



## BOARD OF DIRECTORS

Wednesday, November 9, 2016  
12:00 - 2:00 P.M.  
Walter A. Scheiber Board Room

### AGENDA

- 12:00 P.M. 1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**  
*Roger Berliner, COG Board Chairman*
- 12:05 P.M. 2. CLIMATE AND ENERGY LEADERSHIP AWARDS**  
*Roger Berliner, COG Board Chairman*  
*Penny Gross, COG Climate, Energy, and Environment Policy Committee (CEEPC) Chair*  
*Glenna Tinney, COG Air and Climate Public Advisory Committee (ACPAC) Chair*  
This awards program recognizes public agencies, educational institutions, non-profit organizations, and private businesses in their efforts to achieve local and regional climate and energy goals in CEEPC's Climate and Energy Action Plan.
- 12:20 P.M. 3. ANNOUNCEMENTS**  
*Roger Berliner, COG Board Chairman*  
A. Annual Meeting – December 14
- 12:25 P.M. 4. EXECUTIVE DIRECTOR'S REPORT**  
*Chuck Bean, COG Executive Director*
- 12:30 P.M. 5. AMENDMENTS TO THE AGENDA**  
*Roger Berliner, COG Board Chairman*
- 12:35 P.M. 6. APPROVAL OF THE MINUTES FROM OCTOBER 26, 2016**  
*Roger Berliner, COG Board Chairman*
- 12:40 P.M. 7. ADOPTION OF CONSENT AGENDA ITEMS**  
*Roger Berliner, COG Board Chairman*
- A. Resolution R64-2016 – Resolution authorizing COG to adopt the Round 9.0 Cooperative Forecasts of population, households, and employment
  - B. Resolution R65-2016 – Resolution authorizing COG to procure and enter into a contract for project management services for leasehold improvements
  - C. Resolution R66-2016 – Resolution authorizing COG to receive a grant to develop a collaborative approach to create and maintain an energy registry
- Recommended Action: Adopt Resolutions R64-2016 – R66-2016.**
- 12:45 P.M. 8. FY2016 YEAR END FINANCIAL STATEMENTS**  
*Penny Gross, COG Secretary-Treasurer*  
*Leta Simons, COG Chief Financial Officer*

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

The board will be briefed on the FY2016 Year End Financial Statements.

**Recommended Action: Receive briefing.**

**12:50 P.M. 9. APPROVAL OF THE FY2018 MEMBER DUES ASSESSMENTS AND REGIONAL FEES; AND PROPOSED BY-LAW TECHNICAL CHANGES RELATED TO THE ANNUAL BUDGET PROCESS**

*Chuck Bean, COG Executive Director  
Leta Simons, COG Chief Financial Officer*

The board will be briefed on the FY2018 assessment of member dues and regional fees as well as by-law technical changes to the annual budget process. The COG Board Budget and Finance Committee has reviewed and recommends approval.

**Recommended Action: Receive briefing and adopt Resolution R67-2016.**

**1:00 P.M. 10. APPROVAL OF MULTI-SECTOR WORKING GROUP RECOMMENDATIONS**

*Stuart Freudberg, COG Deputy Executive Director*

COG convened a multi-sector, multi-disciplinary workgroup to examine local, regional, and state strategies for reducing the region's greenhouse gases. The Multi-Sector Working Group proposed 21 strategies to the COG Board. The board adopted Resolution R59-2015 to convene a Policy Task Force to review the 21 proposed strategies and develop consensus recommendations. Mr. Freudberg will present the Task Force consensus recommendations for consideration and adoption by the board.

**Recommended Action: Receive briefing and adopt Resolution R68-2016.**

**1:20 P.M. 11. METRORAIL OPERATING HOURS AND SYSTEM SAFETY ROUNDTABLE DISCUSSION**

*Andy Off, WMATA Assistant General Manager of Transit Infrastructure and Engineering Services  
Christian Dorsey, WMATA Board Member/COG Board Member*

Mr. Off will brief the board about Metrorail nighttime maintenance priorities and the tradeoffs of nighttime operating hours and more time for maintenance work. Mr. Dorsey will provide a board member perspective. The board will discuss the regional perspective and the impact of WMATA's plans, including letters sent to WMATA from local jurisdictions and entities on this issue.

**Recommended Action: Receive briefing and board discussion.**

**1:55 P.M. 12. OTHER BUSINESS**

**2:00 P.M. 13. ADJOURN**

There is no regular board meeting in December. The COG Annual Meeting and Awards Luncheon is on Wednesday, December 14, 2016.



# **AGENDA ITEM #2**

## **CLIMATE AND ENERGY LEADERSHIP AWARDS**

# CLIMATE & ENERGY LEADERSHIP AWARDS

RECOGNIZING INNOVATIVE SOLUTIONS TO KEY CLIMATE AND ENERGY ISSUES IN THE NATIONAL CAPITAL REGION.



METROPOLITAN WASHINGTON

**Council of Governments**



## RECOGNIZE

Environmental Achievement

## ENCOURAGE

Advancement of Regional Goals

## FOSTER

Healthy Competition

## LEARN

From Each Other

### PURPOSE

The Metropolitan Washington Council of Governments (COG) created the Climate and Energy Leadership Award to recognize organizations in the region for their pursuit of environmental opportunities and stewardship in line with greater regional greenhouse gas reduction goals. This program highlights and encourages leading practices in a broad range of climate solutions in the National Capital Region (NCR). Join the friendly competition!

### RECOGNITION

Climate and Energy Leadership Awardees will be recognized in front of local, regional and national officials. COG will showcase awardees to bring recognition to their successes and to serve as a role model for the National Capital Region. This type of public acknowledgment can encourage continued and enhanced efforts of communities and organizations. Awardees will also be presented with a unique, environmentally-friendly award that is hand-crafted by a local artist.

### ELIGIBILITY

Four applicants from the NCR will be recognized with a Climate and Energy Leadership Award for leading practices in greenhouse gas reduction, built environment and infrastructure, renewable energy, transportation, land use, sustainability and/or resilience programs. Entrepreneurs of resource conservation, cutting edge technology, and environmental justice initiatives are encouraged to apply. The award categories include:

- **Local Community** (municipalities and counties of all sizes)
- **Educational Institution** (K-12, public, private, higher education etc.)
- **Non-Profit Organization**
- **Private Business**

### CRITERIA

Applications are judged on how the program or project meets the four judging criteria:

- **Results** (results, achievements, cost-effectiveness and measured outcomes)
- **Creativity** (innovative, resourceful and/or unique aspects)
- **Model** (replicability to other communities/organizations)
- **Engagement** (effectively addressing, engaging and impacting population)

Please read the Awards Program's [Procedures and Guidelines](#) for full details on judging criteria, judging process and application requirements.



## 2016 Climate and Energy Leadership Awards

The Metropolitan Washington Council of Governments (COG) presented the Third Annual Climate and Energy Leadership Awards to the City of Washington, D.C.; Fairfax County Public Schools; The District of Columbia's Sustainable Energy Utility (DCSEU); and Love & Carrots for their outstanding efforts to reduce greenhouse gas emissions and advance equity across the region. The awards recognize and encourage local actions to advance the regional climate and energy goals established by leaders at COG, while including historically underserved populations in the planning of their programs.

### Washington, D.C.

Washington D.C. is recognized with a 2016 Climate and Energy Leadership Award in the in the Community category for its Department of Energy and Environment's (DOEE) Sustainable DC Plan. Sustainable DC is the 20-year plan to make the District of Columbia the healthiest, greenest, and most livable city in the nation. With 31 targets, 32 goals, and 143 specific actions, the plan sets the District on an ambitious track through 2032. After three years of implementation, 80 percent of the Sustainable DC plan's actions are underway and another 15 percent are complete. Over 18,000 people across the District have learned about Sustainable DC and sustainability programs as a result of the program's varied outreach efforts such as social media, monthly e-newsletters, and the Sustainable DC website. In an effort to engage under-represented communities across all wards of DC, DOEE has hired an Equity and Community Engagement Specialist to specifically reach residents in Wards 5, 7, and 8. *As of 2016, the program has directly engaged over 5,000 residents on sustainability; decreased greenhouse gas emissions by 23 percent since 2006; and procured 13 percent of the District's energy comes clean power.*

### Fairfax County Public Schools

Fairfax County Public Schools (FCPS) is recognized with a 2016 Climate and Energy Leadership Award in the in the Educational Institution category for its Get2Green program. FCPS Schools is the 10th largest school district in the nation with over 220 facilities comprising of 197 schools, 11 centers, and other support buildings. The Get2Green program's mission is to promote student learning and action using the environment as a foundation. FCPS has to potential to reach over 186,000 students through programs such as home energy audits as part of curriculum; learning about renewable energy through building wind turbines; and sharing school grown edible food and leftover cafeteria food with local food banks. *As a result, FCPS has experienced an 11 percent reduction of greenhouse gases, a value in excess of 39,000 metric tons of CO<sub>2</sub>e; with realized energy savings of more than \$8.5 million and an anticipated \$95 million dollars in energy savings by the year 2025.*

### DC Sustainable Energy Utility

The DC Sustainable Energy Utility (DCSEU) is recognized with a 2016 Climate and Energy Leadership Award in the in the Non-Profit category for its Renewable Energy Programs Serving Low-Income District Residents. Since 2011, DCSEU has delivered financial incentives, technical assistance, and information to tens of thousands of District residents and businesses, helping them to save millions of dollars on their energy costs. They are responsible for increasing the number of green collar jobs in the District; allocating at least 30 percent of its annual budget towards projects benefiting low-income District residents; and, spending a minimum of 35 percent of its annual budget with District Certified Business Enterprise (CBEs). The low-income community has historically been on the receiving end of predatory practices across several sectors, so building trust was quintessential to the success of the DCSEU pilot program which offered solar panels with no upfront cost to customers. *To date, the DCSEU has facilitated over 500 solar PV systems across the District,*

*amounting to more than \$3.6 million in lifetime energy cost savings, with the average household savings up to \$667 per year, with total electricity generated (offset) by these systems estimated to be greater than 850 MWh per year.*

### **Love & Carrots**

Love & Carrots is recognized with a 2016 Climate and Energy Leadership Award in the in the For-Profit category for their Urban Farms and Edible Gardens installation, garden care, and garden coaching services. Love & Carrots designs, installs, and maintains organically grown vegetable gardens and native landscapes in urban areas. Love & Carrots raises awareness about sustainability and biodiversity, while simultaneously addressing nutritional education, promoting physical activity, and increasing access to nutritious food, making urban environments more conducive to healthy living. Love & Carrots services a wide range of clients throughout the DC metro area, providing education on sustainable gardening practices as well as creating a source of fresh produce for people that may have limited access. *Love & Carrots currently maintains 15,150 square feet of vegetable gardens for 152 service clients; including gardens installed but not currently maintained, that number climbs to nearly 90,000 square feet of ecologically beneficial organic gardens.*

# **AGENDA ITEM #3**

# **ANNOUNCEMENTS**





Metropolitan Washington  
Council of Governments



## COG ANNUAL MEMBERSHIP MEETING AND AWARDS LUNCHEON

You are invited to join your fellow elected officials, government executives, and business and nonprofit leaders at COG's biggest event of the year.

**Wednesday, December 14, 2016**  
Washington Marriott at Metro Center

Registration and Networking: 11:30 A.M. - 12:00 P.M.  
Meeting and Luncheon: 12:00 - 2:00 P.M.

**REGISTER TODAY**

[www.mwcog.org/annualmeeting](http://www.mwcog.org/annualmeeting)



# **AGENDA ITEM #4**

## **EXECUTIVE DIRECTOR'S REPORT**



## EXECUTIVE DIRECTOR'S REPORT

November 2016

COMMITTEE WORK   FEATURE   OUTREACH   CALENDAR   MEDIA

### Policy Boards & Committees

#### TRANSPORTATION PLANNING BOARD (TPB)

At its October meeting, the TPB was briefed on the nine major new projects and changes to existing projects proposed in the 2016 amendment to the region's Constrained Long-Range Transportation Plan (CLRP). New projects include Express Lanes on I-395 and a VRE commuter rail extension in Northern Virginia, and bus-only lanes on 16th Street in D.C. The October briefing also included the findings of the federally required Air Quality Conformity Analysis as well as an analysis of the plan's anticipated performance through 2040. The TPB is scheduled to vote on the 2016 CLRP Amendment at its November 16 meeting.

#### REGION FORWARD COALITION (RFC)

The coalition discussed the impact of the changing federal footprint in the region as well as findings from a new COG report on workforce demand.

#### HOMELAND SECURITY EXECUTIVE COMMITTEE (HSEC)

The committee held a workshop for public safety and homeland security subject matter experts to discuss what's next for homeland security and regional preparedness in the region and provide an opportunity for experts to share their perspective on threats, gaps, priorities, and the regional homeland security system.

#### PUBLIC INFORMATION OFFICERS - SAFETRACK COORDINATION

In advance of SafeTrack Surge 10, which is shutting down a segment of the Red Line for track work for much of November, COG organized a conference call for the region's public information officers. Representatives from Metro and the affected jurisdictions participated on the call and shared information on messaging to the public. COG has been holding coordination calls since SafeTrack began.



Staff Feature:  
**ERIC RANDALL**

COG's Eric Randall decided to become a transportation engineer after "growing up getting stuck in traffic on the Beltway." One way he's helping the region move more people, more efficiently has been by managing the region's \$58.8 million in federal TIGER grants to improve bus transit.

[READ THE 'HEART OF COG' FEATURE](#)

**COG RETURN ON INVESTMENT PRESENTATIONS**

COG Executive Director Chuck Bean gave presentations to the city councils of Bowie and Takoma Park on COG’s programs and discussed the benefits the cities receive as COG member governments.

**LEADERSHIP GREATER WASHINGTON - REGIONAL PRESENTATIONS**

Chuck Bean was a speaker at LGW’s Future of Greater Washington event where he discussed recent work related to economic competitiveness and the Global Cities Initiative. Also for an LGW class session, COG’s John Swanson and Bryan Hayes led participants in a regional growth and transportation exercise. Staff have facilitated this exercise for community and leadership groups over the last decade.

**LATINO HEALTH CONFERENCE**

COG, George Washington University’s Avance Center, and the Regional Primary Care Coalition hosted a conference to discuss efforts underway to address health disparities affecting Latinos in the region.

**FEDERAL LABS’ WATER INNOVATION FORUM**

COG’s Lisa Ragain was a speaker for the virtual forum, which focused on water-related challenges as part of the Federal Laboratory Consortium for Technology Transfer (FLC) 2016 focus on water technologies.

**CENTRAL BUSINESS AREAS**

COG hosted the Planning Directors and GSA staff for discussions of identifying locally-defined Central Business Areas (CBAs) as places for locating future federal facilities. COG’s Paul DesJardin also met with Prince William County Planning staff and Economic Development Director to discuss Activity Centers and CBAs in Woodbridge.

**PUBLIC COMMENT PERIOD ON TRANSPORTATION PLAN AND PROGRAM**

A 30-day public comment period on the 2016 amendment to the region’s Constrained Long-Range Transportation Plan (CLRP) and draft FY 2017-2022 Transportation Improvement Program (TIP) kicked off October 13 and will run through November 12. Visit [www.mwcog.org/tpbcomment](http://www.mwcog.org/tpbcomment)

**STREET SMART FALL PRESS EVENT**

COG is organizing the bicycle and pedestrian safety campaign kickoff on November 4 at the United Medical Center in Southeast D.C., near a spot where two people were killed crossing the street in 2015.

**COOPERATIVE PURCHASING**

The COG Rider Clause has been updated for the first time since 2012 to make it easier for members to use and for COG to track annual contract value to better demonstrate the program benefits.



(ep\_jhu/Flickr)

Purchasing Highlight:  
**EMS MEDICAL SUPPLIES**

COG is working on creating the first regional cooperative purchase for EMS Medical Supplies. The bid will be released in November with contract awards projected in January. The bid is expected to result in savings of 5 to 10 percent over current individual agency prices.

[LEARN MORE ABOUT COOPERATIVE PURCHASING](#)

**STREET SMART CAMPAIGN KICKOFF - November 4**

**COG WINTER WEATHER BRIEFING - November 7**

**CLIMATE, ENERGY, AND ENVIRONMENT POLICY COMMITTEE - November 16**

**TRANSPORTATION PLANNING BOARD - November 16**

**CHESAPEAKE BAY AND WATER RESOURCES POLICY COMMITTEE - November 18**

**HUMAN SERVICES AND PUBLIC SAFETY POLICY COMMITTEE - November 18**

[MORE COG MEETINGS & EVENTS](#)

#### **COG RELEASES INTERIM ANALYSIS OF METRO**

The COG Board of Directors received a presentation on a new analysis of Metro's economic value to the region, performance metrics, and revenue needs. The analysis was prepared by city and county managers and chief financial officers to support COG's focus on restoring the transit system and steering it toward a sustainable financial path. [MORE FROM THE WASHINGTON POST.](#)

#### **OP-ED: METRO'S FAILURE IS NOT AN OPTION**

While Metro General Manager Paul Wiedefeld is doing his part by making hard decisions that are in the long-term interest of the system, local officials are focused on doing their part as well, said COG Board Chairman Roger Berliner. In this op-ed piece, Berliner outlines the importance of Metro to the region's economy and COG's work on Metro funding and safety. [MORE FROM THE WASHINGTON POST.](#)

#### **STEM JOBS KEY TO REGIONAL ECONOMIC GROWTH, COG REPORTS**

According to the new COG report, *Trends in Workforce Demand: Seven Economic Clusters*, jobs that require training in science, technology, engineering, and mathematics, across seven industry clusters will help drive innovation and economic growth in the region. [MORE FROM WTOP.](#)

#### **COG AND PARTNERS WORK ON CREATING A REGIONAL BRAND**

COG, the 2030 Group, Akridge, and the Urban Land Institute-Washington are developing a regional brand to promote economic growth. The campaign and slogan are beginning to take shape and could launch as early as 2017. [MORE FROM THE WASHINGTON BUSINESS JOURNAL.](#)



#### **Event Highlight: IRE GRADUATION/LEADERSHIP AWARDS**

A total of 30 managers graduated from Institute for Regional Excellence (IRE), a partnership between COG and the George Washington University. Fairfax County's Ed Long and Montgomery County's Isiah Leggett (pictured) were also honored at the event.

[READ MORE ABOUT THE GRADUATION](#)

# **AGENDA ITEM #5**

## **AMENDMENTS TO THE AGENDA**

# **AGENDA ITEM #6**

## **APPROVAL OF THE MINUTES**



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

**MINUTES**  
**Board of Directors Meeting**  
**October 26, 2016**

**BOARD MEMBERS AND ALTERNATES:** See attached chart for attendance.

**STAFF:**

Chuck Bean, Executive Director  
Sharon Pandak, General Counsel  
Stuart Freudberg, Deputy Executive Director  
Barbara Donnellan, COG Consultant

**GUESTS:**

Paul Wiedefeld, WMATA General Manager  
Jeffrey DeWitt, District of Columbia Chief Financial Officer  
Jim Dinegar, Greater Washington Board of Trade President and CEO

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

Chairman Roger Berliner called the meeting to order at 12:06 P.M. and led the Pledge of Allegiance.

**2. ANNOUNCEMENTS**

- A. Commuter Connections launches CarpoolNow app
- B. Annual Meeting Save the Date – December 14
- C. Nominations for Annual Awards – deadline November 4
- D. Executive Director Assessment
- E. Welcome New Members Ryan Spiegel and Courtney Glass

**3. EXECUTIVE DIRECTOR'S REPORT**

Executive Director Chuck Bean announced that the *Connections* newsletter, which shares news about COG members, reports, and events has been revamped. Bean recognized Metropolitan Washington Air Quality Committee Chair Brianne Nadeau and that the region recorded its fourth straight summer without any Code Red unhealthy air quality days. Bean provided an update on the 9-1-1 Directors Committee, which has finalized a draft of the MOU addressing development and deployment of Next-Generation 9-1-1 in the region. He also provided an update on the Technical Advisory Committee's work with GSA to identify Central Business Areas. He noted that the Greater Washington Global Cities Initiative is working to finalize an export plan, which will help position the region for economic growth. Finally, Bean discussed the findings from COG's new report *Trends in Workforce Demand: Seven Economic Clusters*.

**4. AMENDMENTS TO AGENDA**

There were no amendments to the agenda.

**5. APPROVAL OF MINUTES**

The minutes from the September 14, 2016 board meeting were approved.

## **6. ADOPTION OF CONSENT AGENDA ITEMS**

- A. Resolution R56-2016 – Resolution authorizing COG to continue the contract to provide programmatic support to the Securing the Cities (STC) program for the District of Columbia
- B. Resolution R57-2016 – Resolution authorizing COG to receive a grant from the Healthcare Initiative Foundation to support research for the Health Officials Committee’s Social Determinants of Health Project
- C. Resolution R58-2016 – Resolution authorizing COG to procure and enter into a contract to provide facilitation and consulting support in the establishment of SPG-CAO Homeland Security (HSEC) 2.0 and execution of major familiarization and synchronization workshop
- D. Resolution R59-2016 – Resolution authorizing COG to enter into a contract to sustain, maintain, and build upon previous phases of the NCR Situational Awareness Dashboard
- E. Resolution R60-2016 – Resolution authorizing COG to procure and enter into a contract to provide strategic support for the District of Columbia HSEMA
- F. Resolution R61-2016 – Resolution authorizing COG to procure and enter into a contract to develop and conduct the District Training and Exercise Planning Workshop 2016 for the District of Columbia
- G. Resolution R62-2016 – Resolution authorizing COG to procure and enter into a contract to support the DC Emergency Response System Program Management Office Sustainment

**ACTION: The board adopted Resolutions R56-2016 – R62-2016.**

## **7. UPDATE ON WMATA**

WMATA General Manager Paul Wiedefeld provided a progress report to the board about WMATA’s work on Metrorail, focusing on improvements to safety and security; service reliability and customer service; and financial management. He also addressed challenges that lie ahead, including span of service, FY18 Budget, structural fiscal issues, and growing capital needs to maintain the system.

**ACTION: Received briefing.**

## **8. METRO TECHNICAL PANEL INTERIM REPORT**

COG Deputy Executive Director Stuart Freudberg provided an overview of the Technical Panel’s work on the four focus areas of: the value of Metro to the region, metrics, WMATA funding needs, and revenues. COG Consultant Barbara Donnellan discussed the metrics identified by the panel for Metro measuring safety, reliability, and customer experience. Freudberg continued by addressing WMATA’s funding needs based on the D.C. Chief Financial Officer’s financial model, including revenue inputs, capital needs, and operating costs. Freudberg concluded by outlining the technical panel’s next steps, including providing an updated report to the COG Board by March 2017.

**ACTION: Received briefing and adopted Resolution R63-2016.**

## **9. OTHER BUSINESS**

There was no other business.

## **10. ADJOURN**

Upon motion duly made and seconded, the meeting was adjourned at 2:05 P.M.

