

COG BOARD OF DIRECTORS MEETING

District of Columbia
Bladensburg*
Bowie
Charles County
College Park
Frederick
Frederick County
Gaithersburg
Greenbelt
Montgomery County
Prince George's County
Rockville
Takoma Park
Alexandria
Arlington County
Fairfax
Fairfax County
Falls Church
Loudoun County
Manassas
Manassas Park
Prince William County

*Adjunct Member

DATE: March 12, 2014
TIME: 12:00 – 2:00PM
PLACE: COG Board Room

PLEASE NOTE: The meeting will begin promptly at Noon. Lunch for members and alternates will be available at 11:30AM

AGENDA

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE
(12:00PM)**

**Phil Mendelson, Council Chair, District of Columbia
COG Board Chair**

**2. ANNOUNCEMENTS
(12:00 – 12:05PM)**

Chair Mendelson

- A. New Board Members**
- B. Annual Retreat Date – July 25-27**

**3. EXECUTIVE DIRECTOR'S REPORT
(12:05 – 12:10PM)**

**4. AMENDMENTS TO AGENDA
(12:10 – 12:15PM)**

**5. APPROVAL OF MINUTES OF FEBRUARY 12, 2014
(12:15 – 12:20PM)**

**6. ADOPTION OF CONSENT AGENDA ITEMS
(12:20 – 12:25PM)**

A. RESOLUTION AUTHORIZING COG TO ACCEPT AND EXPEND GRANT FUNDS FROM THE NATIONAL FISH AND WILDLIFE FOUNDATION TO SUPPORT IMPLEMENTATION OF REAL-TIME CONTROL AND DECISION MAKING SMART, INTEGRATED STORMWATER MANAGEMENT SYSTEMS (SISMS)

The Board will be asked to adopt Resolution R24-2014, authorizing the Executive Director, or his designee, to receive and expend \$250,000 from the National Fish and Wildlife Foundation (NFWF) for the purpose of implementing SISMS technology across the Anacostia Watershed. The grant continues through June 2016. This will expand upon an existing successful partnership between COG, the Anacostia Watershed Restoration Partnership, NFWF and the Maryland Department of Natural Resources to manage stormwater, a major factor in Anacostia River's water quality. The Maryland Department of Natural Resources is expected to provide \$2,750,000 in matching funds, for a project total budget of \$3,000,000. **No COG matching funds are required.**

RECOMMENDED ACTION: Adopt Resolution R24-2014.

B. RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO A CONTRACT THROUGH JUNE, 2016, WITH GREEHAN, TAVES, PANDAK & STONER, PLLC. FOR LEGAL SERVICE SUPPORT

The Board will be asked to adopt Resolution R25-2014, authorizing the Executive Director, or his designee, to enter into a contract with Greehan, Taves, Pandak & Stoner, PLLC., for ongoing legal services for the period April 1, 2014 through June 30, 2016. This contract replaces the existing agreement, reflecting an evaluation of COG's legal services requirements over the past four contract years, as well as an assessment of COG's future legal services needs, including individual project support, particularly in the area of homeland security. The retainer fee will be \$15,000 per month plus expenses for April – June, 2014, \$16,000 per month plus expenses beginning July, 2014 through June, 2016, and will include additional services covered under the time and materials section of the contract. Funding for this contract is provided through COG's indirect cost allocation plan, the member services program in COG's adopted work program and budget, and reimbursement under individual project agreements.

RECOMMENDED ACTION: Adopt Resolution R25-2014.

**7. OVERVIEW OF REGIONAL INFRASTRUCTURE AND PLAN FOR 2014
(12:25-12:35PM)**

Chuck Bean
Executive Director, COG

Stuart Freudberg
Senior Director, Environment, Public Safety and Health, COG

Regional Infrastructure is a priority of the 2014 COG Board of Directors as outlined in the 2014 Board Work Plan adopted at the February 2014 Board meeting. Staff will briefly review the scope of regional infrastructure in the National Capital Region and outline infrastructure topic areas to be discussed at upcoming meetings throughout the year. The Board will be asked to provide feedback on the proposed topics and discuss additional infrastructure ideas.

RECOMMENDED ACTION: Receive briefing and discuss.

**8. APPROVAL OF THE DRAFT ROUND 8.3 COOPERATIVE FORECASTS
(12:35-12:50PM)**

Rosalynn Hughey
Acting Director, District of Columbia Office of Planning
Chairman, Planning Directors Technical Advisory Committee

Paul DesJardin
Director, Community Planning and Services, COG

Greg Goodwin
Regional Planner, Community Planning and Services, COG

COG established the Cooperative Forecasting program in 1975 to enable local, regional and federal agencies to coordinate planning using common assumptions about future growth and development. The Cooperative Forecasts are developed through a “top-down / bottom-up” process which synthesizes regional econometric model projections and local government forecasts based on current and planned development. The Planning Directors Technical Advisory Committee (PDTAC) approved this third update to the 8th major series of Forecasts, “Round 8.3”, at their January 17 meeting, reflecting the 2010 Census and local economic trends. The Board will be asked to approve the draft Round 8.3 Forecasts for use by the National Capital Region Transportation Planning Board (TPB) in the Air Quality Conformity Analysis of the 2014 financially Constrained Long Range Transportation Plan (CLRP) and the FY2015-2020 Transportation Improvement Program (TIP).

RECOMMENDED ACTION: Adopt Resolution R26-2014.

**9. THE WASHINGTON METROPOLITAN AREA'S FUTURE ECONOMY, CHANGING WORKFORCE AND HOUSING REQUIREMENTS
(12:50-1:30PM)**

Stephen S. Fuller, PhD
Dwight Schar Faculty Chair and University Professor, George Mason University
Director, Center for Regional Analysis

The Washington metropolitan area economy was one of the fastest-growing during the past three decades. Driven by federal procurement spending and the rapid growth of a technology-intensive, knowledge-based workforce, the region's economy grew to become the 4th largest among U.S. metropolitan areas. Dr. Fuller will present the results of new research which indicates that the region will face emerging challenges in workforce and housing needs.

RECOMMENDED ACTION: Adopt Resolution R27-2014.

**10. ENDORSEMENT OF OFFICE OF NATIONAL CAPITAL REGION COORDINATION REORGANIZATION PLAN
(1:30-1:45PM)**

Chuck Bean
Executive Director, COG

Stuart Freudberg
Senior Director, Environment, Public Safety and Health, COG

The Office of National Capital Region Coordination (ONCRC) was established as part of the creation of the Department of Homeland Security in early 2003 to insure a high level federal body was focused on the National Capital Region (NCR) with the mission of coordinating among federal agencies and with state and local governments to insure effective planning, preparedness, training and response to regional emergencies in the wake of September 11, 2001. COG strongly advocated for establishment of ONCRC. Over the past year at the direction of Congress there has been an ongoing review of the structure, staffing, mission and funding for the ONCRC. The COG Board, as well as the CAO Homeland Security Executive Committee, provided feedback to Congress in 2013 about the critical importance of the ONCRC and its presence in the NCR. Over the past two months, an extensive consultation process led by the Acting Director of ONCRC has taken place with key stakeholders, including COG's Emergency Managers Committee, CAO Homeland Security Executive Committee, Emergency Preparedness Council and Senior Policy Group (State Homeland Security Advisors and Emergency Management Directors). The outcome is a reorganization plan designed to revitalize the ONCRC and enhance its communication and coordination functions. The ONCRC will be housed in Washington D.C., under the FEMA Administrator, with a 24/7 Watch Desk co-located at the District of Columbia Homeland Security Emergency Management Agency. This will result in improved regional readiness, communication, coordination and response capability for intentional, accidental or natural regional emergencies. Mr. Bean will note the critical role and importance of the ONCRC, and Mr. Freudberg will highlight the key elements of the reorganization plan that led to a recommendation of endorsement by the key COG and state committees.

RECOMMENDED ACTION: Adopt Resolution R28-2014.

**11. OVERVIEW OF STRATEGIES AND CHALLENGES TO ENDING HOMELESSNESS IN OUR REGION
(1:45PM-1:55PM)**

Hilary Chapman
Housing Program Manager, Community Planning and Services, COG

In November 2013, the COG Board of Directors adopted Resolution R48-2013, directing COG staff and the Homeless Services Planning and Coordinating Committee to prepare a regional assessment of long-term efforts to end chronic homelessness through a scan of local 10 Year Plans to End Homelessness. This presentation will provide an overview of the findings of that report, highlighting common strategies and challenges to ending homelessness in our region.

RECOMMENDED ACTION: Adopt Resolution R29-2014.

**12. OTHER BUSINESS
(1:55-2:00PM)**

**13. ADJOURN – THE NEXT MEETING IS WEDNESDAY APRIL 9, 2014
(2:00PM)**



Reasonable accommodations are provided for persons with disabilities. Please allow 7 business days to process requests. Phone: 202.962.3300 or 202-962.3213 (TDD). Email: accommodations@mwkog.org. For details: www.mwkog.org



AGENDA ITEM #2

ANNOUNCEMENTS

(No attachments)



AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT



Metropolitan Washington Council of Governments Executive Director's Report • March 2014

COMMITTEE WORK HEART OF COG OUTREACH MEDIA EVENTS/MEETINGS

Policy Board & Committee Work

TRANSPORTATION PLANNING BOARD

At the February TPB meeting, the Board approved a regional Green Streets policy, which complements the Complete Streets policy adopted in May 2012. The Board was also briefed on *Place + Opportunity*, a new report to inform officials about planning and development actions by offering strategies tailored to different types of business and residential hubs known as Activity Centers.

