Partner Proposal for
Request for Partners

US EPA Climate Pollution Reduction Grants Program for States, Municipalities, and Air Pollution Control Agencies (Short name: RFP - CPRG Planning) RFA-FY23-GBCB-818

Submitted on:

04/17/2023

Project Name:

Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area (MSA) Comprehensive Climate Action Planning (Project)

Submitted by:

Metropolitan Washington Council of Governments (MWCOG)
777 North Capitol St. NE Suite 300
Washington, DC 20002

Submitted to:

Government of the District of Columbia
Department of Energy and Environment
1200 First Street, NE 5th Floor Washington, DC 20002

TABLE OF CONTENTS

A. PROJECT SUMMARY

The goals of this Project are centered around supporting the District of Columbia and broader MSA in meeting its climate goals, including reducing emissions 50% relative to 2005 levels by 2030 and to reach net-zero emissions by 2050, and ensuring a just transition to a clean economy. The objective of this partnership proposal to the District Department of Energy and Environment (DOEE) is for the Metropolitan Washington Council of Governments (COG) to fulfil the requirements of CPRG Phase I planning for the Washington-Arlington-Alexandria, DC-VA-MD-WV MSA, thus making the region eligible for climate action implementation grants that support meeting our common climate goals. Per the requirements of the CPRG Program, COG will develop a Project Workplan, a Priority Climate Action Plan (PCAP), a Comprehensive Climate Action Plan (CCAP), a Status Report, and Progress Reports and a Final Report.

B. PROJECT NARRATIVE

1. Project Description

I. GOALS AND OBJECTIVES

COG will develop and implement plans for reducing greenhouse gas emissions and other harmful air pollution.

Goals

The goals of this Project are centered around supporting the District of Columbia and broader MSA in developing, strengthening, and meeting climate goals through coordinated and accelerated climate program implementation, including reducing emissions 50 percent relative to 2005 levels by 2030 and to reach net-zero emissions by 2050, while ensuring a just transition to a clean economy with 40 percent of the benefits of those actions supporting underserved communities.

Objectives

The objective of this partnership proposal to the District Department of Energy and Environment (DOEE) is to: tackle damaging climate pollution while supporting the creation of good jobs and lowering energy costs for families; accelerate work to address environmental injustice and empower community-driven solutions in overburdened neighborhoods; and deliver cleaner air by reducing harmful air pollution in places where people live, work, play, and go to school. In addition, another objective is to advance the goals of the Justice40 Initiative set forth in Executive Order 14008, which aims to deliver 40 percent of the overall benefits of relevant federal investments to disadvantaged communities. This will be achieved by the Metropolitan Washington Council of Governments (COG) and participating partners to fulfil the requirements of CPRG Phase I planning for the Washington-Arlington-Alexandria, DC-VA-MD-WV MSA, thus making the region eligible for future implementation grants.

II. TARGET AUDIENCE

The Project will engage communities and stakeholders in the Washington-Arlington-Alexandria, DC-VA-MD-WV MSA, with an emphasis on engaging underserved communities as identified by Justice 40, the Council on Environmental Quality's (CEQ) Climate and Economic Justice Screening Tool, and COG's Equity Emphasis Areas (EEAs). Phase I planning will identify big impact actions to help ensure a just transition to a clean economy with 40 percent of the benefits of those actions supporting underserved communities.

III. TARGET LOCATION

Districtwide and the broader Washington-Arlington-Alexandria, DC-VA-MD-WV MSA.

IV. PROJECT ACTIVITIES, OUTPUTS, AND OUTCOMES

Project Workplan

COG will develop a high-quality, narrative workplan for the execution and per the requirements of the CPRG Phase I Planning Grant. The workplan will include a discussion of planned interagency coordination and stakeholder engagement in the development of all deliverables. The workplan will

identify stakeholder agencies with responsibilities in different program areas, including environmental protection, energy, utilities, transportation, housing, waste management, and land use planning. Potential stakeholders include urban, rural, and underserved or disadvantaged communities as well as the general public, governmental entities, federally recognized tribes, labor organizations, community and faith-based organizations, and private sector and industry representatives. The work plan will describe outputs, outcomes, and performance measures. Per the requirements of the CPRG Program, the workplan will include:

- A description of how interagency coordination would be conducted, such as through a combination of in-person and virtual meetings with reasonable opportunities to provide input on preliminary and/or draft products;
- A process and schedule for agencies to identify existing and new measures that would lead to GHG reductions and meet other related goals;
- The existing or planned roles and relationships of the partnering jurisdictions and the process for developing joint work products;
- Any sub-awards that are expected to be issued to partnering jurisdictions.
- A description of how public and stakeholder engagement would be conducted (such as through a combination of in-person and/or virtual meetings with reasonable opportunities to provide input on preliminary products);
- A discussion on how information on the PCAP and CCAP development processes will be made available to the public in a transparent manner, such as through in-person and virtual meetings, public websites, listservs, and social media;
- A description of the approach to identifying low-income and disadvantaged communities, conducting meaningful engagement including communicating with low income and disadvantaged communities about emissions reductions in those areas, and identifying their priorities;
- A description of the approach for early and frequent engagement with low-income and disadvantaged communities and how that engagement will inform the low-income and disadvantaged communities benefits analysis;
- A description on the intent to follow EPA's methodologies to track and report the benefits (and any disbenefits) flowing to low income and disadvantaged communities (under development by EPA);
- The environmental outputs and outcomes to be achieved as well as performance measures for tracking them;
- A brief description on interest and expected participation in any EPA Climate Innovation Teams (participation is optional). This will include identifying personnel who may participate, identifying topics of interest, and any anticipated costs in their budget narrative; and
- An annual narrative budget for each year of the grant award that adheres to federal budget categories and guidelines.

Priority Climate Action Plan (PCAP), due March 1, 2024;

The initial deliverable required by the CPRG Program is a Priority Climate Action Plan (PCAP), a narrative report due on March 1, 2024, that includes a focused list of near-term, high-priority, implementation ready measures to reduce GHG pollution and an analysis of GHG emissions reductions that would be achieved through implementation. These initial plans will focus on specific high-priority sectors, including clean energy, buildings, and transportation. Per the requirements of the CPRG Program, the PCAP will include:

- A simplified GHG inventory;
- Quantified GHG reduction measures;
- A low-income and disadvantaged communities benefits analysis; and,
- A review of authority to implement.

The PCAP will draw from and reference the existing Metropolitan Washington 2030 Climate and Energy Action Plan as well as existing local climate, energy, and sustainability plans in the MSA.

Comprehensive Climate Action Plan (CCAP), due summer-fall 2025

The second deliverable required by the CPRG Program is a Comprehensive Climate Action Plan (CCAP). The CCAP will touch on all significant GHG sources/sinks and sectors present in the metropolitan area, establish/update near-term and long-term GHG emission reduction goals, and provide strategies and identify measures to achieve those goals. Per the requirements of the CPRG Program, the CCAP will include:

- A comprehensive GHG inventory;
- GHG emissions projections (2030-2035 and 2050);
- GHG reduction targets that align with the United States formal commitments to reduce emissions 50-52% relative to 2005 levels by 2030 and to reach net-zero emissions by 2050;
- Quantified GHG reduction measures;
- A benefits analysis for the full geographic scope and population covered by the plan that includes co-pollutants (including criteria pollutants/ precursors and air toxics) and anticipated co-pollutant emission reductions;
- A low-income and disadvantaged communities benefits analysis;
- A review of authority to implement;
- A plan to leverage other federal funding; and,
- A workforce planning analysis.

COG will conduct a comprehensive climate action plan development process. The CCAP will draw from and reference the existing Metropolitan Washington 2030 Climate and Energy Action Plan as well as existing local climate, energy, and sustainability plans in the MSA. COG will work to expand upon the existing regional plan to include all communities in the MSA that are not included in the existing plan. The CCAP will identify the potential for leveraging other funding opportunities (e.g., under the Inflation Reduction Act, Bipartisan Infrastructure Law, or other sources), new program areas and opportunities for regional collaboration, and inclusion of analyses to estimate benefits including those flowing to low income and disadvantaged communities.

Status Report, due at the close of the 4-year grant period (summer-fall 2027)

The third deliverable required by the CPRG Program is a Status Report due at the end of the 4-year CPRG planning grant period. COG will support the District in the development of the Status Report. Per the requirements of the CPRG Program, this report will include:

- The implementation status of the quantified GHG reduction measures included in the CCAP;
- Any relevant updated analyses or projections supporting CCAP implementation; and,
- Next steps and future budget/staffing needs to continue CCAP implementation.

Project Outputs

Per the requirements of the CPRG Program, expected outputs from the Project include, but are not limited to, development of the following:

- Priority Climate Action Plan (PCAP);
- Comprehensive Climate Action Plan (CCAP); and,
- Status Report.
- Number of stakeholders participating in plan development;
- Meetings, events, stakeholder sessions, etc.;
- Dissemination of Project information via list serves, websites, journals and outreach events; and
- Progress reports and a final report.

Project Outcomes

Per the requirements of the CPRG Program, expected outcomes from the Project includes:

- Tons of pollution (GHGs and co-pollutants) reduced over the lifetime of the measures identified in the PCAP and the CCAP;
- Tons of pollution (GHGs and co-pollutants) reduced annually; and,
- Tons of pollution (GHGs and co-pollutants) reduced with respect to low-income and disadvantaged communities.
- Improved staff capacity to implement policies to address climate change;
- Enhanced community engagement;
- Improved ambient air quality and associated health benefits;
- Increased public awareness of Project and results; and,
- Creation of high-quality jobs with an emphasis on workers from underserved populations.

V. SCORING CRITERIA

Criteria 1: Highly qualified to design a regional climate mitigation plan, with prior experience drafting such plans in the DC metropolitan region.

COG has more than 50 years of experience handling development of a wide range of regional plans spanning transportation, housing, public safety, homeland security, community services, environmental protection, energy, air quality, water quality, and climate.

Criteria 2: Describes a process for determining and integrating the climate planning needs of many jurisdictions in the DC metropolitan region, and demonstrated experience bringing together multiple government entities to reach consensus on climate planning efforts.

COG's existing process for determining and integrating the climate planning needs of many jurisdictions in the DC metropolitan region is strong. COG has served the metropolitan Washington region since 1957. Since the adoption of the region's first Climate Action Plan in 2008, COG has demonstrated experience bringing together multiple government entities to reach consensus on climate planning efforts. Most recently, COG completed the development of the region's current 2030 Climate and Energy Action Plan ("CEAP").

Criteria 3: Presents a reasonable plan and timeline for completion of a regional PCAP and CCAP as well as a final status report.

COG believes that one year is sufficient time to complete the PCAP, especially considering the fact that the region has already completed a 2030 Climate and Energy Action Plan, has the required GHG inventories development process already in place, has already identified key strategies and actions, and continues to support local plan development and implementation.

An additional year+ to complete a CCAP is sufficient. COG was able to complete the existing 2030 CEAP process in under two years, including coordinating the entire process remotely through the COVID pandemic. A specific layout of the timeline is available under the project proposal section D. Technical Scope and Work Plan Timeline.

Criteria 4: Demonstrates experience needed to complete a GHG inventory; GHG emissions projections; GHG reduction targets; quantified GHG reduction measures; a benefits analysis for the full geographic scope and population covered by the plan; a low-income and disadvantaged communities benefits analysis; a review of authority to implement; a plan to leverage other federal funding; and, a workforce planning analysis.

COG has the experience, expertise, and resources needed to complete all of the required elements of the Plans for this Project. COG has developed more than 100 local and regional GHG inventories for nearly all of the MSA. During the development of the Metropolitan Washington 2030 Climate and Energy Action Plan (CEAP), COG developed local and regional GHG projections for nearly all of the MSA. For the CEAP, COG analyzed the GHG benefits of high impact action areas, identified co-benefits of actions, and mainstreamed equity into all action areas. COG is well positioned to incorporate criteria pollutants into the benefits analysis. COG conducts the National Ambient Air Quality Standards (NAAQS) Nonattainment Area Emissions Inventories, publishes regional air quality trends reports, manages Clean Air Partners, conducts the air quality conformity analyses of the regional long-range transportation plans as well as analyze the air quality benefits of climate actions in coordination with the Metropolitan Washington Air Quality Committee (MWAQC).

Racial equity is a fundamental COG value. Equity has been woven into COG's Region Forward Vision to ensure a more prosperous, accessible, livable, sustainable, and equitable future for all area residents and throughout COG's analyses, operations, procurement, programs, and priorities. COG's Equity Emphasis Areas (EEAs) are a key planning concept for the region. EEAs, which are locations with high concentrations of traditionally underserved groups of people, are now being used across disciplines to help elevate equity and inform decision-makers seeking to lift up these communities. Equity and supporting EEAs is mainstreamed into COG's regional climate planning via the 2030 CEAP. COG is well-positioned to further advance a benefits analysis for EEAs.

