



February 14, 2019

Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
1350 Pennsylvania Avenue, N.W.  
Washington D.C. 20004

Dear Chairman Mendelson,

Enclosed are the responses to the Committee of the Whole performance oversight hearing preliminary questions for the Metropolitan Washington Council of Governments. I look forward to the opportunity to meet with the Committee on February 21<sup>st</sup>.

If you have any questions or need further information please let me know.

Sincerely,

A handwritten signature in black ink that reads 'Chuck Bean'.

Chuck Bean  
Executive Director

The Metropolitan Washington Council of Governments (COG) is a membership organization of local elected officials from the District of Columbia and 24 other area jurisdictions in Maryland and Virginia. The region's state and federal elected delegations also are members of COG. Three independent policy boards direct the Council's work, including the COG Board of Directors, the National Capital Region Transportation Planning Board (TPB) – which is the federally-designated Metropolitan Planning Organization – and the Metropolitan Washington Air Quality Committee (MWAQC), which prepares the region's air quality plans to comply with federal law. COG's work is funded by government grants, membership dues and private foundations. (NB: The Council of Governments could not supply information on questions directed specifically to city agencies and therefore answered with "not applicable.")

1. The COG's organizational chart is attached. We currently have 121 FTE's and 6 vacancies.
2. Not applicable.
3. Payments to the Metropolitan Washington Council of Governments from the District of Columbia for Fiscal Year October 1, 2018 – September 30, 2019 (estimates) are listed below.

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| COG Membership Dues | \$542,100 |
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DC's share of membership contributions to COG, allocated on a per capita fee basis. Provides match funds to leverage federal and other resources that support transportation planning, air quality monitoring, and other regional programs. Also supports regional priorities that do not have other sources of funding (health, housing and others). Provides the structure, facilities, and staffing to initiate and support regional planning and collaboration, and member services such as cooperative purchasing.

Transportation Planning Programs

|                                      |        |             |
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| Unified Planning Work Program (UPWP) | DC DOT | \$3,058,300 |
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DC's share of regional transportation planning funds under the federally designated regional metropolitan planning organization, the Transportation Planning Board, for planning activities that ensure the flow of federal transportation funds to local, regional and state transportation agencies. Funding is 90% federal.

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| Commuter Connections (CCWP) | DC DOT | \$512,300 |
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DC's share of funding for a regional program designed to promote alternatives to single occupancy driving. Includes programs and services such as ridesharing, guaranteed ride home, promotion of public transit, and events such as "Bike to Work Day" and "Car Free Day" that are designed to ease traffic congestion and reduce vehicle emissions. Funding is 80% federal.

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| Street Smart Safety Education Campaign | DC DOT | \$200,000 |
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DC's share of funding for a regional public education, awareness and behavioral change campaign responding to the challenges of pedestrian and bicycle safety. Funding is 50% federal.

Homeland Security and Public Safety

Homeland Security Executive Committee (HSEC) and Regional Homeland Security Support and Staffing DC HSEMA \$1,812,900  
DC HSEMA, in its role as State Administrative Agency (SAA) for regional homeland security funding under the DHS/FEMA Urban Areas Security Initiative (UASI), provides funding to COG for research, information, and materials to support regional homeland security. This includes security threat prevention priorities, regional decision-making, regional agreements and policies, planning, and other related activities to support all regional subject matter expert committees such as police, fire, emergency managers, health officials, emergency transportation, interoperable communications, 9-1-1 directors, water and energy security, and other cross-cutting programs. Funding is 100% federal.

Homeland Security Projects DC HSEMA \$2,435,100  
Provides financial and procurement management and subject matter expertise for homeland security consulting services, equipment purchases, training and exercise projects on behalf of the region and DC, when requested by DC HSEMA as SAA. Funding is 100% federal.

Police Special Activities MPD \$1,475  
Contribution for special activity funds, SWAT training fund, and Problem Management and Recording System (PMARS).

Fire, Health, & Safety Symposium DC Fire & EMS \$1,000  
Registration for the 2019 Fire, Health and Safety Symposium which offers seminars, continuing educational credits, and the opportunity to network with other regional and national professionals.

Environmental Programs

Metropolitan Washington Air Quality Committee DC DOEE \$22,400  
DC's share of funding for the regional air quality planning program under the regional body certified under the Clean Air Act to carry out these functions for the Washington metropolitan region. Supports DC and state air and transportation agencies and local environmental departments in developing plans and documentation for meeting Clean Air Act requirements for public health protection, and supports local actions to improve air quality. Establishes limits on emissions from transportation sources used by the Transportation Planning Board (air quality conformity).

Clean Air Partners DC DOEE \$56,700  
DC's share of funding that supports a public-private partnership operating through COG. Clean Air Partners works to improve the health and quality of life of residents in the Washington metropolitan area in collaboration with the Baltimore Metropolitan Council. The partnership educates the public and businesses about health risks associated with poor air quality and encourages simple actions to protect public health.

|  |                  |             |
|--|------------------|-------------|
| Regional Environmental Fund  | DC DOEE &<br>DPW | \$96,500    |
| DC's share of funding for the regional program established in 1988 to support COG's climate, energy, solid waste and recycling, urban forestry, and other environmental programs under the auspices of COG's Climate, Energy and Environment Policy Committee (CEEPC) and supporting technical committees. Includes establishment of regional climate and energy goals, strategies to facilitate deployment of renewable energy, and technology solutions to reduce greenhouse gas emissions and save energy.          |                  |             |
| Anacostia Watershed Restoration Program  | DC DOEE          | \$105,000   |
| DC's share of funding for the Anacostia Watershed Restoration Agreement, entered into by DC, Maryland, Montgomery County and Prince George's County, in collaboration with federal and regional agencies and non-profit organizations. Funding supports COG's work to facilitate the restoration of the river and its tributaries through application of best practices and advanced stormwater management techniques. Also provides decision support to the Anacostia Watershed Steering Committee and subcommittees. |                  |             |
| Monitoring for Trash in District Waters  | DC DOEE          | \$32,000    |
| Contract with COG to conduct monitoring for trash along waterbodies located in DC. Data is used to support analysis and development of trash reduction strategies and policies.  |                  |             |
| Stream Restoration Monitoring  | DC DOEE          | \$56,700    |
| Contract with COG to monitor and document areas of river bank instability so DC DOEE can address stream restoration needs and results. Funding is 100% federal.  |                  |             |
| Total Estimate for DC Fiscal Year 2019   |                  | \$8,932,475 |

4.
  - A. There were no investigations, studies, audits, or reports affecting the District at any time in 2018 or 2019.
  - B. There are no ongoing investigations, audits, or reports affecting the District.

5. Benefits to the District of Columbia in being a member of MWCOG include:

COG is the go-to forum, a hub of expert analysis, data, plans, and strategies helping practitioners be more effective and efficient in their home jurisdictions. Every month, over 1,500 officials and experts come to COG to share best practices and promote regional coordination. There is no place like COG for this level of coordination in our region. Elected officials, senior member jurisdiction staff, and planners alike convene at COG to tackle issues that affect DC and our region as a whole. Being a member of COG ensures that the city's point of view is heard and your leadership is at the table. COG membership enables access to more than 130 in-house experts on a range of technical fields in transportation, the environment, land use, housing, public safety, and more. COG expertise saves members money through research, consultants, regional analysis, and publications.