METROPOLITAN WASHINGTON AIR QUALITY COMMITTEE

The Committee heard several presentations on air quality planning, including an upcoming 'gold book' report of local measures to address air pollution as well as EPA's Greenhouse Gas rules for new power plants. They also discussed future air quality issues including a new stricter standard for ground-level ozone and a new Greenhouse Gas rule for existing power plants, both expected to be announced in 2014.



Regional Green Streets policy encourages local jurisdictions to improve environmental quality with green infrastructure

Heart of COG: Protecting our water & planning for emergencies

JULIE KARCESKI, DEPARTMENT OF ENVIRONMENTAL PROGRAMS



Just days after a chemical spill in West Virginia, COG's Department of Environmental Programs dispatched a team to Charleston to observe the response and bring back information to the region.

Julie Karceski, a COG Environmental Engineer, was one of the team members to travel to West Virginia. While there, she met with the D.C. National Guard Civil Support Team, who provided her a detailed briefing of how they were taking samples and flushing the water system, and escorted her through the mobile labs and field operations established after the spill.

Upon her return to the D.C. area, Karceski has shared her observations with colleagues, member governments and water utilities. She is also coordinating with our Public Affairs staff on a blog about what she learned from the spill as well as information on our region's water safety planning—one of the main focus areas of her work at COG.

Water quality and safety have been major priorities for leaders at the Council of Governments for decades, and the events in West Virginia are a reminder of their continued importance. COG staff went to West Virginia not only to witness the response to a crisis, but to further our region's abilities to quickly and deftly respond to such a crisis.

- Chuck Bean, Executive Director

LOCAL GOVERNMENT OUTREACH

Executive Director Chuck Bean spoke at a D.C. Council Oversight Hearing to discuss the role of COG in moving the region forward during fiscal year 2014 as well as the organization’s goals for fiscal year 2015.



CONFERENCE OF REGIONS

Bean attended the National Association of Regional Council’s Annual Conference of Regions. NARC uses this event to determine key policy issues and a legislative agenda on topics of relevance to executive directors and local elected officials representing regional organizations and boards. Fairfax County Vice Chair Penny Gross is serving as President of NARC this year. District of Columbia Mayor Vincent Gray also addressed the NARC membership at the conference.

PLACE + OPPORTUNITY

COG Planner Sophie Mintier presented *Place + Opportunity* to the Chief Administrative Officers (CAO) Committee, TPB Technical Committee, and the Transportation Planning Board in February. Mintier and COG Planner Ryan Hand also presented the report to a gathering of transportation practitioners and High Speed Rail Summit participants at Mobility Lab’s “Lunch at the Lab” series.



PLANNING ACTIVITIES

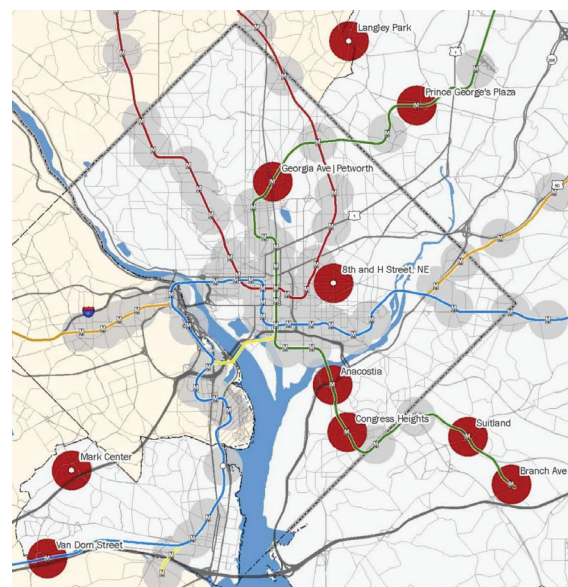
Community Planning and Services Director Paul DesJardin participated as a member of the Montgomery County Department of Finance’s annual Business Advisory Panel in Rockville. He also briefed visiting Israeli urban planners on COG and the region’s planning process in Silver Spring.

CLIMATE ADAPTATION

COG Environmental Planner Amanda Campbell spoke at a climate adaptation policy graduate class in GMU’s School of Public Policy regarding COG’s climate adaptation work and challenges and opportunities for creating more climate resilient infrastructure in the region.

AFFORDABLE HOUSING NEAR TRANSIT

The TPB hosted a webinar highlighting the findings of a 2012 Transportation/Land-Use Connections (TLC) Program study of affordable housing near transit in the region. The webinar was part of the TLC Program’s Regional Peer Exchange Network and attracted more than 50 policymakers and practitioners from around the region and the country.



CHILD WELFARE

COG Child Welfare Program Manager Kamilah Bunn gave a presentation on the Wednesday’s Child program to the Baltimore City Department of Social Services Directors.

COMMUTING ALTERNATIVES

Commuter Connections participated in an employee transportation fair at Naval Sea System Command in the District of Columbia.

COG, WMATA LEADERS DISCUSS SHARED PRIORITIES

Washington Metropolitan Area Transit Authority (WMATA) General Manager and CEO Richard Sarles participated in the February COG Board meeting where leaders discussed their shared priorities and the need for a new regional funding agreement. The meeting was covered by [WAMU](#), [WTOP](#) and [DCist](#).

BEAN DISCUSSES GROWTH AND TRANSPORTATION ON COMCAST NEWSMAKERS

On [Comcast Newsmakers](#), Council of Governments Executive Director Chuck Bean discussed how COG is helping the region plan for an additional 1.6 million residents by 2040. He referenced some of the findings and recommendations in the recently-released *Place + Opportunity* report and *Regional Transportation Priorities Plan*.

REGIONAL GROUPS DISCUSS CHANGING ECONOMY, GROWTH NEEDS

Officials gathered on February 11 at George Mason University's Arlington campus to hear a presentation by Dr. Stephen Fuller on the region's economic outlook. Following the presentation, COG Executive Director Chuck Bean joined a panel discussion with officials from the 2030 Group, Board of Trade, ULI-Washington and Federal City Council. *The Washington Post* and [Washington Business Journal](#) covered the event.



Anthony Williams (Federal City Council), Jim Dinegar (Greater Washington Board of Trade), Robert Pinkard (2030 Group), Matt Klein (ULI-Washington) and Chuck Bean (COG)

TRANSPORTATION PLANNING BOARD MEETING -
WEDNESDAY, MARCH 19, 2014

CHESAPEAKE BAY AND WATER RESOURCES POLICY COMMITTEE -
FRIDAY, MARCH 21, 2014

CLIMATE, ENERGY AND ENVIRONMENT POLICY COMMITTEE -
WEDNESDAY, MARCH 26, 2014

ANIMAL SERVICES AWARDS CEREMONY -
FRIDAY, MARCH 28, 2014

For more information about these events and other COG meetings, visit www.mwcog.org/calendar



AGENDA ITEM #4

AMENDMENTS TO AGENDA

(No attachments)



AGENDA ITEM #5

**APPROVAL OF MINUTES OF
FEBRUARY 12, 2014**

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

**MINUTES
Board of Directors Meeting
COG Board Room
February 12, 2014**

**BOARD MEMBERS, ALTERNATES, AND OTHER PARTICIPANTS
PRESENT AND NOT PRESENT:**

See attached chart for attendance.

STAFF:

Chuck Bean, Executive Director
Sharon Pandak, General Counsel
Monica Beyrouti, Member Services Associate/Clerk to the Board

GUESTS:

Richard Sarles, General Manager and CEO, WMATA
Shyam Kannan, Managing Director of the Office of Planning, WMATA
Bruce Blechl, Lieutenant, Fairfax County Police Department

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Chair Pro Tempore Mendelson called the meeting to order at 12:20PM and led those present in the Pledge of Allegiance.

2. ANNOUNCEMENTS

2014 Board Handbook

Chairman Mendelson called attention to the 2014 Board Handbook and encouraged members to use the Handbook as a resource throughout the year.

Letters Sent/Received

Chairman Mendelson announced the COG correspondence with outside entities over the last month.

3. EXECUTIVE DIRECTOR'S REPORT

Executive Director Chuck Bean briefed the Board on various events taking place throughout COG over the last month including the approval of the Regional Transportation Priorities Plan, the Emergency Planning Council, and the National Association of Regional Councils Conference. Mr. Bean explained the current status of the search and selection process for the COG Director of Transportation Planning. To conclude Mr. Bean announced the February Heart of COG employees, Farai Nzuwah and Janet Ernst of the Human Resources department and commended them for their work.

4. AMENDMENTS TO AGENDA

There were no amendments to the agenda.

