~
Updated May 13, 2026

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I. INTRODUCTION

This is a summary of the Metropolitan Washington Council of Governments ("COG") Pension Plan (the "Plan"), which COG has maintained for its employees since 1965. Over the years, the Plan has been amended to provide increased benefits for Plan participants and to comply with changes in pension law and regulations. Generally, the description of benefits in this summary plan description ("SPD") applies only to participants who are employees of COG on or after July 1, 2013.

COG is within the category of organizations that is not required to participate in the retirement income portion of the Federal Social Security program, and in 1976 the agency separated from the program. However, the Plan has been developed to give comparable benefits at less cost to employees. Its purpose is to help you build your financial independence for retirement while providing a measure of protection for your family in case of your death or disability at an earlier age.

In 1974, Congress enacted the Employee Retirement Income Security Act ("ERISA") to regulate private pension plans. Since COG is an agency or instrumentality of the local governments in the Washington Metropolitan Area, the Plan is a "governmental plan" and, thus, not subject to ERISA. In addition, because the Plan is a governmental plan, the benefits it provides are not guaranteed by the Pension Benefit Guaranty Corporation ("PBGC") under Title IV of ERISA. However, there are several ERISA requirements which are also Internal Revenue Code ("IRC") requirements with which COG has chosen to comply; and these provisions are incorporated into the Plan.

The SPD is intended to give you an overall understanding of the Plan without using the technical language required in the formal document. Although every effort has been taken to make the SPD understandable, it does not purport to be complete. For a detailed description of the benefits and limitations under the Plan, you must examine the Plan itself, copies of which are available for review in the Office of Human Resources Management. In the event of any inconsistency between this SPD and the provisions of the Plan, the terms of the Plan will govern. Remember that the Plan is designed for your benefit. If there is anything in the SPD or the Plan that you do not understand, please do not hesitate to ask the Office of Human Resources Management about it.

II. IDENTIFICATION INFORMATION

<u>Name of Plan:</u>	Metropolitan Washington Council of Governments Pension Plan
<u>Plan Sponsor:</u>	Metropolitan Washington Council of Governments
<u>Sponsor's Employer Identification Number:</u>	52-6124571
<u>Plan Number:</u>	001
<u>Type of Plan:</u>	Defined Benefit Pension Plan
<u>Type of Administration:</u>	Administrative Committee and Insurer
<u>Insurer:</u>	New York Life Insurance Company

<u>Trustee:</u>	SunTrust Amalgamated Bank
<u>Plan Administrator:</u>	Pension Plan Administrative Committee Metropolitan Washington Council of Governments Suite 300 777 North Capitol Street, NW Washington, DC 20002-4201 (202) 962-3200
<u>Plan Year:</u>	The twelve-month period beginning each Jan. 1st
<u>Agent for Service of Legal Process:</u>	COG's Director, Office of Human Resources Management

III. DESCRIPTION OF PLAN PROVISIONS

1. Eligibility.

All employees other than "leased" employees are required to participate in the Plan. Employees who, at the time they are hired, are not likely to be employed beyond two (2) years ("Temporary Employees") are not eligible for the death or disability benefits provided other employees, however, and they are credited with a different, typically higher rate of interest on their contributions.

2. Employee Contributions.

~~You~~ Employees must contribute seven and a quarter percent (7.25%) of ~~your~~their salary effective January 1, ~~2026~~2018 in bi-weekly installments through payroll deductions. Effective July 1, 2026, employees must contribute seven and a half percent (7.5%) in bi-weekly installments through payroll deductions. Effective January 1, 2028, employees must contribute seven and three quarters percent (7.75%) in bi-weekly installments through payroll deductions. Effective July 1, 2028, employees must contribute eight percent (8.0%) in bi-weekly installments through payroll deductions. Employees ~~You~~ may not make additional contributions to the Plan.

3. Employer Contributions.

COG contributes ~~whatever is necessary~~ beyond employee contributions to keep the Plan financially sound, based upon an annual actuarial valuation. Effective January 1, 2026 COG will contribute nine and a half percent (9.5%) of total employee payroll. Effective July 1, 2026, COG will contribute ten percent (10.0%) of total employee payroll. Effective January 1, 2028, COG will contribute ten and a half percent (10.5%) of total employee payroll. Effective July 1, 2028, COG will contribute eleven percent (11.0%) of total employee payroll. COG also pays for a group term life insurance policy and a long-term disability insurance policy, which cover participants other than Temporary Employees.

4. Funding.

The Plan is funded in part through an investment contract with New York Life Insurance Company and in part through a trust established solely for this purpose. All contributions to the Plan are held and invested either by this insurance company or by one or more investment

managers. The resulting earnings are added to the contributions in order to provide the benefits called for under the Plan.

5. Administrative Committee.

The Administrative Committee (the "Committee") has exclusive responsibility and full discretionary authority to manage and control the operation and administration of the Plan. Its responsibilities include interpreting the Plan and resolving questions about eligibility, determining benefits, resolving questions of fact, interpreting Plan provisions, and establishing rules for the administration of the Plan. All actions, determinations and interpretations by the Committee must be performed in a uniform and nondiscriminatory manner. Committee membership is set by COG's Board of Directors (the "Board"). Currently, membership consists of the following nine members: COG's Executive Director; its Chief Financial Officer, its Director, Office of Human Resources Management; its Secretary-Treasurer; two members elected by employees and a Retirement employee who is a participant in the plan; and two members of the Board selected by the Chairman of the Board. The Executive Director of COG serves as Chair and designates a Secretary from the members of the Committee.

6. Determining Your Benefits – Definitions.

The following definitions will help you understand how your benefits are calculated:

a. Accrued Benefit expresses the extent to which your Normal Retirement Benefit has accumulated based on your service to date. It is stated in the form of a monthly payment beginning after your Normal Retirement Date. However, it is always at least equal to the series of monthly payments (annuity) that could be purchased for the sum of your contributions to the Plan, plus interest. Except for Temporary Employees, interest is calculated for contributions made before October 1, 2021, at five percent (5%) compounded annually, from the date of the contribution through September 30, 2021, and at two and one-half percent (2.5%) from October 1, 2021 through your Retirement Date. For contributions made on or after October 1, 2021, interest is calculated at two and one-half percent (2.5%) from the date of your contribution through your Retirement Date. If you are a Temporary Employee, interest is calculated at the Applicable Federal Rate for long-term debt instruments.

b. Beneficiary is the person or persons that you designate to receive any benefits payable under this Plan after your death. Forms for designating your Beneficiary are available in the Office of Human Resources Management. You may change your Beneficiary at any time. If you have not designated a Beneficiary before your death, your Beneficiary will be your heirs, as determined under applicable law.

c. Entry Date is the date on which you become a participant in the Plan. If you became an employee of COG after July 1, 1965, it is the date on which you became an employee, unless you elected to defer your participation under the terms of the Plan in effect at the time. If you were an employee on July 1, 1965, it is the date on which you first worked for COG or the Government of the United States or the District of Columbia, but not earlier than July 1, 1960. In the event that your employment with COG is terminated and you later resume employment, your Entry Date will be adjusted to give you credit for your original period of

employment. However, if any portion of your Accrued Benefit was distributed to you from the Plan during your break in service, this Service credit is given only if the full amount of any such distribution is repaid to the Plan, with interest, within five (5) years of your reemployment. Permissible sources of the repayment include funds held under an individual retirement account.

d. Normal Retirement Benefit is the benefit to which you are entitled beginning on the first day of the month after your Normal Retirement Date if you retire then. It is determined as explained in Section 7(e) below.

e. Ratio of Service is your "Benefit Service," which is the number of months in which you are credited with at least one hour of service, divided by your "Expected Service," which is the number of months from the first day of the month in which your Entry Date occurs to the first day of the month following your Normal Retirement Date or, if different, the date you actually retire. Expected Service will not exceed three hundred (300) months; nor will Ratio of Service exceed one (1), even if your Benefit Service exceeds three hundred (300) months. In general, your Ratio of Service will be one (1) unless there are periods between your Entry Date and your Normal Retirement Date when you are not credited with service to COG and your Benefit Service is less than 300. If your Ratio of Service is less than one, your Normal Retirement Benefit is subject to reduction, as explained below.

7. Retirement Dates and Benefits.

a. Normal Retirement Date. This is the earlier of (A) twenty-five (25) years after your Entry Date or, if later, your 60th birthday; or (B) the date on which you attain age 65 or, if later, the fifth anniversary of the date on which you became a participant in the Plan.

Examples:

<u>Age at Entry Date</u>	<u>Age at Normal Retirement</u>
62	67
40-59	65
38	63
35 or younger	60

b. Early Retirement. If you have fifteen (15) years of service, you may elect to retire upon attaining age 55 and receive an actuarially reduced benefit, based on the service you have accrued to date.

c. Deferred Retirement Date. Any retirement date that is after your Normal Retirement Date.

d. Disability Retirement. If you are disabled while employed by COG, and you are not a Temporary Employee, you will receive benefits under a separate insurance policy until you recover or you reach what would have been your Normal Retirement Date. The company issuing the policy determines whether you have suffered a disability.

e. Normal Retirement Benefit. If you retire on your Normal Retirement Date, you will begin to receive your Normal Retirement Benefit on the first day of the month

following the month in which you retire. In general, your Normal Retirement Benefit each year is eighty percent (80%) of the average annual compensation that you received from COG during the three (3) calendar years in which you received the highest compensation, multiplied by your Ratio of Service. For this purpose, compensation means the wages or salary paid or payable to you during a calendar year, including actual payments of deferred compensation and bonuses, the amount you contribute to the Plan, qualified transportation fringe benefits, and certain items of “imputed” compensation. This benefit is payable in monthly amounts (one-twelfth (1/12) of the yearly amount) from your Normal Retirement Date until your death, with at least one hundred twenty (120) monthly payments (ten (10) years) guaranteed. See Section 8 below for a description of the various forms in which you may receive this benefit and the manner in which you select the form.

However, you will not receive a full Normal Retirement Benefit in certain circumstances. For example, you must be credited with three hundred (300) months of service to COG to qualify for a full pension. Thus, if your Entry Date does not precede your "Full Pension Entry Date," which is the date that is three hundred (300) months before the later of your Normal Retirement Date or the date you actually retire, your Normal Retirement Benefit will be reduced by one-third of one percent (1/3%) for each month between your Full Pension Entry Date and your Entry Date (four percent (4%) per year). Your benefit also could be limited pursuant to IRC Section 415, which generally limits annual benefits to the lesser of your average compensation for your best three (3) years or \$90,000, indexed for inflation (\$220,000 for 2018). Also, your benefits could be limited by IRC Section 401(a)(17), which generally limits to \$150,000, indexed for inflation (\$275,000 in 2018), the amount of your compensation that can be taken into account under the Plan. Finally, if you retire before completing at least five (5) Years of Vesting Service, any portion of your benefit that has not yet vested will be forfeited, as provided in Section 11.

Examples of Normal Retirement Benefit:

(1) You begin work, and enter the Plan, the month after your 50th birthday. Your Normal Retirement Date is your 65th birthday. Your service is never interrupted, and you retire on your 65th birthday. Your three (3) highest paid years are the last three, in which your compensation averages \$50,000. Your Benefit Service and your Expected Service are both fifteen (15) years, and your Ratio of Service is 1. Your Normal Retirement Benefit is computed as follows:

80% of Average Compensation for Three Highest Paid Years	=	\$ 40,000
Times Ratio of Service	=	1
Less 40% (4% times 10 years difference between Full Pension Entry Date and Entry Date)	=	16,000
Annual Benefit	=	24,000

Monthly Benefit (Annual Benefit Divided by 12)	=	2,000
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(2) You begin work, and enter the Plan, at age 32. At ages 45 and 55 you take one-year leaves of absence without pay. You retire at age 60, your Normal Retirement Date. Your average compensation for your three (3) highest paid years is \$50,000. Your Expected Service is three hundred (300) months and your Benefit Service is three hundred twelve (312) months. Your Ratio of Service is 1.00. Since you started work before your Full Pension Entry Date, there is no reduction of the sort illustrated in Example 1. Your Normal Retirement Benefit is determined as follows:

80% of Average Compensation for Three Highest Paid Years	=	\$ 40,000
Times Ratio of Service	=	1
Annual Benefit	=	40,400
Monthly Benefit	=	3,333

f. Deferred Retirement Benefit. If you retire after your Normal Retirement Date, your Benefit Service and Expected Service will be increased by the number of months of your service between your Normal Retirement Date and your Deferred Retirement Date, but your Expected Service will not be increased to more than three hundred (300) months. Thus, this additional service may increase your Ratio of Service, but not to more than one (1), and may reduce or eliminate the number of years to which the four percent (4%) per year reduction of your benefit would apply. Your Deferred Retirement Benefit is not actuarially adjusted (increased) to be equivalent in value to the benefit you would have received if you had retired on your Normal Retirement Date.

Examples of Deferred Retirement Benefit:

(1) Same facts as Example 1 under Normal Retirement Benefit, but you do not retire until your 68th birthday. Because you have worked three (3) years after your Normal Retirement Date, the reduction is only 28 percent (28%) (4% times seven (7) years), instead of 40 percent (40%), or \$11,200. This produces an annual benefit of \$28,000, and a monthly benefit of \$2,400.

(2) Same facts as Example 2 under Normal Retirement Benefit, but you retire at age 62 and your average compensation is now \$55,000. Your Ratio of Service is still 1, and your Normal Retirement Benefit is still eighty percent (80%) of your average compensation, which is now \$44,000 per year, or \$3,667 per month. Thus, if you work past Normal Retirement Age once you have accrued a full eighty percent (80%) benefit, you increase your Normal Retirement Benefit only as a result of increased compensation.

g. Disability Retirement. If you are not a Temporary Employee and you are disabled while working for COG, you will receive disability payments under COG's disability insurance plan until your Normal Retirement Date, unless you recover or die before then. Under that plan, the disability payments are two-thirds (2/3) of your salary with a maximum of \$10,000 per month. Your Normal Retirement Benefit will not be reduced to reflect these payments. For purposes of determining your Normal Retirement Benefit, your annual compensation will be increased each year until your Normal Retirement Date by any percentage cost-of-living increases granted by COG to all employees while you are disabled. In addition, you will be given credit for service as if you had continued working. Furthermore, while you are disabled you will not be required to make contributions to the Plan. If you die while on Disability Retirement and before your Normal Retirement Date, your Beneficiary will receive the same death benefit as he or she would have received if you were still employed at the time of death. See Section 10.

h. Special Retirement Subsidy. If you retire on or after your Normal Retirement Date, you will also receive a supplemental monthly payment, currently \$233.00, subject to an increase each year determined in the same manner as the COLA described below. If you qualify for early retirement, the subsidy will be paid in an actuarial equivalent amount. Payments continue after you die to your surviving spouse, if you were married to that spouse on the date payments began to you.

i. Supplement for Unused Sick Leave. If you were hired before July 1, 2010, and you retire on or after your Normal Retirement Date, you may also be eligible for a supplemental benefit if you have accumulated more than 240 unused hours of sick leave at the time you retire. The formula for determining the amount of the supplement, if any, is complex. Please check with the Office of Human Resources Management for more details if you believe you may qualify.

8. Form of Retirement Benefits

Before you retire, the Committee will provide you with a written explanation of the various forms in which you may receive your retirement benefit, as summarized below, and other information designed to help you decide which is best for you. You will also receive general tax information and an explanation of your rollover rights, if any. You may request additional information from the Committee. You will have a reasonable period of time after receiving this information to make your selection. Until the date your benefits are due to begin, any election you make may be revoked. If you fail to make an election, you will receive the Basic Form (Paragraph a, below) if you are not married, or a Joint and Survivor Annuity (Paragraph b, below), if you are married. If you are married, you must obtain the written consent of your spouse, on a form provided by the Committee, to elect any form other than a Joint and Survivor Annuity or a One Hundred Percent Survivor Annuity (Paragraph d, below).

a. Basic Form. If you are not married when you retire, the normal form of retirement benefit is a ten (10) year certain life annuity. The annuity is determined as described in Section 7 and paid in monthly amounts. Once the annuity begins you will receive payments until you die; and if you die before one hundred twenty (120) payments are made, your Beneficiary will receive the remaining payments.

b. Joint and Survivor Annuity. If you are married, the normal form of retirement benefit is a ten (10) year certain Joint and Survivor Annuity. Under a Joint and Survivor Annuity, you would receive a monthly benefit that is smaller than the amount determined in Section 7. The reduced amount is payable for life. If you die before receiving at least one hundred twenty (120) monthly benefit payments, your spouse, if living, will receive the balance of one hundred twenty (120) payments in the same amount. After one hundred-twenty (120) payments, your surviving spouse receives monthly benefit payments for the remainder of his or her life at half of the original benefit amount you were receiving. If your spouse dies before a total of one hundred twenty (120) payments have been made to you and your spouse, your Beneficiary will receive the remainder of the one hundred twenty (120) payments.