### Transportation:

COG is home to the region's Metropolitan Planning Organization or MPO. COG staffs the National Capital Region Transportation Planning Board or TPB, one of over 300 MPOs in the country. The TPB is charged with reviewing plans and programs that seek federal transportation funding. In addition to coordinating transportation across a multijurisdictional region, the TPB is the hub for expert analysis and regional plans. DC's engagement with the TPB – staffed by COG, has been critical to receiving Federal Transportation funding.

The Transportation Improvement Program (TIP) is a 6-year financial program that describes the schedule for obligating federal funds to state and local projects. The TIP contains funding information for all modes of transportation including highways and HOV as well as transit capital and operating costs. State, regional and local transportation agencies update the program every two years to reflect priority projects in the Visualize 2045 long-range plan. The District of Columbia will receive over \$2 billion in funding in the 2019 – 2024 plan.

The Transportation Alternatives Set-Aside Program (formerly just the Transportation Alternatives Program or TAP) allocates federal reimbursable aid for capital improvements considered alternative to traditional highway construction. The TPB works with the District of Columbia, Maryland, and Virginia to coordinate each state's application process in the region. In 2018 and 2019, DC received nine grants totaling \$2,340,000.

The Transportation Land Use Connections Program (TLC) is funded with TPB planning funds to provides short-term consultant services to local jurisdictions for small planning projects that promote mixed-use walkable communities and support a variety of transportation alternatives. In 2018-2019 the District received \$120,000 for consultant services.

The Federal Transit Administration's (FTA's) Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310) provides funding for transportation for people with disabilities and older adults who have difficulty using public transit or need improved access to it. COG is the Designated Recipient for this program for the Washington DC-VA-MD Urbanized Area. In FY18 and FY 19, programming in the District totaled \$1,173,194.

Furthermore, COG recently completed a Transportation Investment Generating Economic Recovery (TIGER) grant totaling more than \$50 million to make physical infrastructure improvements for bus transit in the region. Six of the projects were in DC totaling \$16.5 million.

The Street Smart campaign has made over 150 million media impressions, aired by 15 partner radio stations and through Metrorail and Bus ads. This campaign continues to highlight the ongoing need for pedestrian and cyclist safety. For 40 years, COG's Commuter Connections, has helped area workers get to their jobs more efficiently through car and van pools, offering the citizens of our region a better way to work and a guaranteed ride home.

### Environment:

COG's work engages leaders in various environmental fields from water quality experts to urban foresters. COG and its member governments play key roles in planning and outreach to reduce air pollution. COG supports ongoing efforts to ensure a safe water supply and to revitalize local waterways through wastewater and stormwater planning. It promotes energy conservation, alternative energy sources, and green building and fleet policies to help reduce regional greenhouse

gas emissions. COG also promotes recycling and supports efforts to enhance and preserve forestry resources and agriculture.

COG's Water Resources Program assists local government members, and affiliated wastewater treatment and drinking water utilities, with protecting, restoring, and conserving these resources. The program also helps them address the policy and technical implications of various state and federal initiatives that have water quality and water resource implications for the region. COG's Regional Water Quality Management Program (RWQM) addresses a wide range of technical and policy issues that affect the tidal estuary portion of the Upper Potomac River and its tributaries, and that may have implications for the region's water quality and water resources. The Community Engagement Campaign, a partnership between COG and the region's water and wastewater utilities accomplishes several efforts, including regional Drug Take Back campaigns and the Protect Your Pipes Campaign. As part of the TapIt Program, people can fill up their water bottle with tap water at hundreds of locations across the region, reducing waste from plastic bottles.

COG, through the Metropolitan Washington Air Quality Committee (MWAQC), coordinates regional air quality planning activities, reviews policies, resolves policy differences, and adopts air quality plans for transmittal to the District of Columbia, Maryland, and Virginia. MWAQC members include area elected officials, environmental directors, and state air management and transportation officials. COG has also been providing regional air quality forecasts since the 1970s, and its Clean Air Partners program educates people on ways to reduce air pollution and protect their health.

COG's Climate and Energy Program is one of the nation's first initiatives to address heat-trapping emissions on a regional level. The program provides a roadmap and tools to communities seeking more sustainable options for growth and development. Communities in the region are implementing renewable energy, energy efficiency, purchasing green power, facilitating electric vehicle adoption, and other programs to help reduce greenhouse gas emissions. The region has met its 2012 goal to reduce greenhouse gas emissions back down to 2005 levels. COG will continue to work with its regional partners to meet the 2020 goal of 20 percent below 2005 level.

Go Recycle campaign educates the public about the benefits of recycling, particularly in the workplace. It creates a regional impact that would be impossible for a single jurisdiction to achieve by promoting recycling on its own.

COG's Urban Forestry Program is one of planning and planting, actively enhancing the preservation of forestry resources in the region through projects and workshops with member governments policies and programs in cooperation with federal, state, and local forestry program partners. Through regional forest cover analysis, the program examines gaps in the forest canopy and forest habitat to target areas for reforestation and enhancement.

COG's Green Infrastructure Program examines regional green space and open space land cover types from urban pocket parks to urban agriculture; from small forest plots to large forestlands, meadow and farmland tracts. COG produced the first comprehensive regional green infrastructure land cover maps in 2004 using 1999/2000 Landsat imagery and produced an update in 2013 using 2011 imagery.

COG's Regional Agricultural Initiative seeks to provide information on the current and historical state of agriculture in metropolitan Washington, and to create a regional agriculture network to link farmers, consumers, and policymakers.

### Homeland Security and Public Safety

COG brings police chiefs, fire chiefs, emergency managers, and other leaders together as part of its work to strengthen regional public safety coordination, homeland security planning, and emergency communication.

COG has played a key role to significantly increase the region's ability to protect against, prepare for, and respond to natural, manmade, and terrorist-related threats. COG helps strengthen regional homeland security and emergency preparedness through:

- Coordination of regional priority setting
- Facilitating regional mutual aid and other public safety agreements
- Supporting emergency communication and coordination
- Providing decision support through leveraging subject-matter experts
- Facilitating emergency training and exercises and after-action assessments
- Directly administering approximately 20 grants to strengthen the region's emergency preparedness
- Supporting the National Capital Region Homeland Security Executive Committee (HSEC)

Throughout its history, COG has championed public safety planning and coordination, such as its ongoing support of regional mutual aid agreements. These cooperative agreements allow police, fire, and other emergency resources to be shared across jurisdictional borders and have aided regional responses from the 1968 civil disturbances following the assassination of Dr. Martin Luther King Jr. to the 9/11 terrorist attacks to presidential inaugurations.

In addition to strengthening emergency response, COG brings together first responders—including the region's police and fire chiefs—to address public safety issues at the regional scale, ranging from gangs to drunk driving to fire safety. COG's police committees are a venue for officials to share best practices and innovative law enforcement strategies. COG supports police, fire/EMS, and emergency management officials as they work on communications interoperability and training. COG also convenes other public servants dedicated to ensuring safe communities, such as corrections and animal services officials.

COG has helped enhance emergency communication among officials across the region in a variety of ways. After 9/11, COG created and maintains the Regional Incident Communication and Coordination System (RICCS), a 24/7 system that helps officials communicate during emergencies. COG coordinates regional conference calls for snow or other weather-related emergencies where leaders discuss conditions and make decisions on operating statuses, such as closing government offices. COG works to ensure reliable and uninterrupted 9-1-1 service as well as citizen warning systems and emergency text and email alert systems are also major priorities for COG and its members.