The 2030 CEAP incorporates information that can be leveraged for a review of authority, such as review of laws, regulations, climate commitments, partnerships and more. COG tracks federal funding, communicates opportunities to members through DMV Climate Partners and existing committee networks, leverages federal funding to support local climate implementation, and supports members on leveraging federal funding.

Economic development and human capital have long been a priority for the COG Board and COG has the expertise and connections to conduct a workforce analysis for this Project. COG has experience

in delivering projects and initiatives focused on economic development through research, outreach and coordination with workforce development boards. Examples include development of a State of the Region: Human Capital Report, several trends in workforce demand reports, Regional Economic Monitoring System Reports, and workforce research for the Amazon HQ2 Regional Overlay and Research Team.

Criteria 5: Overall plan is cost effective.

COG believes the Project will be highly cost-effective because it will be based on more than 10 years of existing climate planning coordination and collaboration by nearly all of the local governments in the MSA. COG developed a 2030 climate plan that aligns with the existing COG regional goal of a 50 percent reduction in emission by 2030. COG's current 2050 goals call for an 80 percent reduction below 2005 levels. COG is supporting a number of local climate planning initiatives that align well or are more aggressive than the COG regional goals. This planning effort will also assist by expanding local government and stakeholder participation in the climate initiatives of the region and by establishing a climate coalition and process to cost effectively work toward a more aggressive longer-term goal of net zero emissions by 2050.

Criteria 6: Presents a detailed budget and budget narrative.

For this proposal, COG includes a detailed numeric budget and budget narrative. COG believes that the funding for this project will be sufficient to cost effectively complete all of the required elements of the federal climate pollution reduction planning program.

2. Project Budget

I.   NUMERIC BUDGET

The following two tables include the numeric budget details on summaries of staff, costs, and description of the budget categories.

Budget Detail Table: Staff and Cost Summary

		Hours	Salary	Year 1	Year 2	Year 3	Year 4	Total
a.	**PERSONNEL**							
	1. Direct Staff Salaries							
	Position							
	Program Director	499	$36,425					
	Technical Manager - Climate and Energy	800	$43,160					
	Technical Manager - Transportation	300	$16,245					
	Environmental Planner	1200	$42,696					
	Transportation Planner	120	$5,334					
	Total Direct Salaries		$143,860					
	2. Leave (18.41% of Total Direct Salary)		$25,503					
	SUBTOTAL, PERSONNEL		$169,362	$42,341	$42,341	$42,341	$42,341	$169,362
b.	**FRINGE BENEFITS**							
	Fringe Benefits (22.86% of Personnel)		$38,716					
	SUBTOTAL, FRINGE BENEFITS		$38,716	$9,679	$9,679	$9,679	$9,679	$38,716
c.	**TRAVEL**		$8,952	$2,238	$2,238	$2,238	$2,238	$8,952
d.	**CONTRACTORS**							
	PCAP Support Consultant			$150,000				$150,000
	CCAP Support Consultant				$125,000	$125,000		$250,000
	Supporting Analyses Consultant			$50,000	$50,000	$75,000		$175,000
	Outreach and Translation Support Contractor			$20,000	$20,000	$30,000	$10,000	$80,000
	TOTAL CONTRACTORS		$0	$220,000	$195,000	$230,000	$10,000	$655,000
e.	**OFFICE SUPPLIES**		$150	$38	$38	$38	$38	$150
f.	**OTHER DIRECT COSTS**							
	1. Travel & Meeting		$600	$150	$150	$150	$150	$600
	2. Data Processing (Software, Hardware, Supplies)		$0					
	3. Xerox		$0					
	4. Postage & Delivery Services		$300	$75	$75	$75	$75	$300
	5. Printing		$200	$50	$50	$50	$50	$200
	6. Seminar		$0					
	7. Telephone		$0					
	8. In-Kind from Applicants		$0					
	SUBTOTAL, OTHER DIRECT COSTS		$1,100	$275	$275	$275	$275	$1,100
g.	**INDIRECT CHARGES**							
	Indirect charges (60.90% of Personnel & Fringe Benefits)		$126,720					
	SUBTOTAL, INDIRECT CHARGES		$126,720	$31,680	$31,680	$31,680	$31,680	$126,720
h.	**TOTAL, PROJECT**		$345,000	$306,250	$281,250	$316,250	$96,250	$1,000,000

Budget Detail Table: Description

a.	PERSONNEL	
	1. Direct Staff Salaries	Salary cost for the COG Project Team to manage the project and complete all deliverables in the Work Plan.
b.	FRINGE BENEFITS	
	Fringe Benefits (22.86% of Personnel)	Fringe benefits are applied to the base salary costs for the COG Project. Team staff.
c.	TRAVEL	Travel for one COG staff to participate in Climate Innovation Team Training Workshop annually.
		Travel for 1 staff to attend Climate Innovation Team Training Workhop
		Airfare: 1 @ $600 round trip
		Per Diem: 1 staff X 4 days @ $60/day
		Hotel: 1 staff X 3 nights @ $250/night
		Local Mileage
		Outreach Coordinator, 100 mi/mo @ $.54/mi x 12 mo
d.	CONTRACTORS	
	PCAP Support Consultant	Consultant to provide analytical and modeling services for development of the PCAP
	CCAP Support Consultant	Consultant to provide analytical and modeling services for development of the CCAP
	Supporting Analyses Consultant	Consultant to provide analytical services forcompletion of required supporting analyses
	Outreach and Translation Support Contractor	Contractor to provide outeach and translation support for community engagement
	TOTAL CONTRACTORS	
e.	OFFICE SUPPLIES	Miscellaneous office supplies, such as paper, binders, etc.
f.	OTHER DIRECT COSTS	
	1. Travel & Meeting	Costs for on-line meeting services such as WebEx.
	2. Data Processing (Software, Hardware, Supplies)	
	3. Xerox	
	4. Postage & Delivery Services	Cost for delivering or mailing items to project participants and stakeholders.
	5. Printing	Cost for printing project materials.
	6. Seminar	
	7. Telephone	
	8. In-Kind from Applicants	
	SUBTOTAL, OTHER DIRECT COSTS	
g.	INDIRECT CHARGES	
	Indirect charges (60.90% of Personnel & Fringe Benefits)	Costs to cover COG indirect expenses such as accounting, legal, contracts, etc.
h.	TOTAL, PROJECT	

II.   BUDGET NARRATIVE

COG is experienced in managing climate planning projects to ensure effective expenditure of project funds. The COG Program Manager has more than 30 years of experience working with contracting and accounting department staff and management to ensure effective and timely tracking of all project budgets and transactions. COG's accounting department also has a dedicated staff to support all contract projects managed by COG DEP.

The total proposed budget for the Project and the grant request is $1,000,000.

The project costs include the staff time to implement the work plan and provide the required deliverables, consultant support to assist the Project team prepare key plan elements and supporting analyses, as well as other direct costs to support the project team collaboration, information sharing, and technical work.

The budget includes funding for the key personnel from COG staff to administer the project, including all contractual management, procurement, and tracking and reporting of results.

Documentation of the level of effort for each staff, as well as the hourly salary, fringe, and indirect rates are provided in the budget table.

The Detail Budget Table Description provides details on all other direct costs to implement the Project.

Documentation on COG's provisional indirect and fringe rates is provided as an Attachment.

COG staff identified as supporting personnel will provide in-kind support to the project.

COG has an existing on-call contract (COG Contract 23-010) for climate planning support based on a competitive procurement conducted under a COG Request for Proposal (RFP) in 2022. The scope of work for the contract provides for the ability to obtain expert consultant support for all aspects of the Project Work Plan, including support for greenhouse gas inventories, strategies and actions development, community engagement, and for other supporting analyses (workforce, low-income communities, benefits, authority to implement, plan to leverage federal resources). The period of performance extends through FY 26 with options to extend. The vendors available to support activities under this Project include: AECOM, Cadmus, ICF, Michael Baker, Stantec, and Tetratech.

C. APPLICANT

1. Organization

COG IS THE HUB FOR REGIONAL PARTNERSHIP
COG is a nonprofit association, with a membership of 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. Every month, more than 1,500 officials and experts connect through COG to develop solutions to the region's major challenges and plan for the future. The Board of Directors is COG's governing body and is responsible for its overall policies. In addition, a wide network of city and county managers, police and fire chiefs, housing and planning directors, environmental officials, chief equity officers, public health officials, transportation planners, and more, coordinate through COG's committees, partnerships, and working groups.

THE FUTURE OF THE REGION IS OUR BUSINESS

COG's staff of subject matter experts and administrative professionals support these officials in addressing the region's top priorities. They ensure COG serves as a forum for regional discussion, informs leaders with trusted data and analysis, and provides valuable services to area residents. COG is also home to the region's metropolitan planning organization, the National Capital Region Transportation Planning Board (TPB), which prepares plans and programs for the region in order to receive federal funding.

REGION FORWARD IS OUR VISION

Together, area officials and COG staff are helping advance Region Forward, a vision for a more prosperous, accessible, livable, and sustainable future. COG has also affirmed racial equity as a fundamental value, which is being woven throughout COG's work.

To advance this vision and values, COG is helping member governments turn interrelated equity, transportation, housing, and climate goals into action through Region United, a comprehensive, new planning framework for 2030, as well as its longstanding planning areas focused on transportation, the environment, community planning and services, and homeland security and public safety. Throughout its history, COG has collaborated with area leaders on major efforts to restore the Potomac River, rally support for the Metro system, clean the air, enhance public safety and emergency preparedness, and shape vibrant, mixed-use communities.

COG IS A LEADER IN REGIONAL CLIMATE PLANINNG

COG's Climate and Energy Program is one of the nation's first initiatives to address climate change on a regional level. The centerpiece of this work, the Metropolitan Washington 2030 Climate and Energy Action Plan developed by COG's Climate, Energy, and Environment Policy Committee (CEEPC), outlines collaborative actions the region should take to meet its shared climate mitigation and resiliency goals, including a 50 percent reduction in emissions below 2005 levels by 2030. The plan facilitates an equitable transition toward zero energy buildings, zero emission vehicles, and zero waste, among other priority actions, in addition to assessing the region's climate hazards and vulnerabilities. COG tracks metrics towards the plan's goals through the Climate and Energy Progress Dashboard.

The region has been widely acknowledged for its efforts—recognized by the Global Covenant of Mayors as a U.S. Metro Scale Climate Leader in 2019 and designated as fully compliant with the global standards of best practices for climate planning in 2021. COG and its members were also named a White House Climate Action Champion in 2014.

COG develops local and regional greenhouse gas inventories, and projections for all 24 COG local government members, northern Virginia, and metropolitan Washington. COG's inventory work provides for completeness, consistency, accuracy, replicability, transparency, and quality control. COG's Community-Wide Greenhouse Gas Emissions Inventory Summaries show GHG emissions decreased by 24 percent in the region between 2005 and 2020, surpassing the region's goal to reduce emissions 20 percent below 2005 levels by 2020. The ability to develop relevant, robust sets of inventories and projections supports decision-making around policies and programs that reduce emissions.

COG, its members, and stakeholders are continually working in partnership together to implement policies, programs, and projects that reduce greenhouse gas emissions and create more resilient communities across metropolitan Washington—including in the areas of energy efficiency, renewable

energy, energy infrastructure, clean vehicle projects and initiatives, resiliency, and more. Training and implementation support are offered through a number of committees as well as COG's Climate and Energy Planning Technical Assistance. Through this assistance, COG has supported several DMV jurisdictions on their local climate and electric vehicle planning, and implementation technical support on initiatives such as building energy performance standards, incorporating climate into a capital improvement plan, street lighting assessment and plan to complete transition to LEDs, step-by-step guidance to entering a power purchase agreement, and much more.

COG engages environmental advocates and residents through DMV Climate Partners and the Air and Climate Public Advisory Committee (ACPAC). A long-time priority of ACPAC has been equity and environmental justice. ACPAC leads COG's Climate and Energy Leadership Awards Program, which recognizes climate justice projects and initiatives across the region. ACPAC is also the lead on the Environmental Justice Toolkit, ACPAC has engaged environmental justice advocates and underserved populations across the region to develop the toolkit and continues to advocate for and offer guidance to policymakers on incorporating social equity, cultural sensitivity, and community health considerations into air quality, climate, and energy planning.

EQUITY

Racial equity is a fundamental COG value, which has been affirmed by the Board of Directors in the following statement and resolution R26-2020 approved in July 2020.