5. APPROVAL OF MINUTES

The minutes of the January 8, 2014 Board Meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

A. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO CONDUCT A NATIONAL CAPITAL REGION ENERGY EMERGENCY EXERCISE

The Board adopted Resolution R12-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$100,000 to carry-out a seminar and follow-on tabletop exercise to assess regional responses to an energy emergency and the cascading effects such an emergency would have. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

B. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO CONDUCT A NATIONAL CAPITAL REGION SUPPLY CHAIN EXERCISE

The Board adopted Resolution R13-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$100,000 to carry-out a tabletop and seminar exercise dealing with supply chains and recovery resource management before, during, and immediately following a disaster. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

C. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO PROVIDE INCIDENT COMMAND SYSTEM TRAINING FOR EMERGENCY OPERATIONS CENTERS

The Board adopted Resolution R14-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$123,000 for a project to develop and deliver a specific one-day section training for each of the five sections in the Command and General Staff of ICS . This training should improve interoperability, coordination, communications, and accountability among NCR Emergency Operations Centers. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

D. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO DEVELOP METRO STATION EMERGENCY RESPONSE AND EVACUATION PLANS

The Board adopted Resolution R15-2014, authorizing the COG Executive Director, or his designee, to receive and expend up to \$230,494 to develop emergency response and evacuation plans for approximately 25 of WMATA's 86 rail stations. These plans will address evacuation of the stations, preserving life safety, securing stations, establishing passenger staging areas, alternate transportation, and system-wide adjustments. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

E. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT FOR THE ESTABLISHMENT AND OPERATION OF A DISTRICT EMERGENCY RESPONSE SYSTEM PROJECT MANAGEMENT OFFICE (DCERS PMO)

The Board adopted Resolution R16-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$336,000 for the establishment and operation of a District Emergency Response System Project Management Office (DCERS PMO). The DCERS PMO will bolster existing emergency management and homeland security capacity through the regional integration of policies, training, resources, information sharing, and project management. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

F. RESOLUTION AUTHORIZING COG TO FUND THE EMERGENCY PREPAREDNESS COUNCIL SENIOR LEADER SEMINAR FOR 2014

The Board adopted Resolution R17-2014, approving a proposal authorizing the Executive Director, or his

designee, to contract to support the development and conduct of the Emergency Preparedness Council Senior Leader Seminar for 2014. The purpose of the initiative is to provide an opportunity for a facilitated discussion with NCR leaders regarding their respective roles and responsibilities in the context of a disaster that may occur in one or more NCR jurisdictions with regional and possibly national impact. This will be done through a scenario developed by the planning team in partnership with the contractor. COG is being provided \$100,000 through a Subgrant from the SAA to fund the Emergency Preparedness Council Senior Leader Seminar 2014. **No COG Matching funds are required.**

G. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO COMPLETE DISTRICT JOINT ALL-HAZARDS OPERATION CENTER STANDARD OPERATING PROCEDURES (DCERS)

The Board adopted Resolution R18-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$250,000 to develop District Joint All-Hazards Operation Center Standard Operating Procedures. The purpose of the project is to validate and update the content of the current Joint All-Hazards Operation Center (JAHOC) Standard Operating Procedures (SOPs) and supporting documents to reflect current processes, procedures, and technology. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). No COG matching funds are required.

H. RESOLUTION AUTHORIZING COG TO CONTRACT FOR AN EXPLOSIVE BREACHER COURSE FOR NCR SPECIAL WEAPONS AND TACTICS (SWAT) TEAMS

The Board adopted Resolution R19-2014, approving a proposal authorizing the Executive Director, or his designee, to contract for an Explosive Breacher Course for NCR Special Weapons and Tactics (SWAT) Teams. A nationally recognized contractor will be selected to provide intermediate explosive breaching certification for NCR SWAT Teams. Participants will be drilled under all aspects of explosive breaching to include target analysis, charge calculation, proper deployment, and tactical considerations pertaining to liability. COG is being provided \$37,000 through a Subgrant from the State Administrative Agent (SAA) to fund the services of a consulting firm to provide the training. **No COG Matching funds are required.**

I. RESOLUTION AUTHORIZING COG TO ENTER INTO A CONTACT WITH VENDORS FOR COMPLETION BUILD OUT OF OFFICE SPACE

The Board adopted Resolution R20-2014, authorizing the Executive Director, or his designee, to enter into contracts not to exceed \$35,000 for the construction and build out of additional office space. An increase in the number of grant funded tasks has necessitated a growth in the number of employees in the Department of Transportation. MWCOG's Office of Information Technology & Facilities Management and Department of Transportation have identified underutilized space that can be converted into a single office today with the option for a second office in the future. Funding for this contract is from the FY2014 Facilities Annual Operating Budget.

J. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO CONDUCT A NATIONAL CAPITAL REGION CYBERSECURITY EXERCISE

The Board adopted Resolution R21-2014, authorizing the Executive Director, or his designee, to receive and expend up to \$80,000 to carry-out a cyber security tabletop and seminar exercise intended to test a regional cyber security framework that is under development, individual agency cyber security plans, improve risk reduction, help insure business continuity, and foster broader adoption and deployment of strong cyber security tools and techniques. Funding for this effort will be provided through a Subgrant from the State Administrative Agent (SAA). **No COG matching funds are required.**

ACTION: The Board adopted Resolutions R12-21, approving the consent agenda items.

7. FY 2014 SECOND QUARTER FISCAL REPORT

Mr. Beriault briefed the Board on the FY2014 Second Quarter Fiscal Report.

ACTION: The Board received the briefing.

8. 2014 BOARD WORK PLAN

Chair Mendelson outlined the 2014 Board Work Plan discussed and proposed by the COG Board Executive Committee. Vice Chair Euille and Vice Chair Berliner voiced their support of the Work Plan. Chair Mendelson asked the Board for their input and opened the floor for discussion.

ACTION: The Board adopted Resolution R22-2014, approving the 2014 Board Work Plan.

9. PRESENTATION AND DISCUSSION ON REGIONAL TRANSPORTATION PRIORITIES PLAN

Mr. John Swanson, Principle Planner for the COG Department of Transportation Planning, briefed the Board on the Regional Transportation Priorities Plan (RTPP) approved by the National Capital Region Transportation Planning Board (TPB) on January 15, 2014. Mr. Swanson explained how the RTPP reflects more than a decade of TPB planning activities, including the TPB Vision and Region Forward, the RTPP was developed to identify regional strategies that offer the greatest potential contributions toward addressing regional challenges, and to support efforts to incorporate those strategies into future updates of the financially Constrained Long-Range Transportation Plan (CLRP).

ACTION: The Board received the briefing.

10. PRESENTATION AND DISCUSSION ON MOMENTUM AND METRO 2025

Mr. Richard Sarles, General Manager and CEO of WMATA addressed the Board on the Momentum Strategic Plan and the Metro 2025 Capital Initiatives. Mr. Sarles noted that the WMATA Board adopted the Momentum Strategic Plan in June 2013, charting a new course to ensure the transit system meets the needs of the region now, in 2025, and beyond. Momentum directly supports achievement of Region Forward goals, implementation of the Regional Transportation Priorities Plan, and provides a road map to achieve the goals and guides Metro's annual business plan over the next 10 years. After his presentation Chairman Mendelson opened up the floor for questions and discussion amongst members and Mr. Sarles. Vice Chair Euille introduced and moved to adopt Resolution R23-2014, approving a letter from the Board of Directors to Congress supporting the reauthorization of the Federal Surface Transportation Act, MAP-21, and replenishment of the Highway Trust Fund that finances highway and transit programs.

ACTION: The Board adopted Resolution R23-2014, approving a letter from the Board of Directors to Congress supporting the reauthorization of the Federal Surface Transportation Act, MAP-21, and replenishment of the Highway Trust Fund that finances highway and transit programs.

11. 2015 WORLD POLICE AND FIRE GAMES

Lieutenant Bruce Blechl of the Fairfax County Police Department and Vice President of Operations & Athlete Services for Fairfax 15 briefed the Board on the planning process for the 2015 World Police & Fire Games being held in Fairfax County, Virginia. The World Police & Fire Games are a spectacular international sporting event, offering police officers, firefighters, customs and correction officers from around the world an opportunity to showcase their athletic excellence in over 65 sporting events. On average the games will bring in a total of 15,000-30,000 visitors to Fairfax County and the region creating an exciting and rewarding community-wide sporting and cultural event.

ACTION: The Board received the briefing.

12. OTHER BUSINESS

There was no other business.

13. ADJOURNMENT

Upon motion duly made and seconded, the meeting was adjourned at 1:54PM. The next meeting is March 12, 2014.

BOARD OF DIRECTORS – February 2014

<u>Jurisdiction</u>	<u>Member</u>	<u>Y/N</u>	<u>Alternate</u>	<u>Y/N</u>
<i>District of Columbia</i>				
Executive	Hon. Vincent Gray		Christopher Murphy	
	Mr. Allen Lew		Warren Graves	Y
Council	Hon. Phil Mendelson (Chair)	Y		
	Hon. Kenyan R. McDuffie	Y		
<i>Maryland</i>				
Bowie	Hon. G. Frederick Robinson		Hon. Dennis Brady	
Charles County	Hon. Reuben Collins	Y-VC	Hon. Ken Robinson Hon. Debra Davis	
City of Frederick	Hon. Randy McClement			
Frederick County	Hon. David Gray	Y	Hon. Blaine Young	
College Park	Hon. Andrew Fellows		Hon. Denise Mitchell	Y
Gaithersburg	Hon. Sidney Katz		Hon. Cathy Drzyzgula	Y-CC
Greenbelt	Hon. Emmett Jordan	Y	Hon. Judith "J" Davis	
Montgomery County				
Executive	Hon. Isiah Leggett		Mr. Tim Firestine	
Council	Hon. Roger Berliner (Vice Chair)	Y		
	Hon. Nancy Navarro	Y		
Prince George's County				
Executive	Hon. Rushern Baker		Mr. Bradford Seamon	
Council	Hon. Karen Toles			
	Hon. Andrea Harrison			
Rockville	Hon. Bridget Newton			
Takoma Park	Hon. Bruce Williams	Y	Hon. Terry Seamens	
Maryland General Assembly				
<i>Virginia</i>				
Alexandria	Hon. William Euille (Vice Chair)	Y	Hon. Redella Pepper	
Arlington County	Hon. Walter Tejada	Y	Hon. Jay Fissette	
City of Fairfax	Hon. Dan Drummond		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. Michael Frey	
Falls Church	Hon. David Tarter	Y	Hon. David Snyder	
Loudoun County	Hon. Matt Letourneau			
Loudoun County	Hon. Scott York	Y	Hon. Shawn Williams	
Manassas	Hon. Jonathan Way	Y		
Manassas Park	Hon. Suhas Naddoni		Hon. Frank Jones	
Prince William County	Hon. Frank Principi			
	Hon. Wally Covington	Y		
Virginia General Assembly				