The District benefits from the COG Regional Incident Communications and Coordination System (RICCS). This 24/7 service coordinates emergency communications across text message, email updates, and conference calls. COG also hosts regional information-sharing and decision calls on the system to aid in regional coordination. COG hosted 16 calls in 2018 on emergency issues such as hurricanes and snow. There are currently 148 District officials signed up to receive RICCS notifications.

#### Direct Support to the District of Columbia:

- District Emergency Response System Program Management Office **\$680,593** - The DCERS PMO is responsible for coordination, outreach, and reporting for the DC Emergency Preparedness Council, DCERS Steering Committee and the District projects it oversees. Deliverables include the development and maintenance of the Strategic Plan, as well as a corresponding Playbook for the District. Using the plans as a guideline, the DCERS PMO will further assist with priority development, capability building, grant project prioritization, project plan development, and data collection and reporting.
- District Accessible Emergency Services Capability Development Support **\$237,500** - This task order will help establish accessible emergency services in the District that will enable people with disabilities to participate in and benefit from the District's emergency services programs and activities as set forth in its plans.
- District Incident Management Support Team Program **\$618,000** - The purpose of this project is to expand and sustain the Incident Management Program that was implemented by the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) in 2015. Expansion of the program will include full certification of all Incident Management Support Team (IMST) members currently participating in the Program. This task order also seeks to build in a sustainment component that will provide Train-the-Trainer courses and evaluator workshops to build a cadre of certified trainers that is able to sustain the long-term training requirements.
- District Consequence Management Team Exercise Series **\$515,429** - The purpose of this task is to the design, development, conduct, and evaluation of a series of six (6) exercises which will be targeted at members of the District Consequence Management Team ("CMT"). The exercise series will consist of a blend of notice and no-notice discussion based, and/or limited operations-based exercises.
- District Preparedness Technical and Production Services Support **\$155,803** - The DC HSEMA develops hundreds of products (e.g., policies, press releases, plans, reports, maps, training courses, exercises, etc.) each year. These products are created and delivered to our key stakeholders and partners using various platforms. The goal of this project is to establish a standby production and technical support services task order which will be used on an ad hoc basis in support of these deliverables.

#### Regional Projects Benefiting District of Columbia:

- Bomb Squad Robotic Equipment **\$837,414** - The purpose of this project is to purchase explosive ordinance disposal equipment. This is necessary to maintain the region's ability to handle simultaneous incidents involving explosive devices in a safe and expeditious manner. The items will provide the means for the bomb technicians to avail themselves of various platforms and options to engage in render-safe procedures based on the item(s) to be mitigated. Per HSEC decision making process, COG will facilitate not only the procurement of the robotic equipment, but also additional regionally deployable EOD robot accessories.
- Complex Coordinated Attack Regional Symposium **\$150,000** - The symposium objective is to share information across a wide audience about ongoing gaps and lessons learned from

recent national and international incidents. In addition to an introductory session on lessons and gaps from live incidents, the symposium will provide (1) a summary of CCA-related projects across the region and their current status (2) lessons learned during the CCA Working Group (3) A look forward at upcoming projects and needs (4) subject-specific analysis lessons learned and NCR projects.

- **Situational Awareness Dashboard \$290,700** - The current NCR Situational Dashboard initiative builds upon previous phases of this project. The project was conceived to assist in consolidating and managing information from multiple data sources and to enhance a partners' ability to comprehend and share data, and identify events requiring attention. This project will provide maintenance and sustainment including some enhancements to further regional integration. Regional expansion will allow NCR partners to coordinate and act upon information collaboratively, and accurately report results to decision makers and the general public.
- **Metrorail Station Emergency Response Exercise Series \$267,750** - This project is to develop and conduct three multi-jurisdictional exercises. This project will include the development and conduct of two (2) tabletop exercises and one (1) full-scale exercise, focusing on the a security incident involving the loss of one mode or a loss of all modes of WMATA transit services, utilizing the Metrorail Emergency Response and Evacuation Plan Rail Specific Annexes, provide regional evacuation support within the National Capital Region, and the development of After-Action Reports (AAR's) for each exercises as defined in the US Department of Homeland Security – Homeland Security Exercise and Evaluation Program (HSEEP).

#### Community Planning:

To shape more livable and prosperous communities, a key focus of the Region Forward Vision, the Council of Governments promotes regional cooperation on planning, the economy, and housing options for all residents. COG informs area decision-makers with population, employment, and housing forecasts, and shares best practices and data on affordable housing and homelessness. COG proposes strategies to support sound land use and high-quality development in Activity Centers—the locations that can best accommodate the region's growth. COG and its members also coordinate on public health and child welfare programs.

COG's Regional Planning and Analysis Program works collaboratively to support local, state, and federal planning activities. The program is responsible for developing long-range regional planning goals and integrating planning policies around land use, transportation, housing, and the environment. Long-range forecasts provide data necessary for analyzing the effects of growth, developing policy responses to regional issues, ensuring air quality conformity of transportation plans, and determining the demand for public facilities. COG's Cooperative Forecasting Program provides regularly updated population, household, and employment forecasts for use in planning and modeling activities at COG, the Transportation Planning Board, and other state, regional, and local agencies.

COG supports local land use planning and Activity Centers by analyzing growth, providing technical assistance, and sharing best practices for placemaking and development. And since transportation and land use are closely linked, COG Department of Community Planning and Services staff work

with their COG Department of Transportation Planning counterparts to support better planning through efforts such as scenario planning and the Transportation and Land Use Coordination Program.

COG shares housing data, best practices, and tools to help encourage the production and preservation of more affordable housing. Through strategic partnerships, COG and its members build greater awareness of the region's affordable housing needs. COG also supports the housing needs of the region's most-vulnerable population, homeless individuals and families. COG, area governments, and homeless services providers conduct an enumeration of the region's homeless and formerly homeless population every year to assess the scale of the issue and progress on local efforts to end homelessness.

COG's Health Program supports the region's Health Officials Committee by developing relationships with regional programs that impact public health. The program focuses on tracking regional health trends, promoting health in all policy making, and responding to specific public health concerns and emerging issues—including preparing for and coordinating during health emergencies.

COG's Child Welfare Program helps find loving homes for these foster children. COG works with local and state child welfare agencies to bolster foster and adoptive parent recruitment and retention initiatives through its Kids Need Families online resource and the Families Like Yours Campaign. COG partners with NBC4 Washington on Wednesday's Child, a television segment that features children who are waiting in foster care to be adopted. For youth who have aged out or are at risk of aging out of foster care, COG has launched the Trailblazer Project which provides critical support to students attending college, university or trade school.

#### Cooperative Purchasing:

COG Cooperative Purchasing Program reduces costs through economies of scale created through volume buying. By taking advantage of the combined purchasing power of participating jurisdictions, volume buying saves jurisdictions and their taxpayers money. The program also promotes sharing information among area purchasing officials and encourages continuing education for procurement professionals throughout the region. Through the Chief Purchasing Officers Committee, participating agencies, school boards, authorities, and commissions cooperatively bid on more than 20 different purchases, resulting in larger volume and better unit pricing. Members also have the opportunity to use the COG Rider Clause to join thousands of existing contracts and avoid the need to do in-house bidding.