- The Board affirms that our work together as the Metropolitan Washington Council of Governments will be anti-racist and will advance equity; and
- The Board affirms that Equity will be woven into COG's Region Forward Vision to ensure a more prosperous, accessible, livable, sustainable, and equitable future for all area residents and throughout COG's analyses, operations, procurement, programs, and priorities.

COG's Chief Equity Officers Committee, comprised of the Chief Equity Officer or equity lead from each member jurisdiction, serves as the hub for advancing racial equity initiatives across the region, within COG's member governments, and through COG's work. As part of its commitment to advancing equity, COG has also partnered with the Government Alliance on Race and Equity (GARE) on professional development programs for local government staff members as well as elected officials.

The COG Board of Directors endorsed Equity Emphasis Areas (EEAs) as a key planning concept. EEAs, which are locations with high concentrations of traditionally underserved groups of people, are now used across disciplines to help elevate equity and inform decision-makers seeking to lift up these communities.

Regarding COG programs, the Health Officials Committee has focused on addressing health inequities, especially those perpetuated by structural racism. COG is also currently developing a fair housing plan for the region to develop solutions to ensure greater housing equity. In 2020, the TPB approved resolution R1-2021 to establish equity as a fundamental value and integral part of all of its work activities. The Metropolitan Washington 2030 Climate and Energy Action Plan is an equity-centered plan that leverages EEAs to assess and address energy equity needs as well as climate impacts and risks. CEEPC and its supporting committees are committed to inclusive community engagement and an equitable provision of climate and energy programs and services.

2. Key Personnel

The key personnel proposed for this Project include the following:

- Jeffrey King, Director, Climate, Energy and Air Programs, Department of Environmental Programs
- Maia Davis, Senior Environmental Planner, Climate Planning Team Lead
- Tim Masters, Environmental Planner, GHG Inventory, Utility, Regulatory, and Legislative Program Lead
- Erin Morrow, Transportation Engineer, Model Application Group on Travel Forecasting and Emissions Analysis Team
- Sergio Ritacco, Senior Transportation Planner

Jeffrey King, Director, Climate, Energy and Air Programs, Department of Environmental Programs: For the Project, Mr. King will be responsible for providing strategic direction as well as ensuring the Project Team has the resources required to complete all deliverables in the Work Plan. Mr. King has more than 30 years of experience managing greenhouse gas and air pollutant reduction projects, including as a consultant for the U.S. EPA climate programs. He has managed COG's climate and energy program since COG adopted its first Climate Plan through the National Capital Region Climate Change Report in 2008.

Maia Davis, Senior Environmental Planner, Climate Planning Team Lead: For the Project, Ms. Davis will serve as the serve as the Program Manager and will be responsible for all Project oversight, tracking, and reporting and lead development of all deliverables in the Work Plan. Ms. Davis manages development of the greenhouse gas emission inventory for the region and was the lead staff for development of the 2030 COG Climate and Energy Action Plan (CEAP) adopted by the COG Board in 2020. Ms. Davis will serve as a Project team liaison to COG's Climate Energy and Environment Policy Committee (CEEPC). With the support of Mr. King, she will lead any expert Consultant support needed to complete work for the Project.

Tim Masters, Environmental Planner, GHG Inventory, Utility, Regulatory, and Legislative Program Lead: For the Project, Mr. Masters will be responsible for assisting Maia Davis will all technical analyses required under the Work Plan. Mr. Masters maintains the region's utility energy data base which is the central dataset used for completing COG's regional and local greenhouse gas inventories. He is also COG's lead staff on development of measures to reduce air pollution and greenhouse gas emissions, as well as the lead staff for COG's climate, energy and air legislative and regulatory subcommittee.

Erin Morrow, Transportation Engineer, Model Application Group on Travel Forecasting and Emissions Analysis Team: For the Project, Ms. Morrows will be the transportation lead responsible for coordinating input from the supporting team on aspects of deliverables related to transportation. In her work for the National Capital Region Transportation Planning Board, Ms. Morrow leads climate change mitigation research and analyses in the on-road transportation sector.

Sergio Ritacco, Senior Transportation Planner: For the Project, Mr. Ritacco will be the lead advisor for analysis and engagement of underserved/disadvantaged communities. Mr. Ritacco is the staff lead on the Environmental Justice analysis requirements of the metropolitan transportation plan for the

MPO and adoption of the regional Equity Emphasis Areas supporting planning and programming equity considerations. He also leads transportation planning Environmental Consultation and Mitigation requirements including inventory mapping of environmental assets in the region and coordinates the TPB's Access For All Advisory Committee with the mission of engaging traditionally disadvantage groups on regional transportation policy.

COG staff proposed as supporting personnel for this Project include the following:

- Kanathur Srikanth, Deputy Director for Regional Planning, Transportation Department Director
- Leah Boggs, Senior Environmental Planner, Built Environment and Energy Advisory Committee Lead Staff, Air and Climate Public Advisory Committee Lead Staff
- Robert Christopher, Environmental Planner, Regional Electric Vehicle Deployment Working Group Lead Staff
- Sunil Kumar, Principal Environmental Engineer, Air Quality
- Mark Moran, Program Director, Travel Forecasting and Emissions Analysis
- Dusan Vuksan, Program Manager, Model Application Group on Travel Forecasting and Emissions Analysis Team
- Lyn Erickson, Program Director, Transportation Plan Development and Coordination
- Tim Canan, Program Director, Planning Data and Research
- Nicole McCall, Manager, Planning Research and Assistance

Resumes for key and supporting personnel are provided on the following pages.

JEFFREY KING

EDUCATION/ TRAINING

GEORGE WASHINGTON UNIVERSITY, Certified Public Manager, 2010

CORNELL UNIVERSITY: Bachelor of Science, Natural Resources, 1990

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2004-Present
Current Position: Director, Climate, Energy, and Air Programs

Manage the COG's Regional Environment Fund (REF) program, including COG's technical and policy committees for energy and climate. Coordinate development of State Implementation Plans (SIPs) for the Washington, DC-MD-VA ozone and $PM_{2.5}$ nonattainment area through the Metropolitan Washington Air Quality Committee (MWAQC). Manage projects related to the DOE Rooftop Solar Challenge and EPA's Diesel Emission Reduction Act (DERA) program. Conduct feasibility assessments for potential CHP and microgrid deployments. Support regional solar and electric vehicle deployment programs.

ICF CONSULTING, 1990-2004
Consultant

Managed consultant teams on projects involving analysis of greenhouse gases and the phase-out of ozone depleting substances. Clients include the U.S. Environmental Protection Agency (EPA), the World Bank, the European Commission, the United Nations Industrial Development Organization (UNIDO), the International Energy Agency (IEA), and the European Bank for Reconstruction and Development (EBRD). Conducted global and regional market surveys documenting trade in ozone depleting substances and greenhouse gases. Prepared carbon baseline studies for coal-fired combined heat and power plants. Handled global emissions inventory development and mitigation analysis for high global warming potential (high-GWP) greenhouse gases across 10 industrial sectors. Managed projects assessing supply and demand, and collection and destruction of ozone depleting substances (CFC-12, halons). Developed analytical tools to assess the costs and benefits of proposed federal regulations.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Electric Vehicles in Metropolitan Washington; Understanding the Region's Current EV Readiness and Options for Expanding Their Use, 2012

National Capital Region: Climate Change Report and Recommendations. 2008

Voluntary Program Guidance: Incorporating Energy Efficiency and Renewable Energy into Air Quality Plans (SIPs). Presented to the Metropolitan Washington Air Quality Committee (MWAQC), 2005.

U.S. Emissions and Reduction Opportunities for High Global Warming Potential Gases. Prepared for the U.S. Environmental Protection Agency. ICF Consulting. 2001.

Global Mitigation of Non-CO_2 Gases. Prepared for the U.S. Environmental Protection Agency. ICF Consulting. 2006.

Baseline CO_2 Study for Buryatia Energy, Ulan Ude, Russia. Prepared for European Bank for Reconstruction and Development (EBRD) and Linden Consulting, London, UK. ICF Consulting. 2001.

Regulatory Impact Analysis (RIA) of EPA's Proposed Requirements for Leak Detection and Repair, and Recovery and Recycling of Refrigerant Gases from Commercial and Industrial Building Chillers. Prepared for the U.S. EPA. ICF Consulting. 1998.

Global Supply and Demand of Ozone Depleting Substances. Prepared for the European Commission. ICF Consulting. 2001.

SYNERGISTIC ACTIVITIES

Provide regular staff leadership and support to the COG Climate, Energy and Environment Policy Committee (CEEPC) Legislative Subcommittee, CEEPC, Metropolitan Washington Air Quality Committee (MWAQC), MWAQC Technical Advisory Committee, and the Built Environment and Energy Advisory Committee.

Past staff leadership and support to the COG Climate Change Steering Committee (2007-2009), COG Greenhouse Gas Emissions Workgroup (2007-2011), and MWAQC TAC Local Government Initiatives Subcommittee (2004-2016).

Observer, Ozone Transport Commission (2004-2011) and World Bank Ozone Operations Group (1998-2002).

MAIA A. DAVIS

EDUCATION/ TRAINING

GEORGIA INSTITUTE OF TECHNOLOGY: Master of Science, City and Regional Planning, Specializations in Environmental Planning and GIS, 2006

UNIVERSITY OF MARYLAND, EASTERN SHORE: Bachelor of Science, 2003

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2010-Present
Current Position: Senior Environmental Planner

Climate planning lead responsible for development of equitable and just regional climate plans earning COG and its members recognition as a White House Climate Action Champion in 2014, Global Covenant of Mayors (GCoM) U.S. Metro Scale Climate Leader in 2019 and designated as fully compliant with the global standards of best practices for climate planning in 2021.

Climate and energy technical lead responsible for tracking progress towards regional climate goals by managing the development of more than 100 local and regional greenhouse gas (GHG) inventories, modeling drivers of GHG change, renewable energy modeling, energy utility data analytics, green buildings, electric vehicles, and recycling rates.

Grant and contract management to support local climate planning and implementation. Secured, managed, and provided technical support on more than $800,000 in grants and technical assistance for resiliency planning, clean energy infrastructure feasibility assessments, electric vehicle planning, training local officials and more. Providing management support on more than $2 million in contracts for local climate, energy, and sustainability planning and implementation for ten local jurisdictions.

Coordinated community engagement by serving as lead staff from 2010-2016 of the Air and Climate Public Advisory Committee, developing the DMV Climate Partners website, developing the Climate Energy Leadership Awards Program that recognizes local climate equitable initiatives, and facilitating the development of the Environmental Justice Toolkit, a process that engaged environmental justice advocates and underserved populations to develop a guide for local officials.

ATLANTA REGIONAL COMMISSION, 2005-2010
Principal Environmental Planner

Develop and manage ARC's Green Communities Government Certification Program earning the program the Outstanding Initiative Award from the Georgia Planning Association.

Develop and manage the Water Supply and Conservation Management Plan, and water conservation public engagement, and residential rebate program.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Community-Wide Greenhouse Gas Emissions Inventory Summaries, 2022

Greenhouse Gas Emissions Inventories Methodology Guide, 2022

Metropolitan Washington 2030 Climate and Energy Action Plan, 2020

Regional Climate and Energy Action Plans and Resource Guide, 2013-2020

[Environmental Justice Toolkit](), 2017

[Climate Action Champions Solar Case Study](), 2017

[Annual Regional Climate and Energy Progress Reports](), 2010-2015

[Gold Book: State & Local Government Initiatives to Clean the Air](), 2014

[Summary of Potential Climate Change Impacts, Vulnerabilities, and Adaptation Strategies in the Metropolitan Washington Region](), 2013

[Electric Vehicles in Metropolitan Washington](); Understanding the Region's Current EV Readiness and Options for Expanding Their Use, 2012

[Atlanta Regional Commission Green Communities Program Manual and Outreach Materials](), 2008, 2010

[Metropolitan North Georgia Water Planning District]() Water Supply & Water Conservation Management Plan, 2009

SYNERGISTIC ACTIVITIES

Vast majority of activities listed involve collaborative outreach processes that foster local, state, and national partnerships to develop sustainable responses to community needs.

Provide regular staff leadership and support to the COG Climate, Energy and Environment Policy Committee, Metropolitan Washington Air Quality Committee, and the Air and Climate Public Advisory Committee.

TIM MASTERS

EDUCATION/ TRAINING

BANGOR UNIVERSITY: Master of Business Administration, Environmental Management, 2017 (Bangor, UK)

NELSON MANDELA METROPOLITAN UNIVERSITY: Bachelor of Science (Honors), Environmental Geography, 2015 (Port Elizabeth, South Africa)

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2017-Present
Environmental Planner II

Develop COG's regional and local community greenhouse gas emissions inventories; *calculate* emissions for COG members, *analyze* emission trends, and *produce* fact sheets for each jurisdiction in the region.