The amount of your original benefit will be determined so that the combination of your benefits and the additional benefits to which your spouse is entitled if he or she survives you is actuarially equivalent in value to the Basic Form of benefit that you could have elected. The original benefit amount will be less than it would be under the Basic Form of benefit. The difference will depend on your age and that of your spouse. If the two of you are about the same age, the original benefit under a Joint and Survivor Annuity will usually be about ten percent (10%) less than it would be under the Basic Form.

c. Single Life Annuity. This is a monthly annuity for life. Although the monthly payment will be higher than under the Basic Form, all benefits cease at your death.

d. One Hundred Percent Survivor Annuity. This is a monthly annuity for your life, with payments continuing to your surviving spouse equal to the full amount paid to you.

e. Lump Sum Payment. This is a cash lump sum which takes into account the cost-of-living adjustment ("COLA") described in the next section. This form of benefit is available only if you elect it within the one hundred eighty (180) day period beginning on the date you are provided the appropriate election forms.

9. Cost-of-Living Adjustment.

A COLA will be made each July 1. It will apply only to annuity or monthly payments then being received by retired participants, their spouses, or their Beneficiaries. The COLA for each year will be half the percentage increase, if any, in the Consumer Price Index, but it will not exceed three percent (3%).

10. Death Benefits.

a. Basic Benefit. If you die while employed, your Beneficiary will receive a death benefit which equals the excess, if any, of (A) the present value of your Accrued Benefit immediately before the date of your death, over (B) the amount of benefits that are paid under COG's group term life insurance policy. That policy will pay an amount equal to three times your annual salary (rounded up to the nearest thousand) at the time of your death.

b. Survivor's Benefit. If you die while employed, each surviving dependent child under age 19 (or age 23 in the case of a full-time student enrolled in an accredited college

or university) will receive \$100 per month, indexed for inflation. Your surviving spouse will also receive this amount per month for so long as any dependent child is entitled to receive this benefit.

c. Former Employees Not Yet Retired. If you leave COG's employment prior to your Normal Retirement Date, you have not received your benefits in a lump sum, and you die prior to receiving any benefits, your Beneficiary will receive a death benefit equal to the present value immediately before your death of the vested portion of your Accrued Benefit, determined as described in Section 11, below.

d. Active Duty. If you leave COG's employment to go directly into the US military and die while performing "qualified military service," your Beneficiary and surviving dependents may be eligible for the death benefits described in Section 10(a) and (b). Your Beneficiary should immediately contact COG's Office of Human Resources Management

The Death Benefit described in Section 10(a) or (c) will be distributed to a non-spouse beneficiary in a lump sum. A surviving spouse beneficiary may receive the benefit as a lump sum, a monthly annuity for life, or a monthly annuity for life with one hundred twenty (120) payments guaranteed, as elected by you, or if you fail to make an election, your spouse.

11. Benefits Upon Termination of Employment.

If you terminate employment with COG, other than by death or disability, before you become eligible to retire under the Plan, you are entitled to receive, beginning on your Normal Retirement Date, a benefit equal in value to the sum of your contributions to the Plan, plus interest at five percent (5%) per year compounded annually (or the Applicable Federal Rate if you are a Temporary Employee), and the vested portion of the part of your Accrued Benefit that is not based on your contributions.

The vested portion of your Accrued Benefit that is not based on your contributions to the Plan (i.e., all of your Accrued Benefit minus the portion derived from your own contributions, in which you are always one hundred percent (100%) vested) is a percentage based on your number of Years of Vesting Service, as follows:

<u>Completed Years of Vesting Service</u>	<u>Vesting Percentage</u>
0 or 1	0%
2	40%
3	60%
4	80%
5	100%

Your number of Years of Vesting Service is the number of years in which you work for COG (or, in general, are otherwise entitled to pay from COG) for at least six (6) months. For this purpose, "years" are the twelve-month periods beginning on the first day of the month of your Entry Date and the same date of all subsequent calendar years. For example, if your Entry

Date is in June 2018, your vesting years are June 1, 2018 to May 31, 2019, June 1, 2019 to May 31, 2020, and so on until you leave COG. No participant ever acquires a vested interest in any contributions made by COG. These contributions fund the Plan's obligation to pay you your Accrued Benefit. It is this Accrued Benefit, not any COG contributions, in which you acquire a vested interest.

12. Form of Benefit Upon Termination of Employment.

a. Except as provided below, you will receive the benefit in the form of annuity payments beginning after your Normal Retirement Date. The exact form will be determined as it would be for Retirement Benefits, as described in Section 8.

b. If the present value of the vested portion of your Accrued Benefit is an amount less than or equal to \$1,000, you will receive that amount in cash, in a lump sum; and you will have no further claim to a benefit under the Plan.

c. Subject to the spousal consent requirements described in Section 8, and your making a timely election, you may receive the vested portion of your Accrued Benefit in a cash lump sum when you terminate employment with COG. The amount of such a lump sum takes into account the value of the COLA described in Section 9. At about the time of your termination, the Committee will inform you of the amount of the lump sum that you may elect and provide you with the appropriate forms. You must make the decision whether or not to take your lump sum payment within one hundred eighty (180) days after you receive the forms. Your decision is irrevocable.

13. Breaks in Service.

If you leave the employment of COG and later return, you may rejoin the Plan and get credit for your previous service. However, to get this credit you must repay within five (5) years of reemployment any lump sum payment distributed to you, plus interest at a rate of five percent (5%) per year calculated from the date you received your payment to the date of repayment. You also may receive credit for periods of military service if you return to COG and meet certain conditions. See the Committee for details if you think you might qualify for this credit. If you are reemployed by COG after you have begun to receive your retirement benefits in the form of an annuity, payment of those benefits will continue. When you again retire, your retirement benefit may be increased, based on the benefits earned during reemployment.

14. Claims Procedure.

Ordinarily, it is not necessary to file any claim to receive a benefit to which you are entitled under the Plan. However, if you believe you are entitled to and should have received a benefit, or a benefit greater than the one you have received, or if your Beneficiary feels this way, a claim may be filed with the Committee, c/o COG's Office of Human Resources Management at the address listed above, at any time up to the end of the Plan Year (the Plan Year is from July 1 of one year to June 30 of the next year) following the Plan Year in which you or your Beneficiary allegedly became entitled to the benefit. Unless otherwise agreed with the claimant, the Committee must notify the claimant of its decision within a reasonable period of time, generally ninety (90) days (45 days for a disability claim) after the claim was filed (one hundred

eighty (180) days if special circumstances exist). If the Committee denies the claim in whole or part, the notice to the claimant of its decision must state:

- a. The specific reason or reasons for denial;
- b. The specific Plan provisions on which the denial is based;
- c. Any additional material or information necessary in order for the claimant to perfect the claim and an explanation as to why such material or information is necessary; and
- d. An explanation of the Plan's claim review procedure.

If neither you nor your Beneficiary files a claim on time as required, to the extent permitted by law any right to contest the Committee's decision will be deemed to have been waived.

Following receipt of a notice of denial, the claimant may appeal to the Committee by filing a written application for review within sixty (60) days (180 days for a disability claim). The claimant may review documents pertinent to the claim at such reasonable times and locations as shall be mutually agreeable to the claimant and the Committee, and submit issues and comments to the Committee in writing. In its discretion, the Committee may hold a hearing.

The Committee will consider the appeal and, unless otherwise agreed with the claimant, will make a decision and give the claimant written notice of its decision on review within a reasonable period of time, generally sixty (60) days after receipt of the written application for review (forty-five (45) days in the case of a disability claim and up to one hundred twenty (120) days if special circumstances, such as a need for a hearing, exist). The notice will explain the specific reasons for the decision and make specific references to the pertinent Plan provisions. To the extent permitted by law, the Committee's decision will be final and binding on all parties.

15. No Alienation of Benefits.

Benefits payable under the Plan may not be assigned or alienated in any way prior to their actual receipt. There is an exception, however, for a domestic relations order that the Committee determines is "qualified." You may obtain a copy of the procedures the Committee follows to make this determination by contacting the Office of Human Resources Management.

16. Amendment and Termination.

By action of its Board of Directors, COG may at any time amend in any respect or terminate the Plan, except that no amendment may reduce the Accrued Benefit of any participant or Beneficiary. If the Plan terminates, the rights of all participants and Beneficiaries to Accrued Benefits under the Plan as of the date of termination will become fully vested to the extent then funded. After providing for expenses of the Plan, the remaining assets shall be used for the benefit of participants and Beneficiaries and allocated according to law. If any assets remain after all liabilities to participants and Beneficiaries have been satisfied, they will be returned to COG.

AGENDA ITEM #7

FISCAL YEAR 2027 WORK PROGRAM AND BUDGET



MEMORANDUM

TO: COG Board of Directors
FROM: Julie Mussog, Chief Financial Officer/Chief Administrative Officer
SUBJECT: Fiscal Year 2027 Proposed Final Work Program and Budget
DATE: May 6, 2026

I am pleased to present the committee with the FY2027 work program and budget for Metropolitan Washington Council of Governments (MWCOCG).

Revenue

Compared to FY2026 budget revenue, the FY2027 Work Program and Budget estimates a \$19.5 million (33.4%) increase in operating revenue. The increase in revenue is driven by new funding for the Department of Homeland Security and Public Safety from a UASI grant to develop a “detection as a service” platform to improve Unmanned Aerial Systems detection in the National Capitol Region.

Federal and State Revenue Increases (\$17.1 million, 88% of total revenue increase)

- A \$17.1 million increase in Homeland Security and Public Safety (DHSPS) revenue due to the \$20 million drone detection grant partially offset by the decrease in federal funding for UASI programs that have been picked up in regional funds.
- A \$1.2 million increase in Transportation Planning for transportation planning and CASP.
- A \$0.3 million is for a new Military Installation Readiness Review grant.
- A \$1.5 million decrease in Community Planning and Services due to the \$3.2 million in the FY2026 budget for the HUD grant will actually not be recognized until FY2027 and FY2028. The FY2027 budget reflects \$1.7 million for the HUD grant.

Regional Funds (\$1.8 million, 9% of total revenue increase)

- The Public Safety Fund had a \$1.6 million increase due to the significant reduction in the Urban Area Security Initiative grants provided to the National Capitol region. The Homeland Security Executive Committee along with the Chief Administrative Officers developed a plan to maintain critical Regional Public Safety Programs. MWCOCG will be administering these programs with oversight from the appropriate subject matter expert committees and it will be funded by local jurisdictions through the Public Safety Fund.
- The remaining increase is across the other three regional funds and is reflective of the 6% increase in line with the Member Dues increase.

Member Dues Assessment (\$0.4 million, 2% of total revenue increase)

- The FY2027 per-capita rate of 92.0 cents is a rate increase of 4.5 cents from the FY2026 rate or an increase of 5.14% in the rate. Overall dues are 6.4% higher than FY26 due to the combination of rate and population increases.

Building and Investment Revenue (-\$0.6 million, -3% of total revenue increase)

- The decrease is due to the elimination of the REIT dividend due to building vacancies.

Other Revenue (\$0.9 million, 4% of total revenue increase)

- The increase is due to the Learners program

Expenditures

Overall expenditures are up \$18.4 million (31.1%) from the FY2026 budget due to:

- Consulting expense mostly due to the UASI grant to Public Safety for detection as a service platform to improve Unmanned Aerial Systems detection in the National Capitol Region.
- Merit increases for staff, and related personnel expenses including significant increases in healthcare costs
- Estimated general inflation increases

The largest increase in expenditures is for consultant expense (\$19.1 million) reflecting a \$20 million increase in the Department of Homeland Security and Public Safety for costs associated with the new UASI grant. This was partially offset by lower consulting expense budgeted for the HUD grant (\$1.6 million).

Program staff salaries increased by \$1.2 million or 8% from the FY2026 budget and is reflective of the pay increase assumption and planned new hires in Transportation and Public Safety. Program staff fringe benefits are increasing by \$0.6 million or 17%. This increase is driven by higher salaries and higher healthcare costs. Support services, rent and other allocated expenses are decreasing by \$0.3 million or 3% due to salary savings from turnover and cost containment efforts.

Pass-through funds and special revenue funds totaling \$5.4 million are noted separately from the general operating budget, bringing the total amount of funds expected to be received and disbursed by MWCOG in FY2027 to \$83.4 million.

As of June 30, 2025, Board Designated reserves total \$12.5 million. The capital reserve (\$7.3 million) is 100% funded and the operating reserve (\$5.2 million) is 100% funded as per the reserve policies. It is expected that in the current fiscal year (FY2026), none of the operating reserve will be used. Thus, the operating reserve will remain 100% of the target policy level (minimum of \$5.0 million) at the conclusion of FY2026. The FY2027 budget assumes no use of the operating reserve to fund FY2027 programs and services. No contributions to the operating reserve fund are provided in this budget which will result in the operating reserve remaining at \$5.2 million or approximately 100% of policy target at year end FY2027. The capital reserve will increase by a \$4.7 million transfer from the undesignated fund balance in FY2026 and then reduced by \$10.1 million for funding of capital projects most significant being the long planned building renovation. Based on the current capital plan this will result in a capital reserve balance of \$1.9 million at the end of FY2026 and a balance of \$2.5 million at the end of FY2027.

FY 2027 PROPOSED WORK PROGRAM AND BUDGET

Advancing Regional Priorities

Clark Mercer
COG Executive Director

Julie Mussog
Chief Administrative Officer/Chief Financial Officer

COG Board of Directors
May 13, 2026



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FY 2027 Budget: Guiding Principles

Staff is presenting a balanced budget with continued emphasis on core planning areas—transportation, environment, public safety, community planning and housing.

- New UASI program funds in FY 2027.
- Increase in funding for TPB driving some use of undesignated funds as well as additional funding for Community Planning and no REIT dividend.
- Focus on work environment to ensure members have a dedicated and talented supporting staff team.



Talent Capital Launch – Regional workforce initiative spearheaded by COG and public, private, nonprofit, and high education sector partners.



2

COG Member Benefits

COG is the place where area leaders connect to address regional challenges and plan for the future.

Programs: COG provides a wide range of programs and services for its members, partners, and residents.

- The Transportation Planning Board (TPB) at COG helps ensure all major transportation projects receive federal funding/approvals.

Research and data: COG staff provide members with data and tools to inform decision-making.

Cooperative purchasing: COG members save money and time through regional bulk purchasing, contracting opportunities.



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Budget Challenges

- Federal Funding
 - Still a lot of uncertainty
 - Delayed notice of funding opportunities
- Building vacancies creating pressure on general funds
- Department of Community and Economic Services
 - Reduced grant funding in out years

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Highlights of the FY 2027 Work Program

Economic Development: COG/partners will collaborate on a new Comprehensive Economic Development Strategy for the region.

Emergency Preparedness: COG will support regional security planning and coordination for major events, including America250.

Roadway Safety: COG/TPB will advance safety initiatives, including an economic analysis of safety investments.

Transit Integration: The TPB will develop a plan advancing DMVMoves recommendations to create a more seamless network.

Watershed Restoration: COG will continue to lead restoration efforts, including monitoring studies, research for the Anacostia.



Anacostia River (Emma K Alexandra/Flickr)

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Highlights of the FY 2027 Work Program

Member Dues Rate Increase of \$0.045 from FY 2026 rate (decided October 2025)

Operating Revenue Increase of \$19.5 million or 33.4% over FY 2026 Work Program

- Net increase in UASI funding of \$20 million to develop a “detection as a service” platform to improve Unmanned Aerial Systems detection in the National Capital Region.
- Additional Funding for Existing Programs (\$1.3 million - Transportation)
- Lower HUD revenue than FY2026 budget (\$1.6 million – Community Planning)

Sub-recipient Pass-Through Increase of \$.8 million or 17% over FY 2026 Work Program

- Increase in Enhanced Mobility Funding.