Currently, cooperative purchasing opportunities are available for gasoline and diesel fuel, alternative fuel vehicles, hand-held radios, road salt, ice melt, office supplies, public safety equipment, wastewater treatment chemicals, health and public safety training, and more. The District of Columbia is currently benefiting from the following COG cooperative contracts:

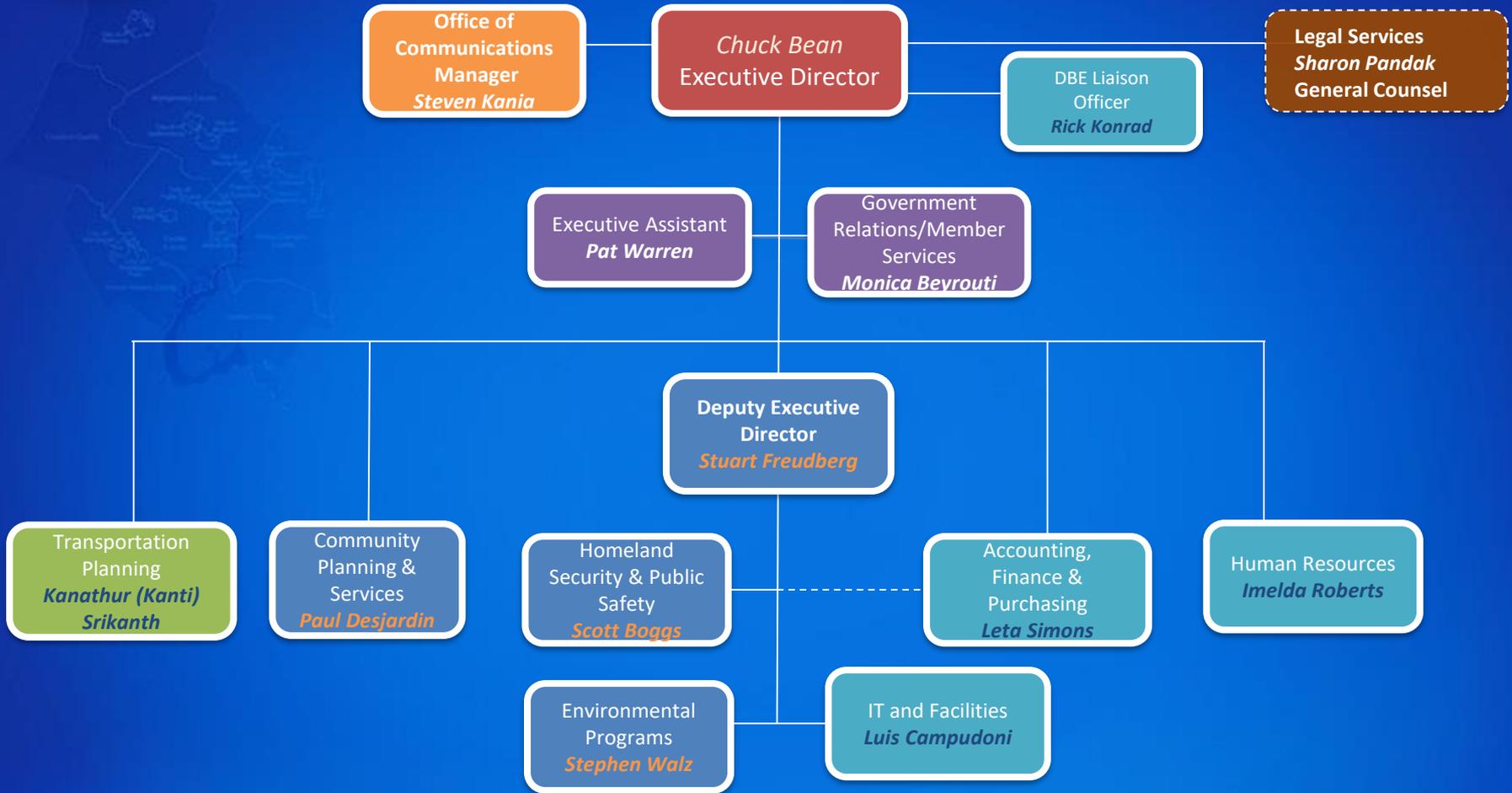
- Ice Melt (DC Public Works)
- Alternative Fuel Vehicles (DC Water)
- Health & Wellness Program Services

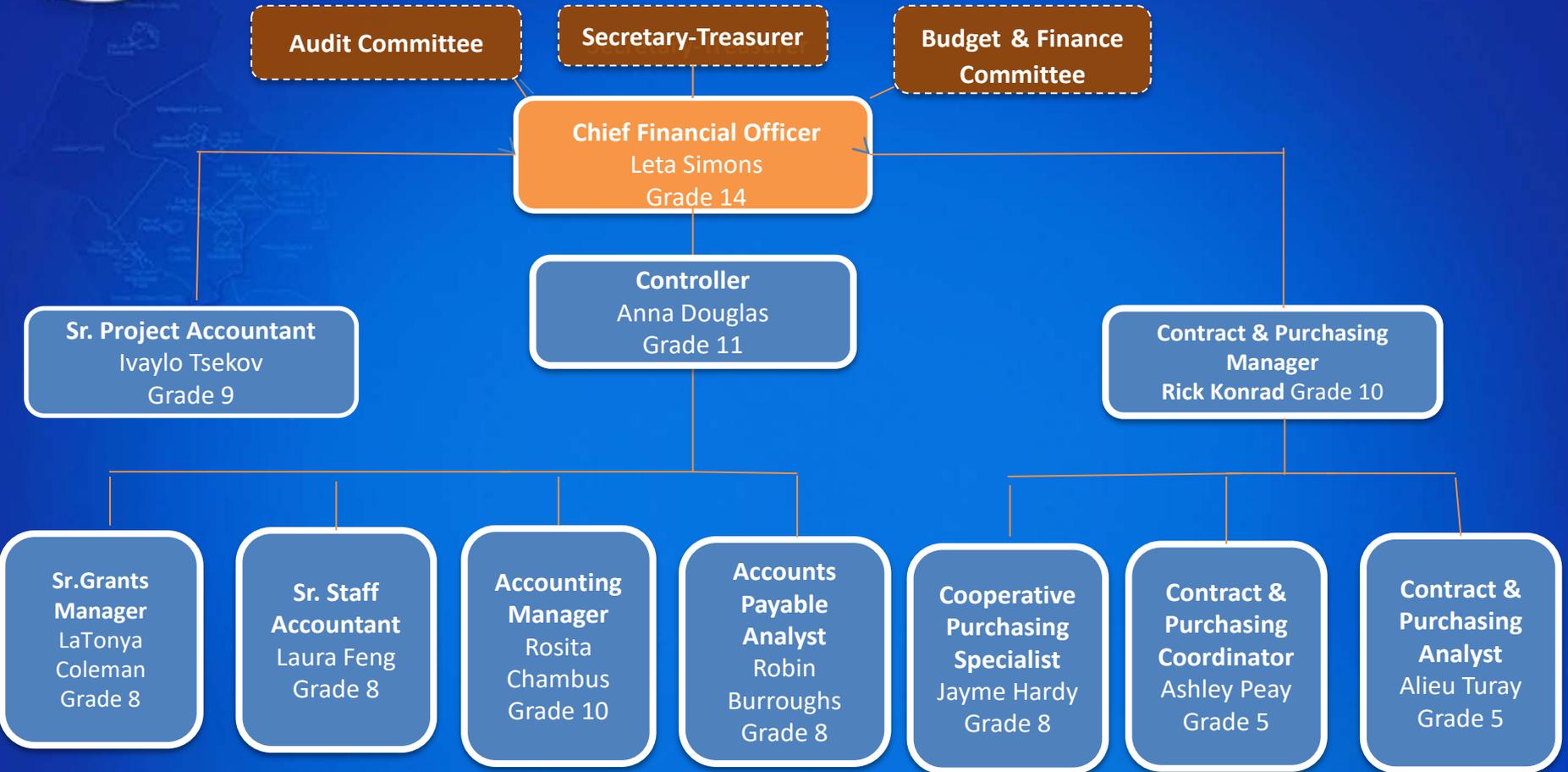
6. The top five priorities for the Council of Governments in 2019 include (order not indicative of importance of priority):
  - 1) Addressing the region's housing needs – in September 2018 the COG Board of Directors directed a year-long study to address the region's growing shortage of housing for workers to fill current and future jobs. COG is convening the planning and housing directors from each jurisdiction in the region to collaboratively address the opportunities and impediments to increasing the production of housing guided by three key elements: Amount, Accessibility, and Affordability. Research will assess tools and strategies to maintain existing housing supply and increase housing production in Activity Centers and High-Capacity Transit areas. The study will strive to identify a sufficient supply of housing to preserve and create a diverse range of housing types, including size and prices that are affordable for our region's residents. Once the research is complete, COG will work with regional leaders to address necessary systems and policy changes that may be necessary to bring housing closer to jobs, transportation, and address housing affordability.
  - 2) Convening regional partners to help ensure a safe and reliable Metrorail transit system - COG's work includes helping the District of Columbia, Maryland, and Virginia stand up the Metro Safety Commission (MSC), which has recently involved securing office space, providing orientation for the newly appointed commissioners, and supporting the commission members in hiring an Executive Director. COG also continues to serve as a convener for discussion and information sharing as the District, Maryland, and Virginia work to further align dedicated funding legislation established in 2018. COG's Fire Chiefs Committee works closely with WMATA to address coordination on testing of equipment, training of first responders, and the rapid reporting and timely repair of all systems. COG staff are also participating in WMATA's Bus Transformation Project to identify ways to improve the regional bus system. Finally, COG's monthly board meetings are a public forum to follow-up on necessary issues related to the overall improvement of the Metrorail system.
  - 3) Transportation planning through Visualize2045 - COG, through the TPB, is staffing the implementation of Visualize 2045, which includes the region's transportation plans through 2045 to help decision makers and the public visualize and prepare for the region's transportation future. Visualize 2045 is a new kind of long-range transportation plan for the region. It shows the projects and other improvements the region's transportation agencies expect to be able to afford between now and 2045 as well as those they would build if they had more funding. The plan focuses on regionally significant road and transit projects, but also highlights bicycle and pedestrian projects and key land-use issues facing the region. There are three main elements to the plan. The federal requirements, what the region must do. The financially constrained element, what the region can do. And the seven aspirational initiatives, what the region aspire to do.