Develop local government operations (LGO) greenhouse gas emissions inventories for several local communities; *calculate* LGO emissions, *develop* business as usual (BAU) projections, as well as emission reduction scenarios.

Collect and analyze energy data from nine local utilities and other authorities. *Track* key sustainability metrics such as energy consumption and renewable energy growth each year.

Model and analyze drivers of GHG emission changes in the region; *model and analyze* renewable energy trends in the region.

Lead and facilitate the Climate, Energy and Environment Policy Committee (CEEPC) Legislative Subcommittee. *Track and analyze* local and regional legislation. *Develop* advocacy materials.

GLEN'S GARDEN MARKET, 2017
Sustainability Intern

Collect shipping activity data and *calculate* carbon emissions from product delivery.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Community-Wide Greenhouse Gas Emissions Inventory Summaries, 2022

Greenhouse Gas Emissions Inventories Methodology Guide, 2022

Metropolitan Washington 2030 Climate and Energy Action Plan, 2020

SYNERGISTIC ACTIVITIES

Majority of activities focus on energy data collection and analysis, greenhouse gas inventory development, as well as policy analysis.

Provide regular staff leadership and support to the COG Climate, Energy and Environment Policy Committee (CEEPC) Legislative Subcommittee, CEEPC, Metropolitan Washington Air Quality Committee (MWAQC), MWAQC Technical Advisory Committee, and the Built Environment and Energy Advisory Committee.

ERIN MORROW

EDUCATION/ TRAINING

GEORGE WASHINGTON UNIVERSITY, Regional Executive Development Program, 2015

UNIVERSITY OF MARYLAND, Master of Science, Civil Engineering (Concentration in Transportation Engineering), 2005

CARNEGIE MELLON UNIVERSITY: Bachelor of Science, Mechanical Engineering, 2000

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2006-Present
Current Position: Transportation Engineer, Model Application Group on Travel Forecasting and Emissions Analysis Team

I have worked on climate change mitigation in the on-road transportation sector since 2008. I stay current with planning assumptions that relate to transportation and climate change mitigation and I assess the potential greenhouse gas emissions impact of proposed national, state, and local initiatives.

I have participated in various TPB and COG studies on climate change mitigation. I conducted technical analysis for the "What Would it Take?" Scenario Study (2010), and provided technical expertise for the consultant-led Multi-Sector Working Group Study (2016) and the Climate Change Mitigation Study of 2021. I supported the development of the 2030 Metropolitan Washington Climate and Energy Action Plan (2020).

AECOM, 2001-2006
Consultant

My responsibilities centered around the preparation of travel demand forecasts for FTA New Starts projects including transit network coding, model calibration and validation, model development (specifically the incorporation of fringe parking within an existing mode choice model), and preparation of New Starts templates and user benefit maps.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Visualize 2045: A Long-Range Transportation Plan for the National Capital Region. 2022

TPB Climate Change Mitigation Study of 2021: Phase 1 Report: Greenhouse Gas Emissions Reductions Strategies: Findings from Past Studies. 2021.

Greenhouse Gas Emissions Inventories: Methodology Guide. 2019.

Morrow, E.M., J. Park, E. Randall, D. Sivasailam, and D.H. Son. Linking Transportation and Land Use Goals Through Scenario Planning: Case Study of the Metropolitan Washington Region. In Transportation Research Record No. 2397, Transportation Research Board of the National Academies, Washington, D.C., 2014, pp. 22-29.

Bansal, M., and E. Morrow. Meeting Transportation Goals to Reduce Greenhouse Gases in the National Capital Region: "What Would it Take?" Scenario. In Transportation Research Record No. 2252, Transportation

Research Board of the National Academies, Washington, D.C., 2012, pp. 135-143.

SYNERGISTIC ACTIVITIES

Transportation Research Board

Member, Transit Cooperative Research Program (TCRP) Project Panel on Transit Prioritization Scoring Methodology in Metropolitan Planning Organizational Programing 2019-2021

Member, Transportation Planning Applications Committee (ADB50) April 2010- April 2019

Conference Chair, 16th TRB National Transportation Planning Applications Conference (May 14-18, 2017)

Conference Technical Chair, 15th TRB National Transportation Planning Applications Conference (May 17-21, 2015)

Abstracts Coordinator, 14th TRB National Transportation Planning Applications Conference (May 5-9, 2013)

SERGIO RITACCO, CMP

EDUCATION/ TRAINING

VIRGINIA TECH: Master of Urban and Regional Planning, Specializations in Land Use Planning, 2011

GEORGE MASON UNIVERSITY: Bachelor of Science, Business Management, 2005

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2014-Present
Current Position: Senior Transportation Planner

Responsible for managing and conducting many of the federally required metropolitan planning activities, including, staff lead on the Environmental Justice analysis requirements of the metropolitan transportation plan for the MPO and adoption of the regional Equity Emphasis Areas supporting planning and programming equity considerations.

Provide technical analysis that helps facilitate conversations on transportation policy with board members, other elected officials, residents, and external stakeholders in the Washington, DC region.

Member of the team responsible for development and coordination of the Washington, DC region's metropolitan transportation plan.

Lead transportation planning Environmental Consultation and Mitigation requirements including inventory mapping of environmental assets in the Washington, DC region.

Coordinate the TPB's Access For All Advisory Committee with the mission of engaging traditionally disadvantage groups on regional transportation policy.

Support the quadrennial updates to the Coordinated Human Services Transportation Plan and provide project management to the nearly Section 5310 - Enhanced Mobility for Seniors and Individuals with Disabilities program biennial grant solicitation which provides nearly $5 million annually to support the transportation needs of older adults and people with disabilities, and low-income.

PEW CHARITABLE TRUSTS, 2011-2014
Associate

Collaborated on various state- and municipal-level research portfolios, including, examining the fiscal conditions, service delivery provisions, and demographic changes in 30 important U.S. cities and exploring state economic development financing and spending.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

National Capital Region Transportation Planning Board. (2022). 2022 Update to *Visualize 2045*. Adopted July 2022. Project Team.

Ritacco, Sergio et al. (March 2023). *Environmental Justice Analysis of Visualize 2045*. Transportation Planning Board.

National Capital Region Transportation Planning Board. (2018). *Visualize 2045.* Adopted November 2018. Project Team.

Ritacco, Sergio. (September 2018). *Visualize 2045: Performance Analysis Summary*. Transportation Planning Board. Agenda Item 8. Presenter.

Ritacco, Sergio. (June 2018). *Visualize 2045: Update to the Equity Emphasis Areas*. Transportation Planning Board. Agenda Item 11. Presenter.

National Capital Region Transportation Planning Board. (2016). *2016 Amendment to the Constrained Long-Range Plan*. Adopted November 2016. Project Team.

Swanson, John and Sergio Ritacco. (October 2016). *Performance Analysis of the 2016 Amendment to the Constrained Long-Range Plan*. Transportation Planning Board Technical Committee. Agenda Item 4. Presenter.

Pew Charitable Trusts. (2013). *Cities Squeezed by Pension and Retiree Health Care Shortfalls*. Project. Team.

Pew Charitable Trusts. (2013). *America's Big Cities in Volatile Times*. Project Team.

Center for Community Progress. (2011). *Restoring Properties, Rebuilding Communities: Transforming Vacant Properties in Today's America*. Research Acknowledgment.

SYNERGISTIC ACTIVITIES

Government Alliance on Race and Equity, 2021-2022 Advancing Racial Equity Learning Cohort, July 2022

Certified Public Manager accreditation, COG's Institute for Regional Excellence Regional Executive Development Program, October 2020

Member of internal TPB Oversight Committee supporting the advancement of scenario planning tools within the organization, May 2020

FTA's National Transit Institute trainings: Introduction to Environmental Justice (October 2016), Advanced-level Environmental Justice (April 2019), Financial Planning in Transportation (March 2020)

KANATHUR N SRIKANTH

EDUCATION/ TRAINING

UNIVERSITY OF MARYLAND: Master of Science, Transportation Engineering, 1992 (College Park, MD)

BANGALORE UNIVERSITY: Bachelor of Science, Civil Engineering, 1985 (Karnataka State, India)

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
Deputy Executive Director for Regional Planning, 2019-Present
Director of Transportation Planning Department, 2014-2019

VIRGINIA DEPARTMENT OF TRANSPORTATION
Director of Transportation Planning, 2011-2014
Regional Transportation and Air Quality Planning Liaison, 2005-2011
Transportation Engineer, 1994-2005

JHK AND ASSOCIATES
Transportation Engineer, 1990-1994

Over the 33 years of my diverse, progressively responsibly professional career, I have gained technical and management experience in multi-sectoral and multi-modal approach to regional planning that includes transportation, land use, air quality and climate change planning work. The diverse projects and programs I have worked on vary from traffic signal design to developing technical analysis-based recommendations for regional climate change mitigation goals for the on-road transportation sector. The scale of projects I have worked similarly is diverse and ranges from small traffic impact analysis reports to developing federally required (US DOT) regional long range transportation plans and state implementation plan (SIP) to comply with EPA's National Ambient Air Quality Standards. My management experience includes working in consulting (JHK & Associates), public sector (VDOT) and a federally established metropolitan planning organization (MPO, through COG). Being effective in the various roles and having the progression in my professional career from entry level Engineer to the Deputy Executive Direction for Regional Planning (at COG) has been based on comprehensive knowledge of public administration, regional transportation and air quality planning practices and policies, federal MPO and SIP planning regulations, fiscal and human resource management, public outreach and engagement, technical analyses, combined with my skills at strategic thinking. I have been recognized for and specifically asked to be engaged in developing multi-disciplinary approaches to regional planning that integrates land use, demographics, transportation, air quality and climate change. The body of my work and accomplishments over the past 33 years serve as a testament to my ability to lead and facilitate strategic multi-sectoral planning to achieve policy and other outcomes.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

For the National Capital region Transportation Planning Board including several Long Range Transportation Plans (2014 – 2022)

Bicycle and Pedestrian Plan for the national Capitol Region (2022)

Climate Change Mitigation Report (2021)

Long Range Plan Task Force Report (2017)

Regional Freight Plan (2016).

SYNERGISTIC ACTIVITIES

I oversee regional multi-modal long range transportation planning and programming activities (outlined by the US DOT) as the Director of the Transportation planning Department at COG; this work includes aspects of land use (planning and zoning) assumptions, regional demographic trends and forecasting, work that is performed by COG's Department of Community Planning services that I oversee as the Deputy Executive Director for Regional planning at COG; these two work activities is also informed by and coordinated with regional State Implementation Plans to comply with National Ambient Air Quality Standards for criteria pollutants (enunciated by the US EPA) and Climate Change mitigation and adaption activities, work performed by COG's Climate, Energy, Air Planning Program, that I also oversee as the Deputy Executive Director for Regional planning at COG.

LEAH BOGGS

EDUCATION/ TRAINING	MARYLAND UNIVERSITY OF INTEGRATIVE HEALTH: Master of Science, Nutrition and Integrative Health, 2019
	NORTH CAROLINA A&T STATE UNIVERSITY, Bachelor of Science, Architectural Engineering, 1994
PROFESSIONAL EXPERIENCE	**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS**, 1999-Present *Current Position: Senior Environmental Planner*
	Energy planning lead responsible for capacity building of COG member governments through trainings, educational session and series planning related to the transition to clean energy, building decarbonization, and energy and climate justice.
	Planning lead responsible for managing public input and advisory to the regional climate and air quality planning processes. Products include oversight of the development of an Environmental Justice Toolkit and an annual Climate and Energy Leadership Awards program with a keen focus on projects that benefit frontline communities.
	Responsible for providing technical expertise on regional electric vehicle deployment planning.
	Supports the climate, energy, and air programs' equity goals by monitoring and tracking internal equity activities in coordination with external initiatives, plans, and programs throughout the region.
	Represent COG on various internal and external meetings, including the Greater Washington Region Clean Cities Coalition, the Montgomery County Green Bank, and the COG Chief Equity Officers Committee to ensure effective collaboration across the public and private sectors.
PUBLICATIONS (Lead or Co-Lead Author/Editor)	Electric Vehicles in Metropolitan Washington; Understanding the Region's Current EV Readiness and Options for Expanding Their Use, 2012
SYNERGISTIC ACTIVITIES	Demonstrated ability to work collaboratively with local, state and regional governments and forge strong working relationships and partnerships with other community stakeholders.
	Facilitates regional policy development, strategies, and actions to improve energy productivity and reduce emissions of greenhouse gases.
	Assist COG jurisdictions remove barriers to deployment of alternative, clean fuel vehicles, expand development of high-performance buildings, and expand aggregate purchasing of clean commodities.