**October 2016 Attendance**

| <u>Jurisdiction</u>                | <u>Member</u>                         | <u>Y/N</u> | <u>Alternate</u>  | <u>Y/N</u> |
|------------------------------------|---------------------------------------|------------|---|------------|
| <b><i>District of Columbia</i></b> |                                       |            |   |            |
| <b>Executive</b>                   | Hon. Muriel Bowser                    |            | Brenda Donald<br>Brian Kenner<br>Beverly Perry<br>Kevin Donahue | Y          |
|                                    | Mr. Rashad Young                      |            | Sam Zimbabwe  |            |
| <b>Council</b>                     | Hon. Phil Mendelson                   | Y          |   |            |
|                                    | <b><i>Hon. Kenyan R. McDuffie</i></b> | Y          |   |            |
| <b><i>Maryland</i></b>             |                                       |            |   |            |
| Bowie                              | Hon. G. Frederick Robinson            |            | Courtney Glass  | Y          |
| Charles County                     | Hon. Ken Robinson                     |            | Hon. Amanda Stewart<br>Hon. Peter Murphy                        |            |
| City of Frederick                  | Hon. Randy McClement                  |            |   |            |
| Frederick County                   | Hon. Jan Gardner                      |            | Mr. Roger Wilson  |            |
| College Park                       | Hon. Patrick Wojahn                   | Y          | Hon. Monroe Dennis  |            |
| Gaithersburg                       | Hon. Ryan Spiegel                     | Y          | Hon. Jud Ashman   |            |
| Greenbelt                          | Hon. Emmett Jordan                    | Y          | Hon. Judith "J" Davis   |            |
| Montgomery County                  |                                       |            |   |            |
| <b>Executive</b>                   | Hon. Isiah Leggett                    |            | Mr. Tim Firestine   |            |
| <b>Council</b>                     | <b><i>Hon. Roger Berliner</i></b>     | Y          |   |            |
|                                    | Hon. Nancy Navarro                    |            |   |            |
| Prince George's County             |                                       |            |   |            |
| <b>Executive</b>                   | Hon. Rushern Baker                    |            | Mr. Nicholas Majett   | Y          |
| <b>Council</b>                     | Hon. Karen Toles                      | Y          |   |            |
|                                    | Hon. Derrick Leon Davis               | Y          |   |            |
| Rockville                          | Hon. Bridget Newton                   | Y          |   |            |
| Takoma Park                        | Hon. Kate Stewart                     | Y          | Hon. Peter Kovar  |            |
| Maryland General Assembly          | Hon. Brian Feldman                    |            |   |            |
| <b><i>Virginia</i></b>             |                                       |            |   |            |
| Alexandria                         | Hon. Allison Silberberg               | Y          | Hon. Redella Pepper   |            |
| Arlington County                   | Hon. Christian Dorsey                 |            |   |            |
| City of Fairfax                    | Hon. David Meyer                      |            | Hon. Jeffrey Greenfield   |            |
| Fairfax County                     | Hon. Sharon Bulova                    | Y          | Hon. Catherine Hudgins  |            |
|                                    | Hon. Penelope A. Gross                | Y          | Hon. Patrick Herrity  |            |
|                                    | Hon. John Foust                       | Y          | Hon. Kathy Smith  |            |
| Falls Church                       | Hon. David Tarter                     |            | Hon. David Snyder   | Y          |
| Loudoun County                     | <b><i>Hon. Matt Letourneau</i></b>    | Y          |   |            |
| Loudoun County                     | Hon. Phyllis Randall                  | Y          |   |            |
| Manassas                           | Hon. Jonathan Way                     | Y          |   |            |
| Manassas Park                      | Hon. Michael Carrera                  |            | Hon. Suhas Naddoni  |            |
| Prince William County              | Hon. Frank Principi                   |            | Pete Candland   |            |
|                                    | Hon. Ruth Anderson                    | Y          |   |            |
| Virginia General Assembly          | Hon. George Barker                    |            |   |            |

Total: 22

# **AGENDA ITEM #7**

## **ADOPTION OF CONSENT AGENDA ITEMS**

## **ADOPTION OF CONSENT AGENDA ITEMS**

### **A. Resolution R64-2016 – Resolution adopting the Round 9.0 Cooperative Forecasts**

The board will be asked to adopt Resolution R64-2016 giving final approval of the Round 9.0 Cooperative Forecasts of population, households, and employment growth. On April 13, the board approved the draft of the Round 9.0 Cooperative Forecasts.

**RECOMMENDED ACTION: Adopt Resolution R64-2016.**

### **B. Resolution R65-2016 – Resolution authorizing COG to procure and enter into a contract for project management services for leasehold improvements**

The board will be asked to adopt Resolution R65-2016 authorizing the Executive Director, or his designee, to enter into a contract(s) not to exceed \$156,300 for the project management services needed to plan and complete the leasehold improvements approved in the Five-Year Capital Expenditure Plan for FY2017–FY2021 and FY2017 Capital Expenditure Budget. Funding is available for this purpose in the Capital Expenditures Reserve.

**RECOMMENDED ACTION: Adopt Resolution R65-2016.**

### **C. Resolution R66-2016 – Resolution authorizing COG to receive a grant to develop a collaborative approach to create and maintain an energy registry**

The board will be asked to adopt Resolution R66-2016 authorizing the Executive Director, or his designee, to receive and expend grant funds from United States Department of Energy, through the New York State Energy Research and Development Authority (NYSERDA) in the amount of \$48,000. COG will be required to provide a match of \$12,000, which is available in the budget of the Department of Environmental Programs.

**RECOMMENDED ACTION: Adopt Resolution R66-2016.**

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

**RESOLUTION ADOPTING THE ROUND 9.0 COOPERATIVE FORECASTS  
OF POPULATION, HOUSEHOLDS, AND EMPLOYMENT**

**WHEREAS**, on September 10, 1975, the Board of Directors of the Metropolitan Washington Council of Governments authorized the development of a Cooperative Forecasting Program as a component of the Metropolitan Growth Policy Program; and

**WHEREAS**, the purpose of this program is to provide current forecasts of population, households, and employment growth and change for use in metropolitan planning programs, including the Water Resources, Transportation Planning, Air Quality, Energy Resources, Metropolitan Development and Housing Programs; and

**WHEREAS**, to further enhance coordination between regional land use and transportation planning, on February 12, 2003 the COG Board adopted Resolution R8-03, which recommends that final approval of each round of the Cooperative Forecasts should occur concurrently with the completion of the National Capital Region Transportation Planning Board's (TPB) Air Quality Conformity Analysis of the Transportation Improvement Program (TIP) and the Financially-Constrained Long Range Plan (CLRP); and

**WHEREAS**, on April 13, 2016 the COG Board approved Resolution R18-2016 approving in draft the Round 9.0 Cooperative Forecasts for use by the TPB staff in the Air Quality Conformity Assessment of the 2016 Amendment to the CLRP and the FY 2017 to 2022 TIP; and

**WHEREAS**, at its October 19 meeting, the TPB released the draft results of the Air Quality Conformity Analysis of the CLRP and TIP and is scheduled to adopt them at their meeting on November 16.

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

The board approves the attached Round 9.0 Forecasts attached as part of this resolution.

The board commends the Planning Directors Technical Advisory Committee and Cooperative Forecasting Subcommittee for their contributions to the effort to date and charges them with monitoring economic conditions and significant local land use plan changes.



**Summary of Intermediate Employment Forecasts**  
**Draft Round 9.0 Cooperative Forecasts**  
**(Thousands)**

**Draft COG Board of  
Directors 11/09/16**

| JURISDICTION                  | 2015           | 2020           | 2025           | 2030           | 2035           | 2040           | 2045           | 2015 to 2045   |              |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                               |                |                |                |                |                |                |                | Number         | % Change     |
| District of Columbia          | 798.3          | 846.3          | 895.1          | 937.9          | 978.2          | 1,011.8        | 1,045.4        | 247.1          | 31.0%        |
| Arlington County              | 209.6          | 213.2          | 225.2          | 242.1          | 255.8          | 267.6          | 279.6          | 69.9           | 33.4%        |
| City of Alexandria            | 106.2          | 110.1          | 121.8          | 127.3          | 135.3          | 142.7          | 155.1          | 48.9           | 46.0%        |
| <b>Central Jurisdictions</b>  | <b>1,114.1</b> | <b>1,169.6</b> | <b>1,242.1</b> | <b>1,307.3</b> | <b>1,369.2</b> | <b>1,422.2</b> | <b>1,480.0</b> | <b>365.9</b>   | <b>32.8%</b> |
| Montgomery County             | 520.2          | 543.5          | 572.5          | 604.5          | 627.4          | 653.9          | 678.7          | 158.5          | 30.5%        |
| City of Rockville (1)         | 76.9           | 78.3           | 80.5           | 82.5           | 86.8           | 91.2           | 96.8           | 19.8           | 25.8%        |
| City of Gaithersburg (1)      | 46.4           | 47.6           | 50.0           | 52.7           | 56.1           | 61.1           | 65.7           | 19.3           | 41.5%        |
| Prince George's County        | 338.6          | 349.0          | 366.3          | 375.7          | 385.5          | 393.3          | 402.1          | 63.6           | 18.8%        |
| Fairfax County (2)            | 654.1          | 702.6          | 749.3          | 790.6          | 827.8          | 864.5          | 898.1          | 244.0          | 37.3%        |
| City of Fairfax               | 20.8           | 21.9           | 22.8           | 23.7           | 24.6           | 25.6           | 26.6           | 5.8            | 28.0%        |
| City of Falls Church          | 12.0           | 14.3           | 16.2           | 17.6           | 18.0           | 18.3           | 18.6           | 6.6            | 55.0%        |
| <b>Inner Suburbs</b>          | <b>1,545.6</b> | <b>1,631.4</b> | <b>1,727.1</b> | <b>1,812.1</b> | <b>1,883.3</b> | <b>1,955.7</b> | <b>2,024.1</b> | <b>478.6</b>   | <b>31.0%</b> |
| Loudoun County                | 164.2          | 188.0          | 211.0          | 235.5          | 255.6          | 273.9          | 290.8          | 126.5          | 77.1%        |
| Prince William County         | 144.6          | 165.0          | 184.4          | 204.5          | 223.1          | 245.1          | 258.3          | 113.7          | 78.6%        |
| City of Manassas              | 25.7           | 26.9           | 28.3           | 28.8           | 29.6           | 30.3           | 31.0           | 5.3            | 20.7%        |
| City of Manassas Park         | 4.6            | 4.7            | 4.8            | 4.9            | 5.0            | 5.1            | 5.2            | 0.6            | 12.5%        |
| Charles County                | 46.6           | 47.0           | 49.2           | 52.2           | 55.4           | 58.8           | 61.5           | 14.9           | 32.0%        |
| Frederick County              | 106.2          | 110.6          | 115.6          | 121.3          | 127.8          | 133.9          | 140.2          | 34.0           | 32.0%        |
| City of Frederick (3)         | 50.1           | 51.8           | 53.5           | 55.4           | 57.3           | 59.2           | 61.2           | 11.1           | 22.2%        |
| <b>Outer Suburbs</b>          | <b>492.0</b>   | <b>542.1</b>   | <b>593.4</b>   | <b>647.3</b>   | <b>696.5</b>   | <b>747.2</b>   | <b>787.0</b>   | <b>295.0</b>   | <b>60.0%</b> |
| <b>Virginia Jurisdictions</b> | <b>1,341.9</b> | <b>1,446.6</b> | <b>1,563.8</b> | <b>1,675.1</b> | <b>1,774.8</b> | <b>1,873.3</b> | <b>1,963.2</b> | <b>621.4</b>   | <b>46.3%</b> |
| <b>Maryland Jurisdictions</b> | <b>1,011.5</b> | <b>1,050.2</b> | <b>1,103.7</b> | <b>1,153.7</b> | <b>1,196.0</b> | <b>1,239.9</b> | <b>1,282.5</b> | <b>271.0</b>   | <b>26.8%</b> |
| <b>COG REGION</b>             | <b>3,151.7</b> | <b>3,343.0</b> | <b>3,562.6</b> | <b>3,766.7</b> | <b>3,949.0</b> | <b>4,125.0</b> | <b>4,291.2</b> | <b>1,139.5</b> | <b>36.2%</b> |

(1) Included in Montgomery County total.

(2) Forecasts for all years include Fairfax County Government employees working at the Fairfax County Public Safety Center.

(3) Included in Frederick County total.

**Summary of Intermediate Population Forecasts**  
**Draft Round 9.0 Cooperative Forecasts**  
**(Thousands)**

**Draft COG Board of  
Directors 11/09/16**

| JURISDICTION                  | 2015           | 2020           | 2025           | 2030           | 2035           | 2040           | 2045           | 2015 to 2045   |              |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                               |                |                |                |                |                |                |                | Number         | % Change     |
| District of Columbia          | 672.2          | 729.5          | 787.1          | 842.2          | 893.9          | 940.7          | 987.2          | 315.0          | 46.9%        |
| Arlington County              | 220.5          | 232.7          | 244.8          | 256.0          | 266.3          | 278.1          | 289.5          | 69.0           | 31.3%        |
| City of Alexandria            | 147.6          | 159.2          | 167.5          | 172.8          | 180.5          | 190.8          | 208.5          | 60.8           | 41.2%        |
| <b>Central Jurisdictions</b>  | <b>1,040.4</b> | <b>1,121.4</b> | <b>1,199.4</b> | <b>1,270.9</b> | <b>1,340.7</b> | <b>1,409.6</b> | <b>1,485.2</b> | <b>444.8</b>   | <b>42.7%</b> |
| Montgomery County             | 1,015.3        | 1,052.0        | 1,087.3        | 1,128.8        | 1,167.7        | 1,197.1        | 1,223.3        | 208.1          | 20.5%        |
| City of Rockville (1)         | 66.3           | 71.5           | 76.9           | 80.4           | 83.6           | 86.8           | 89.9           | 23.6           | 35.6%        |
| City of Gaithersburg (1)      | 67.1           | 70.7           | 74.6           | 78.7           | 82.4           | 86.1           | 89.3           | 22.2           | 33.0%        |
| Prince George's County        | 904.4          | 923.1          | 938.0          | 953.0          | 967.8          | 982.4          | 995.9          | 91.4           | 10.1%        |
| Fairfax County (2)            | 1,125.4        | 1,162.5        | 1,213.2        | 1,264.7        | 1,314.3        | 1,362.5        | 1,406.7        | 281.4          | 25.0%        |
| City of Fairfax               | 24.7           | 26.0           | 26.4           | 26.9           | 27.4           | 27.9           | 28.3           | 3.7            | 14.8%        |
| City of Falls Church          | 13.1           | 14.2           | 15.5           | 16.4           | 17.0           | 17.3           | 17.6           | 4.5            | 34.4%        |
| <b>Inner Suburbs</b>          | <b>3,082.9</b> | <b>3,177.9</b> | <b>3,280.4</b> | <b>3,389.8</b> | <b>3,494.2</b> | <b>3,587.1</b> | <b>3,671.9</b> | <b>589.0</b>   | <b>19.1%</b> |
| Loudoun County                | 363.5          | 414.7          | 451.1          | 470.7          | 484.4          | 492.5          | 497.5          | 134.0          | 36.9%        |
| Prince William County         | 431.2          | 464.7          | 496.7          | 521.3          | 541.9          | 558.9          | 572.8          | 141.6          | 32.8%        |
| City of Manassas              | 42.5           | 43.8           | 45.5           | 47.5           | 49.0           | 50.6           | 52.1           | 9.7            | 22.7%        |
| City of Manassas Park         | 14.3           | 15.9           | 15.9           | 15.9           | 15.9           | 15.9           | 15.9           | 1.6            | 11.1%        |
| Charles County                | 150.8          | 167.0          | 178.2          | 194.7          | 207.5          | 218.6          | 236.5          | 85.7           | 56.8%        |
| Frederick County              | 246.5          | 267.8          | 288.7          | 303.6          | 319.4          | 332.2          | 344.1          | 97.6           | 39.6%        |
| City of Frederick (3)         | 70.4           | 79.4           | 87.0           | 89.6           | 91.1           | 92.8           | 93.1           | 22.7           | 32.2%        |
| <b>Outer Suburbs</b>          | <b>1,248.8</b> | <b>1,373.9</b> | <b>1,476.1</b> | <b>1,553.6</b> | <b>1,618.1</b> | <b>1,668.6</b> | <b>1,719.0</b> | <b>470.2</b>   | <b>37.7%</b> |
| <b>Virginia Jurisdictions</b> | <b>2,382.8</b> | <b>2,533.6</b> | <b>2,676.6</b> | <b>2,792.1</b> | <b>2,896.7</b> | <b>2,994.4</b> | <b>3,089.0</b> | <b>706.1</b>   | <b>29.6%</b> |
| <b>Maryland Jurisdictions</b> | <b>2,317.0</b> | <b>2,410.0</b> | <b>2,492.2</b> | <b>2,580.0</b> | <b>2,662.4</b> | <b>2,730.2</b> | <b>2,799.8</b> | <b>482.8</b>   | <b>20.8%</b> |
| <b>COG REGION</b>             | <b>5,372.0</b> | <b>5,673.1</b> | <b>5,956.0</b> | <b>6,214.3</b> | <b>6,453.0</b> | <b>6,665.3</b> | <b>6,876.0</b> | <b>1,504.0</b> | <b>28.0%</b> |

(1) Included in Montgomery County total.

(2) COG staff produced the 2010 base year to be consistent with the Fairfax County's model for the 2011 - 2041 forecasting period.

(3) Included in Frederick County total.

**Summary of Intermediate Household Forecasts**  
**Draft Round 9.0 Cooperative Forecasts**  
**(Thousands)**

**Draft COG Board of  
Directors 11/09/16**

| JURISDICTION                  | 2015           | 2020           | 2025           | 2030           | 2035           | 2040           | 2045           | 2015 to 2045 |              |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|--------------|
|                               |                |                |                |                |                |                |                | Number       | % Change     |
| District of Columbia          | 297.1          | 319.3          | 341.0          | 362.5          | 380.6          | 396.2          | 411.9          | 114.8        | 38.6%        |
| Arlington County              | 103.6          | 109.3          | 115.2          | 120.7          | 125.8          | 131.1          | 136.3          | 32.6         | 31.5%        |
| City of Alexandria            | 71.2           | 75.7           | 80.8           | 84.1           | 87.8           | 92.9           | 107.1          | 35.9         | 50.4%        |
| <b>Central Jurisdictions</b>  | <b>471.9</b>   | <b>504.3</b>   | <b>537.0</b>   | <b>567.3</b>   | <b>594.3</b>   | <b>620.3</b>   | <b>655.2</b>   | <b>183.3</b> | <b>38.8%</b> |
| Montgomery County             | 374.9          | 391.1          | 405.6          | 422.3          | 438.1          | 450.9          | 461.9          | 87.1         | 23.2%        |
| City of Rockville (1)         | 26.4           | 28.5           | 30.8           | 32.5           | 34.0           | 35.4           | 36.8           | 10.3         | 39.0%        |
| City of Gaithersburg (1)      | 24.7           | 26.0           | 27.5           | 28.9           | 30.5           | 32.1           | 33.4           | 8.8          | 35.5%        |
| Prince George's County        | 321.1          | 334.3          | 343.9          | 355.5          | 363.3          | 370.0          | 376.8          | 55.6         | 17.3%        |
| Fairfax County (2)            | 403.9          | 421.1          | 444.5          | 467.8          | 490.2          | 511.9          | 531.8          | 127.9        | 31.7%        |
| City of Fairfax               | 9.2            | 9.7            | 9.9            | 10.0           | 10.2           | 10.3           | 10.5           | 1.3          | 13.8%        |
| City of Falls Church          | 5.5            | 6.2            | 6.9            | 7.4            | 7.7            | 7.9            | 8.1            | 2.6          | 47.3%        |
| <b>Inner Suburbs</b>          | <b>1,114.7</b> | <b>1,162.5</b> | <b>1,210.7</b> | <b>1,263.0</b> | <b>1,309.4</b> | <b>1,351.1</b> | <b>1,389.2</b> | <b>274.5</b> | <b>24.6%</b> |
| Loudoun County                | 121.1          | 137.9          | 150.8          | 158.6          | 164.3          | 167.6          | 169.3          | 48.2         | 39.8%        |
| Prince William County         | 140.4          | 151.9          | 164.4          | 173.8          | 181.6          | 187.9          | 192.9          | 52.5         | 37.4%        |
| City of Manassas              | 13.6           | 14.2           | 15.0           | 15.4           | 15.7           | 16.0           | 16.4           | 2.7          | 19.9%        |
| City of Manassas Park         | 4.5            | 5.0            | 5.0            | 5.0            | 5.0            | 5.0            | 5.0            | 0.5          | 11.7%        |
| Charles County                | 53.7           | 60.3           | 65.5           | 72.9           | 78.6           | 83.4           | 92.2           | 38.5         | 71.8%        |
| Frederick County              | 89.5           | 99.0           | 107.9          | 115.1          | 121.1          | 126.5          | 131.2          | 41.7         | 46.6%        |
| City of Frederick (3)         | 27.3           | 30.9           | 34.1           | 35.2           | 35.9           | 36.6           | 36.7           | 9.5          | 34.8%        |
| <b>Outer Suburbs</b>          | <b>422.7</b>   | <b>468.3</b>   | <b>508.6</b>   | <b>540.8</b>   | <b>566.5</b>   | <b>586.6</b>   | <b>606.9</b>   | <b>184.1</b> | <b>43.6%</b> |
| <b>Virginia Jurisdictions</b> | <b>873.1</b>   | <b>931.1</b>   | <b>992.5</b>   | <b>1,042.8</b> | <b>1,088.5</b> | <b>1,130.8</b> | <b>1,177.3</b> | <b>304.2</b> | <b>34.8%</b> |
| <b>Maryland Jurisdictions</b> | <b>839.1</b>   | <b>884.7</b>   | <b>922.9</b>   | <b>965.8</b>   | <b>1,001.1</b> | <b>1,030.9</b> | <b>1,062.1</b> | <b>222.9</b> | <b>26.6%</b> |
| <b>COG REGION</b>             | <b>2,009.3</b> | <b>2,135.1</b> | <b>2,256.4</b> | <b>2,371.1</b> | <b>2,470.2</b> | <b>2,557.9</b> | <b>2,651.3</b> | <b>641.9</b> | <b>31.9%</b> |

(1) Included in Montgomery County total.

(2) COG staff produced the 2010 base year to be consistent with the Fairfax County's model for the 2011 - 2041 forecasting period.

(3) Included in Frederick County total.

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

**RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT FOR PROJECT MANAGEMENT  
SERVICES FOR LEASEHOLD IMPROVEMENTS**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) needs to proceed with selection of a contractor and enter into a contract for project management for leasehold improvements scheduled in FY2017–FY2021; and

**WHEREAS**, the selected project management contract will develop and validate the budget and schedule for COG’s leasehold improvements and coordinate their completion; and

**WHEREAS**, the board has approved expenditure of \$156,300 for this purpose in the FY2017 Capital Expenditure Budget and Five-Year Capital Expenditure Plan for FY2017–FY2021; and

**WHEREAS**, funding is available for this purpose in the Capital Expenditure Reserve.

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

The Executive Director, or his designee, is authorized to enter into one or more competitively bid contracts with selected contractors in an amount not to exceed \$156,300 for project management services related to the leasehold improvements scheduled in the Five-Year Capital Expenditure Plan for FY2017–FY2021 and FY2017 Capital Expenditure Budget.

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

**RESOLUTION AUTHORIZING COG TO RECEIVE A GRANT TO DEVELOP A COLLABORATIVE APPROACH  
TO CREATE AND MAINTAIN AN ENERGY REGISTRY**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) has been awarded a grant by the United States Department of Energy, through the New York State Energy Research and Development Authority (NYSERDA) as the prime grant recipient, in the amount of \$48,000; and

**WHEREAS**, COG will use the grant to implement a collaborative project with area utilities and other stakeholders to develop a registry of energy consumption data to assist COG member governments more effectively complete energy and climate policy evaluation and decision making; and

**WHEREAS**, this work will further enhance the value of COG's greenhouse gas inventory that measures progress toward the region's greenhouse gas emission-reduction goals.

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

The Executive Director, or his designee, is authorized to accept the grant in the amount of \$48,000 from the United States Department of Energy through the New York State Energy Research and Development Authority (NYSERDA) as the prime grant recipient. COG is required to provide a match of \$12,000 which is available in the budget of the Department of Environmental Programs.

# **AGENDA ITEM #8**

## **FY2016 YEAR END FINANCIAL STATEMENTS**





## MEMORANDUM

**TO:** COG Board of Directors  
**THRU:** Chuck Bean, COG Executive Director  
**FROM:** Leta Simons, COG Chief Financial Officer  
**SUBJECT:** Fiscal Year 2016 Financial Statements  
**DATE:** November 2, 2016

---

We are providing the following preliminary, unaudited financial reports to the Board of Directors for the fiscal year ending June 30, 2016:

- Statement of Revenue, Expenses and Change in Net Position
- Comparative Statement of Net Position

## SUMMARY AND HIGHLIGHTS

COG ended FY2016 with a net loss in dues-funded programs of \$387,700, which was both expected and budgeted. This is 1% of total operations expense, and will be covered by surplus funds from prior years (undesignated net assets). Programs with other revenue sources also made use of their surplus funds in FY2016, reducing the balance in designated project funds by \$286,000. Special revenue funds (non-operating funds collected for special purposes) had a surplus of \$24,900, for a total decrease in net position of \$648,800.

In addition to revenue from operations, COG's total budget includes pass-through and other funds. In FY2016, sub-recipient pass-through funds totaled \$36.0 million, which is approximately \$22.0 million higher than usual due to project close-out activity for the \$58.8 million TIGER funds awarded to the TPB in 2010.

The inflow and outflow of TIGER funds near the end of the fiscal year also had an effect on the Statement of Net Position, resulting in a marked increase in both accounts receivable and accounts payable. The negative cash balance of \$1.4 million was due to checks being cut on June 30, and TIGER reimbursements being received the following day, on July 1.