Total: 20



AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

777 North Capitol Street, N.E.

Washington, D.C. 20002-4239

RESOLUTION AUTHORIZING COG TO ACCEPT AND EXPEND GRANT FUNDS FROM THE NATIONAL FISH AND WILDLIFE FOUNDATION TO SUPPORT IMPLEMENTATION OF REAL-TIME CONTROL AND DECISION MAKING SMART, INTEGRATED STORMWATER MANAGEMENT SYSTEMS (SISMS)

WHEREAS, at its June 14, 2006 meeting, the Board of Directors of the Metropolitan Washington Council of Governments (COG) adopted Resolution R28-2006 establishing a new Anacostia governance structure for the restoration of the Anacostia watershed, including the formation of a new Anacostia Watershed Steering Committee; and

WHEREAS, COG is both a nationally recognized watershed restoration expert and has provided coordination, management, and technical monitoring support for the Anacostia restoration effort since 1987; and

WHEREAS, COG has a continuing interest in the restoration, management and protection of the Anacostia Watershed; and

WHEREAS, the Anacostia watershed is listed under section 303(d) of the Clean Water Act as being impaired by high nutrients and sediment; and

WHEREAS, this project, located at multiple sites in the Maryland portion of the Anacostia Watershed, is a collaborative effort between COG, the Steering Committee Partnership, and Maryland Department of Natural Resources, to implement and monitor the cost-effective, real-time control and decision making smart, integrated stormwater management system technology across the Anacostia Watershed; and

WHEREAS, improving water quality of the Anacostia River, as a tributary to the Potomac River and the Chesapeake Bay, supports the State Watershed Implementation Plan requirements and Chesapeake Bay Total Maximum Daily Load (TMDL) requirements for the Chesapeake Bay pollution diet to achieve improved Bay water quality by 2025.

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 and expend grant funding in an amount of \$250,000 for the purpose of implementing smart, integrated stormwater management system technology across the Anacostia Watershed. The duration of the grant is through June 2016. The Maryland Department of Natural Resources is expected to provide \$2,750,000 match for a project total of \$3,000,000. No COG matching funds are required.

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, NE
Washington, D.C. 20002-4290**

RESOLUTION AUTHORIZING COG TO ENTER INTO A CONTRACT WITH GREEHAN, TAVES, PANDAK & STONER, PLLC, FOR ONGOING LEGAL SERVICE SUPPORT

WHEREAS, the law firm of Greehan, Taves, Pandak & Stoner, PLLC (GTPS), which specializes in representing localities and other public entities, was retained in 2010 to provide legal services to COG; and

WHEREAS, GTPS has successfully provided all needed legal services, including both routine services and more complex support when required; and

WHEREAS, a review has been conducted of COG's legal services requirements over the past four contract years, as well as future legal services needs, including individual project support, particularly in the area of homeland security, and this review has also considered the potential for a permanent staff legal counsel;

WHEREAS, this review concluded that the current contract services approach continues to best serve COG's current needs, but the existing contract warranted revision to provide the necessary level of retainer compensation, as well as authorize additional services through a revised time and materials section; and

WHEREAS, COG will continue to assess the need for a permanent staff legal counsel at least annually;

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 execute a new contract with Greehan, Taves, Pandak & Stoner, PLLC, for legal services, for the period April 1, 2014 through June 30, 2016, with a retainer fee of \$15,000 per month plus expenses for April – June, 2014, and \$16,000 per month plus expenses beginning July, 2014 through June, 2016; said contract will include additional services covered under the time and materials section of the contract. Funding for this contract is provided through COG's indirect cost allocation plan, the member services program in COG's adopted work program and budget, and reimbursement under individual project agreements.



AGENDA ITEM #7

OVERVIEW OF REGIONAL INFRASTRUCTURE AND PLAN FOR 2014

Memorandum

March 5, 2014

TO: COG Board of Directors

FROM: Chuck Bean 
Executive Director

SUBJECT: Regional Infrastructure – 2014 Board Focus

District of Columbia
Bladensburg*
Bowie
Charles County
College Park
Frederick
Frederick County
Gaithersburg
Greenbelt
Montgomery County
Prince George's County
Rockville
Takoma Park
Alexandria
Arlington County
Fairfax
Fairfax County
Falls Church
Loudoun County
Manassas
Manassas Park
Prince William County

*Adjunct Member

Background, Goals and Outcomes

In support of COG's broad vision under *Region Forward*, and as outlined in the 2014 Board Work Plan adopted on February 12, 2014, one of the three focus areas this year is "Regional Infrastructure."

The Board identified regional infrastructure in recognition of its inherent and critical role in supporting the region's future prosperity, accessibility, livability and sustainability.

The "focus on infrastructure" is expected to yield essential information on what defines and distinguishes our region's infrastructure, who owns and manages it, what it costs to maintain, what the future needs will be; how it is currently paid for and future financing/funding options; and where COG can add value to the dialogue through policy and advocacy, as well as in its role as an expert information resource.

To support the Board, a cross-agency staff "Infrastructure Team" has been created, led by Stuart Freudberg, Senior Director. The staff team reflects COG's core competencies in transportation, water resources, energy, and public safety; and will draw on additional resources as appropriate in these and other areas throughout the year, particularly with regard to financial data and analysis, as well as communications and health.

Approach for 2014

At each Board meeting, a different infrastructure sector will be highlighted, using a common approach and unifying themes. Topics to be covered are expected to include:

- Ownership/operations: public, private, public/private, governance
- Facilities: type and number, statistics (illustrative) such as miles of pipe, rail lines or highways, bridges, treatment plants, energy generation facilities, etc.
- Financial: annual capital & operating costs, fees, rates, funding sources, financing mechanisms
- Linkages: infrastructure sector interrelationships and interdependencies
- Policy and advocacy: policies, legislation, actions or advocacy positions

- Outreach and education: sharing what the Board learned with members, policy-makers, and the public
- Challenges: affordability, regulatory requirements, competing priorities
- Opportunities: financing mechanisms, innovative practices, shared services, and other opportunities to be identified during the course of the year

Infrastructure Sectors

Transportation, Water, Energy, and Public Safety fall within COG's core competencies, defined roles, and active regional programs – with direct participation by public and private stakeholders. Communication, health, and finance are also fundamental areas where COG has capacity while additional engagement with partners and stakeholders is anticipated to supplement COG's capabilities.

Schedule

In February, the Board focused on the Regional Transportation Priorities Plan as well as the METRO system and adopted a policy position in support of the METRO Momentum Plan and federal funding for transportation. For the next three months, the expected areas of focus are likely to include:

April – Drinking Water and Water Security

May – Financing

June – Energy or Communications

Based on Board input and guidance, the schedule will be fleshed out for the balance of the year. It is also anticipated that the COG Leadership Retreat will include a major component on regional infrastructure, and a fall conference or workshop will be developed with a regional infrastructure theme. Board guidance, as well as feedback and input from other policy boards and committees, and external stakeholders will be solicited to help shape the program moving forward.

Next Steps

The Board is requested to discuss the approach outlined in this memorandum at its meeting on March 12, 2014, and provide direction and guidance to the staff as it implements this year's focus on regional infrastructure.

The staff looks forward to working with the Board on this very important and exciting initiative.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, NE
Washington, D.C. 20002-4290

RESOLUTION SUPPORTING
MOMENTUM, THE NEXT GENERATION OF METRO

WHEREAS, the Metropolitan Washington Council of Governments (COG) is the regional planning organization of the Washington area's major local governments; and

WHEREAS, on January 13, 2010, the COG Board of Directors approved Region Forward, a Comprehensive Guide for Regional Planning and Measuring Progress in the 21st Century; and

WHEREAS, the Washington Metropolitan Area Transit Authority (WMATA) has developed a new strategic plan entitled *Momentum, The Next Generation of Metro*, the first for the Authority in more than a decade, which reflects and supports the key concepts of Region Forward; and

WHEREAS, while WMATA continues rebuilding virtually its entire system to improve safety, reliability and customer service, the Authority must be planning to serve millions of additional future riders and support the region's economic growth; and

WHEREAS, demand for WMATA's services is already outstripping capacity and more growth is expected, and thus additional investments are needed to prepare WMATA's core system to support the continued prosperity of the region; and

WHEREAS, the new strategic plan, *Momentum: The Next Generation of Metro*, benefits from more than a year of outreach to nearly 12,000 customers and stakeholders, provides a road map to achieve the goals of the WMATA system, and guides WMATA's annual business plan; and

WHEREAS, recognizing that the region's mobility depends on the continued operation of WMATA's core network, *Momentum* includes the following key priorities for completion by 2025: operation of all eight-car trains during rush hour; completion of the Metrobus Priority Corridor Network; a one-stop shop for all regional transit trip planning and payment; and a better, more efficient MetroAccess service;

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

- (1) Provides its support for the vision, goals, and initiatives of *Momentum: The Next Generation of Metro*, as the new strategic plan for WMATA, recognizing that specific funding commitments required to implement *Momentum* will need to be secured from Metro's regional and federal funding partners.
- (2) Looks forward to integrating the key concepts and recommendations of *Momentum* into the ongoing refinement and implementation of Region Forward.

I HEREBY CERTIFY THAT the foregoing resolution was approved and adopted by the COG Board of Directors at its regular meeting held on June 12, 2013.