- 4) **Advancing Racial Equity** – COG created a Racial Equity Work Group as a forum to discuss racial inequities in our region, and the most impactful ways to address it in our local governments. This group serves as the hub of collaboration and coordination on a larger regional effort to advance racial equity within local government. This year COG will launch an inaugural Regional Local Government Racial Equity Learning Cohort focused on strategies that normalize conversations about race, operationalize new policies and cultures, and organize policy change and reform to achieve racial equity. We are also in the process of examining the Region Forward goals and targets to further incorporate equity and inclusion. Each year, COG analyzes tract-level Census data to identify Equity Emphasis Areas of communities with disproportionately high concentrations of low-income and/or minority populations in the region. The data is used in transportation planning to identify and evaluate whether planned projects will disproportionately impact communities of color, including the accessibility and mobility impact for each area. The COG Health Officials Committee commissioned a report, *Uneven Opportunities: How Conditions for Wellness Vary Across the Metropolitan Washington Region*. In 2019 the health officials will be engaging policymakers and government officials in various disciplines on way to use the data and findings from the report to develop strategies to remedy these disparities.
  
- 5) **Growth - Growth** - COG is focused on helping plan for the future growth of people and jobs in the region, and its relationship to environmental protection. According to COG's cooperative forecasts, 1.5 million new people and 1.1 million new jobs are expected in the region by 2045. Much of this growth will occur in the District. The District will continue to have the largest number of jobs of any jurisdiction. The region's 141 Activity Centers, 25 of which are in the District, are part of the solution to managing this growth helping accommodate this growth by concentrating employment, transit, and mixed-use development in communities. As Amazon's second headquarters prepares to come to Arlington, COG will continue to help the region prepare to accommodate the increase of people and jobs, and the demand on our systems and infrastructure. A special focus regarding growth are the implications for environmental quality. COG has long been a leader in coordinating regional policy for protection of the Anacostia watershed, Potomac River, and Chesapeake Bay. Area wastewater treatment plants, including the Blue Plains Advanced Wastewater Treatment Plant in the District of Columbia now achieve some of the highest standards anywhere in the United States. Managing stormwater runoff remains an expensive challenge. The District of Columbia is among the region's leaders with its Clean Rivers Project, stormwater credit trading program, and green infrastructure solutions. The region must maintain water supply infrastructure to meet future growth, with COG working closely with DC Water and other providers to meet this need. Protection of public health as impacted by air pollution also represents an ongoing growth challenge, with a particular need to meet the 2015 ozone clean air standards. COG also focuses on climate change, actively supporting actions at the national, regional and local level. The District of Columbia is a leader such as with its recently enacted CleanEnergy DC Omnibus Amendment Act of 2018.