ROBERT CHRISTOPHER

EDUCATION/ TRAINING

GEORGE WASHINGTON UNIVERSITY: MPS Sustainable Urban Planning, 2023

GEORGIA STATE UNIVERSITY: BA Political Science, 2014

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2022-Present
Environmental Planner

Develop COG's regional and local community greenhouse gas emissions inventories; *calculate* forest and trees emissions and removals for COG members, *analyze* emission trends, and *produce* fact sheets for each jurisdiction in the region.

Electric vehicle deployment lead responsible for supporting COG member local governments on EV deployment within their government operations and community-wide.

Support the Climate, Energy, and Environment Policy Committee (CEEPC) Legislative Subcommittee. *Track and analyze* local and regional legislation. Develop advocacy materials.

DC SUSTAINABLE ENERGY UTILITY, 2022
Extern with Metropolitan Washington Council of Governments

Supported the DMW Climate Partners website and Climate Clips communications.

Researched and collected documentation to support committee activities.

PUBLICATIONS (Contributor)

[Community-Wide Greenhouse Gas Emissions Inventory Summaries](), 2022

SYNERGISTIC ACTIVITIES

Majority of activities focus on regional electric vehicle deployment, greenhouse gas inventory development, and policy analysis.

Support the COG Climate, Energy, and Environment Policy Committee (CEEPC) Legislative Subcommittee, CEEPC, and the Built Environment and Energy Advisory Committee.

Communicate program activities to Air and Climate Public Advisory Committee (ACPAC) and TPB Community Advisory Committee.

SUNIL KUMAR

EDUCATION/ TRAINING

GEORGE WASHINGTON UNIVERSITY, Certified Public Manager, 2013

TEXAS A&M UNIVERSITY: Post-Doctoral Research Scientist. Air Pollution, 2000-2002

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2002-Present
Current Position: Principal Environmental Engineer

Serve as a lead for the development of State Implementation Plans (SIPs) for the Washington, DC-MD-VA region through the Metropolitan Washington Air Quality Committee (MWAQC).

Serve as a lead for the MWAQC Technical Advisory Committee, Transportation Conformity Sub-Committee, Emissions Inventory Sub-Committee, Air Quality Forecasting Sub-Committee, and EPA Section 105 Air Quality Grant.

Provide help to COG Climate Energy Environment Policy Committee and Multi-Sector Work Group in the development of greenhouse gas emissions and analysis of GHG reduction measures.

Coordinate with Regional & Local Air Quality Management Organizations and Groups

- Ozone Transport Commission (OTC) – Attend bi-annual meetings to get updates on the development of regional emissions inventory, control measures and ozone photochemical modeling scenarios and results.

- Mid-Atlantic Regional Air Management Association (MARAMA) – Attend monthly conference calls and an annual meeting to get updates on ongoing emissions inventory development efforts for ozone photochemical modeling.

Develop emission inventories for point, area, onroad, and nonroad sources. Nonroad sources include railroad and marine vessel emissions among others.

Coordinate air quality forecasts for the Washington, DC-MD-VA region.

TEXAS A&M UNIVERSITY, 2000-2002
Post-Doctoral Research Scientist

Conducted air quality and emissions research funded by Texas Commission on Environmental Quality (formerly known as Texas Natural Resource Conservation Commission), helped students in their MS/Ph.D. thesis research, and taught air quality courses to graduate students.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Ozone, Particulate Matter, and Lead Attainment and Maintenance Plans for the Washington Region for EPA Submittals

Air Quality Trends Reports for the Washington Region

Section 105 Air Quality Grant Reports

Ozone Trends and Characteristics of Ozone Episodes in Corpus Christi. Texas, Sunil Kumar and Kuruvilla John, Texas A&M University-Kingsville, Kingsville, Texas, AMS-AWMA Joint Conference, 2001

Kumar, Sunil and Kuruvilla John. 2002. Trends in Ozone Levels and Characteristics of High Ozone Episodes in a Semi-Arid Coastal Urban Airshed, Proceedings of the 95th Annual A&WMA Conference 6/23-27/02 Baltimore, MD.

Kim, M., S. Kumar and K. John, "Evaluation of the Long-Term Air Quality Trends in Ohio", Proceedings of the 95th Annual Air & Waste Management Conference, June 23-27, 2002, Baltimore, MD.

Kulkarni, A., Kumar, S., K. John, and K. Crist, "Characterization of Fine Particulate Matter in Central and Southeastern Ohio", Proceedings of the 12th Joint Conference on Air Pollution Meteorology with the Air & Waste Mgt. Assoc., May 20-24, 2002, Norfolk, VA.

Jung, I., S. Kumar and K. John, "Impact of Meteorology on the Fine Particulate Matter Distribution in Central and Southeastern Ohio", Proceedings of the 12th Joint

Conference on Air Pollution Meteorology with the Air & Waste Mgt. Assoc., May 20-24, 2002, Norfolk, VA.

Kumar, S. and K. John, "Ozone Trends and Characteristics of Ozone Episodes in Corpus Christi, Texas", Proceedings of the 25th Conference on Agricultural & Forest Meteorology, May 20-24, 2002, Norfolk, VA.

Kumar, S. and K. John, "Evaluation of the Impact of Emission Sources in Corpus Christi on the Regional Air Quality", Proceedings of the Fourth Symposium on the Urban Environment, May 20-24, 2002, Norfolk, VA.

Mandya, R. K., Kumar, S., and K. John, "Using Geographical Information System for Distribution of Pollutant Emissions within an Urban Airshed Model Grid System",

Proceedings of the Fourth Symposium on the Urban Environment, May 20-24, 2002, Norfolk, VA.

Verma, R. S., S. Kumar and K. John, "Development of an Ozone Forecasting Tool using Statistical and Neural Network Models for the Areas in South Texas", Proceedings of the 94th Annual Air & Waste Management Conference ACE 2001, June 2002, Orlando, FL.

Crist, K., Kulkarni, A., Kumar, S., and John, K. "Characterization of Fine Particulate Matter at Schools in Ohio", 95th Annual Air & Waste Management Conference, June 23-27, 2002, Baltimore, MD.

Jung, I., Kumar, S., and John, K. "Meteorological Influences on the Fine Particulate Matter Distribution in Central Ohio", 95th Annual Air & Waste Management Conference, June 23-27, 2002, Baltimore, MD.

Mandya, R. K., Kumar, S., and John, K. "Spatial Allocation of Non-road and Area Source Emissions for the Corpus Christi Urban Airshed Using Geographical

Information Systems", 95th Annual Air & Waste Management Conference, June 23-27, 2002, Baltimore, MD.

SYNERGISTIC ACTIVITIES

Providing technical, regulatory, and policy support, helping in the development of agenda and coordination of meetings, presentation of air quality plans and other related technical and planning issues for Metropolitan Washington Air Quality Committee (MWAQC).

Managing MWAQC-TAC consisting of state air and transportation agencies and local government representatives and four stakeholders, develop agenda and manage monthly meetings, presentation of air quality plans and other related technical and planning issues.

Coordinating conference calls to discuss schedules of MWAQC and TPB committees, OTC/MARAMA meetings, and any other meetings and workshops relevant for MWAQC and to discuss MWAQC-TAC agenda.

Coordinate conference calls to facilitate inter-agency consultation process between air and transportation agencies for transportation conformity process and to develop comment letters for conformity analyses for MWAQC, develop onroad mobile emissions inventory for transportation conformity analyses.

Development of emissions inventory for air quality plans and related issues, coordinate conference calls, photochemical modeling, attend OTC & MARAMA meetings.

Managing air quality forecasting program, coordinating daily air quality forecast conference calls (April-September) with state air agencies of the District, Maryland, and Virginia, supervising air quality intern in developing daily forecasts and submitting these to EPA, responding to occasional enquiries from media and public regarding code orange and above days.

Managing CAA Section 105 grant - EPA grant coordinated through Virginia DEQ, provide detailed air quality data reports every six months to VDEQ, posting of daily air quality data on MWCOG website.

Coordination with MDE and DDOE to develop the structure and main contents of project documents, review and processing of technical information, development of documents and coordination for their presentation.

Coordination with Regional & Local Air Quality Management Organizations and Groups

- Ozone Transport Commission (OTC) – Attend bi-annual meetings to get updates on the development of regional emissions inventory, control measures and ozone photochemical modeling scenarios and results.

Mid-Atlantic Regional Air Management Association (MARAMA) – Attend monthly conference calls and an annual meeting to get updates on ongoing emissions inventory development efforts for ozone photochemical modeling.

MARK S. MORAN

EDUCATION/ TRAINING

GEORGIA INSTITUTE OF TECHNOLOGY: Master of Science, Transportation Engineering, 1997 (Atlanta, Georgia)

ÉCOLE NATIONALE SUPÉRIEURE DE L'AÉRONAUTIQUE ET DE L'ESPACE (SUPAÉRO): Diplôme de Spécialisation en Techniques Aéronautiques et Spatiales, 1987 (Toulouse, France)

UNIVERSITY OF VIRGINIA, School of Engineering and Applied Sciences: Bachelor of Science, Aerospace Engineering, 1986 (Charlottesville, Virginia)

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2019 - Present
Current Position: Program Director, Travel Forecasting and Emissions Analysis

The National Capital Region Transportation Planning Board (TPB) is one of several policy boards that meet at COG and is the designated Metropolitan Planning Organization (MPO) for the metropolitan Washington region. The TPB is staffed by COG's Department of Transportation Planning (DTP), which is divided into five teams. Mark manages COG's Travel Forecasting and Emissions Analysis (TFEA) team whose mission is to provide technical services to both the TPB and COG in the areas of regional travel demand forecasting and the estimation of and planning for air pollution from the on-road transportation sector, both criteria air pollutants and greenhouse gas (GHG) emissions.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2016 - 2019
Manager, Model Development Group

Managed the Model Development Group, whose mission was to develop, maintain, and improve the TPB's regional travel demand forecasting model, including the transportation networks that are inputs to the model.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

ICF, Fehr & Peers, & Gallop Corporation. (2022, June 3). *TPB Climate Change Mitigation Study of 2021: Additional Transportation Scenarios Analysis: TPB Survey Identified Scenarios* [Final Report]. National Capital Region Transportation Planning Board, Metropolitan Washington Council of Governments.

ICF, Fehr & Peers, & Gallop Corporation. (2022, January 7). *TPB Climate Change Mitigation Study of 2021: Scenario Analysis Findings* [Final Report]. National Capital Region Transportation Planning Board, Metropolitan Washington Council of Governments.

Ngo, R., Xie, F., & Moran, M. S. (2021). *User's Guide for the COG/TPB Gen2/Version 2.4 Travel Demand Forecasting Model*. Metropolitan Washington Council of Governments, National Capital Region Transportation Planning Board.

Morrow, E., Vuksan, D., & Moran, M. S. (2021, March 2). *TPB Climate Change Mitigation Study of 2021, Phase 1 Report: Greenhouse Gas Emissions Reductions Strategies: Findings from Past Studies*. Metropolitan Washington Council of Governments, National Capital Region Transportation Planning Board.

Cambridge Systematics, Inc. (2015). *Strategic Plan for Model Development, Task Order 15.2, Report 3 of 3* [Final Report]. Metropolitan Washington Council of Governments, National Capital Region Transportation Planning Board.

Moran, M. S. (1992). *Helicopter system inventory and vertiport feasibility study for metropolitan Washington*. Metropolitan Washington Council of Governments, National Capital Region Transportation Planning Board.

SYNERGISTIC ACTIVITIES

Oversee the day-to-day administrative operations of the TFEA Team (15 staff), including general personnel management, budget monitoring, and progress reporting. Be the lead staff liaison to COG's Travel Forecasting Subcommittee (TFS).

Communicate program activities to the TPB, the TPB Technical Committee, the Travel Forecasting Subcommittee (TFS), and other relevant groups/committees, such as the Metropolitan Washington Air Quality Committee (MWAQC) and the Climate, Energy and Environment Policy Committee (CEEPC).

Oversee the development, maintenance, and improvement of the TPB's regional travel demand forecasting models. Oversee the four-year, $900k consultant contract to develop the Gen3 Travel Model. Participate in the ActivitySim Consortium, which guides the future development of the open-source ActivitySim software. In July 2021, COG became the 10th agency to join the consortium.

Provide review and guidance to team members in completing the air quality conformity (AQC) analysis of the Long-Range Transportation Plan (LRTP), Visualize 2045, and the relevant Transportation Improvement Program (TIP). This activity includes travel demand modeling, mobile emissions modeling, and delivery of a final report to the TPB. Provide support for greenhouse gas (GHG) planning initiatives, including COG's CEEPC.