The board-designated operating and capital reserves were fully funded as of June 30, 2016, and COG's financial position remains healthy.

Audited financial statements will be presented to the Board of Directors at the January meeting.

**Metropolitan Washington Council of Governments**  
**Statement of Revenue, Expenses, and Change in Net Position**  
**For the fiscal year ended June 30, 2016**

**ALL PROGRAMS**

|  | <b>Budget</b>     | <b>Actual</b>     | <b>Variance</b>    |
|--|-------------------|-------------------|--------------------|
|  | <b>FY2016</b>     | <b>FY2016</b>     |                    |
| <b>Operations Revenue</b>                          |                   |                   |                    |
| Federal revenue                                    | 16,355,400        | 13,957,700        | (2,397,700)        |
| State revenue                                      | 6,211,000         | 6,051,600         | (159,400)          |
| Member dues  | 3,766,300         | 3,766,300         | -                  |
| Regional funds and user fees                       | 2,744,700         | 2,523,500         | (221,200)          |
| Building & investment revenue                      | 827,800           | 866,000           | 38,200             |
| Other revenue                                      | 2,911,400         | 3,654,600         | 743,200            |
| <b>Total Operations Revenue</b>                    | <b>32,816,600</b> | <b>30,819,700</b> | <b>(1,996,900)</b> |
| <b>Operations Expense</b>                          |                   |                   |                    |
| Salaries - Direct program                          | 8,174,400         | 8,060,800         | 113,600            |
| Salaries - Leave benefits                          | 1,675,000         | 1,601,200         | 73,800             |
| Other employee benefits                            | 2,477,200         | 2,492,900         | (15,700)           |
| Consultants  | 8,277,700         | 7,793,800         | 483,900            |
| Other direct program expense                       | 5,021,900         | 3,869,400         | 1,152,500          |
| Support services, rent and other allocated expense | 7,560,700         | 7,675,300         | (114,600)          |
| <b>Total Operations Expense</b>                    | <b>33,186,900</b> | <b>31,493,400</b> | <b>1,693,500</b>   |
| Use of Prior Year General Funds                    | (370,300)         | (387,700)         | (17,400)           |
| Use of Prior Year Program Funds                    |                   | (286,000)         | (286,000)          |
| <b>Net Surplus (Deficit) From Operations</b>       |                   | <b>(673,700)</b>  |                    |
| <b>Net Surplus from Special Revenue Funds</b>      |                   | <b>24,900</b>     |                    |
| <b>Change in Net Position</b>                      |                   | <b>(648,800)</b>  |                    |

| <b>Revenue - All Sources</b>       | <b>Budget</b>     | <b>Actual</b>     |
|------------------------------------|-------------------|-------------------|
| Operations                         | 32,816,600        | 30,819,700        |
| Special Revenue Funds              | 113,300           | 265,500           |
| Subrecipient Pass-Through          | 32,615,000        | 36,021,200        |
| Contributed Services               | 688,900           | 426,600           |
| <b>Total Revenue - All Sources</b> | <b>66,233,800</b> | <b>67,533,000</b> |

**Metropolitan Washington Council of Governments**  
**Comparative Statement of Net Position**  
**As of June 30, 2016 and June 30, 2015**

|   | <u>As of</u><br><u>6/30/2016</u> | <u>As of</u><br><u>6/30/2015</u> |
|---|----------------------------------|----------------------------------|
| <b><u>Current Assets</u></b>                |                                  |                                  |
| Cash  | (1,408,600)                      | 1,881,900                        |
| Investments                                 | 8,199,200                        | 9,330,300                        |
| Accounts receivable                         | 23,492,000                       | 12,430,900                       |
| Other current assets                        | 891,600                          | 489,400                          |
| <b>Total Current Assets</b>                 | <b>31,174,200</b>                | <b>24,132,500</b>                |
| <b><u>Non-Current Assets</u></b>            |                                  |                                  |
| Capital assets, net of depreciation         | 1,107,200                        | 1,005,100                        |
| Other non-current assets                    | 76,500                           | 52,500                           |
| <b>Total Assets</b>                         | <b>32,357,900</b>                | <b>25,190,100</b>                |
| <br>  |                                  |                                  |
| <b><u>Current Liabilities</u></b>           |                                  |                                  |
| Accounts payable                            | 13,589,400                       | 5,601,300                        |
| Accrued expenses                            | 530,500                          | 589,200                          |
| Accrued vacation                            | 891,500                          | 887,800                          |
| Unearned revenue                            | 1,344,400                        | 1,705,100                        |
| <b>Total Current Liabilities</b>            | <b>16,355,800</b>                | <b>8,783,400</b>                 |
| <br><b>Other Non-Current Liabilities*</b>   | <br><b>76,500</b>                | <br><b>52,500</b>                |
| <br><b>Total Liabilities</b>                | <br><b>16,432,300</b>            | <br><b>8,835,900</b>             |
| <br>  |                                  |                                  |
| <b><u>NET POSITION*</u></b>                 |                                  |                                  |
| Net investment in capital assets            | 1,107,200                        | 1,005,100                        |
| Board designated operating reserve          | 4,727,100                        | 4,963,500                        |
| Board designated capital reserve            | 6,300,000                        | 6,300,000                        |
| Project funds                               | 983,300                          | 1,252,900                        |
| Unavailable                                 | 439,600                          |                                  |
| Undesignated                                | 1,049,800                        | 1,797,100                        |
| <b>Total Net Position</b>                   | <b>14,607,000</b>                | <b>15,318,600</b>                |
| <br><b>Total Liabilities and Net Assets</b> | <br><b>31,039,300</b>            | <br><b>24,154,500</b>            |

\*Excludes Net Pension Assets and deferred outflows/inflows related to COG's pension plan. These assets are not available for COG operations.

## **AGENDA ITEM #9**

# **FY2018 MEMBER DUES AND REGIONAL FEES; AND BY-LAW CHANGES TO ANNUAL BUDGET PROCESS**



## MEMORANDUM

**TO:** COG Board of Directors  
**FROM:** Chuck Bean, COG Executive Director  
**SUBJECT:** FY-2018 COG Member Fee Assessment  
**DATE:** November 2, 2016

---

On behalf of the Budget and Finance Committee, I am submitting two items for your review and approval, or modification:

1. A technical change in the COG by-laws to allow the member dues assessment to be completed separately from, and earlier than, the full COG work program and budget
2. The proposed member dues assessment for FY2018

The Budget and Finance Committee approved the technical by-law change and two-step budget process at their meeting in August of 2016, and approved the proposed member dues assessment at their meeting in October of 2016. The Chief Administrative Officers also reviewed the proposed member dues assessment at their meeting in October of 2016.

### 1. CHANGE IN TIMING

COG's current bylaws require that the annual member fees be fixed no later than January 31, for the subsequent fiscal year beginning July 1. In the past, approval of the annual fee assessment was submitted to the Board of Directors in January, as part of COG's overall Work Program and Budget. For FY-2018, the Budget and Finance Committee approved a two-step process:

- I. Establishment and approval of the member fees in November, to provide member jurisdictions with the information they need for their budget preparation earlier in the process
- II. Development and completion of a full COG work program and budget later in the fiscal year, when more accurate and current estimates and forecasts are available

The proposed technical changes in the by-laws that will allow this timing change are provided in a separate memo and resolution.

### 2. MEMBER FEE PROPOSAL

Member dues in the current fiscal year total \$3.9 million, which represents 9% of COG's total revenue. The proposal for FY-2018 will raise the per-capita rate from 72.5 cents to 74 cents. This, along with a 1.9% increase in population, will provide an additional \$148,614 that will be used primarily to match federal and other funds, for continuation and enhancement of COG's regional

programs. The recommendation includes similar increases of 3.8% and 3.4% respectively in the Regional Water and Regional Environmental funds.

Your board packet includes the handout “FY2018 Member Dues and Regional Fees”, which provides additional information on how member dues and fees are used to benefit the region and COG’s members.

# FY2018 MEMBER DUES AND REGIONAL FEES

## Working Together to Shape Strong Communities and a Better Region

Budget and Finance Committee  
October 19, 2016



## Table of Contents

|   |      |    |
|---|------|----|
| Introduction                                  | Page | 3  |
| FY2018 Member Dues                            | Page | 8  |
| FY2018 Regional Water and Environmental Funds | Page | 21 |
| Summary - Member Dues and Regional Fees       | Page | 27 |
| Appendix - Tables by Jurisdiction             | Page | 28 |

## About COG

- The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional challenges in the District of Columbia, suburban Maryland, and northern Virginia.
- Membership is comprised of 300 elected officials from 23 local governments, the Maryland and Virginia state legislators, and the U.S. Congress.
- Home to the National Capital Region Transportation Planning Board (TPB), the region's federally designated Metropolitan Planning Organization, and the Metropolitan Washington Air Quality Committee.
- Every month, **more than a thousand officials** and experts come to COG to make connections, share information, and develop solutions to the region's major challenges.



FY18: Member Dues and Regional Fees | 3  
October 19, 2016

## COG's Region Forward Vision

For nearly 60 years, COG has been a hub for regional partnership.

Guided by the **Region Forward Vision**, COG continually strives to make metropolitan Washington more prosperous, accessible, livable, and sustainable.

Together, we're working toward:

- Walkable, mixed-use communities with housing and transportation choices
- Healthy air, water, and land, abundant renewable energy sources, and a smaller carbon footprint
- Becoming a resilient economy and preeminent knowledge hub
- Vibrant, safe, and healthy neighborhoods



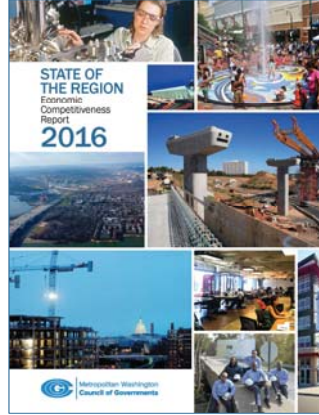
Bethesda is one of the region's 141 Activity Centers, locations identified by COG and local governments that will best accommodate the majority of the region's future growth. (Ephien/Flickr)

FY18 Member Dues and Regional Fees | 4  
October 19, 2016



## Year-Round Member Benefits

- Monthly meetings where members and subject matter experts [make connections](#)
- Access to COG's Cooperative Purchasing Program, which strives to save each member at least twice the cost of annual dues
- Access to COG research, publications, data, and planning documents
- Consultation with COG staff and contacts, primed to help members think regionally, and act locally
- Ongoing participation in local and regional forums and conferences, and a voice in shaping regional priorities and actions



COG's *State of the Region Economic Competitiveness* report gave area leaders new insight into the health of the region's economy.

FY18: Member Dues and Regional Fees | 5  
October 19, 2016

## Members Engage in Regional Planning

COG convenes and staffs over 125 committees and sub-committees serving the interests of its member jurisdictions and metropolitan Washington, including:

|   |  |
|---|--|
| Anacostia Watershed Steering Committee            | Homeless Services, Planning & Coordinating Committee |
| Chesapeake Bay & Water Resources Policy Committee | Housing Directors Advisory Committee                 |
| Chief Administrative Officers Committee           | Human Services & Public Safety Policy Committee      |
| Chief Information Officers Committee              | I-95 Landfill Committee                              |
| Chief Purchasing Officers Committee               | NCR Emergency Preparedness Council                   |
| Child Welfare Directors                           | Police Chiefs Committee                              |
| Clean Air Partners Board of Directors             | Recycling Committee                                  |
| Climate Energy & Environmental Policy Committee   | Region Forward Coalition                             |
| Community Engagement Campaign                     | Regional Tree Canopy Workgroup                       |
| Community Forestry Network                        | Snow/Winter Weather Briefings Committee              |
| Emergency Managers Committee                      | Solid Waster Managers Group                          |
| Fire Chiefs Committee                             | Substance Abuse & Mental Health Committee            |
| Health Officials Committee                        | Water Resources Technical Committee                  |
| Homeland Security Executive Committee             |  |

FY18: Member Dues and Regional Fees | 6  
October 19, 2016

## COG Leadership, Members, and Partners

### COG Corporate Officers

Rushern Baker III, President  
Prince George's County

David Tarter, 1<sup>st</sup> Vice President  
City of Falls Church

Phil Mendelson, 2<sup>nd</sup> Vice President  
District of Columbia

Penelope Gross, Secretary/Treasurer  
Fairfax County

### COG Board of Directors Leadership

Roger Berliner, Chairman  
Montgomery County

Kenyan McDuffie, 1<sup>st</sup> Vice Chairman  
District of Columbia

Matt Letourneau, 2<sup>nd</sup> Vice Chairman  
Loudoun County

### Members

#### District of Columbia

#### Maryland

City of Bladensburg (*adjunct*)

City of Bowie

Charles County

City of College Park

Frederick County

City of Frederick

City of Gaithersburg

City of Greenbelt

City of Hyattsville (*adjunct*)

Montgomery County

Prince George's County

City of Rockville

City of Takoma Park

#### Virginia

City of Alexandria

Arlington County

Fairfax County

City of Fairfax

City of Falls Church

Loudoun County

City of Manassas

City of Manassas Park

Prince William County

### Transportation Planning Board Leadership

Timothy Lovain, Chairman  
City of Alexandria

Bridget Newton, 1<sup>st</sup> Vice Chairman  
City of Rockville

Charles Allen, 2<sup>nd</sup> Vice Chairman  
District of Columbia

### Metropolitan Washington Air Quality Committee Leadership

Brianne Nadeau, Chairman  
District of Columbia

Hans Riemer, Vice Chairman  
Montgomery County

Michael DeMarco, Vice Chairman  
City of Fairfax

FY18: Member Dues and Regional Fees | 7  
October 19, 2016

## Member Dues

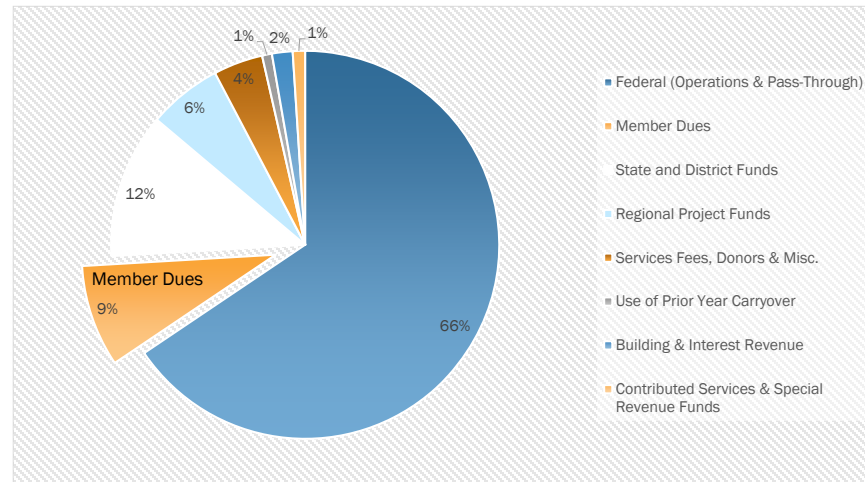
- Member Dues Leveraging Federally Sourced Funds
- Member Dues Providing Primary Program Support
- Member Dues Leveraging Additional Resources
- Additional Member Services, Benefits, Outreach, and Forums



Montgomery County Executive Ike Leggett speaks to IRE Class (COG)

FY18: Member Dues and Regional Fees | 8  
October 19, 2016

## Member Dues Provide 9% of Total COG Resources



FY18: Member Dues and Regional Fees | 9  
October 19, 2016

## Member Dues Leveraging Federally Sourced Funds

### Deliverables:

- Conduct planning activities that ensure flow of federal transportation funds to local, regional, and state transportation agencies
- Convene and staff the Transportation Planning Board, with representation from all member jurisdictions.
- Meet the requirements that allow member jurisdictions to receive and utilize Homeland Security funding
- Raise awareness to reduce air pollution through voluntary actions – Clean Air Partners' 20 Year Anniversary
- Conduct the biennial regional airport survey to forecast and update ground access planning
- Implement the 2017-2020 Climate and Energy Action Plan



In June, The TPB hosted a workshop for engineers, planners, and consultants from around the region to highlight best practices in designing separated bike lanes. (COG)

FY18: Member Dues and Regional Fees | 10  
October 19, 2016

## Member Dues Leveraging Federally Sourced Funds

- 47% of Member Dues
- For every \$2.08 in member dues, the region receives \$14.40 in direct federal funding

|   | Member Dues      | Direct Federal    | District & States | Other         | Total Resources   |
|---|------------------|-------------------|-------------------|---------------|-------------------|
| Unified Planning Work Program               | 1,563,900        | 12,511,300        | 1,563,900         |               | 15,639,100        |
| Regional Air Quality Attainment Planning    | 178,000          |                   | 178,000           |               | 356,000           |
| Homeland Security Program Mgmt Office       | 163,200          | 1,568,100         | -                 |               | 1,731,300         |
| Clean Air Partners (1)                      | 56,000           |                   | 457,000           | 61,400        | 574,400           |
| Air Quality Index, Monitoring & Forecasting | 68,500           | 25,000            |                   |               | 93,500            |
| Continuous Airport Systems Planning         | 25,000           | 225,000           |                   |               | 250,000           |
| Agriculture & Forestry Management           | 25,000           | 71,400            |                   | 25,300        | 121,700           |
| <b>Total</b>                                | <b>2,079,600</b> | <b>14,400,800</b> | <b>2,198,900</b>  | <b>86,700</b> | <b>18,766,000</b> |
| Use of Prior Year Funds                     | (391,500)        |                   |                   |               |                   |
| <b>Member Dues FY2018</b>                   | <b>1,688,100</b> |                   |                   |               |                   |

(1) The Unified Planning Work Program provides an additional \$178,000 to support Regional Air Quality Attainment Planning

FY18: Member Dues and Regional Fees | 11  
October 19, 2016

## Member Dues Providing Primary Program Support

### Deliverables:

- Regularly convene regional Fire Chiefs, Corrections Officers, Emergency Management Directors, Police Chiefs, and other officials to address local and regional issues of mutual concern
- Coordinate services to address emergency and severe weather situations
- Conduct annual point-in-time count of homeless persons, with results and analysis
- Help children in foster care find permanent homes
- Convene Regional Health Directors and coordinate response to health emergencies



The COG Fire Chiefs Committee held a press conference on fall fire safety (COG)

FY18: Member Dues and Regional Fees | 12  
October 19, 2016

## Member Dues Providing Primary Program Support

- 26% of Member Dues
- \$1.2 million supports regional coordination and planning efforts, where other funding is limited or not available

|                              | Member Dues      | Other         | Total            |
|------------------------------|------------------|---------------|------------------|
| Public Safety Planning       | 386,200          | 22,300        | 408,500          |
| Health Planning Coordination | 306,800          |               | 306,800          |
| Housing Opportunities        | 202,500          |               | 202,500          |
| Child Welfare                | 282,400          | 10,000        | 292,400          |
| <b>Total</b>                 | <b>1,177,900</b> | <b>32,300</b> | <b>1,210,200</b> |

FY18: Member Dues and Regional Fees | 13  
October 19, 2016

## Member Dues Leveraging Additional Resources

### Deliverables:

- Prepare annual employment, population, and household forecasts by traffic analysis zone
- Advance regional efforts to restore local waterways, reduce air pollution, increase renewable energy use, promote recycling, and enhance and preserve green space and agriculture
- Update milestones and indicators for the Anacostia River Restoration Program
- Conduct annual public education, awareness, and behavioral change campaign to respond to the challenges of pedestrian and bicycle safety

See also the **Regional Environmental and Water Funds** section starting on page 21.



COG's latest Cooperative Forecast made headlines in March, including in *The Washington Post*. The forecast predicts more than 1.6 million additional people and jobs in the region by 2045.

FY18 Member Dues and Regional Fees | 14  
October 19, 2016

## Member Dues Leveraging Additional Resources

- 22% of Member Dues
- \$973,200 in Member Dues leverages \$5.8 million from various funding sources, and provides baseline resources to ensure continuity of programs

|  | Member         |               | District & States | UPWP           |                  | Total            |
|--|----------------|---------------|-------------------|----------------|------------------|------------------|
|  | Dues           | Federal       |                   | Funds (1)      | Other (2)        |                  |
| Regional Environmental Resources Planning  | 401,000        | -             | -                 |                | 972,800          | 1,373,800        |
| Regional Planning & Coordination   | 352,600        |               | -                 | 625,000        | -                | 977,600          |
| Anacostia Watershed Program & Projects   | 69,800         | 25,000        | 434,400           |                | 751,600          | 1,280,800        |
| Regional Water Resources Management  | 93,400         | -             | -                 |                | 2,227,800        | 2,321,200        |
| Street Smart Safety Education Campaign   | 56,400         | -             | 633,300           |                | 150,000          | 839,700          |
| <b>Total</b>   | <b>973,200</b> | <b>25,000</b> | <b>1,067,700</b>  | <b>625,000</b> | <b>4,102,200</b> | <b>6,793,100</b> |
| <i>(1) Included in the Unified Planning Work Program total on page 11</i>                                      |                |               |                   |                |                  |                  |
| <i>(2) Includes Regional Environmental and Regional Water Funds - See separate section starting on page 21</i> |                |               |                   |                |                  |                  |

FY18 Member Dues and Regional Fees | 15  
October 19, 2016

## Additional Membership Services, Benefits, Outreach, and Forums

### Deliverables:

- Save members money through COG's Cooperative Purchasing Program
- Build regional consensus and a path forward on improving Metrorail safety, reliability, and customer experience
- Develop a memorandum of understanding (MOU) for regional support and implementation of Next Generation 9-1-1 services (NEW)
- Complete the regional export promotions plan
- Convene a regional Opioids and Substance Abuse Summit (NEW)
- Complete the plan for achieving regional greenhouse gas emissions reduction goals
- Leadership training for mid-level and senior local government managers (Institute for Regional Excellence)



COG secured a cooperative contract for the purchase of gasoline fuel to save local jurisdictions time and money. The latest contract was executed for a total procurement value of \$1.3 million. School Buses (Zach Sparks, The Severna Park Voice)

FY18: Member Dues and Regional Fees | 16  
October 19, 2016

## Additional Member Services, Benefits, Outreach, and Forums

- 5% of Member Dues
- \$219,000 is available to support COG as a membership organization by coordinating cooperative purchasing, providing leadership training, convening and staffing the Board of Directors and other regional officials, sponsoring special studies and reports, creating and maintaining regional and national partnerships, and representing regional interests to the public and media

|  | Member Dues    | Bldg & Interest Revenue | Other          | Total            |
|--|----------------|-------------------------|----------------|------------------|
| Member Relations, Governance, Special Reports, Public/Media Relations & Communications | 39,400         | 866,000                 | 7,200          | 912,600          |
| Cooperative Purchasing   | 92,900         |                         | 132,100        | 225,000          |
| Institute for Regional Excellence  | 86,700         |                         | 89,400         | 176,100          |
| <b>Total</b>   | <b>219,000</b> | <b>866,000</b>          | <b>228,700</b> | <b>1,313,700</b> |

FY18 Member Dues and Regional Fees | 17  
October 19, 2016

## FY2018 Proposed Member Dues

The proposed member dues increase is based on a forecast of general operating expenses and estimated changes in revenue and federal match requirements.

**COG Member Dues**  
**Proposed increase of \$148,614 (3.8%), from \$3,909,555 to \$4,058,169**

**Basis for the proposed increase:**

- Increase in required match for Federal and other programs - \$92,800
- General cost increase of 1.4% - \$55,814

A table with the dues amount for each jurisdiction is included in the Appendix.