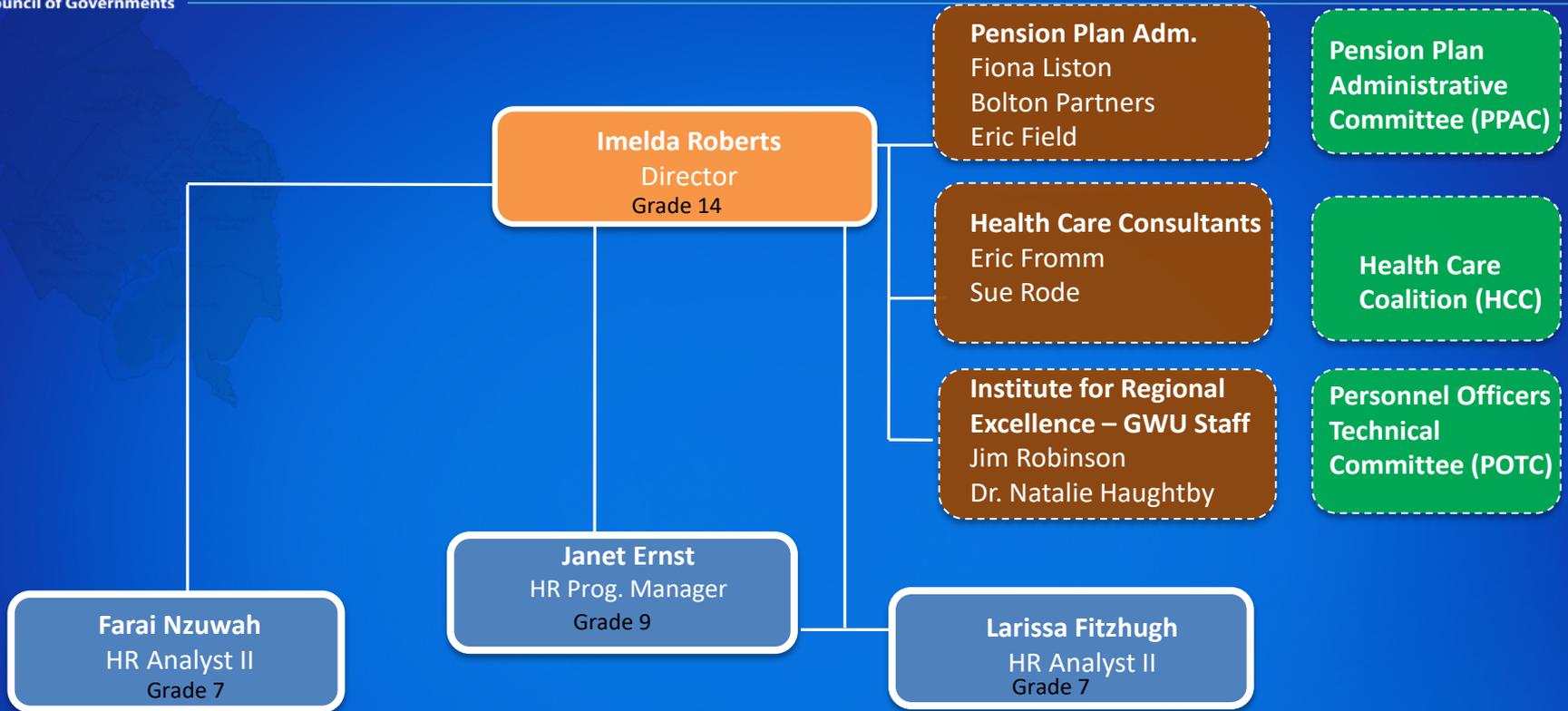


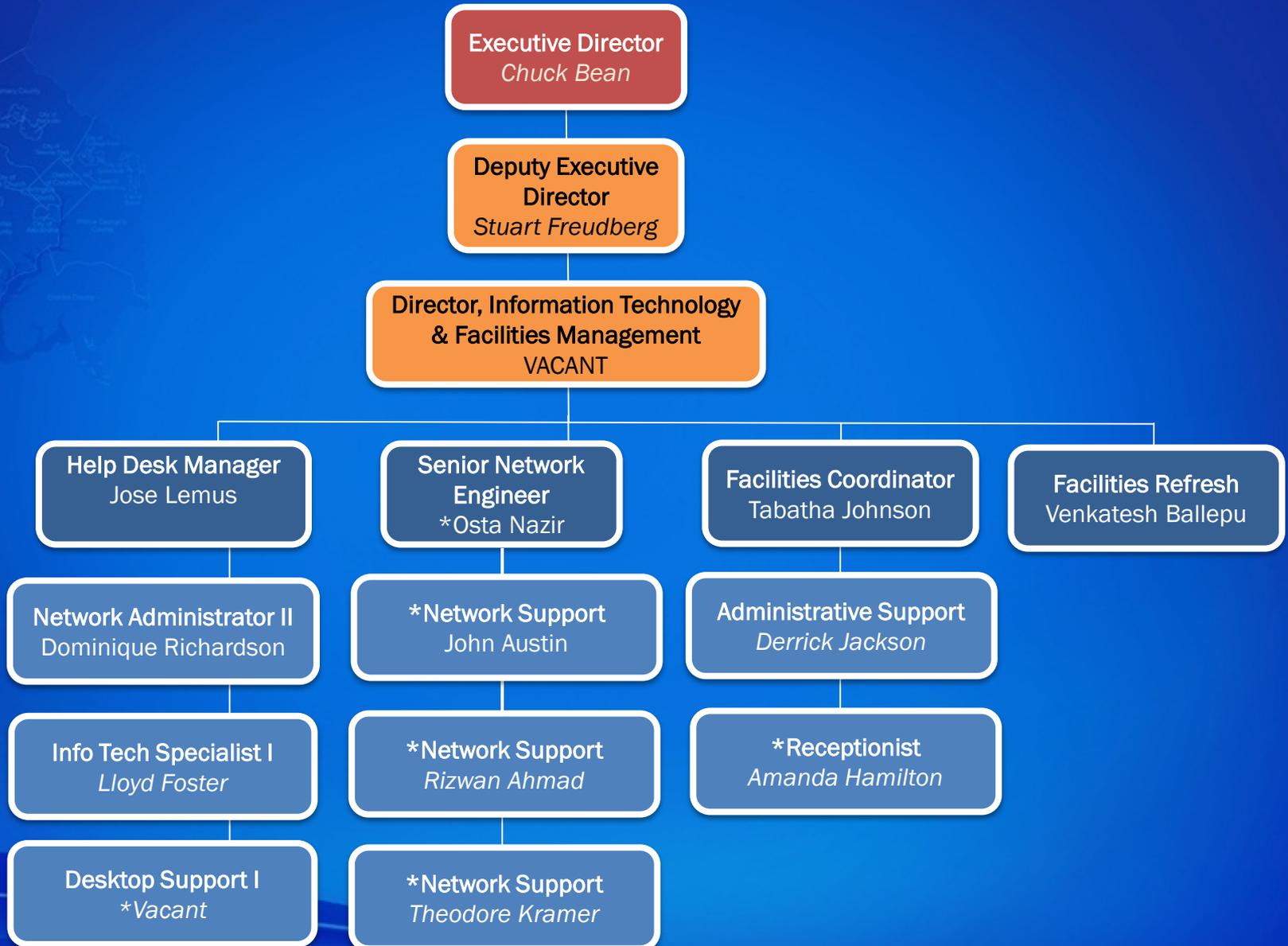
# COG STAFF ORGANIZATIONAL CHART

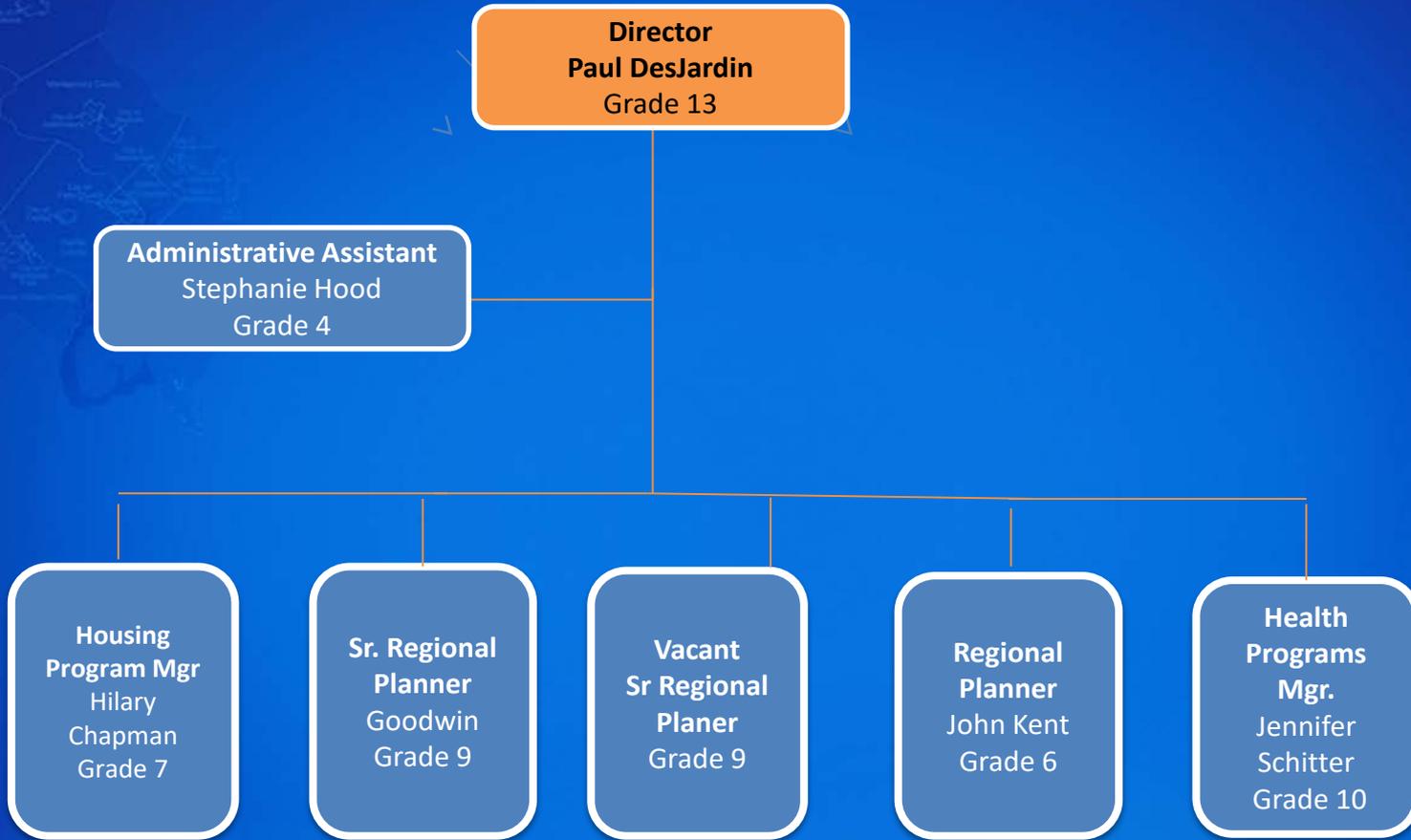


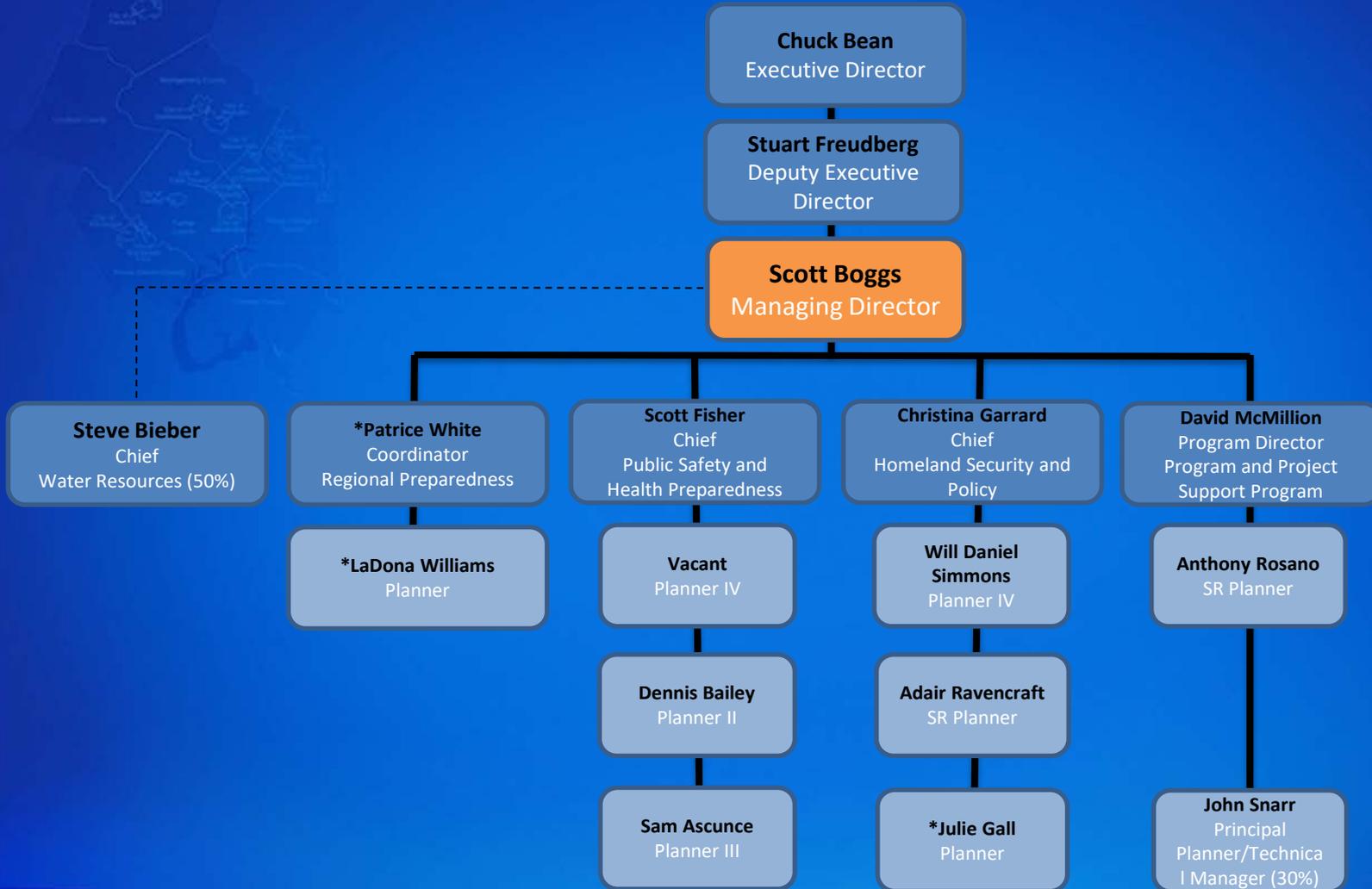


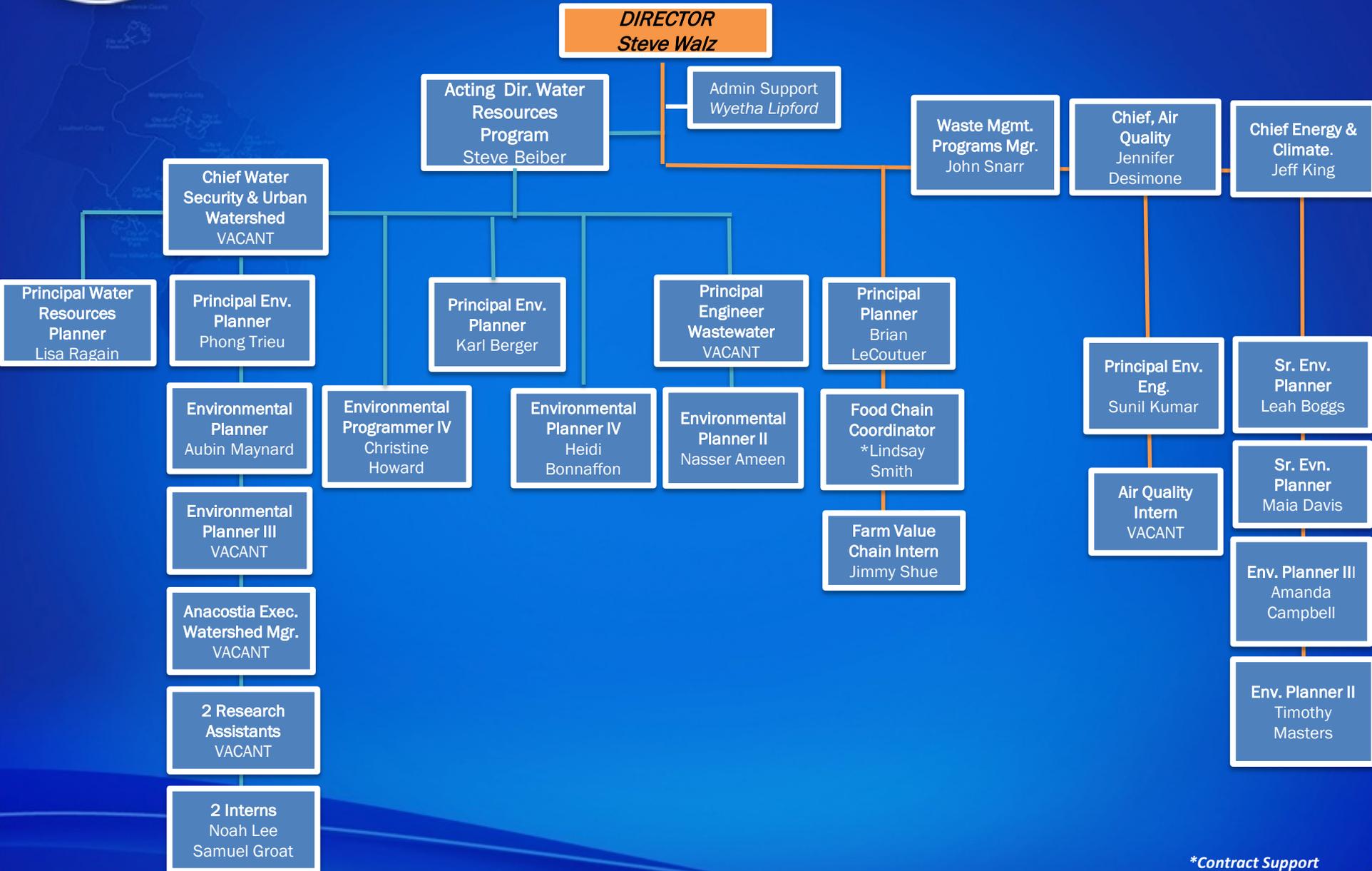
## 2019 OHRM PROGRAMS











*\*Contract Support*



**Director**  
**Kanathur Srikanth**

**PLAN DEVELOPMENT AND COORDINATION**  
Program Director - Lyn Erickson

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| <p><b>PUBLIC PARTICIPATION AND TLC</b></p> <p><b>Program Manager</b><br/>John Swanson</p> <p><b>Communications Specialist III</b><br/>Vacant</p> <p><b>Communications Specialist</b><br/>Abigail Zenner</p> <p><b>Intern</b><br/>Sarah Bond</p> | <p><b>PLAN DEVELOPMENT, ANALYSIS, POLICY RESEARCH, SERVICES</b></p> <p><b>Principal Transportation Planner</b><br/>Vacant</p> <p><b>Transportation Planner III</b><br/>Sergio Ritacco</p> <p><b>Transportation Planner II</b><br/>Bryan Hayes</p> <p><b>Transportation Planner II</b><br/>Brandon Brown</p> <p><b>Transportation Planner III</b><br/>Vacant</p> |
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**SYSTEMS PERFORMANCE PLANNING**  
Program Director – Andrew Meese

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| <p><b>PERFORMANCE PLANNING</b></p> <p><b>Principal Engineer Mgr</b><br/>Eric Randall</p> <p><b>Transportation Planner IV</b><br/>Andrew Austin</p> <p><b>Transportation Planner II</b><br/>Matthew Gaskin</p> <p><b>Senior Transportation Planner</b><br/>Michael Farrell</p> <p><b>Transportation Planner IV</b><br/>Jon Schermann</p> | <p><b>PERFORMANCE