Work proactively to coordinate and leverage the work activities undertaken by DTP's TFEA Team with those of other departments at COG, especially the Department of Environmental Programs (DEP), the Department of Community Planning and Services (DCPS), and the Department of Homeland Security and Public Safety (DHSPS).

DUSAN VUKSAN

**EDUCATION/
TRAINING**

GEORGE WASHINGTON UNIVERSITY, Master of Arts, Geography, 2000

BOISE STATE UNIVERSITY: Bachelor of Science, Mathematics, 1997

**PROFESSIONAL
EXPERIENCE**

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 1999-Present
*Current Position: Program Manager, Model Application Group on Travel
Forecasting and Emissions Analysis Team*

Responsible for managing the Model Application Group, tasked with
applications of technical tools used by COG's Department of Transportation
Planning (DTP), including COG's own trip-based travel demand model and
EPA's MOtor Vehicle Emissions Simulator (MOVES) model, for a variety of
projects.

Responsible for managing and overseeing technical processes that estimate
traffic and on-road transportation emissions related to Air Quality Conformity
(AQC) Analysis, State Implementation Planning (SIP), and development of
regional greenhouse gas (GHG) emissions inventories in support of activities
conducted by the Department of Environmental Programs (DEP).

Responsible for providing expertise related to technical tools in development
of the Long-Range Transportation Plan (including environmental justice
analysis), scenario studies (e.g., TPB Climate Change Mitigation Study of
2021), and project planning studies.

PUBLICATIONS
(Lead or Co-Lead
Author/Editor)

2022 Update to Visualize 2045 Environmental Justice Analysis, 2023.

Visualize 2045: A Long-Range Transportation Plan for the National Capital
Region. 2022

Air Quality Conformity Analysis of the 2022 Update to Visualize 2045. 2022.

TPB Climate Change Mitigation Study of 2021: Phase 1 Report: Greenhouse
Gas Emissions Reductions Strategies: Findings from Past Studies. 2021.

Greenhouse Gas Emissions Inventories: Methodology Guide. 2019.

Congestion Mitigation and Air Quality Program Performance: Performance-
Based Planning and Programming. 2018

**SYNERGISTIC
ACTIVITIES**

Serve as technical resource to COG staff and member jurisdiction staff and
provide guidance concerning a range of topics, including the recommended
use of models, importance of model validation, and model sensitivity to
changes in inputs.

Represent COG on various internal and external project teams, including
Climate Change Mitigation Study of 2021 and Gen3 Activity-Based Model
Development, conduct various technical activities, and work with staff,
consultants, and other stakeholders to ensure reasonableness of the final
product.

Compose and review reports and presentations documenting technical
analyses and provide relevant briefings to the appropriate boards and
committees.

Provide guest lectures on travel demand modeling to graduate students at local universities (e.g., Virginia Polytechnic Institute and State University).

LYN ERICKSON, AICP

EDUCATION/ TRAINING

FLORIDA ATLANTIC UNIVERSITY, Master's in Urban and Regional Planning (Concentration in Environment), 1997

ROLLINS COLLEGE: Bachelor of Arts, Environmental Studies, Biology minor, 1994

PROFESSIONAL EXPERIENCE

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2016-Present
Current Position: Program Director, Transportation Plan Development and Coordination

Serves as the MPO's federal compliance officer and federal grant manager. Leads the development of the TPB's annual work program (budget) in a manner which meets all federal transportation planning regulations; works with federal and state agencies to secure funding; and administers the funds and leads the execution of the work activities to maintain compliance with federal requirements. Her coordination team of 11 people provides support services for the TPB members, the TPB Steering Committee, the TPB Technical Committee, the TPB Community Advisory Committee, and the TPB Access for All Committee (agendas, content, and logistics). Her team leads the development of the 20-year long-range transportation plan (Visualize 2045) and short term Transportation Improvement Program. They lead all MPO communications with the members and the public, and all public interaction including meeting Title VI requirements. Her Team is also responsible for implementing the popular Transportation Land Use Connections Program, the Transportation Alternatives Program, and the MPO responsibilities associated with the Enhanced Mobility Program.

MARYLAND DEPARTMENT OF TRANSPORTATION, 2005-2016
Manager and Federal Liaison, Office of Planning and Capital Programming

Managed a team of three Regional Planners who together performed the following duties: oversaw the Statewide Planning Process to ensure compliance with SAFETEA-LU, MAP 21, and the FAST Act, including leading the development and production of the Statewide Transportation Improvement Program (STIP) and participating in the development of the Maryland Transportation Plan (Statewide long range plan); oversaw the metropolitan planning process to ensure compliance with SAFETEA-LU, MAP 21, and the FAST Act; represented MDOT at policy committees of all 7 of the MPOs in Maryland, to comply with federal laws and regulations, and to ensure consistency with the goals and policies of the State of Maryland; coordinated development of various MPO plans and programs, including long-range transportation plans, work programs, short-range improvement programs, and other MPO activities, including air quality conformity compliance; led the OPCP office's involvement in meeting statewide and metropolitan Title VI requirements; oversaw the Transportation Demand Management Programs, including the MWCOG Commuter Connections Program; and led the organization and execution of the legislatively mandated annual Consolidated Transportation Program Tour and Pre-Tour

coordination meetings run by the MDOT Secretary for 23 Counties and the City of Baltimore.

SYNERGISTIC ACTIVITIES

Lyn has 25 years of transportation planning experience. She has developed specializations in the following areas: the Federal Statewide and Metropolitan Transportation Planning Processes, program and personnel management, consensus and relationship building, policy analysis, public involvement, Title VI and NEPA.

American Institute of Certified Planners (AICP) member, 1998-present.

Association of Metropolitan Planning Organizations (AMPO): Technical Committee member, 2017-2022; Policy Committee, 2022-Present.

TIMOTHY CANAN, AICP

**EDUCATION/
TRAINING**

VIRGINIA COMMONWEALTH UNIVERSITY: Master of Urban and Regional Planning, 1989

JAMES MADISON UNIVERSITY, Bachelor of Science, 1987

**PROFESSIONAL
EXPERIENCE**

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2017-Present
Current Position: Planning Data and Research Program Director

Direct team responsible for conducting metropolitan planning and policy research and analysis to inform regional long-range transportation planning and decision-making in the National Capital Region.

Oversee technical data collection and analyses, including regional surveys and travel monitoring in support of metropolitan transportation planning.

Develop and deliver presentations to regional committees, policy boards, elected officials, and stakeholder groups.

Advise senior leadership, including executive director and elected officials, on issues related to regional land use and transportation planning.

LOUIS BERGER U.S., 2010-2017
Associate Vice President, 2014-2017
Senior Project Manager, 2010-2014

National practice lead for Environmental Planning, directing a division of 30 interdisciplinary professionals engaged in planning, research, policy and impacts analysis, public engagement, strategic communications, and compliance documentation.

Client Account Manager for two large Federal agency clients, the General Services Administration and the U.S. Army Corps of Engineers, Mobile District.

Provided strategic leadership for the firm's Planning and Economics Practice Group, reporting directly to the Senior Vice President.

Managed large facilities development Environmental Impact Statements (EIS) and Environmental Assessments (EA), including the General Services Administration's FBI Headquarters Consolidation EIS.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2008-2010
Principal Planner

Program manager for two metropolitan planning organization (MPO) responsibility areas: Continuous Airport System Planning Program (CASP) and the Virginia Technical Assistance account of the regional Unified Planning Work Program.

Developed annual work program elements; prepared and submitted Airport Improvement Program (AIP) grant applications for program funding from the Federal Aviation Administration (FAA) Washington Airports District Office; managed AIP grants for regional ground access planning projects; developed and tracked project schedules; conducted budget oversight of programmed work activities; organized and conducted program management meetings;

and coordinated deliverable production, QA/QC review and transmittal in accordance with project scope requirements.

Led development of the region's first successful USDOT TIGER grant application, which resulted in $59 million in funding awarded for a multimodal, regional bus priority project.

THE LOUIS BERGER GROUP, INC., 2005-2008
Senior Planner

Program manager for firm's Army BRAC environmental planning program—oversaw development of Environmental Impact Statements (EISs) and Environmental Assessments (EAs) for 15+ military installations under the 2005 Base Closure and Realignment law.

Recruited and supervised interdisciplinary team of professional land use, environmental, and transportation planners, and cultural resource specialists.

Managed multiple Federal contracts, including large-scale, multi-million dollar Environmental Planning and Services contracts with the Baltimore and Mobile Districts, U.S. Army Corps of Engineers.

BOOZ ALLEN HAMILTON, INC., 2000-2005
Associate

Project manager for large-scale, $3 million resource management and land use plans and corresponding Environmental Impact Statements for more than 1.7 million acres of National Conservation Areas and Wilderness Areas managed by the U.S. Bureau of Land Management in the western United States.

Prepared all land use, demographic and socioeconomic elements of major Environmental Impact Statements for the proposed expansions of the San Antonio and New Orleans airports.

Prepared market and business analyses for Federal agencies with real property management responsibilities, including the General Services Administration (GSA), Bureau of Land Management, National Park Service, and the Navy.

Supported GSA's reuse planning efforts for a 7,300-acre Army ammunition plant in central Wisconsin. Worked with the community, GSA, and other key stakeholders to devise a re-use and parcelization plan prior to the plant's disposal.

LOUDOUN COUNTY DEPARTMENT OF PLANNING, 1998-2000
Senior Planner

Project manager for demographic analysis and forecasting, and development tracking programs for what then was the fastest-growing county in the nation.

Supported the update of the countywide General Plan by preparing technical studies and facilitating community stakeholder forums.

Developed zone-level demographic forecasts for the regional forecasting program, and provided technical analysis to other comprehensive planning efforts, including the countywide residential build-out analyses.

ARLINGTON COUNTY DEPARTMENT OF COMMNITY PLANNING, HOUSING AND DEVELOPMENT, 1996-1998
Planner

Conducted demographic, development and other planning research using GIS and other planning tools for the County Planning Division.

Tracked residential, office and commercial development in Arlington and produced quarterly reports summarizing development activity.

Conducted community visioning and site plan review to ensure consistency with adopted plans and policies as well as community preferences.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 1989-1996
Regional Planner

Managed the development of population and employment forecasts for the outlying jurisdictions in the Washington region for the regional travel demand forecasting model expansion.

Project manager for regional economic trends and commercial construction analyses.

Project contributor for producing the regional long-range transportation plan.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Comprehensive Regional Airport System Plan, National Capital Region Transportation Planning Board, November 2020.

Implementation of Energy, Water, and Solid Waste Sustainability Initiatives at Fort Bliss Texas and New Mexico, United States Army Environmental Command and Directorate of Public Works Environmental Division Fort Bliss, March 21, 2014.

Priority Bus Transit in the National Capital Region: A Proposal for Bus Transit Bike-Sharing and Intermodal Connections for Metropolitan Washington, an Application for Funding from the Transportation Investments Generating Economic Recovery (TIGER) Competitive Grant Program, National Capital Region Transportation Planning Board, September 15, 2009.

Washington-Baltimore Regional Air Cargo Study, National Capital Region Transportation Planning Board, June 2008.

Long-Range Transportation Plan for the National Capital Region, National Capital Region Transportation Planning Board, September 21, 1994.

SYNERGISTIC ACTIVITIES

American Institute of Certified Planners (AICP) member, 2000-present.

Association of Metropolitan Planning Organizations (AMPO), Technical Committee member, 2022-present.

NICOLE MCCALL

**EDUCATION/
TRAINING**

GEORGE WASHINGTON UNIVERSITY, Regional Executive Development Program, 2016

UNIVERSITY OF NEW ORLEANS, Master of Urban and Regional Planning, Specialization in Land Use and Transportation, 2010

TULANE UNIVERSITY, Bachelor of Arts, Economics and Studio Art, 2001

**PROFESSIONAL
EXPERIENCE**

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS, 2012-Present
Current Position: Manager, Planning Research and Assistance, 2018-present

Program manager for the following metropolitan planning organization (MPO) program areas: Transportation Research and Analysis, Technical Assistance Program, and Continuous Airport System Planning Program (CASP). Also provide program management and leadership support for regional land use and transportation planning coordination.

Develop annual work program elements; develop and track project schedules; conduct budget oversight of programmed work activities; organize and conduct program management meetings; and coordinate deliverable production, review and transmittal in accordance with project scope requirements.

Manage consultants and staff responsible for conducting metropolitan planning and policy research and analysis.