Increase in dues as a result of regional population increase (adjusted for 5% cap) **\$77,043**

Proposed per capita rate increase of 1.5 cents, from 72.5 to 74.0 (2.07% increase) **\$71,571**  
**\$148,614**

FY18: Member Dues and Regional Fees | 18  
October 19, 2016

## FY2018 Proposed Member Dues by Category

|  |                  |     |
|--|------------------|-----|
| Member Dues Leveraging Federally Sourced Funds           | 2,079,600        | 47% |
| Member Dues Providing Primary Program Support            | 1,177,900        | 26% |
| Member Dues Leveraging Additional Resources              | 973,200          | 22% |
| Additional Member Services, Benefits, Outreach, & Forums | 219,000          | 5%  |
| <b>Total Member Dues</b>                                 | <b>4,449,700</b> |     |
| <b>Use of Prior Year Funds</b>                           | <b>(391,500)</b> |     |
| <b>Rounding adjustment</b>                               | <b>(31)</b>      |     |
| <b>Total Member Dues FY2018</b>                          | <b>4,058,169</b> |     |

FY18 Member Dues and Regional Fees | 19  
October 19, 2016

This page is intentionally blank.

| 20



## Regional Water and Environmental Funds



FY18: Member Dues and Regional Fees | 21  
October 19, 2016

## Regional Water Fund

### Deliverables:

- Represent the region in the Chesapeake Bay Program mid-term TMDL assessment
- Support local stormwater management programs and compliance with MS4 permits
- Update the Regional Wastewater Flow Forecast Model
- Assist water utilities with implementing source water protection plans
- Manage the NCR Water and Wastewater Agency Response Network (WARN)
- Run the Wise Water Use Campaign, including TapIt, Protect Your Pipes, and the Drug Takeback Campaign



The wastewater sector in the Chesapeake Bay watershed is meeting its 2025 nutrient pollution limits—or Total Maximum Daily Load—nearly a decade ahead of schedule according to the EPA, putting the sector at the forefront of Chesapeake Bay restoration efforts. Blue Plains Advanced Wastewater Treatment Plant (COG).

FY18: Member Dues and Regional Fees | 22  
October 19, 2016

## Regional Water Fund

\$1.4 million (two-thirds paid by water and sewer utilities) to protect the area's water quality and condition of its wastewater and drinking water infrastructure, and to represent the interests of local governments and water utilities as federal and state actions become increasingly complex and regulatory in nature.

|   | Regional Water Fund (1) | Service Fees and Sponsors | COG Member Dues (2) | Other          | Total            |
|---|-------------------------|---------------------------|---------------------|----------------|------------------|
| Regional Water Resources Management   | 1,218,100               | -                         | 93,400              | 20,000         | 1,331,500        |
| Drinking Water Quality, Security & Response   | 166,100                 | 421,800                   |                     |                | 587,900          |
| Community Engagement Campaign   | 41,000                  |                           |                     | 129,400        | 170,400          |
| <b>Regional Water Fund FY2018</b>   | <b>1,425,200</b>        | <b>421,800</b>            | <b>93,400</b>       | <b>149,400</b> | <b>2,089,800</b> |
| <i>(1) Two-thirds of the Regional Water Fund is paid by water and sewer utilities</i> |                         |                           |                     |                |                  |
| <i>(2) Included in the Proposed Member Dues on page 15</i>                            |                         |                           |                     |                |                  |

## Regional Environmental Fund

### Deliverables:

- Provide analysis and assessments that support energy system planning for the region's critical infrastructure
- Facilitate the NCR/DC Coastal Storm Risk Management Study ([NEW](#))
- Conduct cooperative procurement of electric and other alternative fuel vehicles (pilot program for a national effort)
- Run the regional Go Recycle and America Recycles Day campaigns
- Coordinate the Food Policy Council and sustainable farm to table expansion, and update "What Our Region Grows"
- Improve the resiliency of the region's electrical supply systems to lessen disruptions and shorten restoration time
- Explore energy financing solutions



COG and the Federal Laboratory Consortium for Technology Transfer hosted a Lab-to-Market Technology Forum in June, to better understand how area governments and utilities can utilize the R&D, scientific, and technological breakthroughs produced at federal labs for solving energy and water infrastructure challenges. (COG)

## Regional Environmental Fund

\$636,400 for special projects focused on facilitating the deployment of renewable energy, removing barriers to implementation of solutions, and installing technology solutions to reduce greenhouse gas emissions.

|   | Regional<br>Environmental<br>Fund | COG<br>Member<br>Dues (1) | Other         | Total            |
|---|-----------------------------------|---------------------------|---------------|------------------|
| Environmental Resources Planning          | 467,800                           | 376,000                   |               | 843,800          |
| Recycling & Solid Waste                   | 125,000                           |                           |               | 125,000          |
| Agriculture & Forestry Management         | 45,200                            | 25,000                    | 86,100        | 156,300          |
| Water Resources Management                | 20,000                            |                           |               | 20,000           |
| <b>Regional Environmental Fund FY2018</b> | <b>658,000</b>                    | <b>401,000</b>            | <b>86,100</b> | <b>1,145,100</b> |

(1) Included in the Proposed Member Dues on page 15

FY18 Member Dues and Regional Fees | 25  
October 19, 2016

## FY2018 Proposed Fee Structure: Regional Water and Environmental Funds

The proposed fee increases for FY2018 are based on a forecast of general operating expenses and estimated changes in revenue and matching requirements for sponsor funds.

### Regional Water Fund

**Proposed increase of \$51,662 (3.8%), from \$1,373,503 to \$1,425,165**

### Regional Environmental Fund

**Proposed increase of \$21,693 (3.4%), from \$636,351 to 658,044**

#### Basis for proposed increases:

- Regional fees are increased in proportion to the annual dues increase, to maintain the balance between funding sources. Application of the 5% cap per jurisdiction reduces the percentage increase in the Regional Environmental Fund in FY2018.

A table with the fees for each jurisdiction is included in the Appendix.

FY18 Member Dues and Regional Fees | 26  
October 19, 2016

## SUMMARY: FY2018 Proposed Member Dues and Regional Fees

|                              | Proposed         |                  |                | %           |
|------------------------------|------------------|------------------|----------------|-------------|
|                              | FY2018           | FY2017           | Increase       |             |
| Member Dues                  | 4,058,169        | 3,909,555        | 148,614        | 3.8%        |
| Regional Environmental Fund  | 658,044          | 636,351          | 21,693         | 3.4%        |
| Regional Water Fund          | 1,425,165        | 1,373,503        | 51,662         | 3.8%        |
| <b>Total</b>                 | <b>6,141,378</b> | <b>5,919,409</b> | <b>221,969</b> | <b>3.7%</b> |
| Population Estimate          | 5,556,228        | 5,452,778        | 103,450        | 1.9%        |
| Per Capita Rate              | 0.740            | 0.725            | 0.015          | 2.1%        |
| Population X Per Capita Rate | 4,111,609        | 3,953,264        | 158,345        | 4.0%        |
| Adjust for 5% Cap            | (53,440)         | (43,709)         | (9,731)        |             |
| Member Dues Assessment       | 4,058,169        | 3,909,555        | 148,614        | 3.8%        |

FY18 Member Dues and Regional Fees | 27  
October 19, 2016

## Appendix

- Member Dues by Jurisdiction
- Regional Fund Fees by Jurisdiction

FY18: Member Dues and Regional Fees | 28  
October 19, 2016

| Metropolitan Washington Council of Governments |                                      |                                      |                      | FY2017 Assessment Rate:                |  | 0.725                            |                               | Increase of |  |
|--|--------------------------------------|--------------------------------------|----------------------|--|--|----------------------------------|-------------------------------|-------------|--|
| FY2018 Schedule of Membership Dues             |                                      |                                      |                      | FY2018 Proposed Assessment Rate:       |  | 0.740                            |                               | 2.07%       |  |
| Jurisdiction                                   | POPULATION FIGURES                   |                                      |                      | DUES AMOUNT                            |  |                                  |                               |             |  |
|  | FY2017<br>Adjusted<br>Population (1) | FY2018<br>Adjusted<br>Population (1) | Compare<br>to FY2016 | FY2017<br>Adjusted<br>Contribution (2) | FY2018<br>Adjusted<br>Contribution (2) | FY2018<br>Increase<br>(Decrease) | FY2018<br>Percent<br>Increase |             |  |
| Alexandria, City of                            | 150,400                              | 153,200                              | 1.86%                | \$ 109,040                             | \$ 113,368                             | \$ 4,328                         | 3.97%                         |             |  |
| Arlington County                               | 220,600                              | 224,000                              | 1.54%                | \$ 159,935                             | \$ 165,760                             | \$ 5,825                         | 3.64%                         |             |  |
| Bladensburg, Town of (3)                       | 9,323                                | 9,900                                | 6.19%                | \$ 3,189                               | \$ 3,348                               | \$ 159                           | 5.00%                         |             |  |
| Bowie, City of                                 | 56,143                               | 56,148                               | 0.01%                | \$ 40,704                              | \$ 41,550                              | \$ 846                           | 2.08%                         |             |  |
| Charles County                                 | 156,588                              | 157,835                              | 0.80%                | \$ 113,526                             | \$ 116,798                             | \$ 3,272                         | 2.88%                         |             |  |
| College Park, City of                          | 30,413                               | 32,301                               | 6.21%                | \$ 22,049                              | \$ 23,151                              | \$ 1,102                         | 5.00%                         |             |  |
| District of Columbia                           | 682,517                              | 706,592                              | 3.53%                | \$ 494,825                             | \$ 519,566                             | \$ 24,741                        | 5.00%                         |             |  |
| Fairfax County                                 | 1,116,246                            | 1,146,284                            | 2.69%                | \$ 809,278                             | \$ 848,250                             | \$ 38,972                        | 4.82%                         |             |  |
| Fairfax, City of (3)                           | 24,730                               | 24,730                               | 0.00%                | \$ 17,846                              | \$ 18,300                              | \$ 454                           | 2.55%                         |             |  |
| Falls Church, City of (3)                      | 13,600                               | 13,900                               | 2.21%                | \$ 9,393                               | \$ 9,863                               | \$ 470                           | 5.00%                         |             |  |
| Frederick County                               | 177,760                              | 177,644                              | -0.07%               | \$ 128,876                             | \$ 131,457                             | \$ 2,581                         | 2.00%                         |             |  |
| Frederick, City of                             | 68,369                               | 69,328                               | 1.40%                | \$ 49,568                              | \$ 51,303                              | \$ 1,735                         | 3.50%                         |             |  |
| Gaithersburg, City of                          | 67,099                               | 69,000                               | 2.83%                | \$ 48,647                              | \$ 51,060                              | \$ 2,413                         | 4.96%                         |             |  |
| Greenbelt, City of                             | 21,022                               | 21,250                               | 1.08%                | \$ 15,241                              | \$ 15,725                              | \$ 484                           | 3.18%                         |             |  |
| Hyattsville, City of                           | -                                    | 18,000                               | NEW                  | \$ -                                   | \$ 6,660                               | \$ 6,660                         | NEW                           |             |  |
| Loudoun County (3)                             | 387,542                              | 394,968                              | 1.92%                | \$ 244,026                             | \$ 256,227                             | \$ 12,201                        | 5.00%                         |             |  |
| Manassas Park, City of                         | 15,427                               | 16,805                               | 8.93%                | \$ 11,185                              | \$ 11,744                              | \$ 559                           | 5.00%                         |             |  |
| Manassas, City of (3)                          | 41,830                               | 41,764                               | -0.16%               | \$ 30,052                              | \$ 30,905                              | \$ 853                           | 2.84%                         |             |  |
| Montgomery County (3)                          | 904,707                              | 904,974                              | 0.03%                | \$ 653,250                             | \$ 669,681                             | \$ 16,431                        | 2.52%                         |             |  |
| Prince George's County                         | 787,129                              | 785,886                              | -0.16%               | \$ 570,959                             | \$ 581,556                             | \$ 10,597                        | 1.86%                         |             |  |
| Prince William County                          | 438,692                              | 444,577                              | 1.34%                | \$ 318,052                             | \$ 328,987                             | \$ 10,935                        | 3.44%                         |             |  |
| Rockville, City of                             | 65,926                               | 69,429                               | 5.31%                | \$ 47,796                              | \$ 50,186                              | \$ 2,390                         | 5.00%                         |             |  |
| Takoma Park, City of                           | 16,715                               | 17,713                               | 5.97%                | \$ 12,118                              | \$ 12,724                              | \$ 606                           | 5.00%                         |             |  |
| <b>Totals</b>                                  | <b>5,452,778</b>                     | <b>5,556,228</b>                     | <b>1.90%</b>         | <b>\$ 3,909,555</b>                    | <b>\$ 4,058,169</b>                    | <b>\$ 148,614</b>                | <b>3.80%</b>                  |             |  |

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

| FY2018 REGIONAL FUNDS<br>Proposed Fee Schedule<br>by Jurisdiction | Regional<br>Water<br>Fund (1) | Regional<br>Environmental<br>Fund | Total<br>Regional<br>Funds |
|---|-------------------------------|-----------------------------------|----------------------------|
| Alexandria, City of   | 28,716                        | 20,167                            | 48,883                     |
| Arlington County  | 41,987                        | 29,487                            | 71,474                     |
| Bladensburg, City of  |                               |                                   |                            |
| Bowie, City of (WSSC)   | 10,524                        |                                   | 10,524                     |
| Charles County  |                               |                                   |                            |
| College Park, City of (WSSC)                                      | 5,880                         | 4,142                             | 10,022                     |
| District of Columbia (DC Water)                                   | 285,139                       | 92,959                            | 378,098                    |
| Fairfax County  | 285,139                       | 150,895                           | 436,034                    |
| Fairfax, City of  | 4,635                         | 3,255                             | 7,890                      |
| Falls Church, City of   | 2,605                         | 1,830                             | 4,435                      |
| Frederick County  |                               |                                   |                            |
| Frederick, City of  |                               |                                   |                            |
| Gaithersburg, City of (WSSC)                                      | 12,933                        | 9,083                             | 22,016                     |
| Greenbelt, City of (WSSC)   | 3,983                         | 2,797                             | 6,780                      |
| Hyattsville, City of  |                               |                                   |                            |
| Loudoun County (Loudoun Water)                                    | 74,033                        | 49,884                            | 123,917                    |
| Manassas, City of   |                               |                                   |                            |
| Manassas Park, City of  |                               |                                   |                            |
| Montgomery County (WSSC)  | 285,139                       | 119,129                           | 404,268                    |
| Prince George's County (WSSC)                                     | 285,139                       | 104,637                           | 389,776                    |
| Prince William County   | 83,335                        | 58,523                            | 141,858                    |
| Rockville, City of  | 12,746                        | 8,980                             | 21,726                     |
| Takoma Park, City of (WSSC)                                       | 3,232                         | 2,276                             | 5,508                      |
| <b>TOTAL</b>  | <b>1,425,165</b>              | <b>658,044</b>                    | <b>2,083,209</b>           |

(1) Where indicated, water and sewer utilities support the Regional Water Fund on behalf of the local jurisdiction.

This page is intentionally blank.

**Chuck Bean**

Executive Director  
(202) 962-3260  
[cbean@mwkog.org](mailto:cbean@mwkog.org)

**Stuart Freudberg**

Deputy Executive Director  
(202) 962-3340  
[sfreudberg@mwkog.org](mailto:sfreudberg@mwkog.org)

**Leta Simons**

Chief Financial Officer  
(202) 962-3362  
[lsimons@mwkog.org](mailto:lsimons@mwkog.org)

[mwkog.org](http://mwkog.org)

---

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

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

**RESOLUTION ADOPTING THE FY-2018 COG MEMBER FEE ASSESSMENT**

**WHEREAS**, COG bylaws require that assessment of the annual fee for all members and other participating governments and agencies be fixed no later than January 31 for the subsequent fiscal year beginning July 1; and

**WHEREAS**, the Budget and Finance Committee comprised of the COG Board executive committee, the chairs of the Transportation Planning Board and the Metropolitan Washington Air Quality Committee, and the COG Secretary Treasurer, reviewed and approved the proposed FY-2018 COG member fees; and

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

The board approves the proposed FY-2018 member fee assessment, as recommended by the Budget and Finance Committee.

Staff shall transmit the assessment to member jurisdictions and ask that the proposed assessments be integrated into local government FY-2018 budgets.



## MEMORANDUM

**TO:** COG Board of Directors  
**CC:** Chuck Bean, Executive Director  
Stuart Freudberg, Deputy Executive Director  
Leta Simons, Chief Financial Officer  
**FROM:** Sharon E. Pandak, General Counsel  
**SUBJECT:** Notice of Proposed By-Law Amendments Relating to the Timing of Approval for Member Fee Assessments and COG's Annual Budget  
**DATE:** November 2, 2016

---

This advance notice is given pursuant to the By-Laws requirement in § 13.02 which requires notice one meeting in advance of the meeting scheduled for voting on By-Laws amendments. The amendments will be before the Board for consideration at its January 11, 2017 meeting. The proposed amendments update the By-Laws with respect to the timing of the annual approval of member fee assessments. The amendments represent technical changes to ensure the by-laws are consistent with the Board's desired timetable for advancing the COG dues assessment to the members for their consideration and approval.

## PROPOSED BY-LAWS AMENDMENTS

CFO Leta Simons has recommended the following proposed amendments:

**Amend § 5.01:** This amendment will remove the requirement to approve an annual budget and schedule of assessment at the annual general membership meeting. In recent years, the annual budget and schedule of assessment has been approved at a regular meeting of the Board of Directors, and not at the general membership meeting. It is recommended that this current practice continue.

**Amend § 11.03:** This amendment separates approval of the annual member fee from adoption of the full COG budget. Staff is recommending, through the Budget and Finance Committee, submission of the annual COG budget to the Board of Directors in May, rather than January. This change in timing will allow staff to develop the annual budget using estimates and forecasts based on more current and accurate information. The annual member fee assessment will continue to be fixed no later than January 31.

## TEXT OF PROPOSED AMENDMENTS

**§ 5.01** The Board of Directors shall be the governing board of the Council of Governments, and between meetings of the entire membership, shall be responsible for the general policies and programs of the Council of Governments and for the control of all its funds. The Board of Directors shall also be responsible for preparing agendas for the annual general and special meetings of the



general membership of the Council of Governments and for the approval of an annual budget and schedule of assessment ~~for consideration at the annual general membership meeting~~. It shall have the power to transfer funds within the approved total budget in order to meet unanticipated needs or changed situations. The Board of Directors, through its officers and employees, shall be responsible for ensuring that corporate records are kept as required by law. ~~(Revised 3/2013)~~.

**§ 11.03** Each year, ~~upon adoption of the annual budget by the Board of Directors~~, assessments of the annual fee for all members and other participating governments and agencies shall be fixed no later than January 31, for the subsequent fiscal year beginning July 1. Assessments shall be in amounts sufficient to provide the funds required to meet the goals and priorities of the corporation. Any member or other participant whose local government's annual assessment has not been paid by the end of the fiscal year for which the assessment was made shall forfeit all rights, privileges and prerogatives of membership and participation, until such assessment is paid in full.

### **PROPOSED PROCESS**

Pursuant to Section § 13.02, the By-Laws may be amended at a regular meeting of the Board by a 3/4 majority of the members present and voting. The Board can act at its January meeting.

Ms. Simons, Mr. Bean, and I would be glad to answer any questions that you may have.

# **AGENDA ITEM #10**

## **MULTI-SECTOR WORKING GROUP RECOMMENDATIONS**



## MEMORANDUM

**TO:** COG Board of Directors  
**FROM:** Stuart Freudberg, COG Deputy Executive Director  
**SUBJECT:** Greenhouse Gas Reduction Multi-Sector Working Group  
**DATE:** November 2, 2016

---

### Recommendation Summary

The COG Board of Directors is requested to approve Resolution R68-2016, “Resolution Endorsing Recommendations of the Multi-Sector Working Group on Greenhouse Gas Emission Reduction Strategies.” The package of strategies presented below and detailed in the Appendix respond to the Board’s direction in R59-2015 to thoroughly vet an initial set of strategies developed by a multi-sector professional staff working group with a policy official task force and return to the board with a package of consensus strategies.

I am pleased present the results of that effort that is fully responsive to the board’s direction with respect to a package of consensus strategies that will make a significant contribution toward reducing the region’s greenhouse gas emissions, thereby supporting the board’s 2008 goals for the region.

### Background and Recommended Consensus Strategies

At the request of the National Capital Region Transportation Planning Board (TPB), the Metropolitan Washington Air Quality Committee (MWAQC), and the Climate, Energy and Environment Policy Committee (CEEPC), COG convened a Multi-Sector Working Group of staff from local, regional and state environmental, planning and transportation departments to identify actions the region could undertake to move towards the region’s greenhouse gas emission reduction goals. The board is now being asked to approve the recommendations for voluntary action by local, regional, and state governments and other parties.

Based on detailed consultation with the policy official task force, and extensive vetting with individual local and state government subject matter experts, COG staff recommend that the board adopt the following group of consensus strategies for consideration by member jurisdictions and affiliated regional organizations individually as well as jointly through COG’s policy boards and committees. These strategies will help the region move towards achieving the board’s greenhouse gas reductions goals.

The recommended strategies have been grouped in two categories:

- **Emission reduction strategies for consideration by COG members.** – These 16 strategies are being or could be implemented by jurisdictions based on local priorities and conditions. COG staff will work with policy committees to facilitate implementation by local, regional and state departments consistent with their authority and capacity. The levels of outcomes targeted by jurisdictional actions will vary.
- **Emission reduction strategies to be supported for implementation by other parties.** – These three strategies were supported by most jurisdictions but implementation was beyond the purview of local jurisdictions. COG will call for and support implementation by those entities with authority over the actions.

It is also noted that consumer education would be integral to implementation of all strategies.

| Recommended for Consideration by COG Members                           | Support Efforts of Others                              |
|--|--|
| <i>Energy and Built Environment Strategies</i>                         |  |
| 1. Reduce emissions from solid waste management                        | 1. Reduce natural gas pipeline emissions               |
| 2. Reduce energy use from existing buildings                           |  |
| 3. Reduce energy use from new buildings                                |  |
| 4. Reduce emissions from non-road equipment                            |  |
| 5. Increase use of renewable energy sources                            |  |
| 6. Increase infrastructure systems efficiency & renewable energy use   |  |
| 7. Reduce emissions from electric generation                           |  |
| <i>Land Use Strategies</i>   |  |
| 8. Reduce loss of tree cover due to land development                   |  |
| 9. Increase proportion of new development in activity centers          |  |
| <i>Transportation Strategies</i>                                       |  |
| 10. Increase the use of alternate fuels in public sector fleets        | 2. Support a federal or state low-carbon fuel standard |
| 11. Further implement travel demand management                         | 3. Reduce speeding on highways                         |
| 12. Provide for enhanced transportation system operations              |  |
| 13. Provide transit system enhancements                                |  |
| 14. Reduce transit fares   |  |
| 15. Install electrification at truck stops                             |  |
| 16. Take actions to improve the efficiency of the private sector fleet |  |
| Implement consumer education as part of all strategies                 |  |

**Summary of Process leading to Recommended Consensus Strategies**

COG initiated a process in 2015 to identify actions to move towards the region’s greenhouse gas emission reduction goals. The effort used a Multi-Sector Working Group of policy and technical staff from local, regional and state agencies with responsibilities over environmental, energy, planning, and transportation functions.

COG staff presented an interim report and draft recommendations to the COG Board in January 2016. At that time, the board, in resolution R59-2015, requested that staff convene a Policy Level Task Force of representatives from the board, TPB, CEEPC and the MWAQC to review the findings and provide consensus recommendations for action by the board based on the original analysis of the regional subject matter expert staff multi-sector working group which had advanced 21 strategies for policy official consideration.

In turn, the Policy Level Task Force directed staff to gather input from senior staff of the local, regional and state environmental, planning and transportation agencies to address the following primary questions of the Task Force:

- Are the proposed strategies consistent with the agency’s policies and feasible for implementation?
- Are the proposed implementation levels, over time, reasonable for the agency?
- What actions could be taken by the agency to implement the strategies?

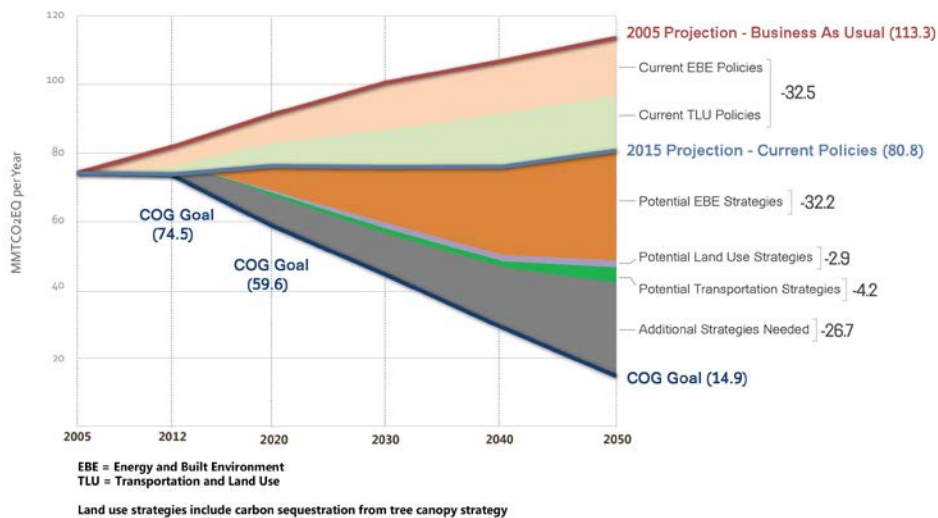
The recommendations provided below were derived after an extensive consultation process implemented at the direction of the Policy Task Force. This process included a detailed survey of department directors and their senior staff from the local, regional and state environmental, planning and transportation agencies.