Nicole Hange
Acting Executive Board Secretary

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, N.E.
Washington, DC 20002-4239

**RESOLUTION ENDORSING A LETTER TO THE REGION'S CONGRESSIONAL DELEGATION EXPRESSING SUPPORT
FOR THE EXTENSION OF MAP-21 AND REPLENISHMENT OF THE HIGHWAY TRUST FUND**

WHEREAS, the COG Board of Directors believes transportation planning and funding are vital to maintain and support the growing demand of the National Capital Region, the goals of Region Forward, the Regional Transportation Priorities Plan, and

WHEREAS, the WMATA Board of Directors, comprised of representatives from the State of Maryland, Commonwealth of Virginia, District of Columbia and the Federal government, has adopted the Metro Momentum Strategic Plan identifying critical regional transit investments to increase transit capacity and improve regional mobility; and

WHEREAS, the State of Maryland and the Commonwealth of Virginia both passed major transportation revenue acts in 2013, and the District of Columbia is dedicating increasing funding from its general fund for transportation improvements, and

WHEREAS, these increases in transportation funding at the state level will not make up for the decline in spending power of the federal contribution, leading to a decrease in overall transportation funding, and;

WHEREAS, the federal surface transportation authorization act, Moving Ahead for Progress in the 21st Century (MAP-21), expires on September 30, 2014, and;

WHEREAS, the Highway Trust Fund, the primary source of funds for highway federal aid-programs, may run out of funds before the date of September 30, 2014, by which time the Transit Account of the Highway Trust Fund for transit programs will also be nearly empty, and;

WHEREAS, as the seat of the federal government, we, the region, are asking the federal government to do more to ensure regional mobility and prosperity by providing a long-term and reliable source of transportation funds, and;.

WHEREAS, the COG Board acknowledges that additional federal funding is vital to maintaining our regional transportation system and to meeting the needs of our growing economy and population in order to keep our National Capital Region moving forward.

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

The attached letter regarding COG's support for Congressional actions in support of federal transportation funding through extension of MAP-21 and replenishment of the Highway Trust Fund be endorsed and disseminated by the COG Board of Directors.

I HEREBY CERTIFY THAT the foregoing resolution was approved and adopted by the COG Board of Directors at its regular meeting held on February 12, 2014.

Monica Beyrouti
Clerk to the Board of Directors



March 3, 2014

The Honorable Phil Mendelson
Chairman
Metropolitan Washington Council of Governments
777 North Capitol Street
Washington, D.C. 20001

Dear Chairman Mendelson,

On behalf of the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors, allow me to extend my appreciation to the Metropolitan Washington Council of Governments' (MWCOCG) Board of Directors for its endorsement of *Momentum: The Next Generation of Metro*, Metro's strategic plan for 2025. We were pleased that MWCOCG's endorsement called upon local, regional, and federal leaders to find funding solutions for *Momentum*. Importantly, the WMATA Board appreciates the MWCOCG Board's recent reinforcement of the need for federal stakeholders to join the region in properly funding transit and transportation needs.

In a very important first step, Governor O'Malley, Governor McAuliffe and Mayor Gray announced their commitment and intention to provide an initial \$75 million to fund FY15 *Momentum*. We are very grateful to Governor O'Malley, Governor McAuliffe and Mayor Gray for their leadership.

As one of the stewards of the region, your leadership and that of the MWCOCG Board is critical to advancing the case for additional Metro funding and articulating the importance of a strong public transit system to the region's residents, business owners, and elected officials. Additionally, a robust Metro system will leverage the myriad of other local and regional transportation investments that are proposed in the coming years. The benefits realized by fully funding *Momentum* will clearly support the region's ability to meet the goals and targets outlined in MWCOCG's *Region Forward and Economy Forward*. WMATA's Board of Directors and leadership are looking forward to continuing to collaborate with you and other Board members as we seek to fund and implement *Momentum*.

Sincerely,

Tom Downs
Chair, Board of Directors

cc: Bill Euille, COG Vice Chairman
Roger Berliner, COG Vice Chairman

**Washington
Metropolitan Area
Transit Authority**

600 Fifth Street, NW
Washington, D.C. 20001
202/962-1234

By Metrorail:
Judiciary Square-Red Line
Gallery Place-Chinatown
Red, Green and
Yellow Lines

A District of Columbia
Maryland and Virginia
Transit Partnership



AGENDA ITEM #8

APPROVAL OF THE DRAFT ROUND 8.3 COOPERATIVE FORECASTS

Summary of Intermediate Employment Forecasts
Round 8.3 Cooperative Forecasts
(Thousands)

**Draft COG Board of
Directors 3/14/14**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040	2010 to 2040	
								Number	% Change
District of Columbia	783.5	815.0	861.8	905.8	944.1	973.0	1,001.8	218.4	27.9%
Arlington County	223.3	247.5	276.3	292.1	303.0	306.0	308.8	85.6	38.3%
City of Alexandria	102.9	110.2	116.8	131.2	149.6	157.4	167.6	64.7	62.9%
Central Jurisdictions	1,109.6	1,172.7	1,254.9	1,329.1	1,396.7	1,436.3	1,478.2	368.6	33.2%
Montgomery County	510.3	532.0	564.4	598.8	635.3	674.0	715.1	204.9	40.1%
City of Rockville (1)	73.7	76.3	80.2	85.6	94.0	100.0	105.7	31.9	43.3%
City of Gaithersburg (1)	49.1	52.8	55.3	59.4	64.3	69.3	74.5	25.5	51.9%
Prince George's County	342.6	357.0	377.9	403.1	427.5	457.3	497.7	155.1	45.3%
Fairfax County (2)	625.8	661.0	722.1	775.8	825.5	857.4	886.8	261.0	41.7%
City of Fairfax	20.4	20.8	21.9	22.8	23.7	24.6	25.6	5.2	25.6%
City of Falls Church	11.4	12.0	14.3	16.2	17.6	18.0	18.3	6.9	60.5%
Inner Suburbs	1,510.4	1,582.8	1,700.6	1,816.7	1,929.5	2,031.3	2,143.5	633.0	41.9%
Loudoun County	145.5	162.5	190.4	214.3	236.9	250.6	263.1	117.6	80.8%
Prince William County	115.4	134.8	155.3	174.8	195.9	217.8	240.8	125.4	108.6%
City of Manassas	23.6	24.0	26.2	27.7	29.2	30.7	32.2	8.6	36.5%
City of Manassas Park	4.5	4.6	4.7	4.8	4.9	5.0	5.1	0.6	12.6%
Calvert County (3)	35.2	41.1	44.5	46.3	47.2	48.1	49.0	13.8	39.2%
Charles County (3)	62.2	68.4	71.7	74.7	77.5	80.3	83.1	20.9	33.6%
Frederick County	98.7	102.0	106.2	109.8	112.6	115.3	117.4	18.7	19.0%
City of Frederick (4)	46.9	47.3	49.8	51.4	55.4	56.8	62.2	15.3	32.6%
Stafford County (5)	46.7	52.7	58.4	64.3	70.2	77.2	84.2	37.5	80.4%
Outer Suburbs	531.8	590.1	657.5	716.7	774.4	825.0	874.9	343.1	64.5%
Virginia Jurisdictions	1,319.4	1,430.1	1,586.4	1,723.9	1,856.5	1,944.7	2,032.5	713.1	54.0%
Maryland Jurisdictions	1,049.0	1,100.5	1,164.7	1,232.7	1,300.0	1,375.0	1,462.3	413.3	39.4%
MSA (1983) REGIONAL TOTAL	3,151.9	3,345.5	3,612.9	3,862.5	4,100.6	4,292.7	4,496.6	1,344.8	42.7%

(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) Projections from 2010 to 2030 prepared by the Maryland Department of Planning, February 2009.

(4) Included in Frederick County total.

(5) Source: George Washington Regional Commission / Fredericksburg Area MPO February 2013 TAZ Refinements of the January 2012

GWRC/FAMPO Long-Range Transportation Plan Update Control Estimates and Forecasts.

Summary of Intermediate Population Forecasts
Round 8.3 Cooperative Forecasts
(Thousands)

**Draft COG Board of
Directors 3/14/14**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040	2010 to 2040	
								Number	% Change
District of Columbia	601.8	660.5	715.5	764.3	808.7	852.4	883.6	281.8	46.8%
Arlington County	207.6	222.9	236.1	248.7	258.8	266.4	276.1	68.4	33.0%
City of Alexandria	140.0	148.5	158.1	167.1	174.0	184.7	194.9	54.9	39.2%
Central Jurisdictions	949.4	1,031.9	1,109.7	1,180.0	1,241.5	1,303.6	1,354.5	405.2	42.7%
Montgomery County	972.6	1,020.0	1,067.0	1,110.0	1,153.9	1,184.6	1,202.8	230.2	23.7%
City of Rockville (1)	61.2	64.0	68.4	71.9	75.6	79.3	82.7	21.5	35.1%
City of Gaithersburg (1)	59.9	66.7	70.2	73.4	77.4	81.2	85.0	25.0	41.8%
Prince George's County	863.4	881.4	899.7	926.7	950.0	972.9	995.3	131.9	15.3%
Fairfax County (2)	1,081.7	1,116.4	1,153.5	1,212.5	1,265.7	1,317.6	1,369.0	287.3	26.6%
City of Fairfax	22.7	24.7	26.0	26.4	26.9	27.4	27.9	5.1	22.5%
City of Falls Church	12.3	13.1	14.2	15.5	16.4	17.0	17.3	5.0	40.3%
Inner Suburbs	2,952.8	3,055.6	3,160.3	3,291.1	3,412.9	3,519.5	3,612.2	659.4	22.3%
Loudoun County	312.3	367.1	418.0	453.2	471.2	482.3	488.0	175.7	56.3%
Prince William County	402.0	452.4	494.5	530.7	562.0	588.4	610.3	208.3	51.8%
City of Manassas	37.8	39.1	41.6	43.1	44.6	46.1	47.5	9.7	25.7%
City of Manassas Park	14.3	14.3	15.9	15.9	15.9	15.9	15.9	1.6	11.1%
Calvert County (3)	91.7	96.5	100.5	103.3	105.1	107.0	108.9	17.1	18.7%
Charles County (3)	144.6	160.1	176.0	191.5	202.6	213.7	224.9	80.3	55.5%
Frederick County	233.4	241.6	258.9	278.7	297.7	314.3	330.0	96.6	41.4%
City of Frederick (4)	65.2	69.2	74.3	79.0	83.1	86.5	89.1	23.9	36.6%
Stafford County (5)	129.0	149.4	169.8	191.2	212.7	232.3	251.9	122.9	95.3%
Outer Suburbs	1,365.1	1,520.5	1,675.0	1,807.5	1,911.6	1,999.8	2,077.3	712.2	52.2%
Virginia Jurisdictions	2,359.7	2,547.8	2,727.5	2,904.3	3,048.0	3,178.0	3,298.7	939.0	39.8%
Maryland Jurisdictions	2,305.8	2,399.6	2,502.0	2,610.1	2,709.3	2,792.5	2,861.8	556.0	24.1%
MSA (1983) REGIONAL TOTAL	5,267.2	5,608.0	5,945.0	6,278.6	6,566.0	6,822.9	7,044.0	1,776.8	33.7%

(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) Projections from 2010 to 2030 prepared by the Maryland Department of Planning, Historical and Projected Total Population, December 2008.