Reserves Fully Funded

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FY 2027 Budget: Timeline

October 2025: COG Board of Directors approved the FY 2027 Member Dues and Regional Fees

December 2025 – April 2026: Senior Management prepared proposed department budgets based on regional priorities, available funds, and guidance by relevant boards or committees

April 30, 2026: Budget & Finance Committee reviews the Proposed FY 2027 Work Program & Budget, and votes to recommend a proposed budget to the COG Board

May 13, 2026: COG Board considers Proposed FY 2027 Work Program and Budget

July 1, 2026: Approved FY 2027 Work Program and Budget is implemented at the start of the new fiscal year



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FY 2027 Proposed COG Budget

MWCOG FY 2027 Budget with Comparisons	FY2025 Actual	FY2026 Budget	FY2027 Budget
Operations	53,794,300	58,464,200	77,981,200
Subrecipient Pass Through	577,100	4,619,700	5,380,200
Special Revenue Funds	-	108,500	62,500
Totals	54,371,400	63,192,400	83,423,900



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Revenue by Program Area

FY2027 DEPARTMENT & PROGRAM SUMMARY		Operations Revenue	Pass-Through and Other Funds	Total FY2027 Revenue Budget	% of Total
1.0	Transportation Planning	25,927,000	-	25,927,000	31%
2.0	Transportation Operations	8,951,800	5,380,200	14,332,000	17%
3.0	Community & Economic Services	3,545,600	-	3,545,600	4%
5.0	Homeland Security & Public Safety	29,731,400	62,500	29,793,900	36%
6.0	Water Resources	5,237,900	-	5,237,900	6%
7.0	Environmental Resources	1,852,200	-	1,852,200	2%
8.0	Air Quality	1,193,800	-	1,193,800	1%
9.0	Strategic Initiatives & Member Svc.	1,541,500	-	1,541,500	2%
Totals		77,981,200	5,442,700	83,423,900	



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FY 2027 Proposed Operating Budget

	FY2025 Actual	FY2026 Budget	FY2027 Budget
Operations Revenue			
Federal & State	36,955,800	43,450,200	60,538,900
Member Dues	5,302,900	5,568,000	5,922,200
Regional funds and user fees	3,531,300	3,824,200	5,596,800
Other	8,004,300	5,621,800	5,923,300
Total Operations Revenue	53,794,300	58,464,200	77,981,200
Operations Expense			
Personnel Expense - Programs	15,365,100	18,978,300	20,513,300
Consultants	15,579,100	20,367,300	39,481,400
Other Direct Program Expense	10,736,200	8,676,500	6,718,900
Support Services	8,867,100	11,109,800	10,818,800
Total Operations Expense	50,547,500	59,131,900	77,532,400
Net Surplus (Deficit) from Operations	3,246,800	(667,700)	448,800
<i>Change in Undesignated Net Assets</i>	<i>2,699,400</i>	<i>(94,400)</i>	<i>(88,400)</i>
<i>Change in Designated Program Funds</i>	<i>547,400</i>	<i>(573,300)</i>	<i>537,200</i>
Change in Net Position From Operations	3,246,800	(667,700)	448,800



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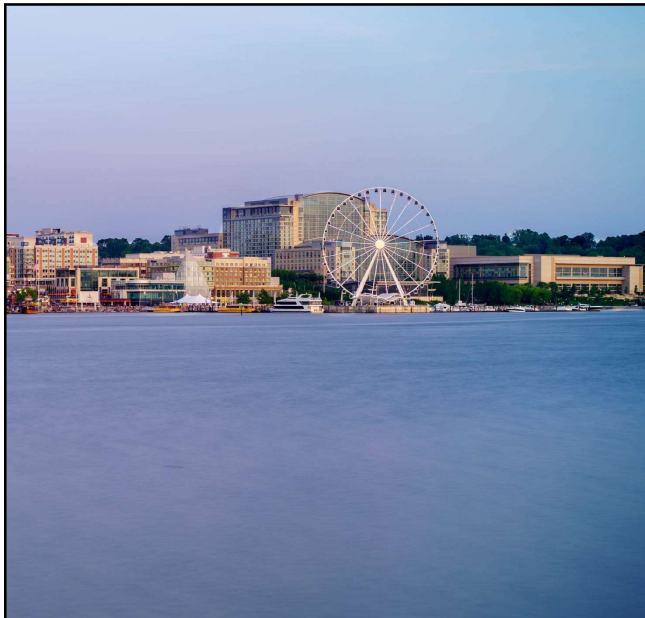
Reserve Balances and Undesignated Net Assets

Operating Reserve (fully funded) <i>As per proposed Board policy amendment</i>	Balance at 6/30/2025 (actual)	FY 2026		Balance at 6/30/2026 (forecast)	(pending approval) FY 2027		Balance at 6/30/2027 (forecast)
		Transfer in	Use		Transfer in	Use	
<i>Increase (decreased) by transfers from Undesignated Net Assets</i>	5,243,900	-	-	5,243,900	-		5,243,900

Undesignated and Unrestricted Net Assets <i>Available to replenish designated reserves, and for other use as approved in the budget</i>	Balance at 6/30/2025 (actual)	FY 2025 (projected)*		Balance at 6/30/2026 (forecast)	(pending approval) FY 2027		Balance at 6/30/2027 (forecast)
		Transfer in	Use		Transfer in	Use	
<i>FY2025 Use of \$4.1 million is a transfer to Capital Expenditure Reserve offse by projected \$230,000 surplus</i>	5,127,900		(3,870,000)	1,257,900		(88,400)	1,169,500

Capital Expenditure Reserve (fully funded) <i>Authorized and replenished as per Board policy and the 5-Year Capital Expenditure Plan.</i>	Balance at 6/30/2025 (actual)	FY 2025 (budget)		Balance at 6/30/2026 (forecast)	(pending approval) FY 2027		Balance at 6/30/2027 (forecast)*
		Transfer in	Use		Transfer in	Use	
<i>Replenished as assets depreciate, and decreased by authorized expenditures.</i>	7,286,100	4,700,000	(10,120,000)	1,866,100	800,000	(125,000)	2,541,100

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Recommendation to the COG Board of Directors

- Action Item: Recommend adoption of the proposed FY 2027 Work Program and Budget.

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Clark Mercer

COG Executive Director
cmercer@mwkog.org

Julie Mussog

Chief Administrative Officer/Chief Financial Officer
jmussog@mwkog.org

mwkog.org

777 North Capitol Street NE, Suite 300
Washington, DC 20002



WORK PROGRAM AND BUDGET - **DRAFT**

Fiscal Year 2027 (July 1, 2026 – June 30, 2027)



Metropolitan Washington
Council of Governments

WORK PROGRAM AND BUDGET

Prepared by the Budget and Finance Committee for the COG Board of Directors

Approved:

ABOUT COG

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.

ACCOMMODATIONS POLICY

Alternative formats of this document are available upon request. Visit www.mwcog.org/accommodations or call (202) 962-3300 or (202) 962-3213 (TDD).

TITLE VI NONDISCRIMINATION POLICY

The Metropolitan Washington Council of Governments (COG) operates its programs without regard to race, color, and national origin and fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations prohibiting discrimination in all programs and activities. For more information, to file a Title VI related complaint, or to obtain information in another language, visit www.mwcog.org/nondiscrimination or call (202) 962-3300.

El Consejo de Gobiernos del Área Metropolitana de Washington (COG) opera sus programas sin tener en cuenta la raza, el color, y el origen nacional y cumple con el Título VI de la Ley de Derechos Civiles de 1964 y los estatutos y reglamentos relacionados que prohíben la discriminación en todos los programas y actividades. Para más información, presentar una queja relacionada con el Título VI, u obtener información en otro idioma, visite www.mwcog.org/nondiscrimination o llame al (202) 962-3300.

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EXECUTIVE SUMMARY

The Metropolitan Washington Council of Governments (COG) is the association of 24 local governments representing the District of Columbia and jurisdictions in suburban Maryland and Northern Virginia. It's the one place in metropolitan Washington that regularly brings leaders together to develop solutions to the region's major challenges and shape a better future. COG prepares plans enabling the region to receive federal funding, provides members with research and data to inform decision-making, and offers a wide range of programs, including commuter services, cooperative purchasing, technical assistance and grants, and public outreach campaigns.

About the Fiscal Year 2027 Work Program and Budget

COG is supported by financial contributions from its member governments, federal and state grants and contracts, and donations from foundations and the private sector. The *Fiscal Year 2027 Work Program and Budget* (July 1, 2026 – June 30, 2027) focuses on sustaining core programs and enhancing the value of membership at COG. It also highlights the high-quality, integrated planning and initiatives members can expect from COG across disciplines—including in the areas of transportation, public safety and homeland security, the environment, housing, health, and human services, and the economy and regional planning.

Additional programs include government relations and membership services, communications, human resources, and legal services to support COG's initiatives and its valued members and stakeholders. Finally, COG's cooperative purchasing program saves participants time and money through volume buying of goods and services, a clearinghouse of local government solicitations, and a purchasing rider that allows members to take advantage of other members' contracts and reduce administrative costs.

Program Highlights from FY 2027

Visualize 2050 and DMVMoves Plans: The region reached historic milestones in transportation planning in FY 2026 with the approval of the Visualize 2050 plan and the 2026-2029 Transportation Improvement Program. Transportation projects must be in the plan to receive federal funding and approvals. The COG and Metro Boards also approved the DMVMoves plan, outlining a vision and sustainable funding model for a more connected, seamless, and world-class transit network.

Public Safety, Preparedness, and Response Planning: To enhance coordination, COG launched a first-of-its-kind Regional Crime Dashboard to track statistics across jurisdictions and advanced regional readiness by planning and executing several exercises and trainings, including a tabletop exercise to discuss the Cyber Security Regional Programmatic Working Group's draft Mutual Aid Operations Plan (MAOP).

Environmental Programs: COG advocated for local government infrastructure and PFAS "forever chemicals" priorities within the Chesapeake Bay Program and continued guiding a water supply feasibility study with the U.S. Army Corps of Engineers. Also, by managing a \$3.9 million federal grant for electric vehicle infrastructure, advancing the 250,000 solar rooftops goal, and leading the Go Recycle campaign, COG and its partners are implementing strategies to achieve the region's 2030 climate and energy goal.

Housing: COG continued to distribute grants to jumpstart housing near transit and began implementing a new \$3.5 million HUD grant to accelerate affordable housing production and address fair housing barriers.

Regional Planning: COG finalized a new Regional Activity Centers map, a planning tool that guides sustainable growth, infrastructure investment, and stronger land use and transportation coordination.

Program Priorities for FY 2027

DMVMoves Implementation: To turn the DMVMoves vision and goals into reality, the Transportation Planning Board is developing a transit integration plan focused on actions to create a more seamless network.

Roadway Safety: The TPB will continue executing the Street Smart safety campaign, select new projects to fund for the Regional Roadway Safety projects program, and develop a methodology and tools for conducting an economic analysis of safety investments.

Economic Development and Data: COG will be collaborating with public and private partners to develop a Comprehensive Economic Development Strategy and secure an Economic Development District designation.

Homelessness Coordination: COG will continue providing Built for Zero technical assistance to member Continuums of Care to support and improve regional homeless services. Through the Human Services Policy Committee, partners develop collaborative interventions addressing critical housing, public health, and child welfare needs.

Emergency Preparedness: COG will support regional planning and coordination for major events, including America250 and the 2026 FIFA Club World Cup. COG will also develop a “detection as a service” platform to improve Unmanned Aerial Systems detection.

Clean Energy: By implementing the Regional Electric Vehicle Infrastructure Deployment Plan (REVI) and scaling solar energy, COG and its partners are building a more resilient metropolitan Washington.

Watershed Restoration: COG will lead further restoration of the Anacostia watershed by coordinating monitoring studies and advancing toxicity research. Staff will accelerate progress toward restoration targets by continuing to remove large debris and implementing targeted outreach projects to improve the environmental health of the region.

FY 2027 BUDGET WITH FY2025 AND FY 2026 COMPARISONS

**Metropolitan Washington Council of Governments
Operations Revenue and Expense
FY2027 Budget**

ALL PROGRAMS

	Actual FY2025	Budget FY2026	Budget FY2027
<u>Operations Revenue</u>			
Federal revenue	13,806,100	11,945,200	28,086,900
State revenue	23,149,700	31,505,000	32,452,000
Member dues	5,302,900	5,568,000	5,922,200
Regional funds	3,531,300	3,824,200	5,596,800
Building & investment revenue	1,643,400	580,900	30,000
Other revenue	6,360,900	5,040,900	5,893,300
Total Operations Revenue	53,794,300	58,464,200	77,981,200
<u>Operations Expense</u>			
Program staff salaries	11,986,600	14,836,300	16,035,500
Program staff fringe benefits	2,683,800	3,627,300	4,226,800
Interns, temp staffing, contract staff	694,700	514,700	251,000
Consultants	15,579,100	20,367,300	39,481,400
Other direct program expense	10,736,200	8,676,500	6,718,900
Support services, rent and other allocated expense	8,867,100	11,109,800	10,818,800
Total Operations Expense	50,547,500	59,131,900	77,532,400
Net Surplus (Deficit) From Operations	3,246,800	(667,700)	448,800
<i>Change in Undesignated Fund Balance</i>	<i>2,699,400</i>	<i>(94,400)</i>	<i>(88,400)</i>
<i>Change in Designated Program Fund Balance</i>	<i>547,400</i>	<i>(573,300)</i>	<i>537,200</i>
<i>Change in Net Position From Operations</i>	<i>3,246,800</i>	<i>(667,700)</i>	<i>448,800</i>

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	53,794,300	58,464,200	77,981,200
Special Revenue Funds	-	108,500	62,500
Subrecipient Pass-Through	577,100	4,619,700	5,380,200
Total COG Revenue Budget - All Sources	54,371,400	63,192,400	83,423,900

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

1.0 TRANSPORTATION PLANNING

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Federal revenue	577,500	432,600	653,000
State revenue	15,617,100	21,813,600	22,769,800
Member dues	1,630,400	2,234,400	2,354,200
Other revenue	352,000	150,000	150,000
Total Operations Revenue	18,177,000	24,630,600	25,927,000
Operations Expense			
Program staff salaries	6,192,400	7,250,900	7,720,700
Program staff fringe benefits	1,386,500	1,772,800	1,901,000
Interns, temp staffing, contract staff	136,000	38,000	171,000
Consultants	5,487,000	7,933,400	8,147,600
Other direct program expense	577,000	2,330,800	2,816,700
Support services & other allocated expense	4,452,100	5,304,700	5,164,700
Total Operations Expense	18,231,000	24,630,600	25,921,700
Net Surplus (Deficit) From Operations	(54,000)	-	5,300
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	(54,000)	-	5,300
<i>Change in Net Position From Operations</i>	(54,000)	-	5,300

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	18,177,000	24,630,600	25,927,000
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total Revenue - All Sources	18,177,000	24,630,600	25,927,000

Note that TBP approved budget for UPWP is \$28.23 million requiring a member dues match of \$2.82million. The above budget is based on expected actual spending for the year and includes \$2.31 million of member dues. The remaining \$510,000 of required member match is in the operating reserve and can be drawn upon if UPWP spending is greater than anticipated.