Following the consultation process, COG staff distributed a revised set of recommendations to the Policy Level Task Force for final comment. Based on this review, COG staff is now presenting this revised set of recommendations and a draft Resolution to the COG Board for action.

The recommended strategies will increase reductions in greenhouse gas emissions beyond existing policies already being implemented. Existing strategies were estimated in the technical analysis completed for the MSWG study to be reducing greenhouse gas emissions by slightly more than 30 percent below baseline estimates of emissions. If fully implemented, these strategies were estimated to reduce regional greenhouse gas emissions by slightly less than 40 percent. To the extent that strategies are implemented less widely than analyzed, savings would be less.

Some actions that have economy wide effect such as more rigorous building energy codes and actions to improve private sector fleets, would result in greater reductions in emissions. Others, such as reducing emissions from solid waste management or further implementing travel demand management would result in lesser reductions but would provide substantial other benefits such as increased protection of water quality or reduced congestion.

The potential emission reductions from these strategies move toward but do not fully achieve the regional goal of reducing emissions by 80 percent below 2005 levels by 2050. The additional reductions would have to be achieved through additional federal or economy-wide reductions or other strategies that may be identified in the future.



More details on the individual strategies, including a description; estimated emission reductions from full implementation of the strategy; results of the survey of local, regional and state staff; possible implementation actions; and challenges, obstacles, and opportunities are included in the Appendix to this Memorandum. The details reflect how the strategies would be fully implemented. As noted earlier, to the extent that strategies are implemented less widely than analyzed, savings would be less.

Upon adoption by the board, these recommendations would be shared with the TPB, MWAQC, and CEEPC with a request to work with their member agencies to take actions on the relevant strategies as part of their regular planning and programming activities. COG staff will assist the primary policy committees by assisting their technical committees develop action plans.

COG staff will regularly evaluate and report to the committees and the Board on the effectiveness of the implementation actions and the regional greenhouse gas inventory to assess progress towards the 2020 and 2050 regional greenhouse gas emission reduction goals.

## Acknowledgements

COG staff would like to give particular thanks to the staff at the local, regional and state environmental, planning, and transportation departments for their invaluable assistance with this effort. This effort would not have been possible without the many hours and professional assistance from these people.

COG staff would also like to thank the members of the Policy Level Task Force for their review and advice regarding these recommendations. Policy Level Task Force members included:

### District of Columbia

- Phil Mendelson, District of Columbia
- Kenyan McDuffie, District of Columbia
- Brianna Nadeau, District of Columbia

### Maryland

- Roger Berliner, Montgomery County
- Jan Gardner, Frederick County
- Leta Mach, City of Greenbelt

- Bridget Newton, Rockville
- Patrick Wojahn, City of College Park

### Virginia

- Sharon Bulova, Fairfax County
- Jay Fiset, Arlington County
- Martin Nohe, Prince William County
- David Snyder, City of Falls Church
- Jonathan Way, City of Manassas

Should you have any questions, please feel free to contact COG's Environmental Director Steve Walz at 202-962-3205 or [swalz@mwkog.org](mailto:swalz@mwkog.org); COG's Transportation Planning Director Kanti Srikanth at 202-962-3257 or [ksrikanth@mwkog.org](mailto:ksrikanth@mwkog.org), or myself at 202-962-3340 or [sfreudberg@mwkog.org](mailto:sfreudberg@mwkog.org).

Thank you for your consideration of this recommendation.

## Attachments:

**R68-2016:** RESOLUTION ENDORSING RECOMMENDATIONS OF THE MULTI-SECTOR WORKING GROUP ON GREENHOUSE GAS EMISSION REDUCTION STRATEGIES

**Appendix:** Details of Survey Findings on Greenhouse Gas Emission Reduction Strategies

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

**RESOLUTION ENDORSING RECOMMENDATIONS OF THE MULTI-SECTOR WORKING GROUP ON  
GREENHOUSE GAS EMISSION REDUCTION STRATEGIES**

**WHEREAS**, following requests from the Metropolitan Washington Air Quality Committee (Resolution R1-2014) and the Transportation Planning Board (Resolution TPB R10-2015), COG staff convened the Multi Sector Working Group (MSWG) to conduct an extensive examination of potential implementable greenhouse gas (GHG) reduction strategies in the Energy/Environment, Land Use and Transportation sectors; and

**WHEREAS**, the MSWG undertook a technical examination of potential GHG reduction strategies, including receiving input from the Metropolitan Washington Air Quality Committee, the Transportation Planning Board and the Climate, Energy and Environment Policy Committee; and

**WHEREAS**, upon presentation of the potential strategies, the COG Board directed staff to review the strategies with a Policy Task Force of elected officials representing COG's relevant policy committees; and

**WHEREAS**, at the direction of the MSWG Policy Task Force, COG staff surveyed COG member jurisdictions and state and regional agencies to gauge the feasibility and level of implementation of the analyzed GHG reduction strategies; and

**WHEREAS**, the survey indicates that all member jurisdictions can implement one or more of the analyzed GHG reduction strategies at a locally viable level and identified a few strategies that are primarily within the purview of federal, state or other entities; and

**WHEREAS**, the COG Board has received a recommended set of strategies from the MSWG Policy Task Force that member jurisdictions could voluntarily implement towards achieving the region's greenhouse gas emission reduction goals.

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

The board endorses the recommended set of voluntary strategies from the Multi-Sector Working group in the Energy and Built Environment, Land Use, and Transportation sectors.

The board encourages COG member jurisdictions, the Metropolitan Washington Air Quality Committee, the Transportation Planning Board, and the Climate Energy and Environment Policy Committee and their members to incorporate these strategies into their local, regional and state programs.

The board directs staff to provide assistance to COG members and policy boards to support implementation of these strategies, and provide a periodic status report to the board on the extent of implementation.

# APPENDIX

## Details of Survey Findings on Greenhouse Gas Emission Reduction Strategies

### Energy and Built Environment Sector

#### Reduce Emissions from Solid Waste Management

This strategy asks jurisdictions to reduce emissions associated with municipal solid waste through increased recycling, reuse, and composting; green purchasing; optimized methane recovery; and waste to energy recovery.

Fully implemented, this strategy would achieve a 60-70 percent recycling rate and an 80 percent reduction in waste to landfills by 2040. This would result in a 0.1 percent reduction in region-wide emissions (~0.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

#### Consistency with Policy and Program (17 responses)

- 82 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 18 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- No respondents indicated that they lacked authority to implement or that this was inconsistent with local policies.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 100 percent of the population of responding localities.

#### Feasibility of Consensus Recommendation (14 responses)

- 50 percent indicated that a 15 percent reduction in existing building energy use over fifteen years was feasible.
- 21 percent indicated the level was feasible contingent on additional factors
- 21 percent were either unsure or said that the level had not been previously discussed
- 7 percent did not think the level was feasible.

#### Implementation Actions

Many jurisdictions currently incorporate recycling and solid waste goals into current environmental actions plans. Several respondents indicated their internal goals surpassed those suggested by the proposed strategy.

While many respondents indicated plans which were currently being implemented in a way which exceeded the strategy goals, those that were actively in the process of implementation indicated 10 to 20 years will be needed for full attainment.

#### Challenges, Obstacles, and Opportunities

Challenges include finding ways of incorporating composting as a component of solid waste management plans; support from higher level government entities in terms of relaxing regulations around plastic bag fees and landfill regulations; and regulation of the commodities market to facilitate better rates for recycling.



## Reduce Energy & Water Use/Emissions from Existing Buildings (EBE-1)

This strategy asks jurisdictions to reduce energy and water consumption in the portfolio of existing buildings (public and private) through actions such as improved energy code compliance, green purchasing, and government or utility efficiency programs.

Fully implemented, this strategy would achieve a 15 percent reduction (1 percent per year for 15 years) in existing building energy use. This would result in a 4.9 percent reduction in region-wide emissions (~5.3 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

### Consistency with Policy and Program (20 responses)

- 75 percent are implementing, or have plans to implement, policies/programs that support this strategy.
- 15 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 1 out of the 20 lack specific authority to implement actions to support this strategy.
- 1 out of the 20 indicated that this strategy was inconsistent with local policy.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 72 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (19 responses)

- 58 percent indicated that a 15 percent reduction in existing building energy use over fifteen years was feasible.
- 21 percent indicated the level was feasible contingent on additional factors.
- 21 percent were unsure or stated that the level had not been previously discussed.

### Implementation Actions

Many of the ongoing efficiency improvement projects involve upgrading technology such as LED lighting, use of internal local government efficiency committees, and goal-setting via climate action plans.

To reach this goal, many respondents indicating a need for community buy-in, outreach, and education.

It was also noted that progression on the attainment of the 1 percent per year reduction goal will most likely happen in a non-linear progression, as priorities and technological advances change from year to year.

### Challenges, Obstacles, and Opportunities

Many respondents noted that in order to achieve a 15 percent reduction, they would require financial assistance such as federal tax incentives, green banks, grants, and subsidies from their respective utility providers. There was also an indication that cooperation at the state level is vital to success, especially where state authorization is required to empower local action.

Among those that did not find this strategy feasible, the barriers faced ranged from not having the legal authority to implement standards for existing buildings to simply not having an implementation plan.

There was also concern that competing needs from maintenance facilities and updating infrastructure could shift focus and resources away from efficiency upgrades. Additional funding and staff could mitigate these complications.

## Reduce Energy & Water Use/Emissions from New Buildings (EBE-4)

This strategy asks jurisdictions to improve new building energy and water performance through improved energy codes, net zero building policies, and updates to development codes and policies.

Fully implemented, this strategy would achieve a 15 percent reduction in new building energy use by 2030; and 25 percent of new buildings would be net zero by 2040. This would result in a 2.4 percent reduction in region-wide emissions (~2.6 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

### Consistency with Policy and Program (21 responses)

- 71 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 10 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 19 percent are either unlikely to implement this strategy or lack specific authority to do so.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 78 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (15 responses)

- 60 percent indicated that reductions in new building energy and water usage was reasonable.
- 13 percent indicated the level was reasonable contingent on additional factors.
- 27 percent were unsure or stated that the level had not been previously discussed.

### Implementation Actions

Respondents identified they were encouraging or requiring use of LEED or ICC standards. Several indicated that they already have existing policy to encourage higher levels of efficiency in new buildings within their jurisdiction. However, many respondents indicated that they had limited or no authority to regulate private building efficiency standards.

Several of the respondents indicated that implementation of new policies will be crucial to the success of these goals. Several responses mentioned new policy developments are currently underway within their jurisdiction. Many noted the need to garner support from the private sector to implement these goals.

### Challenges, Obstacles, and Opportunities

Respondents noted that in order to achieve the proposed consensus reduction, there would need to be financial assistance such as federal tax incentives, green banks, grants, and subsidies from their respective utility providers.

Several jurisdictions noted that amendments to current policy could facilitate more rapid adoption of energy and water efficiency standards for new building development, especially in line with LEED guidelines.

There was also an indication that cooperation at the state level is vital to success, especially where state authorization is required to empower local action.

## Reduce Emissions from Non-Road Equipment (EBE-9)

This strategy asks jurisdictions to reduce emissions from non-road engines through government purchasing, retrofits, and anti-idling policies.

Fully implemented, this strategy would achieve a 20 percent reduction in MT CO<sub>2</sub>e emissions by 2040. This would result in a 0.1 percent reduction in region-wide emissions (~0.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

### Consistency with Policy and Program (18 responses)

- 28 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 50 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 17 percent are either unlikely to implement this strategy or lack specific authority to do so.
- 1 out of the 18, or 5 percent, indicated that this strategy was inconsistent with local policy.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 90 percent of the population of responding localities.

### Feasibility of Recommendation (8 responses)

- 25 percent indicated that a 20 percent reduction emissions from non-road equipment over the next fifteen years is feasible.
- 38 percent indicated the level was feasible contingent on additional factors.
- 38 percent were unsure or stated that the level had not been previously discussed.

### Implementation Actions

Of the respondents which already have a plan to address this strategy, the most common action is the incorporate an anti-idling policy in the departments which utilize such equipment. Some have tried to use electric motors where possible while others have tried to local power sources to specific areas to reduce reliance on stand-alone engines.

Respondents currently planning on a reduction related to this strategy replied that a 10 to 20 year timeframe was reasonable.

### Challenges, Obstacles, and Opportunities

Challenges faced were largely concerned with funding for electric alternatives, as the conversion to this equipment is currently cost-prohibitive. There was also mention of the lack of resources to conduct the appropriate research to determine effective alternatives to traditional internal combustion engines.

## Increase Infrastructure Energy Efficiency & Renewable Energy Use (EBE-5)

This strategy asks jurisdictions to undertake efforts to increase infrastructure efficiency and renewable energy use through investments in end use efficiency and deployment of on-site renewables by local and regional utilities and authorities.

Fully implemented, this strategy would achieve a 35 percent reduction in fossil fuel use for infrastructure systems by 2040. This would result in a 0.1 percent reduction in region-wide emissions (~0.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

### Consistency with Policy and Program (18 respondents)

- 61 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 5 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 28 percent are either unlikely to implement this strategy or lack specific authority to do so.
- 5 percent indicated that this strategy was inconsistent with local policy.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 63 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (13 respondents)

- 31 percent indicated that a 35 percent reduction of fossil fuel use in infrastructure systems by 2040 was feasible.
- 46 percent indicated the level was feasible contingent on additional factors.
- 15 percent were unsure or stated that the level had not been previously discussed.
- 7 percent did not think the level was feasible.

### Implementation Actions

Respondents indicated they are increase in the installation of solar technology within their jurisdictions, in addition to upgrading lighting to efficient LEDs. There are also examples of incorporating plans for efficiency upgrades in the respective city, county or institution plans.

Respondents who affirmed their ability to reach the recommended reduction level indicated that utility retrofits were either ongoing with no clear expected completion date, or that they would need at least 10 years to complete these projects.

### Challenges, Obstacles, and Opportunities

Many respondents noted that in order to achieve a 35 percent reduction, they would require financial assistance such as federal tax incentives, grants, and subsidies from their respective utility providers. There was also an indication that cooperation at the state level is vital to success, especially where state, regional, or utility company authorization is required to augment utility infrastructure.

## **Reduce Electric Power Sector Emissions/Support Clean Power Plan (EBE-6)**

**This strategy asks jurisdictions to undertake efforts to reduce electric power sector emissions by supporting state actions to achieve a 30 percent decrease in MT CO<sub>2</sub>e. This would involve supporting full state implementation of the federal Clean Power Plan, or your states equivalent program.**

**Fully implemented, this strategy would achieve a 7.4 percent reduction in region-wide emissions (~8.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

### Consistency with Policy and Program (20 responses)

- 50 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 20 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 25 percent are either unlikely to implement this strategy or lack specific authority to do so.

- 5 percent indicated that this strategy was inconsistent with local policy.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 54 percent of the population of responding localities.

#### Feasibility of Recommendation (6 responses)

- 33 percent indicated that the recommendation to reduce power sector emissions by 30 percent is feasible.
- 33 percent indicated that the level was feasible contingent on additional factors.
- 16.5 percent were unsure or stated that the level had not been previously discussed.
- 16.5 percent did not think the level was feasible.

#### Implementation Actions

Jurisdictions based in Maryland reported purchasing renewable energy credits (RECs) to provide renewable credits offsetting municipal electricity usage. One cited the usage of wind energy with the hope of attaining a Performance Partnership Agreement to facilitate the transition. In Virginia, jurisdictions showed support but acknowledged the authority rests with the state to craft policy pertaining to Clean Power Plan.

Implementation of CPP policy in Virginia will ultimately be decided at the state legislative level once the CPP officially goes into effect. However, Maryland already has the Greenhouse Gas Reduction Act (GGRA) in place and participates in the Regional Greenhouse Gas Initiative (RGGI). Combined, these programs keep Maryland's emissions within the attainment goals of the CPP.

#### Challenges, Obstacles, and Opportunities

The largest challenge stems from the federal court stay of the Clean Power Plan. Until such time as the Supreme Court can make a ruling on its legality, the CPP cannot go into effect. There is also the difficulty that local and regional jurisdictions can only support their home states plan, and do not have authority to craft their own plan. The District of Columbia is not subject to the terms of the CPP.

## **Increase Distributed Renewable Energy Deployment (EBE-2)**

**This strategy asks jurisdictions to increase distributed renewable energy deployment through strategies such as solarize/solar co-op programs and municipal solar installations. Currently, there are approximately 30,000 (equivalent) residential Photovoltaic (PV) systems supplying 0.25 percent of the regional demand.**

**Fully implemented, this strategy would support a region wide goal of an increase to 250,000 (equivalent) residential Photovoltaic (PV) systems by 2040, supplying approximately 2 percent of the electrical needs for the region. This would result in a 0.7 percent reduction in region-wide emissions (~0.8 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Policy and Program (20 responses)

- 50 percent are implementing, or have plans to implement, policies or programs that support this strategy.
- 25 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 20 percent are either unlikely to implement this strategy or lack specific authority to do so.
- 1 out of the 20 indicated that this strategy was inconsistent with local policy.

- The localities indicating the strategy is being implemented or is aligned with current policy represent 88 percent of the population of responding localities.

#### Feasibility of Consensus Recommendation (13 responses)

- 46 percent indicated that supplying 2 percent of regional electrical demand from residential solar PV by 2040 was feasible.
- 23 percent indicated the level was feasible contingent on additional factors.
- 31 percent were unsure or stated that the level had not been previously discussed.

#### Implementation Actions

A number of the reporting jurisdictions have participated in MD Sun or another solar co-op. Several jurisdictions indicated they were currently seeking a PPA to facilitate the buildout of more solar in their communities.

Future actions include hosting more cooperative purchasing events; increasing education and outreach efforts to reach more of the public; seeking funding and PPA's; and enabling change in the in policy to allow for more installations.

Four of the reporting jurisdictions which are actively working towards increasing installations indicate that increasing solar is either already a part of current plans, or are in development and will be implemented within a years' time.

#### Challenges, Obstacles, and Opportunities

Challenges include lack of permitting authority, installation constraints due to tree canopy, budgetary and personnel limitations, and lack of ability to track current and future installations.

## **Reduce Natural Gas Distribution System Leaks and Fugitive Emissions (EBE-7)**

**This strategy asks jurisdictions to support efforts to reduce natural gas distribution system leaks and fugitive emissions achieved through efforts to support cost recovery for utility programs that upgrade pipeline infrastructure. As this strategy would be directly implemented by the local natural gas distribution utilities, it is recommended for support but not direct implementation.**

**Fully implemented, the strategy would achieve a 20 percent reduction of natural gas fugitive emissions by 2040. This would result in a 0.1 percent reduction in region-wide emissions (~0.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Policy and Program (16 responses)

- No jurisdictions are implementing, or have plans to implement, policies or programs that support this strategy.
- 13 percent responded that this strategy aligned with their current policies but are unlikely to implement.
- 62 percent are either unlikely to implement this strategy or lack specific authority to do so.
- 25 percent indicated that this strategy was inconsistent with local policy.

#### Feasibility of Consensus Recommendation (3 responses)

- 33 percent indicated that a 20 percent reduction in fugitive emissions from pipelines over the next fifteen years was feasible.
- 33 percent indicated the level was feasible contingent on additional factors.

- 33 percent were unsure if this goal was feasible.

#### Implementation Actions

As there were no jurisdictions currently implementing this plan, no current actions exist. Support was contingent upon a discussion with the local natural gas distribution companies.

#### Challenges, Obstacles, and Opportunities

This strategy is applicable to regulated natural gas local distribution companies (LDCs), so the strategies must be discussed with those entities. LDC actions are contingent upon state public utility commission approval.

## **Land Use Sector**

### **Mitigate Loss of Tree Canopy (TLU-1)**

**This strategy asks jurisdictions to implement policies or programs that would mitigate the loss of tree canopy from new development. Some examples of policies and programs to implement this strategy include concentrating more of the jurisdiction's expected future residential and commercial growth in compact mixed use centers, public sector tree planting programs and planting by development entities for project approval. The use centers.**

**Fully implemented, this strategy would result in a 0.07 percent reduction in projected region-wide GHG emissions (~0.06 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Existing Local Policies (16 responses)

- 75 percent are implementing or plan to implement policies or programs that support this strategy.
- 6 percent said that this strategy is aligned with current policies, but are unlikely to implement.
- 19 percent are either unlikely to implement this strategy or lack specific authority to do so.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 100 percent of the population of responding localities.

#### Feasibility of Consensus Recommendation (12 responses)

- 58 percent indicated that mitigating tree loss through concentrating growth in activity centers is feasible.
- 33 percent indicated that the level was feasible contingent on additional factors.
- 8 percent was unsure or stated that the level had not been previously discussed.

#### Implementation Actions

Jurisdictions indicated they are setting tree canopy goals, provide incentives for residents to plant trees, and host tree plantings on public property. They can continue enforcement and implementation of current laws, as well as education and outreach to promote planting and care of trees.

Jurisdictions also said they can concentrate development along Metro and transportation corridors, expand the responsibility of developers to plant or maintain trees over a longer period, and that focused growth can help preserve existing tree canopy coverage across the jurisdiction.



## Challenges, Obstacles, and Opportunities

There is a deficit in multi-family housing in mixed-use and transit accessible locations, limiting the growth these areas can accommodate. Jurisdictions must find funding to support and develop tree management programs.

There are site-level challenges associated with redevelopment, such as that it is often too land intensive (ex. Residential properties are “remodeled “ - result - expanded footprints and elimination of trees).

There is the potential for reduced building cost, reduced storm water runoff volumes, wildlife habitat, urban heat island reduction, air quality improvement etc. etc. from the concentrated development and retention of tree canopy.

## **Sustainable Development Patterns (TLU-2)**

**This strategy asks jurisdictions to concentrate more of their expected future residential and commercial growth in compact mixed use centers to reduce GHG emissions by increasing the share of daily travel by walking, biking and transit, reducing the growth in daily vehicle miles of travel and in daily water and energy consumption. Such actions would include updating the current zoning to allow for greater concentration of future residential or commercial growth in Activity Centers and revised urban design requirements for developments in these centers. The recommendation calls for a 10 percent increase in the concentration of forecast housing and job growth in Activity Centers above what is currently projected in the Round 8.4 Cooperative Forecasts. Based on this 10 percent increase, 68 percent of new housing and 83 percent of new jobs would be concentrated in Activity Centers instead of the 62 percent and 76 percent shares seen in the current Forecasts.**

Fully implemented, this strategy would result in a 0.27 percent reduction in projected region-wide on-road GHG emissions (~0.26 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).

For the built environment, this strategy would result in an additional 0.2 percent reduction in projected GHG emissions (~0.2 MMT CO<sub>2</sub>e) because of the increased energy efficiency of multi-family and mixed-use structures in Activity Centers.

### Consistency with Existing Local Policies (10 responses)

- 72 percent are implementing or plan to implement policies or programs that support this strategy.
- 6 percent said that this strategy is aligned with current policies, but are unlikely to implement.
- 22 percent are either unlikely to implement this strategy or lack specific authority to do so.
- The localities indicating the strategy is being implemented or is aligned with current policy represent 99 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (12 responses)

- 83 percent indicated that the recommendation is reasonable.
- 8 percent indicated that the level was feasible contingent on additional factors.
- 8 percent one jurisdiction was unsure or stated that the level had not been previously discussed.



## Implementation Actions

Jurisdictions are implementing comprehensive plan and zoning amendments around the rail stations and other activity centers to allow mixed use communities that are walkable and transit accessible.

## Challenges, Obstacles, and Opportunities

There will need to be local pedestrian, bike, and transit improvements to ensure that the new households and jobs can be accommodated without negative impacts on the transportation system. Additional efforts will be needed to maintain or expand the affordable housing supply.

Obstacles are caused by a lack of funding and difficulty assembling properties. There may not be community and political support for further increases development in activity centers beyond what is already planned, particularly in light of current and anticipated traffic congestion. Additional development could place stress on schools, parks and other facilities and infrastructure.