(4) Included in Frederick County total.

(5) Source: George Washington Regional Commission / Fredericksburg Area MPO February 2013 TAZ Refinements of the January 2012 GWRC/FAMPO Long-Range Transportation Plan Update Control Estimates and Forecasts.

Summary of Intermediate Household Forecasts
Round 8.3 Cooperative Forecasts
(Thousands)

**Draft COG Board of
Directors 3/14/14**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040	2010 to 2040	
								Number	% Change
District of Columbia	266.7	287.1	305.5	323.1	340.2	357.1	370.9	104.2	39.1%
Arlington County	98.1	105.7	112.2	117.3	121.4	124.4	128.6	30.6	31.2%
City of Alexandria	68.1	72.3	77.0	81.4	84.7	89.9	94.9	26.8	39.3%
Central Jurisdictions	432.9	465.1	494.7	521.8	546.3	571.5	594.4	161.5	37.3%
Montgomery County	361.0	377.5	397.0	414.9	434.8	449.9	460.2	99.1	27.5%
City of Rockville (1)	25.2	26.5	28.6	30.3	32.0	33.7	35.4	10.2	40.3%
City of Gaithersburg (1)	22.0	24.5	25.7	27.1	28.8	30.6	32.3	10.3	47.0%
Prince George's County	304.0	323.4	336.4	348.6	359.9	370.1	379.3	75.3	24.8%
Fairfax County (2)	386.1	397.5	413.7	438.8	461.4	483.4	505.3	119.2	30.9%
City of Fairfax	8.4	9.2	9.7	9.9	10.0	10.2	10.3	1.9	23.0%
City of Falls Church	5.1	5.5	6.2	6.9	7.4	7.7	7.9	2.8	54.9%
Inner Suburbs	1,064.7	1,113.1	1,163.0	1,219.1	1,273.5	1,321.4	1,363.0	298.3	28.0%
Loudoun County	104.6	122.3	139.5	151.9	159.3	163.9	166.0	61.4	58.7%
Prince William County	130.8	148.5	164.0	177.9	189.7	199.7	207.8	77.0	58.9%
City of Manassas	12.5	13.1	14.3	15.0	15.7	16.4	17.1	4.6	36.5%
City of Manassas Park	4.5	4.5	5.0	5.0	5.0	5.0	5.0	0.5	11.7%
Calvert County (3)	32.0	34.3	36.0	37.4	38.3	39.3	40.3	8.3	25.8%
Charles County (3)	51.0	57.5	64.3	70.8	75.8	80.9	85.9	35.0	68.6%
Frederick County	84.8	89.9	96.5	103.9	111.1	117.4	123.2	38.4	45.3%
City of Frederick (4)	25.4	27.0	29.0	30.9	32.5	33.9	34.9	9.6	37.8%
Stafford County (5)	41.8	49.7	57.5	65.5	73.4	80.5	87.7	45.9	109.9%
Outer Suburbs	462.0	519.8	577.2	627.4	668.4	703.1	733.1	271.1	58.7%
Virginia Jurisdictions	860.0	928.2	999.2	1,069.6	1,128.1	1,181.2	1,230.6	370.6	43.1%
Maryland Jurisdictions	832.9	882.6	930.2	975.6	1,020.0	1,057.6	1,088.9	256.1	30.7%
MSA (1983) REGIONAL TOTAL	1,959.6	2,098.0	2,234.9	2,368.3	2,488.3	2,596.0	2,690.5	730.9	37.3%

(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) Projections from 2010 to 2030 prepared by the Maryland Department of Planning, Historical and Projected Households for Maryland's Jurisdictions, February 2009.

(4) Included in Frederick County total.

(5) Source: George Washington Regional Commission / Fredericksburg Area MPO February 2013 TAZ Refinements of the January 2012

GWRC/FAMPO Long-Range Transportation Plan Update Control Estimates and Forecasts.

**Summary of Change between Employment Forecasts
Round 8.3 and Round 8.2 Cooperative Forecasts
(Thousands)**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040
District of Columbia	0.0	2.0	-3.9	3.2	14.5	17.2	19.2
Arlington County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Alexandria	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Jurisdictions	0.0	2.0	-3.9	3.2	14.5	17.2	19.2
Montgomery County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Rockville	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Gaithersburg	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prince George's County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fairfax County	2.9	-3.4	1.2	5.2	12.4	11.4	9.7
City of Fairfax	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Falls Church	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Inner Suburbs	2.9	-3.4	1.2	5.2	12.4	11.4	9.7
Loudoun County	0.2	-0.3	-7.2	-11.6	-14.8	-17.4	-20.1
Prince William County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Manassas	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Manassas Park	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Calvert County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Charles County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Frederick County	0.0	2.6	2.4	2.5	2.8	3.0	2.5
City of Frederick	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stafford County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Outer Suburbs	0.2	2.4	-4.8	-9.1	-12.0	-14.4	-17.6
Virginia Jurisdictions	3.1	-3.7	-6.0	-6.4	-2.4	-6.0	-10.5
Maryland Jurisdictions	0.0	2.6	2.4	2.5	2.8	3.0	2.5
MSA (1983) REGIONAL TOTAL	3.1	0.9	-7.5	-0.6	14.9	14.2	11.2

4-Mar-14

**Summary of Change between Population Forecasts
Round 8.3 and Round 8.2 Cooperative Forecasts
(Thousands)**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040
District of Columbia	0.0	6.7	39.2	62.7	86.0	111.3	112.4
Arlington County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Alexandria	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Jurisdictions	0.0	6.7	39.2	62.7	86.0	111.3	112.4
Montgomery County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Rockville	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Gaithersburg	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prince George's County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fairfax County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Fairfax	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Falls Church	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Inner Suburbs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Loudoun County	0.0	6.8	12.8	9.8	6.8	4.3	3.1
Prince William County	0.0	0.0	0.5	0.8	0.8	0.8	0.8
City of Manassas	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Manassas Park	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Calvert County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Charles County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Frederick County	0.0	0.9	4.0	3.6	4.6	4.5	5.0
City of Frederick	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stafford County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Outer Suburbs	0.0	7.7	17.3	14.2	12.2	9.6	8.9
Virginia Jurisdictions	0.0	6.8	13.2	10.6	7.6	5.1	3.9
Maryland Jurisdictions	0.0	0.9	4.0	3.6	4.6	4.5	5.0
MSA (1983) REGIONAL TOTAL	0.0	14.4	56.4	76.9	98.1	120.9	121.3

4-Mar-14

**Summary of Change between Household Forecasts
Round 8.3 and Round 8.2 Cooperative Forecasts
(Thousands)**

JURISDICTION	2010	2015	2020	2025	2030	2035	2040
District of Columbia	0.0	-0.5	7.4	13.2	22.0	30.7	31.1
Arlington County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Alexandria	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Jurisdictions	0.0	-0.5	7.4	13.2	22.0	30.7	31.1
Montgomery County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Rockville	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Gaithersburg	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prince George's County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fairfax County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Fairfax	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Falls Church	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Inner Suburbs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Loudoun County	0.0	2.0	3.9	2.7	2.0	1.1	0.7
Prince William County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Manassas	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City of Manassas Park	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Calvert County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Charles County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Frederick County	0.0	2.5	3.8	3.7	3.5	3.6	3.8
City of Frederick	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stafford County	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Outer Suburbs	0.0	4.6	7.7	6.4	5.5	4.6	4.5
Virginia Jurisdictions	0.0	2.0	3.9	2.7	2.0	1.1	0.7
Maryland Jurisdictions	0.0	2.5	3.8	3.7	3.5	3.6	3.8
MSA (1983) REGIONAL TOTAL	0.0	4.1	15.1	19.6	27.5	35.4	35.6

4-Mar-14

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, N.E.
Washington, D.C. 20002

RESOLUTION APPROVING THE DRAFT ROUND 8.3 COOPERATIVE FORECASTS OF POPULATION, HOUSEHOLDS, AND EMPLOYMENT FOR USE IN THE AIR QUALITY CONFORMITY ANALYSIS OF THE 2014 FINANCIALLY CONSTRAINED LONG RANGE TRANSPORTATION PLAN (CLRP) AND THE FY2015-2020 TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

WHEREAS, on September 10, 1975, the Board of Directors of the Metropolitan Washington Council of Governments (COG) 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, the Cooperative Forecasting and Data Subcommittee of the Planning Directors Technical Advisory Committee has been actively engaged during the past year in developing the second update to the 8th major series of forecasts based on current regional development trends and new national and regional economic and demographic estimates, as the basis for further study of land use/transportation relationships to comply with Federal regulations implementing the Clean Air Act Amendments and Moving Ahead for Progress in the 21st Century (MAP-21); and

WHEREAS, the Cooperative Forecasting Program has involved the active participation of COG's participating governments, as well as Anne Arundel, Carroll and Howard counties and the Tri-County Council for Southern Maryland, the Baltimore Metropolitan Council, Fredericksburg Area Metropolitan Planning Organization, the Maryland Office of Planning, and the National Capital Planning Commission; and

WHEREAS, to further enhance coordination between regional land use and transportation planning, on February 12, 2003 COG adopted Resolution R8-2003, which recommends that 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);

WHEREAS, on January 17, 2014 the Planning Directors Technical Advisory Committee recommended the draft Round 8 Cooperative Forecasts for use in this year's Air Quality Conformity Analysis of the 2014 CLRP and the FY 2015-2020 TIP.