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

2.0 TRANSPORTATION OPERATIONS

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Federal revenue	3,120,000	417,500	523,800
State revenue	5,968,300	8,488,400	8,385,000
Other revenue	97,900	52,000	43,000
Total Operations Revenue	9,186,200	8,957,900	8,951,800
Operations Expense			
Program staff salaries	1,001,200	1,413,000	1,693,700
Program staff fringe benefits	224,200	345,400	473,800
Interns, temp staffing, contract staff	5,400	-	-
Consultants	4,353,700	1,730,900	2,398,100
Other direct program expense	2,839,300	4,439,200	3,243,000
Support services & other allocated expense	710,300	1,029,400	1,143,200
Total Operations Expense	9,134,100	8,957,900	8,951,800
Net Surplus (Deficit) From Operations	52,100	-	-
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	52,100	-	-
<i>Change in Net Position From Operations</i>	52,100	-	-

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	9,186,200	8,957,900	8,951,800
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	577,100	4,619,700	5,380,200
Total COG Revenue Budget - All Sources	9,763,300	13,577,600	14,332,000

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

3.0 COMMUNITY AND ECONOMIC SERVICES

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Federal revenue	-	3,167,600	1,676,900
Member dues	415,900	1,150,800	1,155,500
Other revenue	716,500	709,400	713,200
Total Operations Revenue	1,132,400	5,027,800	3,545,600
Operations Expense			
Program staff salaries	304,400	696,000	705,300
Program staff fringe benefits	68,100	170,200	197,300
Interns, temp staffing, contract staff	13,700	-	-
Consultants	549,500	3,584,600	1,976,500
Other direct program expense	12,200	70,000	192,600
Support services & other allocated expense	222,900	507,000	476,000
Total Operations Expense	1,170,800	5,027,800	3,547,700
Net Surplus (Deficit) From Operations	(38,400)	-	(2,100)
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	(38,400)	-	(2,100)
<i>Change in Net Position From Operations</i>	(38,400)	-	(2,100)

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	1,132,400	5,027,800	3,545,600
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	1,132,400	5,027,800	3,545,600

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

5.0 HOMELAND SECURITY AND PUBLIC SAFETY

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Federal revenue	9,453,500	7,787,900	24,843,500
Member dues	498,200	552,500	467,200
Regional Public Safety Fund	611,900	653,500	2,253,600
Other revenue	1,633,600	1,122,100	2,167,100
Total Operations Revenue	12,197,200	10,116,000	29,731,400
Operations Expense			
Program staff salaries	1,626,500	2,050,100	2,359,800
Program staff fringe benefits	364,200	501,200	660,000
Interns, temp staffing, contract staff	464,200	476,700	80,000
Consultants	1,342,900	4,367,900	24,345,000
Other direct program expense	6,792,800	1,335,700	140,000
Support services & other allocated expense	1,416,800	1,772,600	1,634,900
Total Operations Expense	12,007,400	10,504,200	29,219,700
Net Surplus (Deficit) From Operations	189,800	(388,200)	511,700
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	189,800	(388,200)	511,700
<i>Change in Net Position From Operations</i>	189,800	(388,200)	511,700

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	12,197,200	10,116,000	29,731,400
Special Revenue Funds	-	108,500	62,500
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	12,197,200	10,224,500	29,793,900

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

6.0 WATER RESOURCES

	Actual FY2025	Budget FY2026	Budget FY2027
<u>Operations Revenue</u>			
Federal revenue	258,900	-	-
State revenue	635,700	403,900	498,100
Member dues	155,100	167,900	167,900
Regional funds	2,093,000	2,257,800	2,327,600
Other revenue	1,514,200	2,223,300	2,244,300
Total Operations Revenue	4,656,900	5,052,900	5,237,900
<u>Operations Expense</u>			
Program staff salaries	1,474,800	1,805,300	1,966,800
Program staff fringe benefits	330,200	441,400	550,100
Interns, temp staffing, contract staff	-	-	-
Consultants	926,200	1,429,400	1,269,000
Other direct program expense	112,000	83,500	54,200
Support services & other allocated expense	1,041,600	1,315,200	1,327,400
Total Operations Expense	3,884,800	5,074,800	5,167,500
Net Surplus (Deficit) From Operations	772,100	(21,900)	70,400
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	772,100	(21,900)	70,400
<i>Change in Net Position From Operations</i>	772,100	(21,900)	70,400

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	4,656,900	5,052,900	5,237,900
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	4,656,900	5,052,900	5,237,900

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

7.0 ENVIRONMENTAL RESOURCES

	Actual FY2025	Budget FY2026	Budget FY2027
<u>Operations Revenue</u>			
Federal revenue	396,200	139,600	389,700
State revenue	-	-	-
Member dues	281,300	476,900	301,000
Regional funds	826,400	912,900	1,015,600
Other revenue	1,719,900	371,800	145,900
Total Operations Revenue	3,223,800	1,901,200	1,852,200
<u>Operations Expense</u>			
Program staff salaries	621,500	758,000	673,100
Program staff fringe benefits	139,200	185,300	188,300
Interns, temp staffing, contract staff	68,200	-	-
Consultants	1,748,600	497,400	445,300
Other direct program expense	174,400	41,000	91,200
Support services & other allocated expense	478,300	552,200	454,300
Total Operations Expense	3,230,200	2,033,900	1,852,200
Net Surplus (Deficit) From Operations	(6,400)	(132,700)	-
<i>Change in Undesignated Fund Balance</i>	-	-	-
<i>Change in Designated Program Fund Balance</i>	(6,400)	(132,700)	-
<i>Change in Net Position From Operations</i>	(6,400)	(132,700)	-

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	3,223,800	1,901,200	1,852,200
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	3,223,800	1,901,200	1,852,200

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

8.0 AIR QUALITY

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Federal revenue	-	-	-
State revenue	928,600	799,100	799,100
Member dues	296,500	309,800	309,700
Other revenue	5,000	85,000	85,000
Total Operations Revenue	1,230,100	1,193,900	1,193,800
Operations Expense			
Program staff salaries	295,300	312,300	331,000
Program staff fringe benefits	66,100	76,400	92,600
Interns, temp staffing, contract staff	7,200	-	-
Consultants	1,003,000	599,700	594,900
Other direct program expense	13,500	8,500	-
Support services & other allocated expense	212,800	227,500	223,400
Total Operations Expense	1,597,900	1,224,400	1,241,900
Net Surplus (Deficit) From Operations	(367,800)	(30,500)	(48,100)
<i>Change in Undesignated Fund Balance</i>			
<i>Change in Designated Program Fund Balance</i>	<i>(367,800)</i>	<i>(30,500)</i>	<i>(48,100)</i>
<i>Change in Net Position From Operations</i>	<i>(367,800)</i>	<i>(30,500)</i>	<i>(48,100)</i>

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	1,230,100	1,193,900	1,193,800
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	1,230,100	1,193,900	1,193,800

**Metropolitan Washington Council of Governments
Operations Revenue and Expense by Department/Program
FY2027 Budget**

9.0 STRATEGIC INITIATIVES & MEMBER SERVICES

	Actual FY2025	Budget FY2026	Budget FY2027
Operations Revenue			
Member dues	2,025,500	675,700	1,166,700
Building & investment revenue	1,643,400	580,900	30,000
Other revenue	321,800	327,300	344,800
Total Operations Revenue	3,990,700	1,583,900	1,541,500
Operations Expense			
Program staff salaries	470,500	550,700	585,100
Program staff fringe benefits	105,300	134,600	163,700
Interns, temp staffing, contract staff	-	-	-
Consultants	168,200	224,000	305,000
Other direct program expense	215,000	367,800	181,200
Support services & other allocated expense	332,300	401,200	394,900
Total Operations Expense	1,291,300	1,678,300	1,629,900
Net Surplus (Deficit) From Operations	2,699,400	(94,400)	(88,400)
<i>Change in Undesignated Fund Balance</i>	2,699,400	(94,400)	(88,400)
<i>Change in Designated Program Fund Balance</i>	-	-	-
<i>Change in Net Position From Operations</i>	2,699,400	(94,400)	(88,400)

Revenue - All Sources	FY2025	FY2026	FY2027
Operations	3,990,700	1,583,900	1,541,500
Special Revenue Funds	-	-	-
Subrecipient Pass-Through	-	-	-
Total COG Revenue Budget - All Sources	3,990,700	1,583,900	1,541,500

**Metropolitan Washington Council of Governments
Support Services and Other Allocated Expenses
FY2027 Budget**

	FY25	FY26	FY27
	Actual	Budget	Budget
SUPPORT SERVICES			
Finance, Facilities & Purchasing	5,794,200	5,955,600	6,193,700
Information Technology	1,478,400	1,662,900	1,705,100
Human Resources	669,100	985,800	907,800
Executive Office	405,800	495,900	423,400
Communications	244,800	267,500	277,700
Total support services	8,592,300	9,367,700	9,507,700
OTHER ALLOCATED EXPENSES			
Website Staff Support	92,100	96,000	122,500
Expense recovery adjustment	-	-	-
Total other allocated expenses	92,100	96,000	122,500
Total support services & other allocated expenses	8,684,400	9,463,700	9,630,200
Carryover of (under) over recovery from prior years	182,700	1,646,100	1,188,600
Total support services, other allocated expenses, and carryforward	8,867,100	11,109,800	10,818,800

Metropolitan Washington Council of Governments
 Leave, Fringe Benefits, & Total Personnel Expense
 FY2027 Budget

	FY25 Actual	FY26 Budget	FY27 Budget
FRINGE BENEFITS			
Health & disability insurance	1,822,200	1,802,400	1,892,500
Pension contribution	1,354,300	1,564,300	1,738,900
Medicare	209,900	252,000	280,200
Public transportation assistance	156,300	140,000	140,000
Other fringe benefits	247,700	250,000	250,000
Total fringe benefits	3,790,400	4,008,700	4,301,600

Total Personnel Expense

Salaries			
Program Salaries	11,986,600	14,034,900	16,035,500
Support Service Salaries	2,714,187	3,346,200	3,285,300
Total Salaries	14,700,787	17,381,100	19,320,800
Fringe benefit expense	3,790,400	4,008,700	4,301,600
% of Total Salaries	25.78%	23.06%	22.26%
Total Personnel Expense	18,491,187	21,389,800	23,622,400

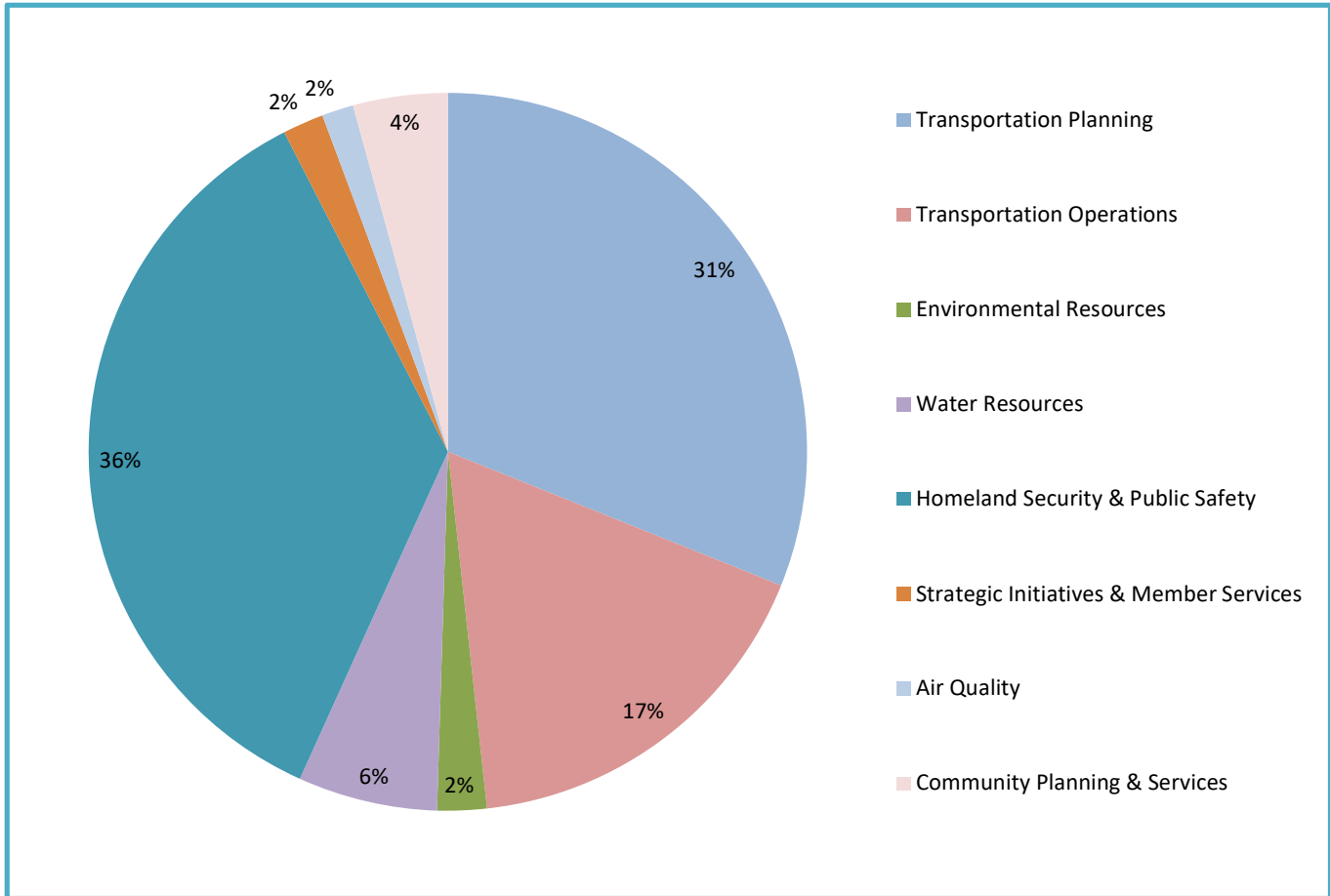
FY 2027 REVENUE DETAIL AND WORK PROGRAM

Metropolitan Washington Council of Governments
Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

REVENUE SUMMARY	FY25 Actual	FY26 Budget	FY27 Proposed
Member Dues	5,302,900	5,568,000	5,922,200
Bldg & Interest Revenue	1,643,400	580,900	30,000
Federal Funds	13,806,100	11,945,200	28,086,900
State & District Funds	22,514,000	31,101,100	31,953,900
Regional Water Fund	1,790,400	1,881,600	2,002,300
Anacostia Restoration Fund	334,200	403,900	498,100
Blue Plains User Fees	652,200	1,024,000	1,075,000
Regional Environmental Fund	796,000	912,900	971,000
Community Engagement Campaign	-	-	-
Regional Public Safety Fund	611,900	653,500	2,253,600
Regional FARM Fund	333,100	376,200	369,900
Service Fees, Donors & Misc.	6,010,100	4,016,900	4,818,300
Total Operations Revenue	53,794,300	58,464,200	77,981,200
Pass-through to Subrecipients	577,100	4,619,700	5,380,200
Special Revenue Funds	-	108,500	62,500
Total Pass-Through and Other Funds	577,100	4,728,200	5,442,700
Total Revenue	54,371,400	63,192,400	83,423,900
Other Resources			
<i>Surplus/(Use) of prior year general funds</i>	2,699,400	(94,400)	(88,400)
<i>Surplus/(Use) of prior year program funds</i>	547,400	(573,300)	537,200
Fund Balance Surplus/(Use)	3,246,800	(667,700)	448,800

**Metropolitan Washington Council of Governments
FY2027 Work Program and Budget**

Resources by Program



	FY27	
By Program	Budget	
Transportation Planning	25,927,000	31%
Transportation Operations	14,332,000	17%
Environmental Resources	1,852,200	2%
Water Resources	5,237,900	6%
Homeland Security & Public Safety	29,793,900	36%
Strategic Initiatives & Member Services	1,541,500	2%
Air Quality	1,193,800	1%
Community Planning & Services	3,545,600	4%
Total Revenue	83,423,900	

Metropolitan Washington Council of Governments
 Work Program and Revenue Budget
 For the fiscal year ending 6/30/2026

FY2027 DEPARTMENT & PROGRAM SUMMARY		Operations Revenue	Pass-Through and Other Funds	Total FY2027 Revenue Budget	% of Total
1.0	Transportation Planning	25,927,000	-	25,927,000	31%
2.0	Transportation Operations	8,951,800	5,380,200	14,332,000	17%
3.0	Community & Economic Services	3,545,600	-	3,545,600	4%
5.0	Homeland Security & Public Safety	29,731,400	62,500	29,793,900	36%
6.0	Water Resources	5,237,900	-	5,237,900	6%
7.0	Environmental Resources	1,852,200	-	1,852,200	2%
8.0	Air Quality	1,193,800	-	1,193,800	1%
9.0	Strategic Initiatives & Member Svc.	1,541,500	-	1,541,500	2%
Totals		77,981,200	5,442,700	83,423,900	

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

1.0 Transportation Planning	FY25 Actual	FY26 Budget	FY27 Proposed
1.10 Unified Planning Work Program (1) (2)			
Federal Funds	-	-	-
State & District Funds	13,659,300	19,717,600	20,782,400
Member Dues	1,518,500	2,190,900	2,309,200
Other	-	-	-
Total Project Revenue	15,177,800	21,908,500	23,091,600
1.20 Street Smart Safety Education Campaign			
Federal Funds			
State & District Funds	667,200	716,000	626,100
Member Dues	77,300	23,000	-
Other	150,000	150,000	150,000
Total Project Revenue	894,500	889,000	776,100
1.30 Transportation Operations Coordination Program (MATOC)			
State & District Funds	1,290,600	1,000,000	1,361,300
Total Project Revenue	1,290,600	1,000,000	1,361,300
1.40 Continuous Airport Systems Planning			
Federal Funds	361,300	184,500	405,000
State & District Funds	-	380,000	-
Member Dues	34,600	20,500	45,000
Total Project Revenue	395,900	585,000	450,000
1.50 State Planning & Research and Other			
Federal	216,200	248,100	248,000
Other	202,000	-	-
Total Project Revenue	418,200	248,100	248,000

FY2027	1.0 Transportation Planning			% of Revenue	
Revenue	Federal Funds	577,500	432,600	653,000	2.52%
Budget	State & District Funds	15,617,100	21,813,600	22,769,800	87.82%
	Member Dues	1,630,400	2,234,400	2,354,200	9.08%
	Other	352,000	150,000	150,000	0.58%
	Total Operations Revenue	18,177,000	24,630,600	25,927,000	

(1) The FY2027 budget approved by the TPB for the UPWP is \$28.23 million

(2) Funding is included in this program area for Air Quality Planning, Metropolitan Planning, Community Planning & Services

TRANSPORTATION PLANNING

COG's Department of Transportation Planning (DTP) provides staff support to the National Capital Region Transportation Planning Board (TPB) in support of its role as the federally designated Metropolitan Planning Organization (MPO) for the metropolitan Washington region. The TPB's activities are governed by federal regulations and requirements, mostly from the U.S. Department of Transportation (USDOT) and the U.S. Environmental Protection Agency (EPA), and focus on developing the region's National Capital Region Transportation Plan (NCRTP) - Visualize 2050, and its Transportation Improvement Program (TIP). Both of which are required to secure federal planning and funding approvals for local, regional, and state highway, transit, and other transportation improvements in the region. Since the metropolitan Washington region is a non-attainment area for one criteria air pollutant (ozone), the region must conduct an Air Quality Conformity Analysis of both its NCRTP and its TIP. The TPB's work activities are documented in the annual, federally approved Unified Planning Work Program (UPWP) and are summarized below.