Benefits include being able to create a greater sense of place and community. The strategy would likely improve air quality.

## Transportation Sector

### **Increased Use of Alternative Fuels in Public Sector Fleet (TLU-4)**

**This strategy asks jurisdictions to consider actions that would increase the adoption and use of alternative fuels in public sector fleets. Examples of such actions would include increased purchases of zero-emission and bio-diesel vehicles for public sector fleets and the retrofiting garages and refueling facilities for these vehicles. The consensus recommendation is to increase the use of alternative fuels in public sector fleets by 10 percent. Analysis results indicate this strategy could result in a 0.03 percent reduction in projected region-wide GHG emissions (~0.04 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Existing Local Policies (19 responses)

- 79 percent are implementing or plan to implement policies or programs that support this strategy
- 5 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 11 percent are either unlikely to implement this strategy or lack specific authority to do so
- 5 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 90 percent of the population of responding localities

#### Feasibility of Consensus Recommendation (14 responses)

- 64 percent indicated that a 10 percent increase in alternative fuel use is a possibility
- 14 percent indicated that it would be contingent on other factors
- 14 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 7 percent indicated that the recommendation is not feasible

### Implementation Actions

Implementation actions for this strategy include new fleet purchasing policies, providing staff training for both use and maintenance of alternative fuel vehicles, adding alternative fuels or charging equipment to public fueling facilities.

### Challenges, Obstacles, and Opportunities

Cost was cited by respondents as the biggest obstacle for implementation, both for vehicle purchase and fueling/recharging facilities. A local jurisdiction respondent noted that this strategy is more feasible if limited to compact and mid-size vehicles because many of the larger vehicles in its fleet do not have zero-emission options for purchase. Another jurisdiction noted that half of its fuel use was for police vehicles which have specific requirements that are currently not available in alternative fuel vehicles. Another jurisdiction noted that the current federal funding for low emission replacement buses is insufficient.

## **Travel Demand Management (TLU-9)**

**This strategy asks jurisdictions to consider actions to implement policies and programs that would encourage commuters to shift travel from single-occupant vehicles to alternative modes such as carpool, vanpool, transit, or bicycle. This strategy could be implemented through policies such as federal, state, or local incentives or requirements for alternative commute subsidies. The consensus recommendation is that 60 percent of commuters be eligible to receive a \$50/month subsidy for using alternative commute modes. Analysis results indicate this strategy could result in a 0.07 percent reduction in projected region-wide GHG emissions (~0.067 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

### Consistency with Existing Local Policies (17 responses)

- 47 percent are implementing or plan to implement policies or programs that support this strategy although not necessarily at the analyzed level
- 24 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 24 percent said that they are either unlikely to implement this strategy or lack specific authority to do so
- 6 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 92 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (11 responses)

- 45 percent indicated that 60 percent of commuters receiving \$50/month in alternative commute subsidy is a possibility
- 0 percent indicated that it would be contingent on other factors
- 27 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 27 percent indicated that the recommendation is not feasible

### Implementation Actions

Provide commuter subsidies to public sector employees, additional promotion of state (MD) commuter subsidy, encourage or require private businesses to provide commuter subsidies. This

strategy focuses on commuter subsidies, but it should be noted that term “travel demand management” or TDM refers to a wide range of actions to reduce single occupant vehicle travel. The majority of jurisdictions in the region have a TDM coordinator that works with employers in cooperation with Commuter Connections to offer support and assistance for implementing TDM programs.

### Challenges, Obstacles, and Opportunities

The region’s largest employer, the federal government, provides its employees with commuter subsidies as do some of the jurisdictions and private employers in the region. Commuter Connections estimate about 40 percent of employees in the region receive some level of transit subsidy. Some local jurisdiction employees (like DDOT) are able to ride their jurisdiction’s transit and bikeshare system for free.

Funding for the subsidies was noted as an obstacle.

Requiring private sector employers to provide commuter subsidies would require buy-in from employers and likely legislative action.

WMATA noted that challenges could include consistency of payment, reconciliation and marketing for ease of implementation and customer use. WMATA would coordinate with local jurisdictions as they identify solutions to work towards achieving consistency across the region.

A respondent noted that transit incentives are often overwhelmed by free parking provided by many of the region’s largest employers and a balanced solution to travel costs would be needed to fully meet the policy objective.

## **Enhancing System Operations (TLU-7)**

**This strategy asks jurisdictions to consider actions that would reduce fuel consumption through enhanced transportation system operations. Such actions would include an eco-driving campaign, infrastructure and services for connected/autonomous vehicles, traffic signal retiming, integrated corridor management, ramp metering, and intersection efficiency improvements. The consensus recommendation assumes that infrastructure and services would be provided so that 30 percent of vehicles are operating under eco-driving principles such as smooth acceleration and deceleration and reduced idling. Analysis results indicate this strategy could result in a 0.21 percent reduction in projected region-wide GHG emissions (~0.21 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal)**

### Consistency with Existing Local Policies (17 responses)

- 47 percent are implementing or plan to implement policies or programs that support this strategy
- 18 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 35 percent said they are either unlikely to implement this strategy or lack specific authority to do so
- 0 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 55 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (11 responses)

- 18 percent indicated that the recommendation is reasonable

- 0 percent indicated that the recommendation may be reasonable
- 36 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 45 percent indicated that the recommendation is not feasible

#### Implementation Actions

Funding, Additional Staffing, Major highways are owned, maintained state highway departments,

#### Challenges, Obstacles, and Opportunities

Need introduction automated vehicle technology to achieve the 30 percent improvement, could be impediment to the goal of pedestrian mobility goals.

### **Transit Service Enhancements (TLU-10)**

**This strategy asks jurisdictions to consider actions that would improve current transit service runtimes and headways in their jurisdictions. Some examples of actions that would improve transit run times include the addition of more express service, giving transit vehicles signal priority at intersections, running buses on shoulders in congested time periods, designating exclusive bus lanes and/or constructing dedicated busways. Actions that would improve transit headways include providing more frequent service on existing transit lines. The consensus recommendation is to improve runtimes and headways regionally by 15 percent. Analysis indicates that regionally a 15 percent improvement in transit runtimes and headways could reduce projected GHG emissions by 0.06 percent (~0.06 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Existing Local Policies (17 responses)

- 53 percent are implementing or plan to implement policies or programs that support this strategy
- 12 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 29 percent said that are either unlikely to implement this strategy or lack specific authority to do so
- 6 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 91 percent of the population of responding localities.

#### Feasibility of Consensus Recommendation (11 responses)

- 27 percent indicated that improving runtimes and headways by 15 percent is a possibility
- 27 percent indicated that it would be contingent on other factors
- 36 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 9 percent 1 jurisdiction indicated that the recommendation is not feasible

#### Implementation Actions

Transit priority treatments, bus on shoulders, semi-express bus routes, designating exclusive bus lanes, constructing dedicated busways, construction of new fixed rail (streetcar), expansion of Long Bridge, doubling bus speeds in downtown core, enforcing stopping/parking regulations, ensuring

accessible bus stops, all-door boarding for buses, off-board fare payment for buses, road and infrastructure improvements.

#### Challenges, Obstacles, and Opportunities

WMATA noted that implementing bus priority measures requires cooperation with the DOTs and consistency across administrations within a jurisdiction and an ongoing commitment to move more people rather than more vehicles. Metroway was identified as an example of cross-jurisdictional (Arlington and Alexandria) cooperation. Transit operators would need to coordinate with the agencies with jurisdiction over the roads for improvements strategies that include lane control, management, enforcement, or restrictions.

Funding for operations and maintenance was identified as an obstacle.

WMATA noted there is an opportunity for a full cost accounting of the tradeoffs for what exists today (slow buses, long travel times, unreliable surface transit) and what is proposed to allow decision makers to fully understand potential options.

### **Increased Fuel Efficiency of Private Light-Duty Vehicle Fleet (TLU-3)**

**This strategy asks jurisdictions to consider taking actions that would accelerate the replacement of existing gasoline-powered privately-owned (general public) light duty vehicles with electric and other types of extremely fuel efficient vehicles. Examples of such actions would include facilitating the rapid deployment of electric vehicle infrastructure, public charging facilities, electric vehicle-ready building codes, and incentives for the early replacement of older vehicles that have very poor fuel economy - (such as Cash for Clunkers). The consensus recommendation calls for a 10 percent improvement in the fuel economy of the light duty fleet beyond what would occur through normal vehicle turnover rates. Analysis results indicate this strategy could result in a 0.34 percent reduction in projected region-wide GHG emissions (~0.39 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Existing Local Policies (19 responses)

- 42 percent are implementing or plan to implement policies or programs that support this strategy
- 21 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 26 percent said they are either unlikely to implement this strategy or lack specific authority to do so
- 11 percent 2 said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 48 percent of the population of responding localities.

#### Feasibility of Consensus Recommendation (11 responses)

- 64 percent indicated that a 10 percent improvement in fuel economy is a possibility
- 9 percent indicated that it would be contingent on other factors
- 27 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 0 percent indicated that the recommendation is not feasible

### Implementation Actions

At the local level, jurisdictions can install and improve access to public electric charging facilities. Local jurisdictions (with state action, if required) can require electric vehicle charging facilities in new developments.

At the state level, implementation actions include excise tax exemptions and reduced registration fees for hybrid or other fuel efficient vehicles, and exemption from time-of-day and day-of week restrictions for fuel efficient commercial fleet vehicles.

### Challenges, Obstacles, and Opportunities

Challenges for implementing this strategy include funding, obtaining required support from local and state leaders, and measuring private sector compliance.

## **Transit Fare Reduction (TLU-11)**

**This strategy asks jurisdictions to consider actions that would reduce fares on transit services that they operate in order to increase transit ridership. Such actions would include policies and program to provide discounted fares, free transfers between transit vehicles, and free off-peak service. The consensus recommendation is to reduce transit fares region-wide by an average of 25 percent. Analysis results indicate this strategy could result in a 0.1 percent reduction in projected region-wide GHG emissions (~0.1 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

### Consistency with Existing Local Policies (16 responses)

- 31 percent are implementing or plan to implement policies or programs that support this strategy
- 31 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 25 percent said they are either unlikely to implement this strategy or lack specific authority to do so
- 13 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction
- The localities indicating the strategy is being implemented or is aligned with current policy represent 87 percent of the population of responding localities.

### Feasibility of Consensus Recommendation (9 responses)

- 33 percent indicated that reducing transit fares by 25 percent region-wide is a possibility
- 22 percent indicated that it would be contingent on other factors
- 0 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 44 percent indicated that the recommendation is not feasible

### Implementation Actions

WMATA has introduced SelectPass monthly pass and has modeled the impacts of reducing fares overall or in the off-peak direction. Other examples include passes or reduced fares for groups such as students and senior citizens, and free or reduced fares on certain routes such as circulators.

### Challenges, Obstacles, and Opportunities

The biggest concern among respondents was the lost revenue from the fare reduction and how that would be replaced. There was indication from local jurisdictions that operate transit that fares could be reduced if that funding were to come from elsewhere. One jurisdiction noted that its bus fares were traditionally set to equal WMATA's bus fares which would make the decision to reduce fares a regional one.

WMATA noted that its Board sets WMATA fares every two years and that any target for reduction be analyzed to make sure that it meets the policy intentions. WMATA also said that it has modeled different scenarios of reduced fares and has not reached a conclusive outcome noted that if there was an operating gap, it would need to be covered by its local funding partners or a dedicated revenue source.

### **Truck Stop Electrification (TLU-5)**

**This strategy asks jurisdictions to consider actions to support the installation of truck stop electrification equipment that would reduce the idling of heavy-duty trucks at truck stops in their jurisdictions. The consensus recommendation is to install 20 truck bays at six truck stops in the region. Analysis results indicate this strategy could result in a 0.002 percent reduction in projected region-wide GHG emissions (~0.002 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal).**

#### Consistency with Existing Local Policies (19 responses)

- Only 1 jurisdiction is home to a truck stop. This jurisdiction indicated that this strategy is aligned with current policies, and could be implemented pending available of funding.
- All other jurisdictions said this strategy is either inconsistent with local policy or does not apply to their jurisdiction

#### Feasibility of Consensus Recommendation (1 responses)

- 100 percent indicated that the recommendation is reasonable
- 0 percent indicated that the recommendation may be reasonable
- 0 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 0 percent indicated that the recommendation is not feasible

#### Implementation Actions

Only one jurisdiction has a truck stop and they plan to implement this, a few other jurisdictions would implement if and when a truck stop is implemented in their region.

### Challenges, Obstacles, and Opportunities

Technology, funding.



## Low Carbon Fuel Standard (TLU-6)

This strategy asks jurisdictions to consider actions that would support the adoption of a regional low-carbon fuel standard to lower the carbon intensity of fuels used by on-road vehicles. Implementing this strategy would involve state-level actions to enact a regional low-carbon fuel standard. The consensus recommendation is to enact a regional low-carbon fuel standard that would reduce on-road GHG emissions in the region by 5 percent. Analysis results indicate this strategy could result in a 0.52 percent reduction in projected region-wide GHG emissions (~0.51 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal). As this strategy would have to be directly implemented at the state or national level but not locally, it is recommended for support but not direct implementation.

### Consistency with Existing Local Policies (21 responses)

- 14 percent are implementing or plan to implement policies or programs that support this strategy
- 29 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 48 percent are either unlikely to implement this strategy or lack specific authority to do so
- 10 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction

### Feasibility of Consensus Recommendation (9 responses)

- 0 percent indicated that the recommendation is reasonable
- 56 percent indicated that 5 percent goal could be achievable
- 22 percent indicated that either they are unsure of the feasibility of achieving the goal
- 22 percent indicated that the recommendation is not feasible

### Implementation Actions

This is under the purview of the state and federal agencies

### Challenges, Obstacles, and Opportunities

Challenges for implementing this strategy include funding, legislation

## Reducing Speeding on Freeways (TLU-8)

This strategy asks jurisdictions to consider actions that would reduce speeding on the region's freeways, focusing on the freeway segments outside the heavily congested areas. According to the Department of Energy, going from 60 mph to 70 mph degrades fuel economy by 13.6 percent and going from 50 mph to 70 mph degrades fuel economy by 24.5 percent. The consensus recommendation is to increase resources for speed limit enforcement on freeways and limited access facilities through manual and/or electronic enforcement of speed limits. Analysis results indicate this strategy could result in a 0.006 percent reduction in projected region-wide GHG emissions (~0.006 MMT CO<sub>2</sub>e reduction out of the 98 MMT CO<sub>2</sub>e goal). As this strategy would be directly implemented by state police and not local police forces, it is recommended for support but not direct implementation.



#### Consistency with Existing Local Policies (18 responses)

- 6 percent is implementing or plan to implement policies or programs that support this strategy
- 11 percent said that this strategy is aligned with current policies, but are unlikely to implement
- 33 percent are either unlikely to implement this strategy or lack specific authority to do so
- 50 percent said this strategy is either inconsistent with local policy or does not apply to their jurisdiction

#### Feasibility of Consensus Recommendation (6 responses)

- 17 percent indicated that the recommendation is reasonable
- 33 percent indicated that enforcement has to be coordinated with the State Police
- 0 percent indicated that either they are unsure of the feasibility or that it has not been previously discussed
- 50 percent indicated that the recommendation is not feasible

#### Implementation Actions

This is under the purview of the state police and they will have to implement it

#### Challenges, Obstacles, and Opportunities

Challenges for implementing this strategy include funding, state police coordination, state legislation for electronic enforcement.

# **AGENDA ITEM #11**

## **METRORAIL OPERATING HOURS AND SAFETY DISCUSSION**



## Proposed Changes to Metrorail Operating Hours

(Source: [WMATA.com](http://WMATA.com))

### Help us find the time. Metro wants your feedback about adjusting Metrorail's hours of operation.

Metro is working to improve safety, reliability, and to get its financial house in order. The SafeTrack program underway now is designed to restore the Metrorail system to a state of good repair, but maintaining the system will require more track access moving forward. For riders, this means the number of hours that Metrorail is open would be reduced so that more preventive maintenance work, quality control, and inspections can be conducted when trains aren't running.

Before SafeTrack started in June 2016, Metro was closed for just 33 hours each week, providing little time for maintenance and inspections. Compared to 1998 when the Metrorail system had 12 fewer stations and trains operated with just two to four rail cars, there were 44 hours per week for maintenance. That's 25% less track time for a system that's considerably larger today.

We know that adjusting the hours of operation will impact many riders, and we want to hear from you. Four proposals have been developed for your review. Each proposal provides Metro with an additional eight hours of track access each week, with the proposals designed to impact the fewest customers possible.

### What's being worked on when Metrorail is closed?

Metro uses time when the tracks are out of service to conduct maintenance, inspection and quality control work, as well as capital improvement efforts to replace or rehabilitate parts of the system. Prior to SafeTrack, all of these efforts were conducted in the overnight hours and during weekend single tracking and shutdowns, but the limited time available led to a backlog of both routine maintenance efforts and safety critical improvements.

Metro is now developing improved maintenance and inspection programs that will be put in place when SafeTrack ends next year. Increasing track access by 20 percent will be critical to this new effort. The new programs will strengthen preventive maintenance for tracks, switches, interlockings and traction power cables. The new preventive maintenance programs will be carried out across the system during overnight hours when trains are not operating, so that capital programs can be conducted during weekend shutdowns and single tracking events that are scheduled on a weekly basis in specific locations.

### 25% fewer maintenance hours

2016 vs. 1998



## Proposed New Metrorail Hours of Operation

### Proposal # 1

Mon-Thu: 5:00 a.m. - midnight

Fri: 5:00 a.m. - midnight

Sat: 7:00 a.m. - midnight

Sun: 7:00 a.m. - 10:00 p.m.

### Proposal # 2

Mon-Thu: 5:00 a.m. - 11:30 p.m.

Fri: 5:00 a.m. - midnight

Sat: 7:00 a.m. - midnight

Sun: 7:00 a.m. - 11:30 p.m.

### Proposal # 3

Mon-Thu: 5:00 a.m. - 11:30 p.m.

Fri: 5:00 a.m. - 1:00 a.m.

Sat: 7:00 a.m. - 1:00 a.m.

Sun: 8:00 a.m. - 11:00 p.m.

### Proposal # 4

Mon-Thu: 5:00 a.m. - midnight

Fri: 5:00 a.m. - 3:00 a.m.

Sat: 9:00 a.m. - 3:00 a.m.

Sun: Noon - 11:00 p.m.

## Would you take the bus?

Metro has also proposed supplemental bus service that may provide customers with travel alternatives when the rail system is closed for these additional eight hours of preventive maintenance. Click for a preview of this bus service network.

We will explore partnerships that encourage private carriers to provide late night service options to Metro customers.

The public comment period closed on October 25, 2016. Public feedback will be provided to Metro's Board of Directors in December 2016 as part of the final decision process.



**Customer Service, Operations and Security Committee**

**Information Item III-B**

**November 3, 2016**

**Overnight Maintenance Window**

Washington Metropolitan Area Transit Authority  
**Board Action/Information Summary**

Action  Information

MEAD Number:  
201811

Resolution:  
 Yes  No

**TITLE:**

Overnight Maintenance Window

**PRESENTATION SUMMARY:**

The Board's Customer Service, Operations and Security Committee will receive a briefing on Metro's new aggressive Preventative Maintenance (PM) plan that requires a change to hours of operation in rail service.

**PURPOSE:**

To provide a comprehensive overview of Metro's first industry grade preventive maintenance program. Rebalancing non-passenger service and maintenance windows will drive sustained improvements in reliability to train service.

**DESCRIPTION:**

Each of the four "Hours of Service" scenarios proposed at the September 8, 2016 Customer Service, Operations and Security meeting would increase the work window for overnight rail system maintenance. This presentation explains what programs will be implemented with this additional time and the anticipated impact on reliability.

**Key Highlights:**

Five preventative maintenance programs that will be predominately carried out during non-passenger service hours overnight.

- Preventive maintenance program will reduce service disruptions due to track failures such as insulator fires, cable fires, broken rail, and broken fasteners.
- Overnight maintenance will create opportunities to identify and repair track problems before they disrupt daytime rail service.
- Many maintenance tasks require a train free environment with no power to the rails in order to be safely performed.
- Current programs are inefficient because the work windows are too short and crews are underutilized.
- Multiple reviews by oversight and peer agencies have all reached the same conclusion that Metro needs more maintenance time.

**Background and History:**

Metro's current work window Sunday through Thursday provides five hours of non-

passenger service that allows for a 2-3 hour productive work window, once the last train is off the line and the work areas have been safely established. Prior to SafeTrack, there was a four hour non-passenger train window on Friday and Saturday nights with the system closing at 3am and opening at 7am. This yielded a one-hour work window which was unproductive for preventative maintenance and therefore only used for emergency work.

### **Discussion:**

The additional time would allow for new and expanded programs consisting of new preventative maintenance programs, quality control and quality assurance, basic maintenance tasks prescribed by our standards and industry best practices, as well as benefiting capital programs like the radio project.

**New Preventive Maintenance Programs (PM):** At the conclusion of SafeTrack, Metro will commence industry standard PM programs. Prior to SafeTrack, these critical programs had either been inadequately implemented or not carried out to a degree sufficient to deliver meaningful results. The five PM programs that Metro will initiate after SafeTrack are:

- Systemwide Tamping and Surfacing (T&S)
- Interlocking Component Maintenance
- Mechanical Joint Maintenance
- Traction Power Cable Meggering
- Earth to Ground Stray Current Testing

These PM programs will be predominantly carried out during non-passenger service hours overnight. This recognizes that weekend single tracking operations, weekend shutdowns and weeknight early outs on line segments are primarily focused on capital work that involves the replacement or rehabilitation of wayside components and infrastructure. A robust and well-resourced PM program is critical to ensure the long-term safety and reliability of Metro's aging infrastructure.

Details for each new PM program are noted below.

**Tamping and Surfacing (T&S):** Metro intends to commence a T&S program in which all ballasted mainline track would be tamped and surfaced once every two years. Depending on many variables, to include but not limited to substructure condition and gross tonnage, these T&S cycles may be less or more than once every two years. T&S is the most fundamental and critical PM activity for ballasted track. T&S entails using a piece of computerized track equipment to adjust the vertical (profile) and horizontal (alignment) geometry of the track to restore the track to its' as built geometry. The tamping equipment lifts the track and vibrates ballast under the tie to ensure adequate tie support. Sound tie support extends the life of the tie and further reduces rail breaks as the rail is less prone to severe bending stress. While using the tamping equipment, ballast is often added to the track to attain the proper vertical (profile) geometry and to ensure the tie is properly supported on all sides. Metro maintains 99 miles of ballasted track. On an annual basis, Metro must T&S 50 miles, or 264,000 linear feet (LF), of ballasted track.

In addition all ballasted switches in mainline track would be tamped and surfaced once every year. T&S of ballasted switches is critical to ensure proper support of the switch area to allow the safe passage of trains in this segment of track. A primary cause of track circuit failures in ballasted switches is poor ballast support. If the switch is not properly supported (from the insulated joint leading up to the point of switch through the crossing) it is probable that the track circuit will fail because the track circuit is reliant on the proper alignment of the many components of a railroad switch. Metro maintains 314 mainline switches. Of those, approximately 200 are in ballasted track.

**Interlocking Component Maintenance:** This PM program primarily consists of switch point grinding and frog grinding and welding. This PM program is critical to ensure these high impact track components remain in a state of good repair. Over the past three to four years, Metro has experienced a significantly high failure rate of in service frog points. As pointed out by external consultants, Metro does not carry out a routine frog grinding and welding maintenance program to properly maintain these high impact track components that is critical to ensure proper wheel and rail interface.

**Mechanical Joint Maintenance:** This PM program primarily consists of spot tamping and adding ballast, tightening and replacing bolts and nuts, and spot tie replacement. Similar to interlockings and switches, mechanical joints represent a high risk area that require special PM programs. Metro experiences numerous service delays due to broken joint bars and broken joint bar bolts because they are not properly maintained. Due to the excessive dynamic loading at mechanical joints, the fastening systems (ties, fasteners, grout pads, stud bolts) that support the joints, and the underlying substructure, experience accelerated deterioration as compared to track segments with no joints. The time and frequency to properly maintain a mechanical joint varies significantly due to a multitude of variables. Currently, Metro has approximately 1,200 open joints in the mainline track system and at a minimum, each joint must be maintained on an annual basis.