ANALYSIS</b></p> <p><b>Principal Engineer Mgr</b><br/>Daivamani Sivasailam</p> <p><b>Transportation Engineer IV</b><br/>James Li</p> <p><b>Transportation Engineer III</b><br/>Andrew Burke</p> <p><b>Transportation Engineer III</b><br/>Patrick Zilliacus</p> |
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**TRAVEL FORECASTING & EMISSIONS ANALYSIS**  
Program Director - VACANT

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| <p><b>MODEL DEVELOPMENT</b></p> <p><b>Principal Engineer/Manager</b><br/>Mark Moran</p> <p><b>Principal Transportation Engineer</b><br/>Jim Yin</p> <p><b>Sr Transportation Engineer</b><br/>Wanda Owens</p> <p><b>Transportation Engineer IV</b><br/>Ray Ngo</p> <p><b>Transportation Engineer III</b><br/>Joe Davis</p> <p><b>Transportation Engineer II</b><br/>Sanghyeon Ko</p> <p><b>Principal Transportation Engineer</b><br/>Meseret Seifu</p> | <p><b>MODEL APPLICATION</b></p> <p><b>Engineer/Manager</b><br/>Dusan Vuksan Principal</p> <p><b>Principal Transportation Engineer</b><br/>Jane Posey</p> <p><b>Principal Transportation Engineer</b><br/>Jinchul Park</p> <p><b>Sr Transportation Engineer</b><br/>Feng Xie</p> <p><b>Transportation Engineer IV</b><br/>Anant Choudhary</p> <p><b>Transportation Engineer III</b><br/>Daniel Son</p> <p><b>Transportation Engineer III</b><br/>Bill Bacon</p> <p><b>Transportation Engineer III</b><br/>Erin Morrow</p> |
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**PLANNING DATA AND RESEARCH**  
Program Director – Timothy Canan