Additionally, the TPB coordinates other regional transportation planning and programming activities by providing consensus-based policy principles and technical assistance to address the accessibility and mobility needs of the region. These activities include the Street Smart Safety Education Campaign, Metropolitan Area Transportation Operations Coordination Program (MATOC), Continuous Airport System Planning (CASP) and other technical services summarized below. DTP staff supports this work by coordinating with COG's Department of Community and Economic Services (DCES) as well as COG's Climate, Energy and Air Program (CEAP).

The department also supports COG's transportation initiatives, employing a multi-disciplinary approach with the other COG policy boards and committees promoting a regional, multi-modal transportation system that strives to be well managed and maintained and provides for the safe and efficient movement of people and goods.

Policy Oversight: National Capital Region Transportation Planning Board (TPB)
Staff Director: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning

FY 2026 Accomplishments

In FY 2026, the TPB completed the following activities. Please note this list may not include annual, recurring, or daily activities. There are 12 advisory committees and subcommittees that provide subject-matter expertise and consensus for each of these products and projects:

- The Visualize 2050 National Capital Region Transportation Plan was approved in December 2025.
- The 2026-2029 Transportation Improvement Program was approved in December 2025.
- Working with COG and WMATA staff, the regional DMVMoves Plan was completed and staff began implementation activities.
- The TPB approved the following projects for funding and/or consultant services:
 - Selected 2 projects for the Transportation Alternatives Set-Aside Program in Maryland for \$333,005.
 - 5 Transportation and Land Use Connections program projects will be completed.

- 4 Regional Roadway Safety projects will be completed.
- 3 Transit Within Reach projects are underway.
- Selected 25 Enhanced Mobility Program projects for \$10,725,000 (federal and match funding).
- The TPB set Performance Based Planning and Programming targets for the metropolitan Washington region in the following federal categories: Annual Highway Safety Targets, Annual Transit Safety Targets and Transit Assets.
- The TPB advanced the following projects/products:
 - Produced a Visualize 2050 video for public involvement outreach.
 - Produced the 2025 TPB Annual Report and video
 - Completed three safety studies:
 - Regional Roadway Safety Study (transportation safety data trend analysis);
 - Regional Inventory of Roadway Safety actions to ascertain the implementation status of the specific strategies noted in TPB’s safety resolution, R3-2021; and
 - A technical “white paper” about the impacts of automated traffic enforcement on safety outcomes.
 - In partnership with COG, exploring the development of a multijurisdictional arrangement for automated enforcement reciprocity and to hold dangerous drivers accountable.
 - Maintained the TPB Resources Applications Page (TRAP), an online resource that catalogs many of the mapping applications, data visualizations and other products and datasets produced by the TPB, for the TPB or that utilize TPB data and/or support its programs.
 - Developed an online, interactive federal employment dashboard in coordination with the Department of Community Planning and Services as a resource to COG members and their residents to gain insights on and better understand the potential impacts of federal workforce reductions in the region.
 - “Refreshed” the TPB Access for All Advisory Committee by expanding its membership and re-examining the committee functions.
 - Published 2023 and 2024 editions of the State of Public Transportation Report.
 - Launched the Mobility Analytics Program (MAP) a robust suite of data indicators across numerous sectors that provide a comprehensive snapshot of the region’s transportation network, throughout FY 2026.
 - Completed Round 10.1 Cooperative Forecasts, including TAZ small area forecasts, ongoing FY 2025
 - Updated National Capital Trail Network map
 - Executed the Spring and Fall Street Smart bicycle and pedestrian safety campaigns.
 - Transportation Resilience Planning
 - Convened working group of regional stakeholders to advise on Phase II Resiliency Study that meets quarterly.

- Held first-ever National Capital Region Transportation Resilience forum, with over 60 participants.
- Completed a risk-based vulnerability assessment and interactive mapping tool that outlines transportation infrastructure in the region most at risk to the impacts of natural hazards.

FY 2027 Priorities

- Select projects for funding and/or consultant services for the DC and Maryland Transportation Alternatives Set-Aside Program, Transportation and Land Use Connections projects, Regional Roadway Safety projects, and Transit Within Reach projects.
- Set Performance Based Planning and Programming targets for 6 sets of targets.
- Advance the following projects/products:
 - Support the implementation of the DMVMoves regional transit initiative by developing a transit integration action plan.
 - Create a more seamless network.
 - Execution of the Spring and Fall campaigns of Street Smart.
 - Develop methodology and tools for conducting economic analysis of safety investments
 - Resiliency analysis that will use the regional travel demand forecasting model to test scenarios where some roads are assumed to be unusable due to coastal or riverine flooding.
 - Annual State of Public Transportation Report.
 - Update COG/TPB's strategic plan for travel demand model development.
 - Release a beta version of the TPB's next-generation travel demand model, the Gen3 Travel Model, so that outside agencies can test it.
 - Implementation of new Regional Travel Survey (RTS) format, transitioning from a "once-a-decade" to a more frequent survey activity.
 - Regional coordination of future transit on-board surveys (TOBS.)
 - Regional bike/active transportation count program.
 - Update the Regional Bicycle and Pedestrian Plan
 - Update the Regional Freight Plan
 - Update the TPB Participation Plan
 - Update the Coordinated Human Services Transportation Plan (in support of COG's Enhanced Mobility Program)

ACTIVITIES AND SERVICES

1.10 Unified Planning Work Program

The Unified Planning Work Program (UPWP) is a federally required document and budget that outlines the activities the MPO plans to undertake to meet its federal planning requirements using federal funds made available solely for this purpose. The TPB develops and adopts the UPWP on an annual basis and it is approved by the Federal Highway Administration and the Federal Transit Administration. During the past fiscal year, the TPB carried out the continuing, comprehensive, and cooperative planning process of metropolitan planning for the National Capital Region as outlined in the approved UPWP.

The UPWP also provides technical assistance services to the District of Columbia, Maryland, Virginia, and the Washington Metropolitan Area Transit Authority (WMATA) to support corridor, project, and sub-area transportation and land use studies as identified by and typically located in the respective transportation agency's purview.

1.20 Street Smart Safety Education Campaign

Sponsored by COG and the TPB, the Street Smart public awareness and enforcement campaign aims to reduce the number of pedestrian and cyclist injuries and deaths in the region. The campaign, working with local law enforcement agencies, uses creative digital, radio, or television advertising in English and Spanish, to reach drivers, pedestrians, and cyclists. It also deploys outdoor and transit advertising on bus shelters and bus sides, a portable "Testimonial Wall" display for shopping malls or other gathering places, and related in-person events. The District of Columbia, Maryland, and Virginia provide federal transportation safety funds for the program, while WMATA provides local funds.

1.30 Transportation Operations Coordination Program (MATOC)

The Metropolitan Area Transportation Operations Coordination (MATOC) Program is a coordinated partnership of transportation agencies in the District of Columbia, Maryland, and Virginia that aims to improve safety and mobility in the region through information sharing, planning, and coordination. This is achieved through communicating consistent and reliable information that enables operating agencies and the traveling public to make effective and timely decisions. Program activities include maintaining and improving technological systems for sharing transportation information among agencies involved in managing regional incidents, maintaining, and enhancing the transportation sector's standard operating procedures and interagency notification practices for traffic incidents and severe weather events, and enabling more timely and accurate transportation information for the public during incidents. COG serves as the administrative and fiscal agent for MATOC funding agencies.

1.40 Continuous Airport System Planning (CASP)

The CASP program provides a regional process that supports the planning, development, and operation of airport and airport-serving facilities in a systematic framework for the Washington-Baltimore Air Systems Planning Region, which includes the region's three major commercial airports: Baltimore-Washington International Thurgood Marshall Airport (BWI), Ronald Reagan Washington National Airport (DCA), and Washington Dulles International Airport (IAD). Oversight of the program is the responsibility of the TPB Aviation Technical Subcommittee.

This program conducts the Washington-Baltimore Regional Air Passenger Survey every two years and completes other airport ground access analyses, including the ground access forecast update, the air cargo element and ground access element of the Regional Air System Plan, and the airport ground access travel time study to each of the region's three major commercial airports.

1.50 Other Technical Services – Contractual State Planning and Research (SPR)

Under this program, DTP staff assist the District Department of Transportation with its federally mandated Highway Performance Monitoring System (HPMS). This ongoing program assists the department with monitoring and evaluating highway performance and complying with this federal requirement.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

2.0 Transportation Operations	FY25 Actual	FY26 Budget	FY27 Proposed
2.10 Commuter Connections (1)			
Federal Funds	457,400	-	-
State & District Funds	5,968,300	8,488,400	8,385,000
Other	97,900	52,000	43,000
Total Project Revenue	6,523,600	8,540,400	8,428,000
2.30 Enhanced Mobility Programs			
Federal Funds	2,662,600	417,500	523,800
Other	-	-	-
Total Project Revenue	2,662,600	417,500	523,800

FY2027	2.0 Transportation Operations			% of Revenue	
Revenue	Member Dues	-	-	-	0.00%
Budget	Federal Funds	3,120,000	417,500	523,800	3.65%
	State & District Funds	5,968,300	8,488,400	8,385,000	58.51%
	Other	97,900	52,000	43,000	0.30%
	Total Operations Revenue	9,186,200	8,957,900	8,951,800	
	Pass-Through and Other Funds	577,100	4,619,700	5,380,200	37.54%
	Total Revenue	9,763,300	13,577,600	14,332,000	

(1) The FY2027 budget approved by the TPB for the CCWP is \$8,384,962

TRANSPORTATION OPERATIONS

The Transportation Operations Division of the Department of Transportation Planning is responsible for implementing many programs that assist the region in meeting demands on its transportation infrastructure and targets a wide range of programs and services that assist the public with mobility options. These include Commuter Connections, the Enhanced Mobility program, commuter incentive programs, and special events, such as Bike to Work Day.

Policy Oversight: National Capital Region Transportation Planning Board (TPB)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Dan Sheehan, Transportation Operations Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- **Technology Modernization and System Performance:** Completed comprehensive technology specifications and initiated phased implementation of the Commuter Connections Transportation Demand Management (TDM) System—the region's primary carpool facilitation platform and program management database. This modernization addresses nearly two decades of deferred updates to database architecture, system infrastructure, and user interface, delivering substantial improvements in usability for both commuters and network partners.
- **Regional Engagement & Outreach Impact:** Sustained strong regional engagement through marketing and outreach initiatives, generating an average of 430 new Commuter Connections account registrations and 280 account re-registrations monthly. The Commuter Connections website averaged 55,700 monthly visits from commuters researching alternative transportation options and program resources.
- **Data-Driven Planning & Implementation:** Successfully completed the 2025 State of the Commute Survey with 7,500 respondents, achieving statistically significant regional representation. Delivered comprehensive data products including a technical report and interactive dashboard, providing local planners with actionable insights to inform transportation decision-making.
- **Enhanced Program Management Capabilities:** Procured and deployed a modern client relationship management database for 30+ Commuter Connections Employer Outreach representatives who facilitate commuter benefit programs at regional worksites. This system replaces a 15-year-old legacy platform, incorporating improved data integrity protocols and enhanced functionality that better serve network members.
- **Enhanced Mobility Investment:** Awarded \$10.7 million in FTA Section 5310 Enhanced Mobility funding to 25 subrecipients for projects improving transportation access for older adults and persons with disabilities. The competitive selection followed extensive applicant support activities, including a Best Practices Forum and multiple pre-application conferences. Funded projects include vehicle acquisition and operations (14), mobility management (7), travel training (3), and construction (1).

FY 2027 Priorities

- **Core Program Operations & Strategic Enhancements:** Operate comprehensive Transportation Demand Management (TDM) programs delivering direct commute assistance to regional commuters and Commuter Connections network members. Key initiatives include adapting and enhancing the regional Guaranteed Ride Home program based on findings from the FY2026 GRH Peer Program Study, and doubling participation capacity in the Pool Rewards Vanpool Incentive Program.
- **Regional Marketing.** Execute a robust regional TDM marketing program to increase public awareness of free Commuter Connections services, including ridematching, Guaranteed Ride Home, and the CommuterCash commuter incentive programs. Coordinate and implement the annual regional Bike to Work Day event.
- **Program Evaluation & Performance Measurement:** Conduct comprehensive TDM evaluation activities aligned with the 2025 TDM Evaluation Methodology Framework, including completion of the Retention Rate Study and the triennial Comprehensive TDM Program Analysis to assess overall program effectiveness and inform continuous improvement efforts.
- **Employer Engagement:** Expand direct employer outreach by increasing participation in the goDMV Commuter Competition, recognizing organizations that implement or expand commuter benefit programs, and promoting complimentary business-to-business TDM consulting services provided by local jurisdiction experts.
- **Enhanced Mobility Project Implementation & Oversight:** Commence 25 new Enhanced Mobility projects awarded funding in FY2026 while maintain comprehensive oversight of all active projects across the COG region, ensuring effective deployment of resources to improved transportation access for older adults and persons with disabilities.

ACTIVITIES AND SERVICES

2.10 Commuter Connections

Commuter Connections administers and promotes free commuter programs, such as regional ridematching services, Guaranteed Ride Home, CommuterCash and vanpool subsidies, and special events such as Bike to Work Day and the goDMV Commuter Competition that ease traffic congestion and put measures in place to help reduce vehicle emissions to support regional air quality goals. The program also provides leadership and support for efforts to improve access to jobs and transit.

2.30 Enhanced Mobility (EM) – Operating Fund

COG is the designated recipient for the FTA's Section 5310 Enhanced Mobility of Older Adults and Individuals with Disabilities program which provides matching grants to non-profits and other organizations for specialized transportation. COG was also awarded competitive grant funding for the FTA's ICAM program and will continue to administer all grants until the projects are completed.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

3.0 Community and Economic Services	FY25 Actual	FY26 Budget	FY27 Proposed
3.10 Housing Opportunities			
Member Dues	126,900	308,000	220,100
Federal Funds		3,167,600	1,676,900
Other	691,600	689,400	693,200
Total Revenue	818,500	4,165,000	2,590,200
3.20 Regional Planning & Coordination			
Member Dues	165,500	458,600	777,600
Total Revenue	165,500	458,600	777,600
3.50 Health Planning & Community Svc			
Member Dues	123,500	384,200	157,800
Other	24,900	20,000	20,000
Total Project Revenue	148,400	404,200	177,800

3.0 Community Planning and Services (1)				% of Revenue	
FY2027 Revenue	Member Dues	415,900	1,150,800	1,155,500	32.59%
Budget	Federal Funds	-	3,167,600	1,676,900	47.30%
	State & District Funds	-	-	-	0.00%
Budget	Other	716,500	709,400	713,200	20.12%
	Total Operations Revenue	1,132,400	5,027,800	3,545,600	
	Pass-Through and Other Funds	-	-	-	
	Total Revenue	1,132,400	5,027,800	3,545,600	

(1) Additional funding for Community Planning is included in the Unified Planning Work Program, Section 1.0 and Public Safety, Section 5.0 of this budget.

COMMUNITY AND ECONOMIC SERVICES

The program provides the technical data driven analytical underpinning on program areas within the Department of Community and Economic Services, including but not limited to housing and homelessness, economic development, public health, planning, and human and family services. One of the newest responsibilities of the department is working with partners in the public, private, and nonprofit sectors throughout the region, developing a Comprehensive Economic Development Strategy (CEDS) and having the region designated by the US Economic Development Administration (EDA) as an Economic Development District (EDD). Subsequently, the program will convene and coordinate state and local level efforts of Economic Development Agencies to advance the region's economic goals and implement the CEDS initiatives.