Oversee technical data collection and analyses, including regional surveys and travel monitoring in support of metropolitan transportation planning.

Develop and deliver presentations to regional committees, policy boards, elected officials, and stakeholder groups.

Previous Position: Senior Regional Planner, 2016-2018

Delivered cross-departmental projects and initiatives focused on economic development, human capital/workforce development, and transportation and land use coordination.

Conducted economic development/workforce development research and performed outreach and coordination with workforce development boards.

Served as data coordinator and workforce researcher for Amazon HQ2 Regional Overlay and Research Team.

Served as principal staff to the Region Forward Coalition (composed of Elected officials, Business organizations, and non-profit organizations)

Co-managed the Transportation Land-Use Connections (TLC) Program which provides short-term consultant services to local jurisdictions for small planning projects, offers peer exchange opportunities, and supports the National Capital Region Transportation Planning Board's project selection role under the federal Transportation Alternatives Set-Aside Program.

Previous Position: Transportation Planner/Data Analyst, 2012-2016

Performed research to guide, support development and validate land use and transportation inputs for the National Capital Region Transportation planning process.

Supported development of survey design, sampling plan, and provided oversight of operations for (1) Bus Passenger Survey and (2) Air Passenger Survey.

Provided technical assistance to the Cooperative Forecasting Committee that develops forecasts of population, households, and employment.

Provided technical assistance to the District of Columbia's Highway Performance Monitoring System (HPMS) program.

BUREAU OF ECONOMIC ANALYSIS, U.S. DEPARTMENT OF COMMERCE
Regional Economist, 2010 to 2012

Researched, analyzed, and assessed input data to produce annual and quarterly regional income and employment estimates. Prepared clear, concise, and accurate written reports, memos, and articles as well as responses to inquiries about economic statistics from Congress, other BEA Divisions, and the public.

BURK-KLEINPETER, INC
Transportation Planning Intern, 2009 to 2010

Performed research, wrote memos and reports, developed participatory exercises, delivered presentations, and coordinated meetings for diverse land use and transportation planning projects, including the Louisiana Complete Streets Work Group, the Gulf Regional Planning Commission's Transportation Plan Update, Stage 1 Environmental Assessment of Replace Belle Chasse Tunnel and Bridge, and Waterborne Mobility Feasibility Study. Also, performed transit passenger surveys, traffic counts, and parking surveys, including recruiting/supervising field staff.

UNIVERSITY OF NEW ORLEANS, CENTER FOR HAZARD ASSESSMENT AND RESEARCH TECHNOLOGY
Research Assistant, 2008-2010

Performed legislative research, interviewed officials, and prepared literature reviews to support several projects including but not limited to: an examination of the role of the Robert T. Stafford Disaster Relief and Emergency Assistance Act in recovery in in the Gulf Coast following Hurricane Katrina, an assessment of resilient transportation systems in a post-disaster environment, *and an a*ctive transportation measurement and benchmarking r*eport*

Prior to graduate school, professional experience included - forecasting revenue for new gaming industry ventures, writing policy statements/conducting legislative research for the Louis Armstrong New Orleans International Airport, administering the Baton Rouge Metropolitan Airport's Disadvantaged Business Enterprise Program, administering benefits program for a marine services company while the personnel grew from 300 to 700 employees, administering a multi-million dollar CostShare program to

facilitate international trade for small to medium-sized southern agricultural companies, immediately following Hurricane Katrina determining how to continue operations of CostShare Program including negotiating and securing temporary office space from the state of Texas, and training field economists on survey methodology and data collection practices for the Bureau of Labor Statistics' National Compensation Survey.

PUBLICATIONS
(Lead or Co-Lead Author/Editor)

Regional Travel Survey In-Depth Analysis, 2021

Regional Travel Survey Technical Documentation, 2020

What's the market potential for MARC-VRE run-through service?, 2020

Market Assessment and Technical Considerations for VRE-MARC Run-Through Service in the National Capital Region, 2020

More than shops and restaurants: Four trends that show what retail will look like in metro D.C.'s future, 2018

Land Use Retail Employment Trends, 2017

Being a good neighbor: How the Metro D.C. area is managing the impact of short-term rentals, 2017

State of the Region: Human Capital Report, 2017

Trends in Workforce Demand, 2016

Top 10 Jobs in DC Region: Computer Occupations in Greatest Demand, COG Reports, 2016

D.C. Region's Economic Growth Depends on STEM Jobs, 2016

Differences in Economic Industry and Local Land Use Definitions of Retail Employment, 2016

District of Columbia Traffic Monitoring Program Documentation, 2015, 2014, 2013, 2012

Louisiana Complete Streets Work Group and Policy, 2010

Active Transportation Measurement and Benchmarking Development: New Orleans, 2010

Resilient Transportation Systems in a Post-Disaster Environment: A Case Study of Opportunities Realized and Missed in New Orleans and the Louisiana Coastal Region, 2009

Coast Transit Authority's Title VI Compliance Review, 2009
Waterborne Public Transit Study, 2009

SYNERGISTIC ACTIVITIES

Association of Metropolitan Planning Organizations (AMPO), Data Working Group, 2022-present.

American Planning Association, Regional and Intergovernmental Division, Secretary/Treasurer, 2018-present (3 terms).

Government Alliance for Racial Equity, DC-MD-VA Advancing Racial Equity Learning Cohort, COG Staff Team Lead, 2021-2022

ULI Washington Regional Land Use Leadership Institute, 2019

3. Past Performance on District Grants/Contracts

In the past five years, COG has managed more than $78 million of contract/grant work for the District of Columbia. COG has managed contracts and grants for DOEE, DDOT, DCHSEMA, DGS, DC Water, DCDPW, and DC Child and Family Services. COG is audited annually; a copy of the most recent audit is also provided as an attachment.

Summary of DC/COG Contract Values in the Last 5 Years

Customer Name	Invoice Amount ($)
DC CHILD & FAMILY SCVS Total	8,969.00
DC Department of Public Works Total	135,534.00
DC Dept of Energy and Env Total	847,921.10
DC Dept of Environment Total	4,061,087.42
DC DOH Total	2,188,917.27
DC DOT Total	20,325,863.07
DC Finance Office Total	1,336,442.00
DC Fire & Emer Medical Sv Total	2,000.00
DC HSEMA Total	45,116,534.30
DC WATER Total	4,355,795.06
Grand Total	**78,379,063.22**

The grants or contracts managed by COG's Department of Environmental Programs (DEP) that are most relevant to this RFP include those listed below:

GRANT TITLE: MONITORING FOR TRASH IN DISTRICT WATERS
- The District agency/agencies: District Department of Energy and Environment (DOEE)
- The grant number(s), contract number(s), or other identifier(s): RFA 2016- 1605- SWMD- Monitoring Trash in District Waters-Grant # 01
- The amount(s) paid: $459,856
- What was accomplished as a result of the funding(s): Grant tasks include employing the COG trash monitoring in streams that drain to the Anacostia River.
- COG provides this service twice a year to meet the trash monitoring requirement for the Anacostia Trash TMDL and Implementation Plan.

GRANT TITLE: URBAN AND COMMUNITY FORESTRY PROGRAM DC DOT UFD AND COUNCIL OF GOVERNMENTS PARTNERSHIP PROJECTS FY 2021

- The District agency/agencies: District of Columbia Department of Transportation (DDOT)
- The grant number(s), contract number(s), or other identifier(s): Metropolitan Washington Council of Governments Grant (MWCOG) / Award Number: 21-DG-11094200-175
- The amount(s) paid: Total Grant Amount: $241,060
- What was accomplished as a result of the funding: Expansion of Urban Tree Canopy Through Design, Installation & Maintenance of Food Forest Plots in the District of Columbia.

GRANT TITLE: URBAN AND COMMUNITY FORESTRY PROGRAM DC DOT UFD AND COUNCIL OF GOVERNMENTS PARNTERSHIP PROJECTS FY 2020

- Grant Title: Urban and Community Forestry Program DC DOT UFD and Council of Governments Partnership Projects FY 2020
- The District agency/agencies: District of Columbia Department of Transportation (DDOT)
- The grant number(s), contract number(s), or other identifier(s): Metropolitan Washington Council of Governments Grant / Award Number: 20-DG-1109-4200-223
- The amount(s) paid: $153,000
- What was accomplished as a result of the funding: 2020 urban tree canopy (UTC) analysis in Washington D.C. Analyze remotely sensed data, measure change in canopy cover across time from 2006 to 2020. Also, expansion of Urban Tree Canopy Through Design, Installation & Maintenance of Food Forest Plots in the District of Columbia.

GRANT TITLE: REDUCING LOCOMOTIVE EMISSIONS IN THE DISTRICT OF COLUMBIA

- The District agency/agencies: District Department of Energy and Environment (DOEE)
- The grant number(s), contract number(s), or other identifier(s): Metropolitan Washington Council of Governments Grant / Award Number: Grant# 2019-1914-AQD-G001 (MWCOG Amend #3 LTR.)
- The amount(s) paid: $1,100,000 pending
- What was accomplished as a result of the funding: To date, the grant has resulted in a partnership with Amtrak to repower two locomotives and selection of a contractor to handle the vehicle engine replacements. The notice to proceed is pending.

Other projects supporting the District include:
- In 2014, COG also handled a marine vessel diesel repower project for the District of Columbia Department of Environment under Grant Number DS-96317501. This project leveraged DC state and federal competitive DERA funding to repower the passenger vessel Spirit of Mt. Vernon which operates out of the Wharf DC.
- On-going management of the region's Metropolitan Washington Air Quality Committee (MWAQC) and Technical Advisory Committee (TAC), and state air agency coordination call.

- On-going management of COG's Regional Environment Fund (REF), including managing COG's Climate Energy and Environment Policy Committee (CEEPC), Built Environment and Energy Advisory Committee (BEEAC).

4. Partners

Project Partners proposed for the Project at this time include:
- Virginia Department of Environmental Quality (VDEQ) State Air Office
- Maryland Department of the Environmental (MDE) State Air Office

Letters of Support are provided as an attachment.

COG may seek to secure additional partnership agreements to support the work activities under this Project. COG may especially seek out partnerships to support community engagement. COG will seek DOEE and EPA concurrence on any proposed Partner addition to the Project.

In addition to project Partners, COG anticipates that multiple participants will be involved in carrying out the activities and developing the work products and deliverables for this Project. At a minimum, COG will involve the following organizations in the Project:

STATE AND LOCAL
1) Air Agencies (DOEE, VDEQ, MDE)
2) Departments of Transportation
3) Energy Offices
4) Planning Offices
5) Economic Development Authorities
6) Transit Agencies

PROGRAM STAFF
1) Local Government Agency Staff – Sustainability Directors, Energy Managers, Climate and Energy Program Managers
2) Northern Virginia Regional Commission (NVRC)
3) Maryland Clean Energy Center (MCEC)
4) District of Columbia Sustainable Energy Utility (DC SEU)
5) Greater Washington Regional Clean Cities Coalition (GWRCCC)

STAKEHOLDER ORGANIZATIONS
The following additional organizations may be consulted through the course of the Project:

1) Electric and Gas Utilities
2) Airports and Transit Authorities
3) Public School Sustainability Program staff
4) College and University Sustainability Program staff
5) Vocational Schools
6) Workforce development agencies
7) Data Center Coalition

8) Northern Virginia Technology Council (NVTC)
9) Maryland TEDCO

COG COMMITTEES
The following COG committees may also be consulted through the course of the Project:

1) Climate, Energy, and Environment Policy Committee (CEEPC)
2) Built Environment and Energy Advisory Committee (BEEAC)
3) National Capital Region Transportation Planning Board (TPB)
4) Metropolitan Washington Air Quality Committee (MWAQC)
5) Air and Climate Public Advisory Committee (ACPAC)
6) COG Board of Directors (BOD)
7) COG Chief Administrative Officers Committee (CAOs)
8) COG Region Forward Coalition
9) Chief Purchasing Officers Committee (CPOC)

FEDERAL AGENCIES
Coordination with the federal government will be achieved through collaboration with the following agencies:

1) National Capital Planning Commission (NCPC)
2) General Services Administration (GSA)
3) Office of Local Defense Community Cooperation (OLDCC), Joint Support Force, and the Washington Headquarters Service (WHS)
4) U.S. EPA Region III
5) Army Corps of Engineers (ACE)

ENVIRONMENTAL JUSTICE ADVOCATES
Environmental justice (EJ) has been a top priority of COG's Air and Climate Public Advisory Committee (ACPAC) since 2015. Since that time, ACPAC has engaged EJ advocates across metropolitan Washinton by recruiting EJ advocates as members of ACPAC, through the development of an EJ Toolkit, and the Climate and Energy Leadership Awards Program. The EJ Toolkit provides guidance to policymakers on incorporating social equity, cultural sensitivity, and community health considerations into air quality, climate, and energy planning. The Awards Program recognizes organizations that develop climate stewardship projects and programs that engage and serve the region's underserved communities.

