



3.0 Mayoral Task Force Committee

On October 18, 2012 the Mayor established a Streetcar Financing and Governance Task Force (Task Force) for the purpose of advising the Mayor on issues related to the financing and governance of the 22- Mile Priority Streetcar System (streetcar system). The 14 member Task Force, to be chaired by City Administrator Allen Y. Lew will include members, appointed by the Mayor, with expertise in transportation systems design or engineering, public-private development partnerships, project financing and/or economic development. The District of Columbia has the most ambitious streetcar system plan in the nation; the committee will provide input on the important issues of financing and governance to ensure the system has a firm foundation.

Functions of the Task Force are as follows:

1. Provide detailed annual cost estimates for the construction of each portion of the 22-mile priority segments of the planned 37-mile streetcar system, including separate estimates of any streetscape or ancillary improvements associated with construction of the streetcar system;
2. Provide detailed annual cost estimates for the operation and maintenance of the streetcar system for at least the first eight (8) years of operation;
3. Examine potential sources of funds, including District capital funds, special assessments, tax increment financing, private investments, valuecapture mechanisms, and federal funds, for the construction of the streetcar system;
4. Examine potential financing options for the construction of the streetcar system, including options that minimize the impact of financing on the District's debt cap;
5. Examine potential sources of funds for the operation and maintenance of the streetcar system, including District operating funds, special assessments, fare box revenue, advertising revenue, regional contributions, and federal funds;
6. Propose reasonable timelines for the construction of each portion of the streetcar system, based on the funding and financing models;
7. Examine potential forms of governance for the construction and operation of the streetcar system, including the establishment of an independent agency; and
8. Transmit to the Mayor written reports of its findings and recommendations.



Four committees have been formed to provide key support to the larger task force. The four committees created are: Financing, Governance, Infrastructure, and Legislative and Government Affairs. Following is a brief description of the charges the committees are expected to provide key support for.

Financing

This committee will focus primarily on supporting the analysis related to charges 3, 4 and 5 (above). Two key issues that have been identified in relationship to these three charges are listed below, along with some initial discussion that can be used to guide the committee's investigations.

- 1) How can the capital costs of the streetcar lines be financed within the District's Debt Cap?
- 2) How can the required annual operating subsidies for the streetcar lines be financed within the operating budget?

Governance

This committee will focus primarily on charge 7. While oversight of the streetcar program currently resides with the District's Department of Transportation (DDOT), oversight in the future can be handled in a number of manners. This committee will review a range of options currently being utilized by other streetcar/transit systems, primarily in the US, but also considering some international examples. These options will be reviewed for "pros and cons" as well as for their applicability given the District's unique regulatory parameters as a federal district.

Infrastructure

This committee will focus on charges 1, 2 and 6. The committee will first focus on understanding the current estimates for both capital and operating costs of the proposed 22-mile system and the assumptions that went into these estimates. The committee will then proceed to examine issues of constructability, including permitting, utility coordination and other issues potentially affecting the construction schedule.

Legislative

This committee will work in support of the other three committees, determining what actions are needed to enable the District to proceed with courses of action under consideration by the Task Force. This committee will first help determine if options under consideration are currently achievable under District and/or federal law (as applicable). Where existing regulations are unclear or potentially present a barrier to a preferred course of action, this committee will investigate whether changes to regulation are feasible and desired or if an alternative course of action is advisable.



Committee Assignments:

Financing

1. Eric Goulet, Committee Chair
2. Victor Hoskins
3. Natwar Gandhi
4. Brian Hanlon
5. Richard Bradley
6. Matthew Klein
7. AllenLew
8. Terry Bellamy
9. Jair Lynch

Governance

1. Matthew Klein, Committee Chair
2. Victor Hoskins
3. Harriet Tregoning
4. Natwar Gandhi
5. Eric Goulet
6. Ginger Laytham
7. Robert Puentes
8. AllenLew
9. Terry Bellamy

Legislative- Government Affairs Support

1. Nicholas Majett, Committee Chair
2. Charles Wilkes
3. Richard Bradley
4. Ginger Laytham
5. Robert Puentes
6. AllenLew
7. Terry Bellamy
8. Jair Lynch

Infrastructure

1. Terry Bellamy, Committee Chair
2. Harriet Tregoning
3. Natwar Gandhi
4. Brian Hanlon
5. Nicholas Majett
6. Charles Wilkes
7. AllenLew
8. Jair Lynch

The following contain copies of the full public orders as issued:

- Section 3.1 Mayor's Establishment Order
- Section 3.2 Committee Assignments

The Task Force charges are laid out by function in pages 4- 7 of this document.



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Financing

This committee will focus primarily on supporting the analysis related to charges 3, 4 and 5. Two key issues that have been identified in relationship to these three charges are listed below, along with some initial discussion that can be used to guide the committee's investigations.