NOW, THEREFORE, BE IT RESOLVED BY THE COG BOARD OF DIRECTORS THAT:

1. The Board approves the Round 8.3 Forecasts attached as part of this Resolution.
2. The Board charges the Region Forward Coalition and the Planning Directors Technical Advisory Committee with monitoring the Round 8.3 Cooperative Forecasts to identify any potential changes in assumptions about land use, transportation and the region's economy, and modify the Round 8.3 Cooperative Forecasts as necessary.



AGENDA ITEM #9

**THE WASHINGTON METROPOLITAN
AREA'S FUTURE ECONOMY,
CHANGING WORKFORCE AND
HOUSING REQUIREMENTS**

The Washington Metropolitan Area's Future Economy, Changing Workforce and Housing Requirements: Regional Opportunities and Challenges

A report to the

Metropolitan Washington Council of Governments,
Greater Washington Board of Trade,
Urban Land Institute Washington,
Federal City Council and 2030 Group

Prepared by

Stephen S. Fuller, PhD
Dwight Schar Faculty Chair and University Professor
Director, Center for Regional Analysis
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December 9, 2013

The Washington Metropolitan Area's Future Economy, Changing Workforce and Housing Requirements: Regional Opportunities and Challenges

The Washington metropolitan area economy was one of the fastest growing during the past three decades. Driven by an almost 1900 percent increase in federal procurement spending between 1980 and 2010 and the rapid growth of a technology-intensive, knowledge-based workforce, the region's economy grew to become the fourth largest among metropolitan areas, only exceeded by Chicago, Los Angeles and New York while only ranking seventh in terms of resident population. The results of this rapid growth are seen in the region's high household incomes, high quality of its workforce, and the high quality of life enjoyed by its residents.

The Washington area's future economy will not track this trajectory forward. The historic driver of the region's rapid economic advance—federal spending—is no longer driving its growth. The impacts of decreased federal spending since 2010 are already evident and have extended the economy's structural changes that resulted from the Great Recession in 2008 and 2009.

The foundation for the region's future economic growth is largely in place and the forecasts presented herein provide insight into what this future economy could look like. These forecasts also raise challenges. The magnitude and sectoral mix of this projected growth are not certainties. Furthermore, the forecasted economic future may not be the desired future. However, to alter or accelerate the projected growth path will require strategic actions that are targeted to repositioning the economy towards long-term growth in a changing competitive and global market.

- These projections are potentials that will require both public and private investment. The projected growth cannot be achieved in the absence of the required infrastructure—water, sewer, transportation—to support an expanding economy.
- This projected growth cannot be achieved without having a workforce of sufficient size and with the required education and skills to fill the net new and replacement jobs that the Washington area's economy has the potential to generate.
- And, unless the region can offer a supply of housing that is designed to meet the requirements of this new workforce, housing that is affordable in terms of the changing income profile of the region's workers and located conveniently to their places of work, the Washington area will not attract and retain the workers needed to achieve its economic potentials.

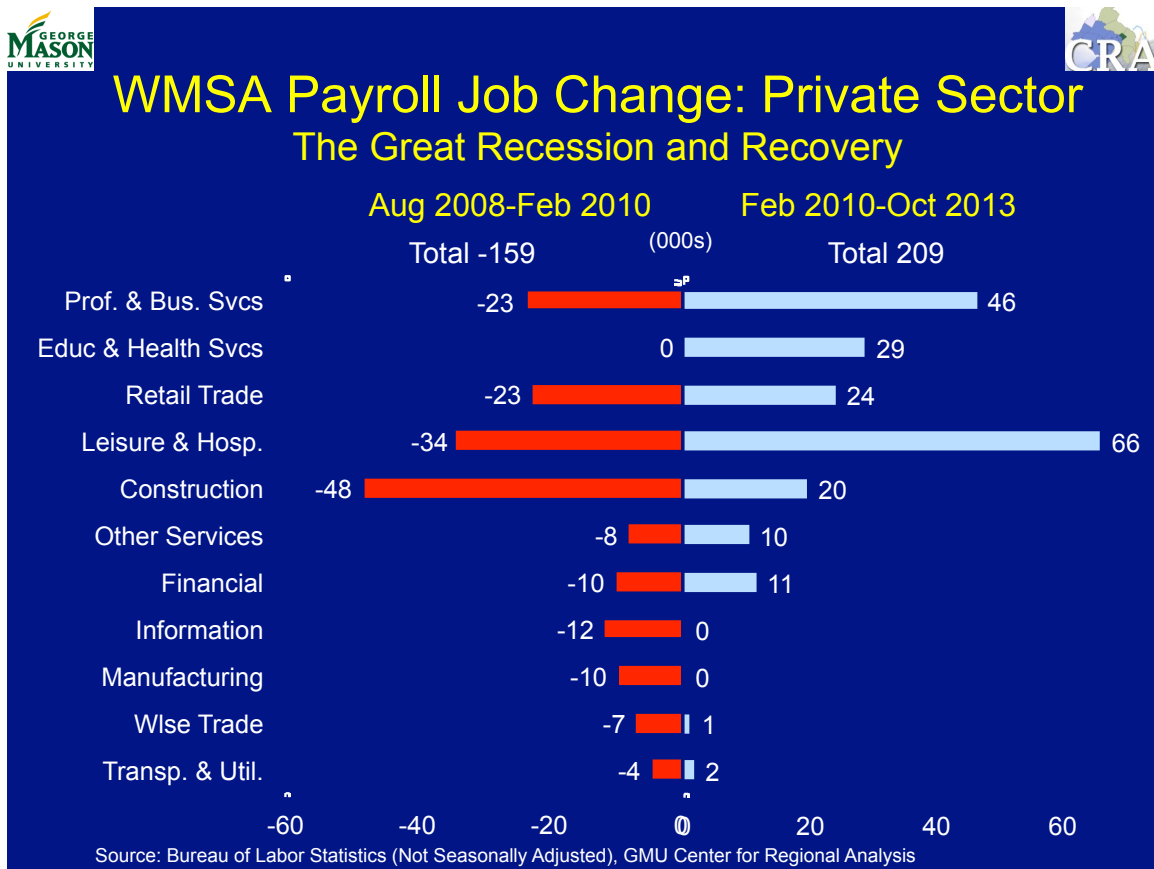
The Washington area's future economy is not guaranteed. It will depend on the region remaining competitive in an increasingly competitive economy in order to secure the workforce and investment capital it will require to support its evolving

economy. Housing and the supporting qualities of life that will be attractive to a highly mobile workforce, combined with a cost-competitive business environment, will determine the shape of the region’s economic future.

The Regional Economy Has Changed

The Washington region experienced job losses over a seventeen-month period during the Great Recession, seven fewer months of employment decline experienced by the nation. The region was the first to regain positive employment growth in April 2010 among the nation’s fifteen largest metropolitan areas. While the region’s private sector employment base has gained 50,000 more jobs than it lost during the recession, the pattern of recovery has been very uneven as seen below in Figure 1.