**Traction Power Cable Meggering:** This PM program is intended to identify high voltage cables that no longer maintain the ability to adequately insulate electrical current. A majority of traction power cables are not visible as they are carried in conduit. As such, defective cables cannot be identified through visual inspection. Meggering a traction power cable is a time-intensive effort, as it requires manually disabling all of the breakers which provide power to the cable being tested, and then disconnecting the cable from the breaker housing and its point of connection along the wayside. Degraded traction power cables are a significant risk and the program is designed to identify those cables prior to failure.

**Earth to Ground Stray Current Testing:** This PM program is intended to identify defective components within the negative side (return circuit which carries the electrical current from the running rails back to the negative switch board in the traction power substation) of the traction power circuit. Particularly in wet areas of the tunnel system, stray current is the root cause of many defects that negatively impact safe and reliable service. Stray current significantly accelerates the degradation of track components to include direct fixation fasteners, the rail clips which secure the rail to the direct fixation fastener and the anchor bolts which secure the direct fixation fastener to the tunnel floor. Stray current is also a primary cause of track circuit failures and direct fixation fastener fires. Similar to meggering a traction power cable, this time-intensive PM



program entails manually disabling all power in the area and further disassembling rail joints within the track so test voltage can be inducted **into the circuit in order to identify where the current is not following its intended path.**

**Quality Control and Quality Assurance:** In order to ensure these new PM programs deliver the intended results, Metro will take advantage of the additional eight hours of non-passenger service to carry out a robust Quality Control (QC) and Quality Assurance (QA) program. Metro's Track and Structures (TRST) department is currently building a Compliance Office, which will be responsible for performing quality control functions over work performed in the field. In addition, as demonstrated during SafeTrack, Metro will continue to carry out QA sampling of work performed in the field. During SafeTrack, Metro built a robust QA function that reports directly to the General Manager. The QA function, carried out by the Quality and Internal Compliance Office (QICO), currently sends weekly field audit reports directly to the General Manager. Under this proposal, extending non-passenger hours will enable Metro to continue QA activities over track work after SafeTrack.

**Basic Maintenance Tasks:** Beyond the aforementioned PM programs and QC/QA functions, there are several fundamental tasks that require additional non-passenger hours. Over the past year, several third parties have identified the following tasks that require greater emphasis, all which require access to the tracks:

1. Inspection, maintenance and repair of Emergency Trip Station {ETS) boxes (emergency power shut off and emergency phones).
2. Improvement of tunnel lighting through execution of a multi-year program to replace all tunnel lights in the tunnels (already underway).
3. Inspection, maintenance and clearing of tunnel drains.
4. Removal of mud, debris and water, particularly focused in the tunnels.
5. Inspection, compliance checks and repair of fire extinguishers located in the tunnels.
6. Clearing debris and material from all emergency egress routes.

**Radio Project:** In order to deliver cellular service in the tunnels and completely replace Metro's aging radio system to improve communications reliability and comply with Federal law, Metro commenced field activities in support of the Radio Project in January of 2016. This highly visible and critical project requires extensive track access in order to conduct design and survey activities and install hundreds of miles of cables throughout Metro's 100-mile tunnel network. Currently, Metro deploys field crews to the tunnels on a nightly basis to perform this work. Over the past nine months, Metro has learned that performing this work with other work crews in the same work zone is not safe or efficient. The Radio Project needs to use heavy track-bound vehicles to install the cable components to the tunnel wall. As the installation progresses, the heavy vehicles are continuously moving along the track, thereby prohibiting the use of other vehicles in the same work zone. As such, the Radio Project requires exclusive track access with no other crews in the area. Increasing the weekly duration of non-passenger hours will enable Metro to more safely and effectively complete the Radio Project.

## Non-passenger hours and work efficiency

There are opportunities to increase work efficiencies during the non-passenger work windows with several parallel initiatives to gain more productive work time. However, there is a limit to the potential efficiency gains that will additionally take 2-3 years to materialize. Our current work rules are a direct result of past experience and the need to protect workers in the roadway. Any changes to these rules will take time and technology to safely implement.

### FUNDING IMPACT:

|                                |  |
|--------------------------------|--|
| No additional budget required. |  |
| Project Manager:               | Joseph Leader, Chief Operating Officer |
| Project Department/Office:     | Operations                             |

### TIMELINE:

|   |  |
|---|--|
| <b>Previous Actions</b>                       | September 2016 - Presentation to Customer Service, Operations and Security Committee on Hours of Service           |
| <b>Anticipated actions after presentation</b> | December 2016 - Presentation to Customer Service, Operations and Security Committee on Public Hearing Staff Report |

### RECOMMENDATION:

Information only.



## Washington Metropolitan Area Transit Authority

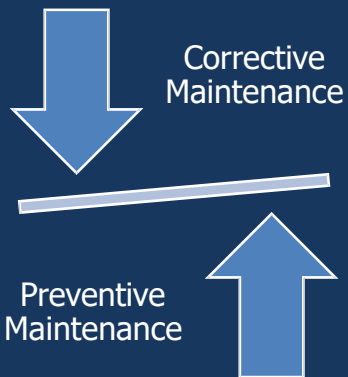


Customer Service, Operations and Security Committee  
November 3, 2016

Page 53 of 73



## Why is more time needed?



- To **avoid** SafeTrack 2.0
- Shift balance from reactive to proactive
  - Corrective vs Preventive
- Multiple programs to target specific safety & reliability issues

**Preventive Maintenance is the Anti-SafeTrack**

Page 54 of 73



## How will the time be used?

- New Programs targeting specific safety & reliability issues
  1. Traction Power Cable Meggering
  2. Stray Current Testing
  3. Tamping & Surfacing
  4. Interlocking Component Maintenance
  5. Mechanical Joint Maintenance
- Inspections, Testing & Maintenance highlighted by:
  - WMATA Engineering Standards
  - NTSB Recommendations (4)
  - FTA Corrective Action Plans (8)
  - 2016 APTA Peer Reviews (3)
  - Network Rail Track Time Study

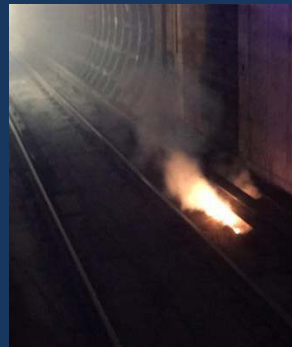
Page 55 of 73



## 1) Cable Meggering

- **Benefits**
  - Prevent fire or smoke incidents (L'Enfant Plaza, McPherson Square, & Metro Center)
- **Program Description**
  - Long duration, systemic program to test cables that can't be visually inspected
  - Test the insulation of high voltage cables to monitor & trend condition of cable and replace cables with poor insulation (FTA SMI R-5-35-d)
  - 13,529 cables to be tested every four years
- **Requirements**
  - Two crews to disconnect every cable from the breaker to megger individually
  - Requires 19 work hours per week

5 related incidents  
2016 year to date



Page 56 of 73



## 2) Stray Current Testing

- **Benefits**

- Prolong life expectancy of rail, track and structures
- Reduce risk of fires
- Improves track circuit stability (smoother and faster ride)

83 related incidents  
2016 year to date

- **Program Description**

- Shut down all power and send a test voltage into the tracks to find where there are weaknesses in the electrical insulation
- Test every 4-5 years



- **Requirements**

- Four 3+ hour work windows per area to set-up, test and investigate results

Page 57 of 73



## 3) Tamping & Surfacing

- **Benefits**

- Improves ride quality, minimizing bumps
- Preserves the track by eliminating excessive strain on the rails & ties and stability of track circuits

117 related incidents  
2016 year to date

- **Program Description**

- Maintenance program to correct the alignment of rails and improve track stability
- Mainline biannually; switches annually

- **Requirements**

- Computerized track equipment that lifts track & vibrates ballast to ensure adequate tie support and add ballast where needed
- Requires 20 work hours per week



Page 58 of 73



## 4) Switch Welding & Grinding

- **Benefits**
  - Reduce noise and vibration
  - Improve service by keeping all interlocking operable to mitigate other delays
  - Reduce length of single-tracking events
- **Program Description**
  - Switch point grinding and frog grinding & welding to ensure proper wheel/rail interface
  - ATC Component cleaning
- **Requirements**
  - Longer windows (4+ hours)

80 related incidents  
2016 year to date



Page 59 of 73



## 5) Mech. Joint Maintenance

- **Benefits**
  - Reduces excessive dynamic loading at joint which accelerate deterioration of track & structure
  - Reduce speed restrictions
- **Program Description**
  - Inspect, tighten mechanical joints and spot-tie replacements to ensure alignment
- **Requirements**
  - Requires 18 work hours per week

28 related incidents  
2016 year to date



Page 60 of 73



## 6) Other Preventive Maintenance

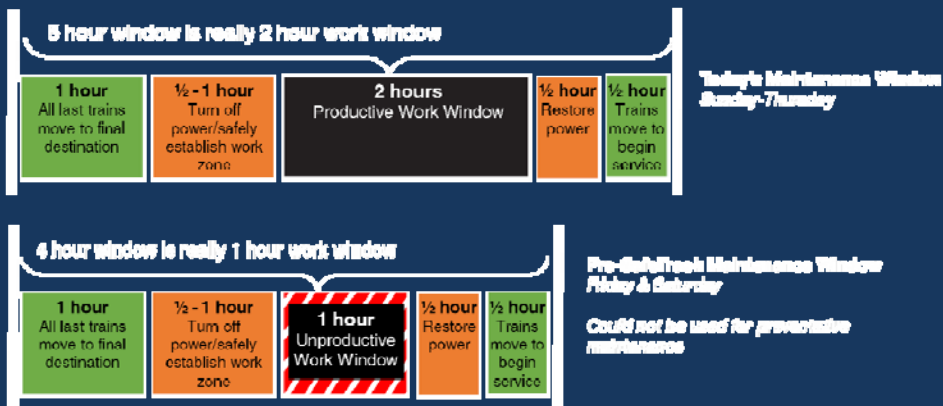
1. Inspection, maintenance and repair of Emergency Trip Stations (ETS)
2. Tunnel lighting replacement
3. Tunnel drains
4. Removal of mud, debris and water
5. Fire extinguishers compliance checks and repair
6. Maintaining emergency egress routes.
7. Torquing
8. Ultrasonic testing of running rails

FTA CAP R-3-23a: Insufficient time for maintenance

Page 61 of 73



## How do we use the time we have?



Page 62 of 73



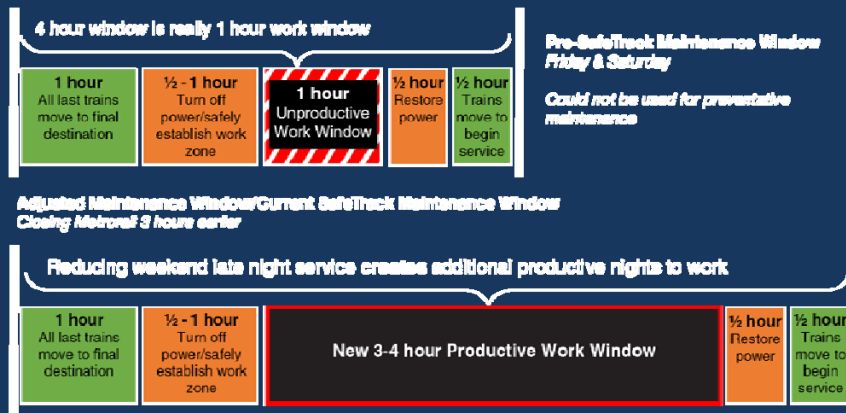
# Efficiency Is Not Enough

- Parallel initiatives
  - Reduce train moves → Max gain 15 min
  - Reduce work area set-up → Max gain 15 min
- Safety trumps Service
  - Current rules are direct result of past experience
  - Changes will take 2-3 years to ensure we stay safe
    - Technology investments
    - Time to implement procedural changes

Page 63 of 73



# How do we get the time needed?



**Weekends need to be part of the solution**

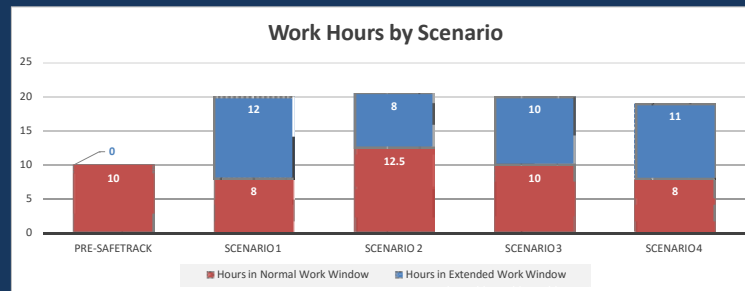
Page 64 of 73





## What are the options?

- Four scenarios have been proposed that:
  - Decrease passenger service by 8 hours (5%)
  - Impacts <1% of ridership
  - Double productive work time, from 10 hours to 20 hours per week
  - Create expanded work windows (>3 hours) for time-intensive work



Page 65 of 73



## What does everyone else do?

- Different properties are different
  - Type of components
  - How they are used
  - Environmental conditions
- Atlanta >> Concrete ties vs wood
- Chicago >> Rebuild vs Maintenance
  - Dan Ryan Line Rebuild closed 10 miles for 5 months
    - Similar to closing Vienna to Clarendon
    - Four miles of 10mph speed restriction prior to closure

Page 66 of 73

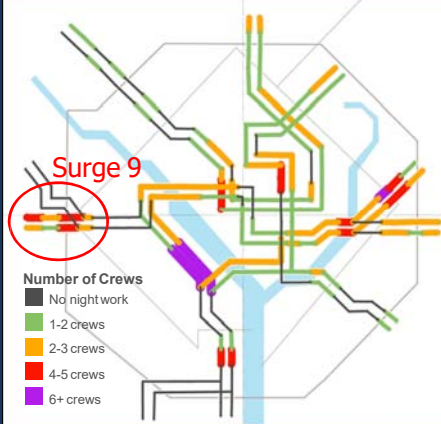


## Why can't we surge instead?

- Volume of work overnight exceeds a surge
  - Avg. night → 57 work crews
  - Surge + Early Outs → 15
- Different needs for access, power and frequency of work

### Night of Sept 7, 2016

- Work on 164 of 234 track miles
- Most outside Surge, after hours



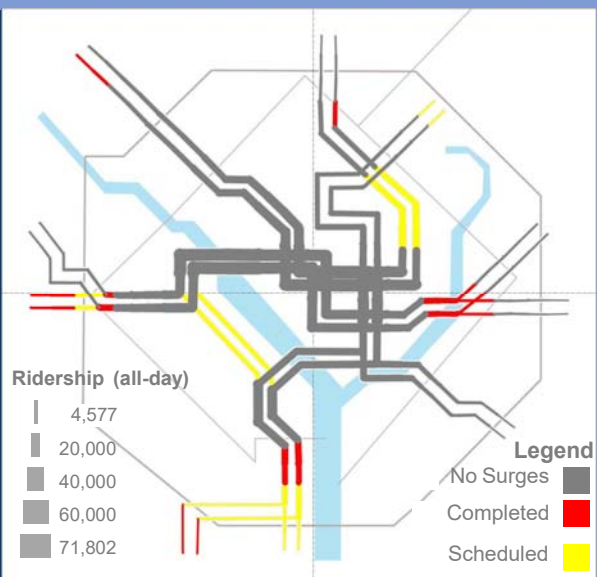
Page 67 of 73



## SafeTrack has not touched Core

Surges in the core would have a much greater impact on the system:

- 20+ min headways
- 85% reduction in service through core



Page 68 of 73



## What would PM surging be like?

- 55 surges, two years, to complete one pass
  - 415 days of surging
  - \$42m of additional support costs
  - Plus additional weekend and late-night single tracking for higher frequency programs
- Ineffective for work crews
- Inefficient for riders
  - Surges reduce capacity beyond the work area
  - Surges in core would dramatically impact the whole system

Page 69 of 73



## How will we know it is working?

- New metric: Infrastructure Availability
  - Miles of track impacted
  - Severity of impact
  - Root cause of delay
  - Trends by location
  - Supplements current OTP metric in Vital Signs
- Riders will experience more reliable service
- Measureable immediately; re-evaluate in two years

Page 70 of 73



## And what if we don't?

- SafeTrack 2.0 will be a matter of time
- Reliability degrades:
  - Significant unplanned service disruptions
- Other urgent safety programs suffer in competition for track time
  - Tunnel Lighting
  - Radio Project

Page 71 of 73



## Pivotal Decision for WMATA

- “Safety trumps Service” led to SafeTrack
- The question now is Service vs. Reliability:
  - Reduce infrastructure-related delays by HALF (10% overall)
  - Impact <1% of trips

Preventive Maintenance, and the time to execute it, is the only way to deliver safe & reliable service and every peer and regulatory review has come to the same conclusion.

Page 72 of 73

## Fixing WMATA, the Nation's Second Busiest Transit System, From Every Direction

*Washington, D.C.'s Metro has many daunting problems, partially because of the unique way it's funded and managed. Its new management team is tasked with fixing all of them.*

BY: [Daniel C. Vock](#) | November 2016

**One cool Friday afternoon** this fall, in the middle of rush hour on the Washington, D.C., Metro system, a third-rail insulator failed, releasing stray electrical current and sending black clouds of smoke up from the tracks at Metro Center, one of the system's busiest stations. Because of the fire, service was suspended on three subway lines -- half the lines in the entire system. Thousands of commuters who had already braced for delays because of scheduled repairs now faced even more harrowing trips home, many of which stretched for hours.

It was an alarming experience, but it was the sort of thing that weary Metro passengers have come to anticipate. Electrical fires are a persistent problem for the Washington Metropolitan Area Transit Authority (WMATA), and the consequences in some cases have been far more serious than chaotic rush hours. The worst came in January 2015, when a smoke-filled train got trapped in a tunnel; one woman died and 91 other people were injured. This March, an eerily similar fire prompted Metro officials to shut down the entire subway system for a day to perform systemwide inspections and repair.

There are more than 100,000 insulators along Metro's tracks, and one of them fails, on average, twice a month. Not all of those incidents are as serious as the one in September, but many are even worse. In 2013, an arcing insulator forced two trains to stop in a tunnel, stranding 250 passengers for an hour, including a woman who was having a seizure. Several passengers defied orders and left one of the trains. They climbed out of the tunnel through a vent shaft that led to an open field, where they were met by a police helicopter. Metro is working to replace old insulators, but it seems it can't move fast enough. Two days after the Friday fire in September, another arcing insulator in the same station interrupted service again.

Fires are only the beginning of Metro's troubles. The 40-year-old system, which is the second busiest subway network in the country after the one in New York, faces not just one crisis, but several. It is trying to upgrade its aging and failing infrastructure; to convince the federal government it is safe to run; to reverse recent ridership declines; to keep better track of how it spends its money; and ultimately, to find a dedicated revenue source so it can plan for its future more than just a few years at a time.

"It's brick-and-mortar stuff, and it's people stuff," says Leif Dormsjo, the director of Washington, D.C.'s transportation department and an alternate on the WMATA board. "A lot of transit agencies are dealing with one or the other. But to be dealing with both, I think that is why WMATA is in such a tough spot right now."

Metro's troubles are unique in some ways, but they are not unfamiliar to those who run transit systems elsewhere in the country. "In a system that is aging like WMATA's, this is the new reality," Dorval Carter, the president of the Chicago Transit Authority (CTA) warned a few months ago. "It is part of what you have to do to properly maintain the system. The Washington, D.C., area got kind of spoiled by the fact that the maintenance that needed to be done wasn't done, but now you're experiencing what other systems around the country are going through."

Single tracking or partial line shutdowns happen on most typical weekends in Chicago. The CTA shut down the southern half of one of its lines for nearly a year to overhaul it. New York City is planning on shutting down a subway tunnel connecting Manhattan and Brooklyn that was damaged by Hurricane Sandy. The project will take a year and a half, leaving the 225,000 riders who take the L line under the East River every day scrambling for new routes. In the San Francisco region, the Bay Area Rapid Transit rail system, which opened a few years before the Washington Metro, also has shut down lines for weekend work, and its riders have encountered unexpected delays because of mechanical failures. After one particularly frustrating experience back in March, an agency spokesman posted a blunt message to riders on its @SFBART Twitter account: "BART was built to transport far fewer people, and much of our system has reached the end of its useful life. This is our reality."

Transit executives who have brought back struggling systems emphasize the need for both time and money to make the turnaround possible. Andy Byford, the CEO of Toronto's transit system, whose subway is slightly larger than Metro's, told his board that he needed five years to turn his agency around. Metro's general manager, Paul Wiedefeld, predicts it will be a year or two before Metro passengers notice improved service.

*Wiedefeld says improvements won't be noticeable for a year or two.*

**Wiedefeld**, who at different times has headed both Baltimore's airport and its transit system, took over at Metro less than a year ago. The search that ended with his hiring had taken more than a year, and it exposed deep divisions on Metro's unwieldy multijurisdictional governing board. Board members from Maryland and the District of Columbia wanted a financial expert; representatives from Virginia and the federal government wanted a more conventional transit executive. The in-fighting and seemingly intractable problems at the agency scared off many candidates. So when the board finally settled on Wiedefeld, the news was a relief. His appointment was roundly cheered.

Wiedefeld vowed to make safety his top priority. The first indication that he meant that as more than just a platitude came when a blizzard hit the capital region in January of 2016. The new Metro executive shut the entire system down for a day. Although not unprecedented, the closure was noteworthy for a system that stayed open even on the day of the 2001 terrorist attacks that hit the Pentagon.

Then Wiedefeld shut down Metro rail service a second time, just two months later. This time, though, the concern was for the safety of Metro's own equipment. A fire on Monday, March 14, had caused extensive rush hour delays. Disturbingly, the fire started in a similar fashion as the one in 2015 that resulted in a fatality. Both were caused by faulty jumper cables, which carry electricity between separated segments of the third rail that powers Metro's trains. The day after the March fire, Wiedefeld took the drastic step of ordering a system shutdown without giving riders even a day's notice. Metro used that closure to inspect 600 jumper cables throughout its system. "When I say safety is our highest priority, I mean it," Wiedefeld said at the time. "That sometimes means making tough, unpopular decisions, and this is one of those, for sure. I fully recognize the hardship this will cause."

Looking back, Wiedefeld says he made the decision, in part, because he couldn't get reliable information about the condition of the other jumper cables. "It wasn't that people weren't trying to give me the information or were hiding the information," he says. "In some cases we just didn't have the information, and I just wasn't comfortable with that."

A few months later, Wiedefeld made clear that the daylong shutdown was just the beginning. He unveiled a plan, called SafeTrack, that seeks to cram three years' worth of track maintenance into a single year. Since June, Metro crews have been using shutdown time on the tracks to replace rails, rail ties, insulators, fasteners, studs, grout pad, power cables, switches and signals. They have welded joints, repaired platform lights, inspected fiber-optic cables, and cleared trash and weeds.

*Expansion beyond the original 100-mile plan, while often popular, has come at the expense of basic maintenance.*

For riders, the program has meant earlier nightly closing times, long delays and fewer customers. Ridership declined during the first three months of SafeTrack by 11 percent compared to a year earlier, a far steeper drop than the 1 percent average in the years since 2010, and something the cash-poor system definitely does not need right now.

Even when the “safety surges” are complete next spring, the subway system will still have a long list of maintenance and repairs left to tackle. Large-scale work, such as fixing a leaky tunnel 200 feet underground near the Dupont Circle station, will still be needed. “We are not back in 1976 [when Metro opened]. We’re a 40-year-old system,” Wiedefeld says. “Track is just one of the issues we have to deal with. We have system issues. We have power issues. We have lighting issues. Those are just ongoing issues that we will have to deal with. But we had slipped so far on one of the primary elements of infrastructure -- on the track -- that we have to do something to get it to a state where we can just maintain it.”

Once SafeTrack is completed, Wiedefeld wants to cut back Metro’s hours for an indefinite time, most likely by reducing late-night service. His goal is to give crews an additional eight hours a week to work on the tracks. It might not sound like a lot, but Wiedefeld hopes the extra time will generate more productivity. Currently, when Metro is closed for five hours a night, workers spend most of their time moving trains back to the rail yards and moving heavy equipment to the areas where it’s needed. Then, they have to move everything out of the way before service starts again in the morning. With all of that activity, a work crew sometimes gets as little as 90 minutes of actual repair time. So an extra hour or two could actually have a big impact, or so Wiedefeld argues.