- 1) How can the capital costs of the streetcar lines be financed within the District's Debt Cap?
- 2) How can the required annual operating subsidies for the streetcar lines be financed within the operating budget?

Committee Charges:

Financing (3,4,5)

- | | |
|---------------------------------|--------------------|
| 1. Eric Goulet, Committee Chair | 5. Richard Bradley |
| 2. Victor Hoskins | 6. Matthew Klein |
| 3. Natwar Gandhi | 7. AllenLew |
| 4. Brian Hanlon | 8. Terry Bellamy |
| | 9. Jair Lynch |

Functions of the Financing Task Force are as follows:

- Examine potential sources of funds, including District capital funds, special assessments, tax increment financing, private investments, valuecapture mechanisms, and federal funds, for the construction of the streetcar system;
- Examine potential financing options for the construction of the streetcar system, including options that minimize the impact of financing on the District's debt cap;
- Examine potential sources of funds for the operation and maintenance of the streetcar system, including District operating funds, special assessments, fare box revenue, advertising revenue, regional contributions, and federal funds;

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Governance

This committee will focus primarily on charge 7. While oversight of the streetcar program currently resides with the District's Department of Transportation (DDOT), oversight in the future can be handled in a number of manners. This committee will review a range of options currently being utilized by other streetcar/transit systems, primarily in the US, but also considering some international examples. These options will be reviewed for "pros and cons" as well as for their applicability given the District's unique regulatory parameters as a federal district.

Committee Charges:

Governance (7)

- | | |
|-----------------------------------|-------------------|
| 1. Matthew Klein, Committee Chair | 6. Ginger Laytham |
| 2. Victor Hoskins | 7. Robert Puentes |
| 3. Harriet Tregoning | 8. AllenLew |
| 4. Natwar Gandhi | 9. Terry Bellamy |
| 5. Eric Goulet | |

Functions of the Task Force are as follows:

- Examine potential forms of governance for the construction and operation of the streetcar system, including the establishment of an independent agency; and

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Infrastructure

This committee will focus on charges 1, 2 and 6. The committee will first focus on understanding the current estimates for both capital and operating costs of the proposed 22-mile system and the assumptions that went into these estimates. The committee will then proceed to examine issues of constructability, including permitting, utility coordination and other issues potentially affecting the construction schedule.

Committee Charges:

Infrastructure (1,2,6)

- | | |
|-----------------------------------|--------------------|
| 1. Terry Bellamy, Committee Chair | 5. Nicholas Majett |
| 2. Harriet Tregoning | 6. Charles Wilkes |
| 3. Natwar Gandhi | 7. AllenLew |
| 4. Brian Hanlon | 8. Jair Lynch |

Functions of the Task Force are as follows:

- Provide detailed annual cost estimates for the construction of each portion of the 22-mile priority segments of the planned 37-mile streetcar system, including separate estimates of any streetscape or ancillary improvements associated with construction of the streetcar system;
- Provide detailed annual cost estimates for the operation and maintenance of the streetcar system for at least the first eight (8) years of operation;
- Propose reasonable timelines for the construction of each portion of the streetcar system, based on the funding and financing models;

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Legislative

This committee will work in support of the other three committees, determining what actions are needed to enable the District to proceed with courses of action under consideration by the Task Force. This committee will first help determine if options under consideration are currently achievable under District and/or federal law (as applicable). Where existing regulations are unclear or potentially present a barrier to a preferred course of action, this committee will investigate whether changes to regulation are feasible and desired or if an alternative course of action is advisable.

Committee Charges:

Legislative- Government Affairs (Support)

- | | |
|-------------------------------------|-------------------|
| 1. Nicholas Majett, Committee Chair | 5. Robert Puentes |
| 2. Charles Wilkes | 6. AllenLew |
| 3. Richard Bradley | 7. Terry Bellamy |
| 4. Ginger Laytham | 8. Jair Lynch |

Functions of the Task Force are to provide support for the following charges as requested:

- Provide detailed annual cost estimates for the construction of each portion of the 22-mile priority segments of the planned 37-mile streetcar system, including separate estimates of any streetscape or ancillary improvements associated with construction of the streetcar system;
- Provide detailed annual cost estimates for the operation and maintenance of the streetcar system for at least the first eight (8) years of operation;
- Examine potential sources of funds, including District capital funds, special assessments, tax increment financing, private investments, valuecapture mechanisms, and federal funds, for the construction of the streetcar system;
- Examine potential financing options for the construction of the streetcar system, including options that minimize the impact of financing on the District's debt cap;
- Examine potential sources of funds for the operation and maintenance of the streetcar system, including District operating funds, special assessments, fare box revenue, advertising revenue, regional contributions, and federal funds;
- Propose reasonable timelines for the construction of each portion of the streetcar system, based on the funding and financing models;
- Examine potential forms of governance for the construction and operation of the streetcar system, including the establishment of an independent agency; and
- Transmit to the Mayor written reports of its findings and recommendations.

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