The program provides analytical tools and timely economic and demographic information to the COG Board of Directors, the Planning Directors Technical Advisory Committee (PDTAC), the Housing Directors Advisory Committee (HDAC), and the Homeless Services Planning and Coordinating Committee (HSC). Data and analyses produced by its Cooperative Forecasting program serve as major inputs to much of the work done by the National Capital Region Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), water and sewer flow forecasts, and other state, regional, and local organizations. The program also assists local governments in assessing their own plans and forecasts across multiple sectors—transportation, workforce development, health, and housing—to inform decision-making as well as achieve compliance with federal-level agencies.

The health planning portion of the program coordinates projects from across the region to enhance the health of the communities within each jurisdiction. Committees include the Health Officials Committee (HOC) and the Human Services Policy Committee (HSPC).

Policy Oversight: Human Services Policy Committee (HSPC)
Staff Director: Sakina Khan, Department of Community Planning and Economic Services,
Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- Completed development of and obtained approval by the COG Board of the new Round 10.1 Cooperative Forecasts of population, households, and employment to 2050, which enable COG and its member and partner agencies to coordinate planning activities using common assumptions about future growth and development.
- Completed the Round 10.0 Regional Activity Centers were updated under guidance from the Planning Directors Technical Advisory Committee. Based on the Round 10.0 Cooperative Forecast and locally defined Comprehensive Plans and Small Area Plans, 145 Regional Activity Centers were identified by COG staff to help guide sustainable growth, infrastructure investment, and stronger land use and transportation coordination.
- Assisted the Office of Communications and the Executive Office to study the potential impact of the reduction in the federal workforce in the Washington region. Together with the COG Department of Transportation developed the Federal Employment in the Metropolitan Washington Area Data Dashboard (that will be regularly updated).

- Supported the Housing Directors and Planning Directors in pursuit of COG's regional housing targets. Solicited the fourth round of the Housing Affordability Planning Program (HAPP) grant awards to local governments and non-profit housing developers seeking to create affordable housing near transit and distributed \$500,000 in grant funding.
- Worked with HUD to submit an Action Plan to implement a first round HUD PRO (Pathways to Removing Obstacles) Housing grant of \$3.5 million. The Action Plan is designed assist with implementation of the Regional Fair Housing Plan's goals to accelerate the production and preservation of affordable housing, the region's most persistent barriers to fair housing. COG was one of 21 grant recipients selected out of over 175 applications submitted.
- Coordinated the 25th annual regional point-in-time count of persons experiencing homelessness and supported efforts to achieve significant reductions in persons experiencing homelessness in the region, including a regional report to the Board of Directors.
- Received a two-year capacity-building grant from national nonprofit partner Community Solutions to expand COG's ability to improve regional homeless services data quality, systems operation, and cross-jurisdictional collaboration.

FY 2027 Priorities

- Working with partners in the public, private, and nonprofit sectors throughout the region, developing a Comprehensive Economic Development Strategy (CEDS) and having the region designated by the US Economic Development Administration (EDA) as an Economic Development District (EDD). Developing the CEDS will involve conducting a SWOT (Strength Weakness Opportunity Threat) analyses at the regional level and identifying proven strategies to exploit the opportunities while addressing the weaknesses and threats.
- Work with partners to develop a Comprehensive Economic Development Strategy and continue monitor the region's economy through the preparation of the monthly Regional Economic Monitoring System (REMS) report and online dashboard as well as the Federal Employment in the Metropolitan Washington Area data dashboard.
- The 2026 Commercial Construction and Multifamily Rental Housing Construction Indicators reports completed by the end of FY 2027 (June 2027) will provide information on the number and location of Commercial and Multifamily residential projects in metropolitan Washington.
- Continue to support Housing Directors and Planning Directors work to collaboratively achieve the 2030 regional housing targets adopted by the COG Board. Solicit applications and determine eligible recipients for the 5th round of Housing Affordability Planning Program (HAPP) grants.
- Provide technical assistance to member CoCs in implementing Community Solutions' Built for Zero methodology for homeless services to better coordinate care for persons experiencing homelessness and to improve the regional system of care's performance.
- Implement and coordinate the regional and local housing tasks included in the HUD PRO Housing Action Plan.

- Continue hosting the Human Services Policy Committee (HSPC) with a focus on interventions to address human services and unmet needs across the region, including housing, homelessness, public health, and child welfare.
- Continue to lead regional efforts to attract permanent homes for children in foster care and coordinate child welfare services across the metropolitan Washington region.
- Supporting newly reconstituted Health Funders Working Group, a coalition of private and non-profit organizations, which has partnered closely with area governments on health initiatives.

ACTIVITIES AND SERVICES –

3.10 Economic Development Coordination

The program provides the technical data driven analytical underpinning on program areas within the Department, including but not limited to housing and homelessness, economic development, public health, planning, and human and family services. One of the newest responsibilities of the department is working with partners in the public, private, and nonprofit sectors throughout the region, developing a Comprehensive Economic Development Strategy (CEDS) and having the region designated by the US Economic Development Administration (EDA) as an Economic Development District (EDD). Subsequently the program will convene and coordinate state and local level efforts of Economic Development Agencies to advance the region's economic goals and implement the CEDS initiatives.

3.20 Housing Opportunities

This program promotes housing opportunities for all residents of metropolitan Washington. The program also seeks to revitalize neighborhoods and expand housing affordability through sharing best practices, providing information, local analyses, and promoting regional cooperation. In addition, the program manages COG's Housing Affordability Planning Program, which supports planning initiatives and projects to increase the amount and affordability of housing near transit. Housing program work also includes regional fair housing planning to increase access to safe and affordable housing and resources in priority areas and create more inclusive and integrated communities.

This program intersects with many of COG's other core competencies through its housing-focused committees (Housing Directors Advisory, Regional Fair Housing Project Team, Regional Fair Housing Community Advisory Committee, Homeless Services Committee and the two Homeless Services Working Groups) as well as through housing's relationship to public health, child welfare, long term planning goals in transportation (Visualize 2045) and the environment (2030 climate goals). The program supports the region's annual homeless enumeration and provides opportunities for data sharing through reporting on the annual results as well as strategies to ensure that the experience of homelessness is brief, rare, and non-recurring.

3.30 Regional Planning and Coordination

This program focuses on economic development and efforts to improve the region's Activity Centers. The program also supports the Planning Directors Technical Advisory Committee (PDTAC), who have oversight of local comprehensive plans, zoning, and development review. In addition, the Planning Directors have technical oversight and approval for COG's Cooperative Forecasts, which enable local, regional, and federal agencies to coordinate planning activities using common assumptions about future growth and development. Since 1975, this program has provided regularly updated population, household, and employment estimates and forecasts for use in local and regional planning activities.

As the official Census Bureau Co-State Data Center for the region, COG will continue to provide local governments and the public with the access to in-depth data from the Census and the American Communities Survey. Staff will also continue work to expand COG and its Department of Community Planning and Services economic and demographic research and database capabilities.

3.40 Health Planning and Community Services

This program supports COG committees and regional programs with relationships to public health. The work program is focused on achieving and measuring regional progress in meeting health goals and communication information to policy officials and the public. It ensures coordination regarding health-related emergency response alongside the region's homeland security program, its program management office, and water utilities, among others.

This program also facilitates action-oriented meetings and issues dialogues among the Child Welfare Directors and their staff. It coordinates an annual foster parent appreciation video series to recruit and retain outstanding foster parents for children most at risk of aging out of foster care. Foster parents who serve children with special medical needs, large sibling groups, and teenagers are recognized by local elected officials and by the media.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

5.0 Homeland Security and Public Safety	FY25 Actual	FY26 Budget	FY27 Proposed
5.10 Urban Area Security Initiative Projects (1)			
Federal Funds	5,338,900	4,501,800	24,506,100
Total Project Revenue	5,338,900	4,501,800	24,506,100
5.20 Homeland Security & Policy			
Member Dues	112,200	161,800	140,000
Federal Funds	4,114,600	3,286,100	337,400
Regional Public Safety Fund	611,900	653,500	2,253,600
Other	1,633,600	1,122,100	2,167,100
Total Project Revenue	6,472,300	5,223,500	4,898,100
5.30 Public Safety Planning			
Member Dues	169,400	201,200	157,800
Other	-	-	-
Total Project Revenue	169,400	201,200	157,800
5.40 RICCS			
Member Dues	216,600	189,500	169,400
Total Project Revenue	216,600	189,500	169,400

5.0 Homeland Security and Public Safety				% of Revenue	
FY2027 Revenue	Member Dues	498,200	552,500	467,200	1.57%
Budget	Federal Funds	9,453,500	7,787,900	24,843,500	83.56%
	Regional Public Safety Fund	611,900	653,500	2,253,600	7.58%
	Other	1,633,600	1,122,100	2,167,100	7.29%
	Total Operations Revenue	12,197,200	10,116,000	29,731,400	
	Pass-through and Other Funds (1)	-	108,500	62,500	
	Total Revenue	12,197,200	10,224,500	29,793,900	

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

HOMELAND SECURITY AND PUBLIC SAFETY

COG's Homeland Security and Public Safety programs support local, state, and federal governments, and non-profit, academic, and private sector partners in promoting safe and secure communities. The program provides coordination and policy support for area law enforcement, fire department, emergency medical service, and emergency management, along with supporting technical expert subcommittees. The program also focuses on facilitating regional mutual aid and other public safety agreements, statistical measures of regional progress, and execution and administration of projects that enhance regional and sub-regional prevention, preparedness, response, and recovery capabilities to address threats to homeland security in the National Capital Region (NCR). The program's mission also includes facilitating regional coordination during emergencies and weather events, emergency exercises, and after-action reporting.

The program also provides decision support for regional programs, including those supported by the Urban Area Security Initiative (UASI) grant program. This support is focused on informing leadership about the current threat picture, regional gaps, and unmet needs as defined by subject matter experts in all disciplines associated with prevention, preparedness, response, and recovery, and supporting these operations.

Policy Oversight: Homeland Security Executive Committee (HSEC)
Staff Director: Scott Boggs, Homeland Security and Public Safety Managing Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- Planned and executed several regional exercises and trainings, including a tabletop exercise to discuss the Cyber Security Regional Programmatic Working Group's draft Mutual Aid Operations Plan (MAOP), bringing together interdisciplinary and cross-jurisdictional partners to discuss the MAOP, its use-cases, and barriers to implementation.
- Coordinated with COG outside counsel and subject-matter experts to draft and execute two new addenda to regional Information Sharing Memorandum of Understanding (MOU) covering data sharing and privacy concerns related to third party vendors and computer-aided dispatch to computer-aided-dispatch (CAD2CAD) program.
- Added five new signatory agencies to the Interjurisdictional Mutual Aid Communications MOU (IJ MOU) through administration of standard process to coordinate, track, and execute agreement across local, state, and federal partners and increase interoperability in the NCR.
- Developed a data-driven, subject-matter expert informed funding and transition strategy for the decrease in the Fiscal Year (FY) 2025 Urban Area Security Initiative (UASI) grant, which led to the approval of transitioning of four additional programs from grant funding to local funding beginning in local Fiscal Year (FY) 2027 providing more stable support to several valuable regional preparedness programs.
- Officially launched the Regional Crime Dashboard, a new, first of its kind, regional resource that tracks crime statistics from local agencies in the region and updates on a regular basis.

- Supported regional response planning for events and emergencies, such as such as the after- action review of the Potomac River January 2025 mid-air collision, multiple severe weather events, and special events to including those related to 2026 FIFA World Cup and America 250.
- Hosted several regional events for homeland security and public safety stakeholders, including the National Executive Forum on Public Order Policing, the WMATA – COG Safety and Security Summit, the annual Corrections Officers Wreath Laying Ceremony, Wellness Vendor Day, National Capital Region Public Health Preparedness and Response Academy, ICISF Resilient Leadership Training, the Fire Health & Safety Symposium, and a Crisis Negotiation Command School.

FY 2027 Priorities

- Support regional response planning for events and emergencies, such as America250 events, the 2026 FIFA Club World Cup, First Amendment-related activities, and severe weather. COG will also develop a “detection as a service” platform to improve Unmanned Aerial Systems detection.
- Maintain the Regional Incident Communication and Coordination System (RICCS), a 24/7 service facilitating rapid and secure communication among regional officials during emergencies.
- Support the homeland security and public safety community, including law enforcement, emergency management, and fire/emergency medical services (EMS) agencies by drafting and updating regional MOUs and operations plans.
- Continue organizing regional exercises and training, including tabletop exercises and the leadership seminar for area homeland security and public safety professionals.

ACTIVITIES AND SERVICES

5.10 Urban Area Security Initiative (UASI) – Projects & Project Management

In support of the region’s UASI, FEMA, and DHS grant program, COG provides financial and procurement management and subject matter expertise were requested in administering approximately 20 sub-grants from the State Administrative Agency of DC HSEMA.

5.20 Homeland Security and Policy

A primary mission of the program is supporting HSEC and ensuring the group and the supporting subject matter experts are informed and have material for regional decision making, including developing draft regional agreements and policies. This also includes managing information on action items and decisions made at all levels of the regional organization.

5.30 Public Safety and Planning

Law Enforcement: COG will continue to support Police Chiefs and their technical subcommittees with coordinating law enforcement initiatives; produce the *Annual Report on Crime and Crime Control* and *How Safe Are Our Roads Report* to keep elected officials, other leaders, and residents of the region

apprised of challenges.

Fire Services: COG will continue to assist area Fire Chiefs and their technical subcommittees as they collaborate on emergency planning and shared resources, investigate new communication technology options for interoperability among first responders, and provide training and support related to local fire operations. This includes ongoing coordination and assistance regarding Metro safety in the areas of communications, training, exercises, and related activities.

Corrections: COG's Corrections Committee works to prepare corrections facilities for natural disasters and discusses standards and best practices across the region. The committee plans, organizes, and conducts the Annual Wreath Laying Ceremony in May to recognize corrections officers throughout the United States who lost their lives in the line of duty in the past year.

Winter Weather Coordination Plan: The Managing Director of Homeland Security and Public Safety will continue to maintain and improve working relationships with regional partners and conduct the Annual Winter Weather Coordination Briefing for the region; continue to provide oversight of and participate in implementing the *Winter Weather Coordination Plan* for the area; coordinate with federal, state, and local partners at the end of the winter season to identify enhancements to the Winter Weather Coordination Plan; and revise the plan as necessary to meet the needs of regional partners.

Regional Programs: DHSPS coordinates and provides fiscal and programmatic oversight for the following regional programs on behalf of the region: Automated Fingerprint Identification System (AFIS), NCR License Plate Reader (LPR) Program, Identity Access Management System (IAMS), Geospatial Data Exchange and Index (GDX), NCR Law Enforcement Data Exchange (LInX), NCR – Maryland (MD) Regional Automated Property Identification Database (RAPID), NCRnet, Computer Aided Dispatch to Computer Aided Dispatch (CAD2CAD); Police Mutual Aid Radio System (PMARS), Law Enforcement Training, Securing the Cities (STC) program, BioWatch, and Regional Leadership Training. Fiscal and programmatic oversight for these programs are coordinated with the CAOs and the appropriate subject matter experts such as the Police Chiefs, Fire Chiefs, and Chief Information Officers.

5.40 RICCS and Website Support

COG created the Regional Incident Communication and Coordination System (RICCS) to facilitate rapid and secure communication between regional officials during emergencies. The system, used daily, currently has about 2,800 users in 130 groups and delivers more than 1,200 messages per year. COG will continue to sustain the Everbridge Notification System; review COG/NCR utilization of the capabilities offered by Everbridge; and determine if there are additional capabilities not being utilized by COG that would further enhance RICCS communications within the NCR.