Through these initiatives, COG has engaged a wide variety of community organizations from across the region, such as Anacostia Coordinating Council, Children's Environmental Health Network, Earth Justice, Empower DC, Energy Justice Network, Environmental Integrity Project, Environmental Justice Leadership Forum, Green For All, Green Muslims, Mundo Verde Bilingual Public Charter School, NAACP Environmental and Climate Justice Program, National Environmental Justice Conference and Training Program, Sierra Club DC Chapter Supporters Group, University of Maryland Community Engagement Environmental Justice and Health (CEEJH), VOCES VERDE, and Young, Black and Green. COG refreshes contact lists annually for community organizations and would include them in the engagement for this project.

BROADER MSA ENGAGEMENT

To engage the entire MSA beyond the COG region, this section offers an approach to Secure Participation of Cities, Counties, and Regional Commissions that are not members of the Metropolitan Washington Council of Governments, as well as the State of West Virginia.

Members of the Metropolitan Washington Council of Governments (COG)

- Washington, DC
- Arlington County, VA
- Fairfax County, VA (includes Reston, VA)
- Loudoun County, VA
- Prince William County, VA
- City of Alexandria, VA
- City of Falls Church, VA
- City of Fairfax, VA
- City of Manassas, VA
- City of Manassas Park, VA
- Montgomery County, MD (includes Bethesda, MD)
- Prince George's County, MD
- Frederick County, MD
- Gaithersburg, MD
- Rockville, MD
- Charles County, MD

Jurisdictions in the MSA that are not Existing Members of COG (12)

- Calvert County, MD
- City of Fredericksburg, VA
- Rappahannock County, VA
- Spotsylvania County, VA
- Stafford County, VA
- Madison County, VA
- Clarke County, VA
- Culpeper County, VA
- Warren County, VA
- Fauquier County, VA
- State of West Virginia
- Jefferson County, WV

COG will use the following approach to engage with MSA members that are not currently part of COG:

- Invitation Letters from COG Board Chair and/or Executive Director
- Presentations to Committee, Boards, Council, Commissions
- Requests for Review and Comment
- Invitations to participate in Workshops and Webinars

Ideally, COG will be able to secure the regular participation of staff or environmental commission members or identified stakeholders from these new jurisdictions to participate in the Project. COG will seek Board or Council resolutions recognizing, supporting, or adopting the plan goals and actions.

COG will seek to get on the agenda to present to relevant Regional Planning Commissions and Metropolitan Planning Organizations listed below, as well as the individual jurisdictions.

- Tri-County Council
- Northern Virginia Regional Commission (NVRC)
- Northern Shenandoah Valley Regional Commission (NSVRC)
- Rappahannock Rapidan Regional Commission (RRRC)
- George Washington Regional Commission (GWRC)
- Fredericksburg Area Metropolitan Planning Organization (FAMPO)
- Local Chief administrative Offices and Boards/Councils.

D. TECHNICAL SCOPE AND WORK PLAN TIMELINE

Project Name: Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area (MSA) Comprehensive Climate Action Planning (Project)

Proposed Grantee: Metropolitan Washington Council of Governments ("COG")

Program Manager: District Department of Energy and Environment ("DOEE")

Project Activities: The Project will be implemented through the following work activities and Tasks:

TASK 1. PROJECT MANAGEMENT AND FINAL REPORT

Under this Task, COG will handle the following work activities:

a) Provide support for DOEE Application and Reporting to EPA
b) Hold kickoff and periodic meetings with DOEE and EPA, if needed
c) Handle solicitation and management of consultant(s) to support Project
d) Prepare and submit Quarterly Progress Reports
e) Prepare and submit Final Status Report.

The Final Status Report will include: the implementation status of the quantified GHG reduction measures included in the CCAP; any relevant updated analyses or projections supporting CCAP implementation, and next steps and future budget/staffing needs to continue CCAP implementation.

Deliverables:

- Support for DOEE Application and Reporting
- Kickoff and Periodic meetings with DOEE
- Consultant(s) Task Orders
- Quarterly Status Reports
- Final Status Report

Quarterly status reports will be due on each of the following dates.

- Quarter 1 (January - March): April 15
- Quarter 2 (April - June): July 15
- Quarter 3 (July - September): October 15
- Quarter 4 (October - December): January 15

TASK 2. STEERING AND TECHNICAL COMMITTEES

As part of the process of drafting the plans and supporting analyses required for this Project, COG will be in close contact with DOEE and other regional climate leaders and partners to determine the scope and direction of the work. COG will serve as the regional convener, including hosting calls, virtual events, workshops, and other efforts to ensure that regional perspectives and needs are reflected in the plan. Project direction and input will be guided through two groups to be established

by COG in cooperation with DOEE and other project stakeholders: Steering Committee and Technical Committee. Under this Task, COG will handle the following work activities:

a) Establish and convene Steering Committee meetings. The Steering Committee will be comprised of the three main State Air Agencies in the MSA – DOEE, Virginia Department of Environmental Quality (VDEQ), and Maryland Department of the Environment (MDE). The air agency for West Virginia will also be invited to participate.

b) Establish and convene regular Technical Committee meetings. The Steering Committee will be comprised of representatives from the state air agencies, as well as key staff from participating local governments. Local government representation could include and is not limited to the local government's sustainability directors, energy managers, climate and energy program staff, and transportation staff. Other agency representation could include Departments of Public Works, Fleet managers, Solid Waste Managers, Forestry staff, and Planning Department staff.

c) COG will establish website pages to facilitate meeting logistics, including posting of agendas, documents, etc. Meetings will generally be held virtually, and some in-person meetings may be held as well.

Deliverables:

- Bi-monthly or Quarterly Steering Committee Meetings
- Monthly Technical Committee Meetings
- Committee Rosters
- Meeting Summaries

TASK 3. PRELIMINARY CLIMATE ACTION PLAN (PCAP)

COG will develop and complete a Priority Climate Action Plan (PCAP) that includes a focused list of near-term, high-priority, implementation ready measures to reduce GHG pollution and an analysis of GHG emissions reductions that would be achieved through implementation. These initial plans will focus on specific high-priority sectors, including clean energy, buildings, and transportation, and may not comprehensively address all sources of GHG emissions and sinks in the region. The PCAP will draw from and reference the existing Metropolitan Washington 2030 Climate and Energy Action Plan as well as existing local climate, energy, and sustainability plans in the MSA.

COG will work collaboratively and in partnership with DOEE and regional partners to determine the specifics of the high-priority topics in need of additional planning through this Project. COG will also explore needs in regional transportation and lowering GHG emissions from construction across the region.

Per the requirements of the CPRG Program, the PCAP will include:

a) Simplified GHG inventory;
b) Quantified GHG reduction measures;
c) Low-income and disadvantaged communities benefits analysis; and,
d) Review of authority to implement.

Deliverables:
- Draft PCAP, Winter 2024
- Final PCAP March 1, 2024

TASK 4. COMPREHENSIVE CLIMATE ACTION PLAN (CCAP)

COG will conduct a comprehensive climate action plan development process to prepare and finalize a Comprehensive Climate Action Plan (CCAP).

The CCAP will draw from and reference the existing Metropolitan Washington 2030 Climate and Energy Action Plan as well as existing local climate, energy, and sustainability plans in the MSA. COG will work to expand upon the existing regional plan to include all communities in the MSA that are not included in the existing plan.

The CCAP will touch on all significant GHG sources/sinks and sectors present in the metropolitan area, establish/update near-term and long-term GHG emission reduction goals, and provide strategies and identify measures to achieve those goals.

The CCAP will identify the potential for leveraging other funding opportunities (e.g., under the Inflation Reduction Act, Bipartisan Infrastructure Law, or other sources), new program areas and opportunities for regional collaboration, and inclusion of analyses to estimate benefits including those flowing to low income and disadvantaged communities.

COG will build on previous regional and local climate planning efforts by examining specific sources and/or solutions and filling in gaps in regional climate planning, especially where the political or technological landscape has changed since the most recent regional climate planning effort. Examples could include regional utility planning, the regional transportation network, system-wide demand-response, non-road equipment, and refrigerants/short-lived climate pollutants.

Per the requirements of the CPRG Program, the CCAP will include:

a) Comprehensive GHG inventory;
b) GHG emissions projections (2030-2035 and 2050);
c) GHG reduction targets that align with the United States formal commitments to reduce emissions 50-52% relative to 2005 levels by 2030 and to reach net-zero emissions by 2050;
d) Quantified GHG reduction measures;
e) Benefits analysis for the full geographic scope and population covered by the plan that includes co-pollutants (including criteria pollutants/ precursors and air toxics) and anticipated co-pollutant emission reductions;
f) Low-income and disadvantaged communities benefits analysis;
g) Review of authority to implement;
h) Plan to leverage other federal funding; and,
i) Workforce planning analysis.

Deliverables:
- Draft CCAP, Spring/Summer 2025
- Final CCAP, Due two years from date of award, estimated Summer/Fall 2025

TASK 5. COMMUNITY ENGAGEMENT

COG will conduct community engagement to support development of the PCAP and CCAP. Community engagement for the Project will utilize the following proposed approach:

1. Regular COG policy and technical committee meetings
2. Meetings of the Air and Climate Public Advisory Committee (ACPAC)
3. Consultation with the COG Board, CEEPC, the Region Forward Coalition, MWAQC, Clean Air Partners, and Transportation Planning Board (TPB)
4. Through existing or new State or local agency partner outreach and education programs
5. Through collaboration with regional agencies such as NVRC, GWRCCC, and ConnectedDMV
6. Through environmental justice advocates and organizations in the region.

COG will utilize the regional Equity Emphasis Areas (EEAs) and ACPAC's Environmental Justice Toolkit to help guide the regional and local engagement efforts.

COG will develop an engagement plan in consultation with DOEE and EPA. COG will lead regional community engagement. COG will collaborate with local partners for local community engagement. COG will hold special workshops and events in collaboration with DOEE and Project partners. COG will prepare a draft and final report documenting community engagement efforts.

Deliverables:
- Engagement Plan
- Regional Engagements
- Local Engagements
- Special workshops and events
- Draft and Final Engagement Report

INSURANCE

COG would need some exceptions to the insurance requirements (or if applicable to look into adding the necessary coverage for the District). COG has been able to get exceptions on another project in the past year from the Deputy City Manager.
- COG's Automobile Liability Insurance is $1 million, not $2 million
- COG's Professional Liability Insurance is $1 million, not $2 million
- COG does not have Sexual/Physical Abuse and Molestation Insurance, which does not seem applicable to this Project
- COG's Cybersecurity Liability Insurance is $1 million, not $2 million
- COG's Public and Employee Liability Insurance limit is $500,000, not $1 million per person with an aggregate of $3 million

Work Plan Timeline

ACTIVITY	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27
Ongoing Processes and Meetings																																																			
Project Workplan	█	█	█	█																																															
Consultant Task Order(s)		█	█	█																																															
Engagement Plan					█	█																																													
Steering Committee Meetings						█		█		█			█			█				█				█			█						█							█					█				█		
Technical Committee Meetings							█							█			█				█			█			█														█					█				█	
Community Engagement Meetings							█		█		█			█				█						█			█															█				█					█
Engagement Report																																																			*
Quarterly Reports									*			*			*			*			*			*			*			*			*			*			*			*			*			*			*
Priority Climate Action Plan					█	█	█	█	█	█	█																																								
GHG Inventory/Analysis					█	█	█																																												
GHG Measure Selection								█	█	█	█																																								
Quantification of GHG and LI-DC Benefits									█	█	█																																								
Review of Authority							█	█	█																																										
Leveraging Funding Opportunities and Workforce Analysis										█	█																																								
Publish PCAP											*																																								
Comprehensive Climate Action Plan												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█																							
GHG Inventory and Projections												█	█	█	█																																				
GHG Target Setting															█	█																																			
GHG Measure Selection and Quantification																█	█	█	█																																
Benefits and LI-DC Benefits Analyses																			█	█	█	█	█	█																											
Review of Authority and Funding Opportunities																				█	█	█	█																												
Workforce Analysis and Strategy																								█	█	█																										
Publish CCAP																											*																								
Status Report and Ongoing Activities																												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Update Emissions Analyses																																								█	█	█	█	█							
Update Workforce Analysis																																									█	█	█	█	█						
Assess Implementation Status																																										█	█	█	█	█					
Develop Next Steps and Status Report																																													█	█	█	█	█		
Publish Status Report																																																			*