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| <p><b>PLANNING RESEARCH AND ASSISTANCE</b></p> <p><b>Principal Planner/Tech Mgr</b><br/>Nicole McCall</p> <p><b>Principal GIS Analyst</b><br/>Martha Kile</p> <p><b>Sr Statistical Survey Analyst</b><br/>Ken Joh</p> <p><b>Transportation Engineer IV</b><br/>Yu Gao</p> <p><b>Transportation Planner II</b><br/>Gregory Grant</p> | <p><b>PLANNING DATA RESOURCES</b></p> <p><b>Principal GIS Analyst</b><br/>Charlene Howard</p> <p><b>GIS Analyst II</b><br/>Jessica Mirr</p> <p><b>Transportation Engineer III</b><br/>VACANT</p> |
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**TRANSPORTATION OPERATIONS PROGRAM**  
Program Director – Nicholas Ramfos

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| <p><b>PROGRAM OPERATIONS</b></p> <p><b>Program Manager</b><br/>Dan Sheehan</p> <p><b>Commuter Operations Specialist III</b><br/>Stephen Finafrock</p> <p><b>TDM Specialist II</b><br/>Mark Hersey</p> <p><b>Commuter Operations Assistant I</b><br/>Jetaune Randall-Slaughter</p> <p><b>Senior GIS Analyst</b><br/>Ross Edgar</p> <p><b>Sr Marketing Specialist</b><br/>Douglas Franklin</p> <p><b>Commuter Operations Technician II</b><br/>Jose Herrera</p> | <p><b>PROGRAM OPERATIONS</b></p> <p><b>Transportation Planner III</b><br/>Lynn Winchell Mendy</p> <p><b>Commuter Operations Assistant III</b><br/>Steven Osborn</p> <p><b>Commuter Program Specialist II</b><br/>Brandon Franklin</p> <p><b>Senior Budget Analyst</b><br/>Barbara Brennan</p> <p><b>TDM Specialist II</b><br/>Mark Hersey</p> <p><b>Marketing Intern</b><br/>VACANT</p> <p><b>Administrative Assistant II</b><br/>Cherice Sansbury</p> |
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