5.50 WMATA Fire Chief Liaison – Operations

WMATA funding for this program providing a contractor serving as fire and rescue liaison officer at the Metro Integrated Command and Communications Center (MICC) to coordinate fire and rescue activities. Most of the funding will be used to cover the salary and training expenses of qualified COG contractors that fill the fire and rescue liaison officer position and to reimburse the Fire Departments in seven jurisdictions and the Metropolitan Washington Airports Authority (MWAA) that also provide fire liaison officer personnel to the MICC. The Department of Homeland Security and Public Safety administers the program for the Fire Chiefs and WMATA.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

6.0 Water Resources	FY25 Actual	FY26 Budget	FY27 Proposed
6.10 Regional Water Resources Management			
Member Dues	-	-	-
Regional Water Fund	1,571,100	1,710,500	1,785,700
Other	-	-	-
Total Project Revenue	1,571,100	1,710,500	1,785,700
6.20 Drinking Water Quality, Security and Response			
Member Dues	63,000	63,000	-
Regional Water Fund	153,600	125,000	125,000
Service Fees, Donors & Misc.	407,100	412,000	412,000
Total Project Revenue	623,700	600,000	537,000
6.30 Community Engagement Campaign			
Regional Water Fund	35,300	46,100	47,000
Other	107,400	107,400	107,400
Total Project Revenue	142,700	153,500	154,400
6.40 Food Security			
Member Dues	-	-	-
Regional FARM Fund	333,100	376,200	369,900
Other	2,400	-	-
Total Project Revenue	335,500	376,200	369,900
6.50 Anacostia Watershed Restoration Program			
Member Dues	69,300	69,200	89,200
Anacostia Restoration Fund	334,200	403,900	498,100
Service Fees, Donors, & Misc.	87,600	-	-
Total Project Revenue	491,100	473,100	587,300
6.60 Anacostia Watershed Special Projects			
Member Dues	22,800	35,700	78,700
Federal Funds	258,900	-	-
State & District Funds	635,700	-	-
Service Fees, Donors, & Misc.	(76,800)	679,900	649,900
Total Project Revenue	840,600	715,600	728,600
6.70 Blue Plains User Support			
Blue Plains User Fees	652,200	1,024,000	1,075,000
Total Project Revenue	652,200	1,024,000	1,075,000

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

6.0 Water Resources	FY25	FY26	FY27
	Actual	Budget	Proposed

FY2027	6.0 Water Resources			% of	
Revenue				Revenue	
	Member Dues	155,100	167,900	167,900	3.21%
Budget	Regional Water Fund	1,760,000	1,881,600	1,957,700	37.38%
	Blue Plains User Fees	652,200	1,024,000	1,075,000	20.52%
	Anacostia Restoration Fund	334,200	403,900	498,100	9.51%
	Regional Environmental Fund (1)	-	-	-	0.00%
	Regional FARM Fund	333,100	376,200	369,900	7.06%
	Federal Funds	258,900	-	-	0.00%
	State & District Funds	635,700	-	-	0.00%
	Service Fees, Donors & Other	527,700	1,199,300	1,169,300	22.32%
	Total Operations Revenue	4,656,900	5,052,900	5,237,900	

(1) See also 7.0 Environmental Resources for additional use of Regional Environmental Funds

WATER RESOURCES

This program delivers coordinated regional leadership to strengthen wastewater governance, advance long-term water supply resilience, accelerate watershed restoration, and enhance water security and food system resilience in the face of evolving regulatory, climate, and infrastructure challenges.

Actions are aimed at coordinating regional efforts to protect local water quality, including the Potomac and Anacostia Rivers and the Chesapeake Bay; supporting wastewater treatment; ensuring resilient long-term supplies of drinking water in the region; advocating for water infrastructure support; and promoting preservation of and improvements to stormwater management and green infrastructure that helps protect water quality and provide for flood control and improved community resiliency.

The program supports work to restore water quality more quickly in the Anacostia River and its tributaries through efforts like advanced stormwater management techniques. It provides technical, policy, and secretariat support for implementation of the 2012 Blue Plains Intermunicipal Agreement (IMA)—COG serves as a neutral forum for addressing key issues such as capital cost allocations for the region's largest advanced wastewater treatment plant.

The Water Resources Program supports the regional Water Security Workgroup to enhance water supply resiliency, improve coordination during drought and emergencies, and protect drinking source waters and critical infrastructure. In addition, the program supports COG's work on food security, agricultural development, and food system resilience.

Policy Oversight: Chesapeake Bay and Water Resources Policy Committee (CBPC)
Food and Agriculture Regional Member (FARM) Policy Committee

Staff Director: Steve Bieber, Water Resources Program Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- Led regional coordination on wastewater and water quality priorities, including policy and technical support for implementation of the 2012 Blue Plains Intermunicipal Agreement (IMA), facilitation of user committee activities, and advancement of long-term planning, capital cost allocation, and system operations discussions.
- Represented local government interests in the Chesapeake Bay Program, advocating for regional priorities related to emerging drinking water regulations, PFAS, infrastructure funding needs, and development of the Chesapeake Bay Program “Beyond 2025” policy framework.
- Advanced regional water supply resiliency planning through continued coordination with local water utilities, regional partners, and the U.S. Army Corps of Engineers on a water supply feasibility study, including intergovernmental coordination related to funding, scope considerations, and communications.
- Secured and advanced implementation of competitive external grant funding to support watershed restoration, debris removal, and invasive species management efforts, strengthening collaboration among state, local, nonprofit, and private-sector partners in the

Anacostia watershed and across the region.

- Strengthened regional water security, emergency preparedness, and food system resilience, through continued support of the Water Security Workgroup, maintenance of regional response plans and mutual aid coordination, and facilitation of Food and Agriculture Regional Member (FARM) Policy Committee priorities.

FY 2027 Priorities

- Provide sustained regional leadership on wastewater management and governance, including continued technical and administrative support for Blue Plains users, updates to the 2012 Intermunicipal Agreement and derivative agreements, support for cost allocation efforts, and coordination on long-term planning, biosolids management, and wastewater flow forecasting.
- Serve as the regional local-government voice in the Chesapeake Bay Program “Beyond 2025” process, advocating for sound science, realistic implementation pathways, and regional priorities to meet Chesapeake Bay Watershed Agreement goals and outcomes.
- Advance regional water supply resiliency strategies, working with local utilities, regional partners, and the U.S. Army Corps of Engineers to move feasibility study findings toward implementation, including coordination on funding strategies, governance considerations, and public and stakeholder communications.
- Continue leadership on Anacostia watershed restoration and special projects, including coordination of watershed monitoring studies, support for PCB toxicity research, removal of abandoned and derelict vessels and large debris, and implementation of restoration, outreach, and reporting activities that accelerate progress toward restoration targets.
- Strengthen regional water security, emergency preparedness, and response capabilities, through continued support of the Water Security Workgroup, maintenance and updating of regional water supply and drought response plans, and coordination of mutual aid and information-sharing among utilities and local governments.
- Support regional food system resilience through the FARM Policy Committee, facilitating collaboration on food security, support for small and underserved farmers, improved food system data, and implementation of the FARM Strategic Framework to strengthen the region’s food and farm economy.

ACTIVITIES AND SERVICES

6.10 Regional Water Resources Management

COG's Regional Water Quality Management Program supports COG members' commitment to protecting water quality, water resources, and water infrastructure. The program represents the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature. A primary driver of this work is to improve local water quality and protect drinking source water, while also improving water quality in the Chesapeake Bay watershed to meet nutrient and sediment pollutant load reductions mandated under the Chesapeake Bay TMDL and related state and federal permits.

The Chesapeake Bay Program drives significant requirements for wastewater treatment and stormwater management. COG provides a forum for members to influence Chesapeake Bay Program policies, programs, and decisions; voice local concerns; measure progress; quantify funding needs for water infrastructure and restoration; identify multiple benefits and cross-media issues (e.g., water quality, employment, economic, climate impacts, and air quality links); and communicate local successes and challenges.

6.20 Drinking Water Quality, Security and Response

COG works with the regional Water Security Workgroup to address water security issues, enhance drinking water system resiliency, and facilitate information sharing and coordination during water emergencies.

COG maintains the regional Water Supply Emergency Plan, the regional Water Supply and Drought Awareness Response Plan, and the operational plan for the NCR Water/Wastewater Agency Response Network (i.e., NCRWARN utility mutual aid). COG coordinates technical support and maintenance of a regional source water assessment tool (WaterSuite) and a Potomac water security monitoring capability network in partnership with utilities and local governments.

6.30 Community Engagement Campaign

COG works with area water utilities and local governments on outreach and education addressing water conservation (Wise Water Use), the value and safety of water, and proper disposal of medications, and fats, oils, and grease (Protect Your Pipes). This focuses on the importance of water infrastructure to the region's public health, environment, as well as economic viability.

6.40 Food Security and Resilience

Now centered on supporting the Food and Agriculture Regional Member (FARM) Policy Committee and its Work Groups, this program advances FARM's mission to support development of long-term regional direction and collaboration toward a more resilient, secure, equitable, connected food and farm economy (food system) across Metropolitan Washington's urban, suburban and rural communities to provide more of the region's food needs. FARM's five major priorities include improving food security, supporting Black, Indigenous, and People of Color and small farmers, focusing on farmland preservation, land use regulations, environmental sustainability, and resilience, leveraging procurement to support equity and the region's food and farm economy, and improving and communicating regional food system data.

6.50 Anacostia Watershed Restoration Program

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

6.60 Anacostia Watershed Special Projects

As a service to members in the Anacostia watershed, COG provides technical and professional assistance in addressing a range of issues related to urban stormwater management, stream ecology, fish passage, water quality monitoring, forestry, and watershed GIS analysis. Projects include riparian land restoration, stream trash surveys, fish and bacteria monitoring using DNA analysis, addressing the effectiveness of trash controls, and monitoring restored stream projects.

6.70 Blue Plains Users Support

The Blue Plains Advanced Wastewater Treatment Plant is the largest advanced wastewater treatment plant in the world and provides approximately half of the wastewater treatment in the region. Serving over two million people, the Blue Plains service area includes the District of Columbia, and portions of Fairfax, Prince George's, Montgomery, Loudoun, and Arlington counties. COG supports implementation of the 2012 Blue Plains IMA, providing Blue Plains users with a neutral forum for addressing policy and technical issues.

COG also provides specialized technical support to the Blue Plains users to address wastewater treatment; biosolids management research and outreach; wastewater conveyance and metering; water quality modeling; flow and load management; financial and cost allocations; asset management; and long-term planning. These efforts also support the Blue Plains plant discharge permit with Bay TMDL issues.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

7.0 Environmental Resources	FY25 Actual	FY26 Budget	FY27 Proposed
7.10 Regional Environmental Resources Planning			
Member Dues	281,300	476,900	301,000
Regional Environmental Fund	598,700	665,900	751,900
Other	-	-	-
Total Project Revenue	880,000	1,142,800	1,052,900
7.20 Regional Environmental Special Projects			
Regional Environmental Fund	25,300	-	-
Regional Water Fund	30,400	-	44,600
Federal Funds	380,600	139,600	389,700
State & District Funds	-	-	-
Other	1,545,900	314,400	80,300
Total Project Revenue	1,982,200	454,000	514,600
7.30 Regional Agriculture and Forestry Management			
Member Dues	-	-	-
Regional Environmental Fund	58,700	75,000	80,000
Regional Water Fund	-	-	-
Federal Funds	15,600	-	-
Total Project Revenue	74,300	75,000	80,000
7.40 Recycling and Solid Waste			
Regional Environmental Fund	113,300	172,000	139,100
Other	157,500	50,000	50,000
Total Project Revenue	270,800	222,000	189,100
7.50 Landfill Committee			
Other	16,500	7,400	15,600
Total Project Revenue	16,500	7,400	15,600

FY2027	7.0 Environmental Resources			% of Revenue	
Revenue	Member Dues	281,300	476,900	301,000	16.25%
Budget	Regional Environmental Fund (1)	796,000	912,900	971,000	52.42%
	Regional Water Fund	30,400	-	44,600	2.41%
	State & District Funds	-	-	-	0.00%
	Federal Funds	396,200	139,600	389,700	21.04%
	Other	1,719,900	371,800	145,900	7.88%
	Total Operations Revenue	3,223,800	1,901,200	1,852,200	
	Pass-through Funds (2)	-	-	-	
	Total Revenue	3,223,800	1,901,200	1,852,200	

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

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

ENVIRONMENTAL RESOURCES

This program advances regional action on achieving environmental and sustainability goals for climate change, sustainable development, renewable energy, low-emission vehicles, alternative fuels, energy efficient communities, high performance buildings, energy conservation, resiliency planning, equity and environmental justice, tree canopy, and waste management. The region's energy and climate change initiative ties together the multi-sector work of COG's environmental resources, air, and water quality programs and is coordinated and integrated with transportation, land use, housing, and other areas.

Special projects focus on renewable energy deployment, removing barriers to sustainable solutions, and installing technology solutions to reduce energy use and emissions of greenhouse gases and pollutants. COG is also a forum to address regional waste management and recycling issues. Grants from federal, state, and other sources enable successful project implementation. Specific objectives include supporting local government efforts to develop local climate and energy action plans, electric vehicle plans, as well as expanding deployment of solar and other green building technologies, adoption of electric vehicle (EV) and charging infrastructure. The program also measures progress toward meeting the region's greenhouse gas emission reductions goals, addressing tree canopy management planning issues, and works toward coordinated responses to energy supply emergencies.

Policy Oversight: Climate, Energy, and Environment Policy Committee (CEEPC)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Jeff King, Climate, Energy, and Air Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- Continued supporting implementation of the *Metropolitan Washington 2030 Climate and Energy Action Plan*. COG worked with members to complete a Comprehensive Climate Action Plan (CCAP) for EPA's Climate Pollution Reduction Grant (CPRG). The plan presents practical and achievable strategies to reduce greenhouse gas emissions and air pollution in the Metropolitan Statistical Area (MSA).
- Supported various climate and energy projects and initiatives across the region, including local member efforts to develop and implement climate and energy action plans; local electric vehicle planning through COG's Regional Electric Vehicle Deployment working group (REVD) and the EV information clearinghouse.
- Supported local and regional efforts to meet the goal of 250,000 solar rooftops in the region by 2030. Developed local solar mapping tools and prepared a report on the current state of renewable markets for Prince George's County.
- Recruited sponsors and ran a regional multimedia campaign, Go Recycle, to promote best practices for waste reduction and recycling, which included a Battery Management media campaign with public and private sponsors to promote safer citizen battery disposal, which helps reduce solid waste and recycling facility fires.
- Managed a \$3.9 million Federal Highway Administration (FHWA) Charging and Fueling Infrastructure (CFI) grant to support the installation of electric vehicle charging infrastructure

across the region. In addition, COG finalized a Regional Electric Vehicle Infrastructure Implementation (REVI) Strategy to help advance the region's ongoing EV initiatives and serve as a guide for local governments to consult and use as they develop and implement their EV charging station deployment processes.

- Organized a forum on data centers focused on energy supply, including best practices for meeting the challenges of data center growth in the region.

FY 2027 Priorities

- Continue supporting priority implementation activities to accelerate action on climate: regional EV readiness planning to support broader EV infrastructure deployment and coordination on best practices to deploy solar energy systems to meet the new regional solar goals. Support clean electricity through large scale and community solar. Develop approaches to work with utilities, HOAs, schools, local energy procurement officers. Continue to manage the FHWA CFI electric vehicle charging infrastructure grant.
- Support local climate and energy action planning and implementation, with an emphasis on equity and resilience. Conduct engagement with key climate stakeholders including in low-income and disadvantaged communities across COG's equity emphasis areas.
- Continue to support resilient infrastructure planning. Collaborate with TPB staff on the Transportation Resilience Improvement Plan (TRIP) development and implementation of the Regional Electric Vehicle Infrastructure Deployment Plan (REVI).
- Continue Battery Management media campaign to promote safer citizen battery disposal, which will help reduce solid waste and recycling facility fires.
- Enhance and protect the region's forests and green infrastructure through activities of the Regional Tree Canopy Subcommittee, including work to meet local and regional tree canopy goals through development of a regional action plan.
- Comprehensively track local and regional progress towards regional 2030 climate mitigation goal to reduce greenhouse gas emissions 50 percent below 2005 levels by 2030 through completing local and regional GHG inventories, updating utility data analytics and performance indicators, and the Midcourse Review Report.

ACTIVITIES AND SERVICES

7.10 Regional Environmental Resources Planning

This program advances regional action on achieving environmental and sustainability goals for climate change, sustainable development, renewable energy, alternative fuels, low-emission vehicles, energy efficient communities, high performance buildings, energy conservation, resiliency planning, equity and environmental justice, tree canopy, and recycling. The region's energy and climate change initiative ties together the multi-sector work of COG's environmental resources, air, and water quality programs and is coordinated and integrated with transportation, land use, housing, and other areas. The actions are directed through the *Metropolitan Washington 2030 Climate and Energy Action Plan*, such as preparing climate action plans, implementing new financing options for energy efficiency and renewable energy such as green banks, expanding community-level solar

energy implementation, expanding building benchmarking and challenge initiatives, advocating for improved building energy codes, and assisting with reaching 100 percent energy code compliance.

The program manages the annual COG Climate and Energy Awards and the annual utility data request. It supports the Air and Climate Public Advisory Committee (ACPAC), tracks legislative and regulatory issues for the CEEPC Legislative Committee, and prepares advocacy materials for several state legislation measures, as well as for federal-level legislation/regulation. It also manages the Climate and Energy Progress Dashboard on the COG website as well as the DMV Climate Partners website and the weekly DMV Climate Clips e-news.