Shrinking Metro’s schedule, though, has not been an easy sell. It would essentially mean rolling back the subway system’s hours to what they were in 1998. The following year, Metro extended weekend service until 1 a.m. In 2007, it started running weekend trains until 3 a.m. The move was popular with passengers and with restaurants and bars that catered to the D.C. nightlife scene. The longer hours helped revelers stay out later, but they also helped service workers get home after a late night at work. A local business group says scaling back service could cost 2,000 to 4,000 jobs in the District alone, and could reduce sales tax revenues to the city by \$8 million to \$12 million a year.

A group of elected officials from two suburban Maryland counties wrote a letter to Wiedefeld opposing any permanent shortening of hours. They raised the needs of service workers to get home and the public safety benefits of keeping drunken drivers off the road. But they also noted the potential impact on their region’s economy. The letter pointed out that many developments had sprouted up near Metro stations. “For these transit-oriented developments to reach their potential,” they wrote, “the transit ... cannot just be a commuter system to get workers to and from office buildings for 9-5 jobs, but a ‘lifestyle system’ that allows for reliable transportation for recreation and nontraditional work hours.”

Dormsjo, the District’s transportation director, also questions the need for so much closure time. Wiedefeld wants Metro to be closed 41 hours a week, which is more than similar agencies in San Francisco (34 hours), Atlanta (30), Boston (28) and Los Angeles (22.5). “What is the state of WMATA’s track and rail infrastructure that necessitates much more overnight maintenance activity than not only other big city subway systems, but subway systems built in the same era?” Dormsjo asks, pointing to the systems in Atlanta and San Francisco. “They have similar technology. They have similar rail cars. They have similar operating requirements.”

*Earlier closing times and long delays have meant fewer customers.*

**The debate over service hours** offers a glimpse into the one factor that makes Metro different from all of its urban transit counterparts: management by a hodgepodge of competing jurisdictions that

have been far more interested in expanding the system than in spending money on routine maintenance.

Metro was conceived in large part as a way to get federal workers from the Maryland and Virginia suburbs to their jobs in the District. That is still a core responsibility. But the system has expanded to 91 stations and 116 miles of track (with another extension to Virginia's Dulles International Airport under construction). In the process, it has become the region's best catalyst for economic development. Currently, 93 percent of all office space being developed in the Washington metro area is within a half-mile of a Metro station, and the overwhelming majority of it is even closer. If you fly over the area, you can identify Metro stops just by the clusters of high-rise buildings.

The new offices, condominiums, sports stadiums, retail developments, transit hubs, restaurants and bars have attracted a more diverse ridership to Metro from Maryland, Virginia and D.C. However, each of those jurisdictions has its own priorities, and Metro -- which unlike all of the nation's other large systems doesn't have its own dedicated funding source -- relies on all of its member jurisdictions to chip in every year to keep the trains running.

*Ninety-three percent of office space being developed in the Washington area is within a half mile of a Metro station.*

Expansion, or the promise of expansion, is often the best way to keep everybody happy. Economic development is a far easier sell than repairing dysfunctional insulators. But all that growth has taken its toll on the invisible infrastructure that keeps Metro trains running. "In 1998," Wiedefeld says, "we had 25 percent more time to do maintenance than we did pre-SafeTrack. We've increased the system by 20 percent. We've added 40 more miles of track. We've added 15 percent more stations. We've basically added 65 percent more usage, by running cars more often. We've gone from two- and four-car [trains] to six- to eight-car [trains], so you're adding that much more weight. All of those things are driving to the conditions we've gotten to."

The tension between growth and maintenance, of course, is not new. It has been a recurring issue at Metro for decades. Metro's safety record -- which has long been criticized by safety inspectors -- came under especially heavy scrutiny after two of its trains collided in June 2009, killing nine people, including one of the operators. In its investigation of the crash, the National Transportation Safety Board determined that the immediate cause of the accident was a faulty circuit in the system that controls the trains. But a contributing factor, the investigators said, was the longtime "lack of a safety culture" at Metro.

The devastating accident and the damning conclusions led to major changes at the agency. Wiedefeld's predecessor, Richard Sarles, launched a five-year effort to fix up the subway system's dilapidated infrastructure. Congress pledged to spend \$1.5 billion over a decade on capital improvements, with Metro's local jurisdictions matching that money. The money helped Metro start replacing older subway cars, like those in the crash, that were part of its original fleet. It also paid for more track improvements. That work required reduced service on nights and weekends, and WMATA's ridership, which had been steadily increasing for years, began seeing declines. Still, it seemed that Metro's fortunes were improving.

Then, just days before Sarles stepped down, came the disaster of the smoke-filled train and another passenger death. To make matters worse, the accident exposed how ill-prepared Metro was for an emergency. A smoke detector failed to alert Metro's control center of the smoke in the tunnel. Dispatchers failed to stop all the trains in the system once they heard reports of smoke, and then were unable to move the smoke-filled trains for more than half an hour. Train operators didn't know how to turn off the onboard fans that were bringing smoke from outside into their cars. First responders didn't know where to go when they arrived on the scene, and the fire department's radios didn't work in the tunnel. The safety turnaround that so many people thought was taking place at Metro seemed not to have taken place at all.



“What the heck was going on from 2010 to 2015?” asks Dormsjo. “Where did all that time and money go? The customers have been experiencing a lot of service outages for repairs, so what was going on? The management has been a little circumspect about that, other than to say the low-hanging fruit was being plucked.”

If six years of service disruptions failed to improve much at the agency, there’s real reason to question whether a year of safety surges and indefinite early closures will do the trick.

*Under SafeTrack, crews are attempting to do three years' worth of maintenance in a single year.*

**But is the fundamental issue** sloppy maintenance practices, or is Metro’s dysfunction ultimately a question of money and governance?

“This region was not making the investment that WMATA needed going back 15 to 20 years. Now we’re paying for it,” says Chuck Bean, executive director of the Metropolitan Washington Council of Governments. Bean is hopeful that Wiedefeld can provide the needed management changes, and the board members can focus on regional needs rather than parochial issues. Then Metro can generate support for new funding by emphasizing its role in economic development and improving residents’ quality of life. “Funding Metro will be seen as a good return on investment,” he says.

Christopher Zimmerman, a former Metro board chair, is less optimistic. He says the agency repeatedly asked its participating jurisdictions for money to fund upkeep and improvements that would make its operations run more smoothly. But local officials balked at the price. Years ago, after Metro completed building its original 100-mile plan, the jurisdictions objected to making the improvements necessary for Metro to preserve its share of commuters over the next few decades. “There was never a clear intention to even maintain the share of Metro in the region with growth, and there are consequences to that,” Zimmerman says. “These are the consequences. The biggest problem we have as a region is that we want the easy way out, so we are forever blaming whoever is the general manager now. Our real problems aren’t there. They’re shared by lots of people in the region, ultimately everyone in the region.”

Citizens and elected officials often hear about Metro’s problems and then decide that the system shouldn’t get more money until it gets its act together. Zimmerman doesn’t buy that. “It’s like not giving the patient any medicine until they get better,” he says.

“It’s the disconnect between the service we all say we want,” he adds, and the “political will to pay for something.”

This article was printed from: <http://www.governing.com/topics/transportation-infrastructure/gov-wmata-transit-problems.html>



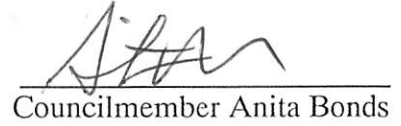
Chairman Phil Mendelson




Councilmember Jack Evans



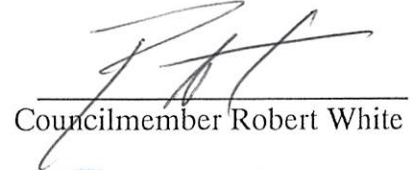
Councilmember David Grosso



Councilmember Anita Bonds



Councilmember Elissa Silverman



Councilmember Robert White



Councilmember Brianne Nadeau



Councilmember Mary Cheh



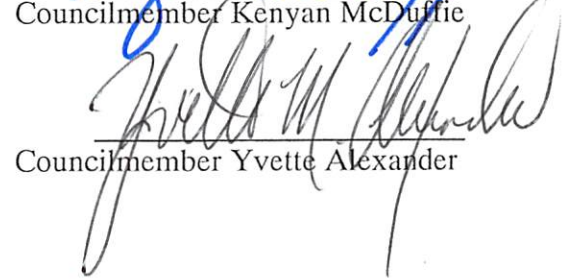
Councilmember Brandon Todd



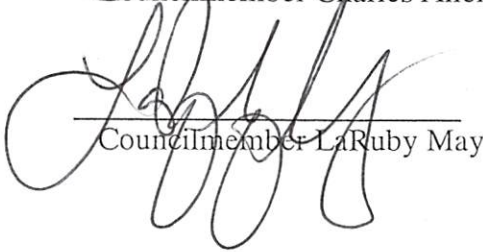
Councilmember Kenyan McDuffie



Councilmember Charles Allen



Councilmember Yvette Alexander



Councilmember LaRuby May

1

2

A PROPOSED RESOLUTION

3

4

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

5

6

To declare the existence of an emergency with respect to the need to declare a sense of the Council on maintaining late-night service hours on Metrorail.

7

8

9

RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution

10

may be cited as the "Sense of the Council in Support of Late Night Metrorail Service Hours

11

Emergency Declaration Resolution of 2016".

12           Sec. 2. (a) The Washington Metropolitan Area Transit Authority's ("WMATA")  
13 Metrorail system is a critical transportation network that connects the entire national capital  
14 region.

15           (b) The region is highly dependent on the hospitality and service industries for  
16 employment, attracting new residents and visitors, and tax revenue.

17           (c) Workers, many of whom work late-night hours, as well as patrons, of hotels,  
18 restaurants, and other establishments that stay open late, rely on the Metrorail system for late-  
19 night service hours.

20           (d) Other major cities, such as London, are moving towards longer and later service  
21 hours to ensure late-night connections between communities and employment centers.

22           (e) It is vital that transit by the Metrorail, which continues to be a safer alternative to  
23 driving, particularly at night when drivers are fatigued and the risk of drunk driving is greatest,  
24 continues to operate to meet the needs of its riders.

25           (f) The WMATA Board of Directors will be holding a public hearing and receiving  
26 comment on October 20, 2016. It is important that the Sense of the Council in Support of Late  
27 Night Metrorail Service Hours Emergency Resolution of 2016 be transmitted to the Board of  
28 Directors as soon as possible.

29           Sec. 3. The Council of the District of Columbia determines that the circumstances  
30 enumerated in section 2 constitute emergency circumstances making it necessary that the Sense  
31 of the Council in Support of Late Night Metrorail Service Hours Emergency Resolution be  
32 adopted on an emergency basis.

33           Sec. 4. This resolution shall take effect immediately.



# CITY OF FALLS CHURCH

---

October 31, 2016

Paul Wiedefeld  
General Manager and Chief Executive Officer  
Washington Metropolitan Area Transit Authority (WMATA)  
600 fifth Street, NW  
Washington, DC 20001

Re: Metrorail Hours of Service

Dear Mr. Wiedefeld:

I wanted to note that the City continues to value transit, both rail and bus services, for our citizens and businesses. As you work through safety and reliability challenges we note that we are monitoring the proposed hours of service changes and are in general agreement with the sentiments expressed in the Northern Virginia Transportation Commission's (NVTC) October 11, 2016 on this matter.

Transit has a strong positive impact on economic development for our City, as well as the region, and accessibility to jobs is a critical link especially during rush hour periods. We ask that you keep this factor in mind in the near and long-term service proposals.

We look forward to working with you on these matters during the near term on safety issues and as the situation continues to develop toward attaining long-term reliability and sustainability of the system.

Sincerely,

David Snyder, City of Falls Church Council member

Cc: City of Falls Church Council  
Wyatt Shields, City Manager

Attachment: NVTC October 11, 2016 Correspondence



October 11, 2016

**Chairman**  
Hon. Jay Fiset

**Vice Chairman**  
Hon. Jeffrey C. McKay

**Secretary/Treasurer**  
Hon. Paul C. Smedberg

**City of Alexandria**  
Hon. Timothy B. Lovain  
Hon. Paul C. Smedberg

**Arlington County**  
Hon. Katie Cristol  
Hon. Christian Dorsey  
Hon. Jay Fiset

**Fairfax County**  
Hon. Sharon Bulova  
Hon. John C. Cook  
Hon. John W. Foust  
Hon. Catherine M. Hudgins  
Hon. Jeffrey C. McKay

**City of Fairfax**  
Hon. Jeffrey C. Greenfield

**City of Falls Church**  
Hon. David F. Snyder

**Loudoun County**  
Hon. Matthew F. Letourneau  
Hon. Ron A. Meyer

**Commonwealth of Virginia**  
Hon. Jim Corcoran

**Virginia General Assembly**  
Sen. Adam Ebbin  
Sen. Jennifer Wexton  
Del. David Albo  
Del. David LaRock  
Del. James LeMunyon  
Del. J. Randall Minchew

**Acting Executive Director**  
Katherine A. Mattice

Paul Wiedefeld  
General Manager and Chief Executive Officer  
Washington Metropolitan Area Transit Authority (WMATA)  
600 Fifth Street, NW  
Washington, D.C. 20001

Re: Metrorail Hours of Service

Dear Mr. Wiedefeld:

WMATA's proposal to end late-night weekend service and curtail standard service on Sundays has raised concerns about the potential long-term consequences such changes would have on Northern Virginia's jurisdictions, residents and businesses. On behalf of the Northern Virginia Transportation Commission, I am requesting that WMATA consider these concerns as it seeks to establish permanent hours of operation following the completion of SafeTrack.

NVRTC both recognizes the importance of and appreciates the intent behind your proposal to modify Metrorail's service hours. We agree that state of good repair should be a priority, as lapses jeopardize the safety of crew and passengers. It is our hope that WMATA will be able to strike an appropriate balance between the need for late-night weekend service and ongoing rail maintenance.

Metrorail is vital to Northern Virginia's economy. Roughly 80,000 jobs are within a quarter-mile of the 25 Metrorail stations west of the Potomac River. Many of these jobs are in the food-and-beverage, hospitality, and tourism industries, which would experience the greatest impact from curtailed service. It is no surprise, for example, that Arlington tops all counties in the Commonwealth in the amount of tax revenues generated from tourism. Visitors depend on the County's 11 Metrorail stations to provide easy access to other parts of the metropolitan region, as do many of the 26,000 individuals working in Arlington's tourism industry. In Alexandria, also home to a significant hospitality and tourism industry, access to Metro and other public transportation was cited by 46.4 percent of visitors as one of the attributes contributing to their decision to stay in the city, according to a recent survey.

Restaurants, bars and clubs in Northern Virginia attract customers from throughout the metropolitan region, many of whom travel by Metro. Conversely, residents of NVTC's jurisdictions frequent bars, clubs and sporting event venues in the District of Columbia, many of which close after the last train of the evening has departed under Metro's proposed scenarios. Metrorail's late-night service allows revelers and fans to travel home in a safe and responsible manner. Termination of such service could lead some to make less responsible travel choices.

WMATA's plan to provide Metrobus service in place of Metrorail may be an effective option, but we need to be assured that this service will be a reliable and convenient alternative to Metrorail services. Further, NVTC and its jurisdictions which subsidize Metrorail, need to be provided a true understanding of the cost implications of substituting bus for rail under WMATA's proposal.

I wish to make one other important point. Tens of thousands of our constituents rely on Metro to get to and from their jobs during rush hours. There have already been significant disruptions to this service. We request that in the future you consider these disruptions as well, consistent with the need to upgrade the safety of the system.

There is little doubt that the success of Northern Virginia's economy is tied to the success of Metrorail. First and foremost, it is in the interest of both NVTC and WMATA to ensure that Metrorail is able to transport passengers safely and reliably. It also is in the interest of both agencies to ensure that Metrorail continues to provide service that allows our businesses to thrive, as the tax revenues they generate support our jurisdictions' Metrorail subsidies.

Sincerely,



Jay Esette  
Chairman



Paul Wiedefeld  
Metro General Manager and Chief Executive Officer  
600 Fifth Street, NW  
Washington, DC 20001

September 1, 2016

Dear Mr. Wiedefeld:

We write today regarding your recent proposal to permanently end extended late-night service on weekends and curtail standard service on Sunday evenings. As elected officials from Montgomery County and Prince George's County in Maryland, we are extremely concerned about the long-term effect of the service changes you have proposed.

We appreciate the dramatic measures you have taken since arriving at the Washington Metropolitan Area Transit Authority ("WMATA") to make the system safer and, in the long run, improve service. From the mid-week system-wide closure to SafeTrack, you have brought a seriousness of purpose that has been sorely lacking at WMATA. Your effort to both repair and improve the system will undoubtedly restore trust with the traveling public. We recognize how difficult these tasks are with limited funding, an aging system, and many other constraints.

Many of us have accepted your actions as tough but necessary medicine for the system. Despite that, we would urge you to reconsider your recent proposal to permanently end late-night weekend hours and standard Sunday service. We have several concerns with the proposal.

**First and foremost, many people who work late-night shifts rely on Metro to travel home after work.** This service reduction will make it that much more difficult for working people to get to and from their jobs. The change will definitely affect service industry workers who use late-night weekend trains. But the cessation of standard service on Sundays after 10pm will capture an even greater share of service industry workers who will no longer be able to use mass transit to get home.

**Second, there is a significant public safety risk to reducing Metro service hours.** Clubs and bars in the District of Columbia are open until 2 a.m. and many of our constituents and others rely on Metro to travel safely and responsibly home on the weekends. Unfortunately, a reduction in hours may lead some to make less responsible choices.

**Third, for years Metro has strongly encouraged development around Metro stations.** Metro has had a "build it and they will ride" attitude. Our jurisdictions have followed Metro's lead and also prioritized development around Metro stations. But for these transit-oriented developments ("TOD") to reach their potential, the transit in TOD cannot just be a "commuter system" to get workers to and from office buildings for 9-5 jobs, but a "lifestyle system" that allows for reliable transportation for recreation and non-traditional work hours. For years, Metro has been difficult to ride on nights and weekends because of necessary maintenance. That is the price our community has had to pay to restore the system. But your proposed policy change takes this even further and may lead to a sharp plummet in weekend ridership. We cannot expect people to fill the mixed use developments around Metro if it is no more convenient than living in other, less costly communities.

It has been stated that ridesharing applications like Uber and Lyft mean that Metro is no longer necessary for late-night weekend or standard Sunday service. But as expensive as Metrorail is—and it

is one of the most expensive transit systems in the country—it is still more affordable for many people than ridersharing services, particularly for those traveling from the District out to our counties. Moreover, some officials have pointed to low late-night ridership numbers as a justification for this change. But just as we accept massive inconvenience to improve safety through disruptive maintenance, should we not also accept the need for service for the same reason? How many additional drunk drivers on the road are too many? In addition, we are in danger of facing a downward spiral when it comes to late-night ridership. Just as total Metro ridership is in decline due to poor service—and as you know, similar systems around the country have seen increased ridership over the same period of Metro’s decline—late night service is declining for the same reason. Just as Metro expects total ridership to increase as the system improves, the same will be true of late night service.

**We respectfully ask you to reconsider your proposal.** Perhaps there are alternative options that can maintain late-night weekend and standard Sunday night service such as temporary spot closures (the entire system cannot be worked on at once); express service that skips some stations and single tracks around maintenance areas; or focusing service on an outbound basis after a certain hour. None of these suggestions are an ideal solution, and we do not explicitly endorse any of them, but all are preferable to a permanent end to late-night weekend service and standard Sunday service. While we are comfortable with suspending or limiting late-night service during SafeTrack and future maintenance periods, no decisions should be made about permanently scaling back this service until after SafeTrack is complete.

We will also be sharing our concerns with the Maryland Governor’s Office, Maryland Secretary of Transportation, and Maryland Board Members, as we recognize that they are our liaison to you. Thank you for your consideration of our concerns.

Sincerely,

Senators

Joanne Benson  
Ulysses Currie  
Cheryl Kagan  
Susan Lee  
Roger Manno  
Jamie Raskin

Delegates

Ben Barnes  
Darryl Barnes  
Erek Barron  
Bonnie Cullison  
Diana Fennell  
David Fraser-Hidalgo  
Tawanna Gaines  
Tony Knotts  
Marc Korman  
Ben Kramer  
Eric Luedtke  
Aruna Miller  
David Moon  
Marice Morales



Joseline Pena-Melnyk  
Andrew Platt  
Kirill Reznik  
Shane Robinson  
Carlo Sanchez  
Will Smith  
Jimmy Tarlau  
Ana Sol Gutierrez  
Kris Valderrama  
Alonzo Washington

Montgomery County Councilmembers

Marc Elrich  
Tom Hucker  
Nancy Navarro  
Hans Riemer

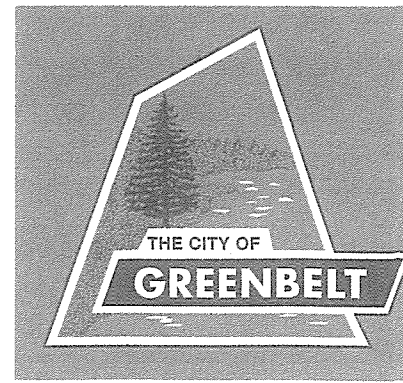
Municipal Officials

Rockville Mayor Bridget Donnell Newton  
Takoma Park Mayor Kate Stewart  
Rockville Councilmember Julie Palakovich Carr  
Rockville Councilmember Beryl L. Feinberg  
Takoma Park Councilmember Rizzy Qureshi  
Takoma Park Councilmember Jarrett Smith  
Maryland Black Mayors, Inc

CC: Governor Larry Hogan  
Secretary Peter Rahn, Maryland Department of Transportation  
Assistant Secretary Kevin Reigrut, Maryland Department of Transportation  
Director K. Jane Williams, Washington Suburban Transit Commission  
Chairman Jack Evans, WMATA Board of Directors  
First Vice Chair Keturah Harley, WMATA Board of Directors  
Director Michael Goldman, WMATA Board of Directors  
Alternate Director Kathryn Porter, WMATA Board of Directors  
Alternative Director Malcolm Augustine, WMATA Board of Directors

# CITY OF GREENBELT

25 CRESCENT ROAD, GREENBELT, MD. 20770-1886



October 25, 2016

Mr. Jack Evans, Chair  
WMATA Board of Directors  
Washington Metropolitan Area Transit Authority  
600 5th Street, NW  
Washington, DC 20001

**CITY COUNCIL**  
Emmett V. Jordan, Mayor  
Judith F. Davis, Mayor Pro Tem  
Konrad E. Herling  
Leta M. Mach  
Silke I. Pope  
Edward V.J. Putens  
Rodney M. Roberts

Re: Proposed changes to operating hours

Dear Mr. Evans:

The Greenbelt City Council joins many other governing bodies in the Washington region in expressing serious concern about the proposal to permanently reduce Metrorail operating hours. Metrorail and Metrobus are vital services to a thriving, vibrant Washington, D.C. metropolitan region.

Reliable, safe and efficient mass transit contributes immensely to a healthy regional economy. It provides transportation to not just rush-hour commuters, but also people who work the night and early morning shifts. It is necessary for the tourist, cultural and athletic events which are a major part of our community.

We understand the challenges facing WMATA in returning the system to a "state of good repair" and we support whatever means are necessary in the short term to achieve this goal, however, we urge a long-term view be taken. A limited transit system will hinder the entire region. Additional approaches to dealing with the maintenance issue should be explored before settling for one of the four options before you. At this time, we are opposed to the permanent curtailment of late night service.

The Greenbelt City Council appreciates the opportunity to comment on this issue.

Sincerely,

Emmett V. Jordan  
Mayor

A NATIONAL HISTORIC LANDMARK

(301) 474-8000 FAX: (301) 441-8248 November 2016 COG Board Packet 108

[www.greenbeltmd.gov](http://www.greenbeltmd.gov)



/amb

cc: City Council

Rushern L. Baker, III, Prince George's County Executive

Derrick Davis, Chair, Prince George's County Council

Todd Turner, Prince George's County Council

Cheryl Jewitt, Mayor, Town of Berwyn Heights

Patrick Wojahn, Mayor, City of College Park

Andrew Hanko, City of New Carrollton

Malcolm Augustine, WMATA Board of Directors

Celia Craze, Director of Planning & Community Development

Terri Hruby, Assistant Planning Director

David Moran, Assistant City Manager

# **AGENDA ITEM #12**

## **OTHER BUSINESS**

# **AGENDA ITEM #13**

## **ADJOURN**