7.20 Regional Environmental Special Projects

Special projects focus on facilitating the deployment of renewable energy, removing barriers to implementation of solutions, and implementing projects that directly install technology solutions to reduce energy consumption, emissions of greenhouse gases, and criteria pollutants. Grants are received from federal, state, and other sources. This may include assisting developing climate plans, equity initiatives, resilience assessments, and implementation and deployment of electric vehicle infrastructure, diesel emission reduction technologies, energy efficiency measures, and solar photovoltaic systems.

7.30 Forestry Management

The program supports implementation of the *Regional Tree Canopy Management Strategy* and provides staff support to the Regional Tree Canopy Management Subcommittee under CEEPC. It supports the region's green infrastructure network by coordinating with COG members and other stakeholders on forest canopy assessments and updates and providing technical assistance on a range of forest, tree canopy, and food and agriculture issues.

7.40 Recycling and Solid Waste

COG is a forum to address regional waste management issues such as recycling, composting, and disposal. Activities under this program include supporting the Recycling Committee and Solid Waste Managers Group, coordinating a regional celebration of America Recycles Day, and implementing the regional Go Recycle and Battery Management promotional campaigns. This work helps localities across the region advance toward zero landfilling goals, managing debris after significant storms, providing for alternate management of organic materials, and composting.

7.50 Landfill Committee

The I-95 Landfill Committee is a partnership between local governments participating in a regional agreement governing the use of the I-95 Landfill property resource owned by Fairfax County.

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027**

8.0 Air Quality	FY25 Actual	FY26 Budget	FY27 Proposed
8.10 Clean Air Partners			
Member Dues	58,800	58,800	58,800
State & District Funds	681,400	571,900	571,900
Other	5,000	85,000	85,000
Total Project Revenue	745,200	715,700	715,700
8.20 Regional Air Quality Attainment Planning			
Member Dues	197,100	202,200	202,200
State & District Funds	222,200	202,200	202,200
Total Project Revenue	419,300	404,400	404,400
8.40 Air Quality Index & Monitoring			
State & District Funds	25,000	25,000	25,000
Total Project Revenue	25,000	25,000	25,000
8.50 Air Quality Forecasting			
Member Dues	40,600	48,800	48,700
Total Project Revenue	40,600	48,800	48,700

FY2027	8.0 Air Quality (1)			% of Revenue	
Revenue	Member Dues	296,500	309,800	309,700	25.94%
Budget	Federal Funds	-	-	-	0.00%
	State & District Funds	928,600	799,100	799,100	66.94%
	Other	5,000	85,000	85,000	7.12%
	Total Operations Revenue	1,230,100	1,193,900	1,193,800	

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

AIR QUALITY PLANNING

The air quality planning program’s purpose is to plan for, promote, and achieve healthy air quality for the residents in metropolitan Washington. It advances the region’s sustainability goals by working to improve air quality and meet federal health standards. Over the past decade, the region’s air quality has significantly improved as emissions of pollutants declined due to strategies adopted at the local, state, and federal levels. The strategies contributing to this significant progress are established through regional air quality plans developed by COG.

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

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

Policy Oversight: Metropolitan Washington Air Quality Committee (MWAQC)
Staff Directors: Kanti Srikanth, Deputy Executive Director for Metropolitan Planning
Jeffrey King, Climate, Energy, and Air Programs Director

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- COG released its Ozone Season Summary, which revealed 5 “Code Orange” unhealthy air days in 2025. Draft data from 2023–25 shows that the region continues to meet the federal health standard for ground-level ozone
- To communicate forecasted and real-time air quality information to the public, staff maintained an air quality dashboard, forecast, and real-time data display. The air quality forecast page continues to be one of the most visited pages on the COG website.
- Clean Air Partners held a lawn equipment exchange event, with local ACE Hardware stores, where residents exchanged 450 pieces of gas-powered equipment for cleaner, electric models. The campaign included a number of events across the region including pop-ups and ‘Backyard Bubble’ exhibits to educate residents on how they can contribute to clean air by making small changes in their home and garden care and outdoor leisure activities.
- Clean Air Partners’ “On the Air” school program continued to expand its train-the-trainer program – focusing on teacher training and professional development. The Lead Teachers taught nearly 950 students and trained over 100 teachers across the Baltimore-Washington region.

FY 2027 Priorities

- Develop a *Redesignation Request and Maintenance Plan* for the 2015 national ambient air quality standards detailing how officials will maintain the region's air quality progress.
- Work with local jurisdictions to identify and implement initiatives to reduce air pollution and protect residents that live in areas with unhealthy levels of air pollution.
- Advocate for federal clean air policies that improve metropolitan Washington's air and protect public health.
- Communicate to regional leaders and the public on improvements to air quality and the need for actions to reduce emissions and continue to improve the air.
- Communicating unhealthy air quality days to encourage residents to change behaviors to protect their health and improve the air and impacts related to climate change.

ACTIVITIES AND SERVICES

8.10 Clean Air Partners

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

8.20 Regional Air Quality Attainment Planning

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

8.40 Air Quality Index and Monitoring

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

8.50 Air Quality Forecasting

The air quality forecast program provides daily forecasts of ozone and fine particle levels during the summer. Forecasts are provided for COG, Clean Air Partners, and EPA AirNow websites. Forecasts are made in cooperation with year-round regional fine particle forecasts prepared in cooperation with

the state air agencies for the Washington region. Forecasts are distributed to both the news media and employers and individuals who subscribe to the EPA EnviroFlash system.

COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027

9.0 Strategic Initiatives & Member Services	FY25 Actual	FY26 Budget	FY27 Proposed
9.10 Strategic Initiatives & Board Engagement (1)			
Member Dues	1,809,900	340,700	834,500
Bldg & Interest Revenue	1,643,400	580,900	30,000
Other Revenue	11,200	7,500	-
Total Revenue	3,464,500	929,100	864,500
9.20 Communications & Public Relations (1)			
Member Dues	220,800	261,100	269,100
Total Revenue	220,800	261,100	269,100
9.30 Cooperative Purchasing			
Member Dues	(71,600)	-	-
Service Fees	194,600	154,800	157,700
Total Revenue	123,000	154,800	157,700
9.40 Institute for Regional Excellence			
Member Dues	9,400	12,500	-
Service Fees (Registration)	116,000	165,000	187,100
Total Revenue	125,400	177,500	187,100
9.50 Sublease, Non-Reimbursable Expense			
Member Dues	57,000	61,200	63,200
Rent	-	-	-
Total Revenue	57,000	61,200	63,200

FY2027	9.0 Strategic Initiatives & Member Services			% of Revenue	
Revenue	Member Dues	2,025,500	675,500	1,166,800	75.69%
Budget	Bldg & Interest Revenue	1,643,400	580,900	30,000	1.95%
	Service Fees & Other Revenue	321,800	327,300	344,800	22.37%
	Total Operations Revenue	3,990,700	1,583,700	1,541,600	
	Pass -Through and Other Funds	-	-	-	
	Total Revenue	3,990,700	1,583,700	1,541,600	

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

STRATEGIC INITIATIVES & MEMBER SERVICES

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

This section of the work program covers COG's strategic initiatives and how staff are facilitating cross-departmental programs, developing partnerships between COG and regional stakeholder organizations, and providing additional member services that support the entire organization, including the COG Board of Directors, Chief Administrative Officers (CAO) Committee, and other affiliated committees.

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

Policy Oversight: COG Board of Directors
Staff Directors: Clark Mercer, Executive Director
Monica Beyrouiti Nunez, Government Relations & Member Services Manager

WORK PROGRAM HIGHLIGHTS

FY 2026 Accomplishments

- Advanced the work of DMVMoves – a partnership between COG and Metro and the region's transit providers to develop a unified vision and sustainable funding model for transit in metropolitan Washington. Through a Task Force, advisory groups of business, civic, and government partners, and multiple issue-focused work groups, DMVMoves built regional support on recommendations to fund Metro and support the region's transit needs.
- Strengthened COG's relationship with federal and state members through continued strategic outreach to the congressional delegation and state lawmakers including the inaugural Capital Caucus convening which brought together Maryland and Virginia delegates and senators representing the COG footprint in addition to the DC Council to discuss legislative priorities.
- Completed 26 member presentations to local government boards, councils, and regional groups on the benefits of COG and DMVMoves.
- Strengthened external relations with the public, private, and nonprofit sectors to advance shared regional goals, specifically through a revamped Potomac Conference now known as the Potomac Regional Conference.
- Advanced various regional racial equity initiatives including an Economic Mobility training series focused on improving the economic mobility of our communities.
- Coordinated media outreach promoting COG members, staff, and programs on various topics, including feature stories and interviews covering DMVMoves, the region's economy and federal workforce, and transportation, crime, and housing trends.

- Managed and promoted the Cooperative Purchasing Program, which saves participants time and money through volume buying of goods and services. Current contracts include diesel fuel, bio-diesel, heating oil, self-contained breathing apparatus (SCBA), personal protective equipment (PPE), subscriber radios, health and safety training, environmental, transportation and public safety consulting, staffing services, bottled water, road salt and ice melt.
- Continued sponsorship and promotion of the Institute for Regional Excellence (IRE) program, a graduate-level Certified Public Manager training program held in partnership with the George Washington University, for mid- to senior-level managers in area governments, which has graduated more than 500 managers since its inception.

FY 2027 Priorities

- Continue to advocate at the local, state, and federal level to implement the final plan and recommendations of DMVMoves and finding a sustainable funding solution for Metro.
- Continue to increase COG's legislative advocacy presence at the Virginia General Assembly, Maryland General Assembly and the National Capital Region Congressional Delegation to increase awareness of COG priorities and maximize potential partnerships to advance regional legislative goals.
- Visit all 24 member local governments and share COG's priorities, programs, and member benefits.
- Continued coordination of racial equity initiatives, including facilitation of additional regional trainings focused on implementation within various local government disciplines.
- Develop a redesigned COG website and continue coordinating a wide range of member communications products, including COG newsletters, daily regional news clip emails, social media posts, videos on COG programs, as well as multimedia projects featuring COG members, staff, and programs.
- Enhance the Cooperative Purchasing Program, through savings on cooperative and collaborative procurement of goods and services, savings on administration, training, and joint service delivery for selected services for interested jurisdictions.
- Further enhance the role of the IRE program to facilitate research, proposals, and thought leadership on regional challenges to improve regional decision and policy making.

ACTIVITIES AND SERVICES

9.10 Strategic Initiatives & Member Services

COG's membership and government relations program focuses on member retention by visiting jurisdictions and highlighting member programs and benefits throughout the year. The program also fosters state and federal relationships and oversees production of COG's annual legislative priorities to advocate on behalf of region and member governments.

9.20 Communications & Public Relations

COG's Office of Communications (OC) supports COG's mission by enhancing its reputation as the hub for regional partnership, where area officials and experts make connections, share information, and develop solutions to the region's major challenges. OC regularly coordinates with COG program and administrative staff to highlight the leadership of COG's members and knowledge of COG's subject matter experts in advancing regional priorities using traditional news placement, articles on the COG website, various e-newsletters, social media, and videos.

9.30 Cooperative Purchasing

COG's Cooperative Purchasing Program saves participants time and money through volume buying of goods and services—such as diesel and biodiesel fuels, heating oil, gasoline, road salt, ice melt, consulting services, self-contained breathing apparatuses, and public safety radios. The program also offers a clearinghouse for local government solicitations. COG encourages the use of cooperative purchasing rider clauses in members' procurement specifications and contract awards, which allow members to take advantage of other members' contracts and reduce administrative costs.

COG continues to implement the reinvestment fee paid by contractors to assure long-term support for COG's Cooperative Purchasing Program and related membership services initiatives, thereby leveraging COG's subject matter expertise and increasing the value of COG's membership dues contributions.

9.40 Institute for Regional Excellence

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

IRE Program participants examine issues and develop recommendations that are shared with the COG CAOs Committee and other COG committees and staff. These have proven valuable for enhancing existing COG programs as well as fostering new ideas and initiatives. Recent topics have included transportation, public safety, education, mental health, and economic development.

9.50 Sublease, Non-Reimbursable Expense

COG sublet a small portion of its office space to the building manager. The lease ceased in FY24. Non-reimbursable expenses are those not allowed by federal cost reimbursement guidelines to be charged to indirect.

Building and Interest Revenue

COG's membership fees are heavily leveraged and provide substantial match to federal, state, and private or foundation grants and contracts as described in the program sections of this document. COG also receives a small amount of interest income from very conservative instruments that hold COG's reserve funds and building income as one of the owners of the Center for Public Administration and Service building at 777 North Capitol Street where COG is headquartered. COG

has an adopted policy outlining both capital and operating reserve fund targets and the criteria and process consideration of the use of capital and operating reserve fund.

**COG Work Program and Revenue Budget
For the fiscal year ending 6/30/2027**

Pass-Through & Special Revenue Funds	FY25 Actual	FY26 Budget	FY27 Budget
UASI Projects Pass-Through	-	-	-
Securing the Cities	-	-	-
Enhanced Mobility Pass-Through	577,100	4,619,700	5,380,200
Switcher Locomotive Pass Through	-	-	-
Commuter Connections Pass-Through	-	-	-
WMATA Fire Chief Liaison Pass-Through	-	-	-
Public Safety Special Projects	-	108,500	62,500
Foster Parent Pass-Through	-	-	-
Commuter Connections Client Memberships	-	-	-
Bike to Work	-	-	-
Total Pass-Through & Special Revenue Funds	577,100	4,728,200	5,442,700

Metropolitan Washington Council of Governments
Active Positions by Department
(Excluding interns)

	FY2025	FY2026
Department of Transportation	55	57
Department of Environmental Programs	25	24
Department of Community Planning and Services	5	6
Department of Homeland Security and Public Safety	20	20
Office of Finance and Administrative Services	12	12
Information Technology	5	6
Executive Office and Member Services	3	4
Office of Human Resources	3	4
Office of Communications	3	3
	131	136

Note: Employee number (excluding interns) on the last payroll of FY25 for FY25 data, employee number(excluding interns) on the pay period ending 3/21/26 for FY26 data

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

RESOLUTION ADOPTING THE FY 2027 WORK PROGRAM AND BUDGET

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 24 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, COG brings leaders together to develop solutions to the region's major challenges by preparing plans enabling the region to receive federal funding, providing members with research and data to inform decision-making, and a wide range of regional programs; and

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

WHEREAS, COG bylaws require the Executive Director to submit a proposed budget of the corporation to the Board of Directors for approval or modification; and

WHEREAS, the Budget and Finance Committee comprised of the COG Board executive committee, chairs of the Transportation Planning Board and the Metropolitan Washington Air Quality Committee, and COG Secretary Treasurer, reviewed and recommended approval of the proposed FY 2027 Work Program and Budget.

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

The board approves the proposed FY 2027 Work Program and Budget and directs staff to move forward with implementation.

AGENDA ITEM #8

NONPROFIT AND PHILANTHROPY REGIONAL COLLABORATION



Nonprofit Organizations in our Region

[Goodwill of Greater Washington:](#)

- Founded in 1935, Goodwill of Greater Washington (Goodwill) is a nonprofit organization dedicated to transforming lives and communities through the power of education and employment. For more than 90 years, Goodwill has served the Washington, DC region by creating pathways to economic mobility for individuals facing barriers to employment, including limited education, justice involvement, disabilities, and limited work experience.

[Greater Washington Community Foundation:](#)

- As the region's largest local funder, The Community Foundation has invested more than \$1.8 billion since 1973 to build racially equitable, just, and thriving communities so that people of all races, places, and identities reach their full potential. Our work centers the voices and needs of communities throughout DC, Montgomery County, Prince George's County, and Northern Virginia.

[Melwood:](#)

- Founded in 1963, Melwood is one of the nation's leading advocates, employers, and service providers for people with disabilities and their caregivers. Being all in is our pledge to go above and beyond – in empowerment, efficiency, and excellence. Our vision is a world that fully includes people with disabilities, now employing more than 1,600 people and supporting more than 3,000 people each year

[United Way of the National Capital Area:](#)

- United Way seeks to improve lives by mobilizing the caring power of communities around the world to advance the common good. True to our founding spirit, whenever there is a need in our communities, United Way is there. We bring a comprehensive approach to every challenge, actively listening and responding to local needs. Our reach across tens of thousands of communities means we can share innovations and scale impact to improve lives around the world.

AGENDA ITEM #9

HOMELESSNESS IN METROPOLITAN WASHINGTON

***An embargoed copy of the report will be sent to Board Members in advance of meeting.**

AGENDA ITEM #10

OTHER BUSINESS

AGENDA ITEM #11

ADJOURN