Figure 1

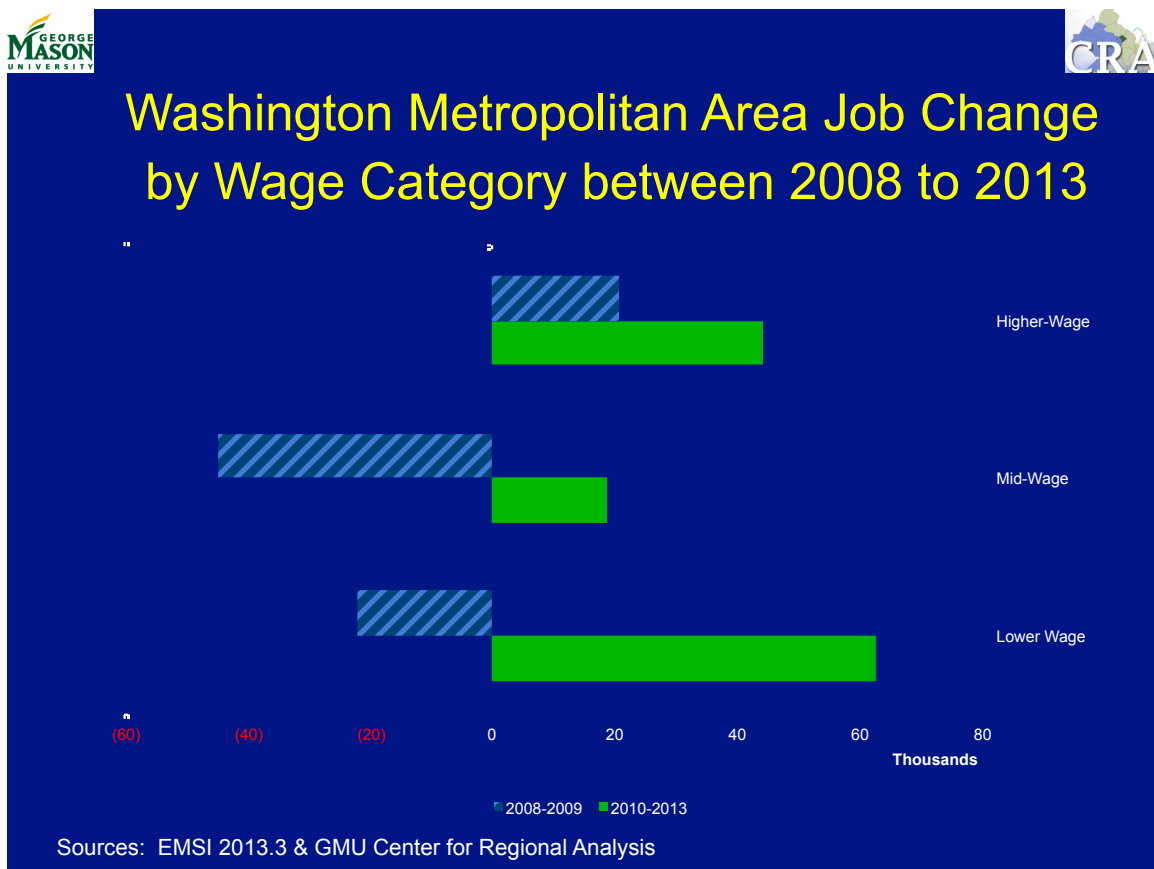


While each sector experienced a different cycle of losses and gains during the recession and recovery, the economic structure that has emerged from these changes over the last five years has established the foundation for the economy’s future performance and growth patterns. What are not shown in Figure 1 are the government sectors as they had a counter-cyclical pattern of job growth. The federal government sector is now declining (down 13,500 jobs in the past two years) and

the local and state government sectors, while adding jobs again after losing employment during the early stages of the recovery, will grow going forward in response to population growth but will not perform as an export-based sector whose growth responds to changes in national and global demand patterns.

Figure 1 provides some insight regarding the changing structure of the regional economy. The majority of the economy’s sectors have not regained the jobs they lost during the recession. Of the five sectors that are now employment positive, two are only marginally larger (financial services and retail trade). The drivers of job growth are limited to three sectors: professional and business services, up 23,000 jobs and accounting for 27 percent of the job gains; education and health services, which did not lose jobs during the recession, has gained 29,000 during the recovery accounting for 34 percent of the job gains; and leisure and hospitality services, which has added 32,000 jobs during the recovery accounting for 37 percent of the job gains. The result of this shift in the mix of jobs, including an internal shift across occupations within these sectors, has been a significant change in the wage and salary structure of the Washington metropolitan area as shown in Figure 2.

Figure 2




The Outlook for Washington Area Economy

The economy that has emerged from the Great Recession and has continued to change in response to (1) the reductions in the federal workforce (today's federal workforce totaling 371,000 workers is the same size as it was in 1980) and (2) decreases in federal procurement outlays in the Washington area has shifted the basis of future growth to other sectors and drivers. The forecasts reported herein reflect these emerging patterns and extend these forward over the forecast period.

The projected growth of the Washington area economy will be affected by numerous local, national and global factors but only the local factors can be shaped by local decisions. In the absence of actions that would alter the region's growth path, its economy—its gross regional product—is projected to increase by 32.9 percent over the 2012-2022 period. This growth rate is approximately 15 percent slower than per-recession forecasts issued by the GMU Center for Regional Analysis. The distribution of this economic growth by sub-state area, as shown in Table 1, continues to reflect the historic pattern of more rapid gains in the suburbs with Northern Virginia gaining share while the District and Suburban Maryland continuing to lose share of GRP.

Table 1

Washington Metropolitan Area Gross Regional Product, 2012-2022


(in billions of 2005\$s)

<u>Region</u>	<u>2012</u>	<u>Share</u>	<u>2022</u>	<u>Share</u>	<u>% Change</u>
Metro	\$386.3	100.0	\$513.5	100.0	32.9
District	92.1	23.8	114.5	22.2	23.7
SubMD	110.6	28.6	145.9	28.4	32.0
NoVA	182.5	47.2	251.1	48.9	37.6

Source: IHS Global Insight, GMU Center for Regional Analysis
The Washington metropolitan area includes Jefferson County, WV and is included in the total GRP values.

The principal source of economic growth underlying these forecasts remains professional and business services, as has been the case over the past thirty years except rather than being driven by rapid gains in federal procurement outlays this sector will be driven by gains in non-federal contracting; that is, expansion of the business base serving regional, national and global markets. As shown in Table 2, the professional and business services sector will generate 134,500 net new jobs during the five-year period of 2012-2017 for a 19.1 percent gain while total job growth in the region will increase by only 9.7 percent. The other major sources of job growth during this same period are education and health services, hospitality (accommodations and food services), and construction. In total, these four sectors, which account for 49 percent of the region's jobs, are projected to account for 85.8 percent of the projected net new job growth.

Table 2



Major Sources of Job and GRP Growth in the Washington Area , 2012-2017 (in thousands)

<u>Growth Sectors</u>	<u>2012</u>	<u>2017</u>	<u>Change</u>	<u>Percent</u>
Prof. & Bus. Ser.	702.7	837.2	134.5	19.1
% GRP	24.4	28.1	3.7	
Education/Health	378.3	413.3	35.0	9.2
% GRP	6.0	5.6	- 0.4	
Hospitality Services	278.8	315.4	36.6	13.1
% GRP	3.2	3.0	- 0.2	
Construction	143.3	191.5	48.2	33.6
% GRP	4.2	4.0	- 0.2	
Sub-Totals	1,503.1	1,757.4	254.3	16.9
% Total	49.4	52.6	85.8	
Totals	3,041.4	3,337.6	296.2	9.7

Sources: IHS Global Insight; GMU Center for Regional Analysis

Besides the magnitude of these sectors' projected job growth, what are important to the vitality of the regional economy will be what types of jobs or occupations behind the job growth being projected. One measure of this quality is the contribution of these sectors to the economy; that is, their share of gross regional product. It is the value added to the economy of each sector's jobs and related economic activity that will determine the economy's overall growth rate. As is shown in Table 2, professional and business services, the region's largest sector and primary source of

new jobs, accounted for 24 percent of the region’s GRP in 2012. By 2017, the sector is projected to account for 28 percent of GRP. This gain in GRP reflects the sector’s gain in jobs but also that the job gains are in high value added occupations, jobs reflecting technology-intensive, knowledge-based work building on the strength of the region’s well-educated workforce. The other three growth sectors shown in Table 2 are projected to lose share of GRP. This suggests that the jobs being added are not high value added jobs but rather lower skilled jobs with lower wages.

The projected performance of several other important sectors in the Washington area economy is presented in Table 3. These show a mixed pattern of performance. Information services, which includes telecommunications, software development, media, and data centers among others, is a small and slow-growth sector but its contribution to GRP is more than double its share of the employment base. Jobs in the Financial Services sector have high value added per worker but its job base is projected to grow by only 3.2 percent between 2012 and 2017 and its share of GRP is projected to decline. This would suggest that the mix of jobs in this sector is shifting towards lower value added occupations. The Federal Government sector, the region’s second largest source of jobs, is in decline. Not only is it projected to lose jobs but its share of GRP is also projected to decline.

Table 3



Major Sources of Job and GRP Growth in the Washington Area , 2012-2017 (in thousands)

<u>Growth Sectors</u>	<u>2012</u>	<u>2017</u>	<u>Change</u>	<u>Percent</u>
Information Serv.	76.9	80.8	3.9	5.1
% GRP	7.6	9.6	2.0	
Financial Serv.	148.2	152.9	4.7	3.2
% GRP	20.5	19.6	- 0.9	
Federal Government	377.6	355.0	- 22.6	- 6.0
% GRP	13.6	11.9	- 1.7	
Sub-Totals	602.7	588.7	- 14.0	- 2.3
% Total	19.8	17.6		
Totals	3,041.4	3,337.6	296.2	9.7

Sources: IHS Global Insight; GMU Center for Regional Analysis

In the short term, the Washington area's projected employment growth reflects the declining of the federal government as a source of new jobs but does not show that the economy is becoming more diversified to compensate for this structural shift. To the contrary, the professional and business services service is projected to remain the economy's major source of net new jobs while also increasing its share of GRP while the region's other large sectors—education and health services, hospitality and construction—while adding significant numbers of new jobs are all projected to experience a decline in their respective shares of GRP; that is, the jobs that these sectors are projected to add will consist of lower value added jobs with commensurate wages and salaries.

Two key directions are clear. The economy's largest sector, the sector driven in the past by the expansion of federal contracting, is projected to continue growing and will generate 45 percent of the region's net new jobs over the 2012-2017 period. Knowing what types of professional and business service occupations will grow in spite of decreases in federal contracting will provide important insights to local economic development officials and business leaders regarding the inherent strengths of the Washington area economy that should be central to their economic development strategies. Secondly, the Washington economy is not currently positioned to diversify in response to the declining contribution of federal spending to the economy's future growth. However, knowing that the Washington area's high-growth peer metropolitan areas (e.g., Boston, Atlanta, Dallas, Houston) have diversified economies, would suggest that local economic development officials undertake stronger initiatives to achieve greater sectoral diversification in the region's economy thereby re-positioning the economy over time towards stronger growth driven by increased investment in high value added businesses in order to advance the national capital region as a global business center.

The Challenge of Workforce Development To Support The Changing Washington Area Economy

The Washington area's projected job growth discussed above raises several important additional questions: where are the workers required to fill these new jobs going to come from and what educational and skills requirements will these jobs have? A question that is rarely raised but one that is becoming even more critical to sustaining the vitality of the Washington area's economy is not about the new jobs the economy will generate but about the existing jobs that will be vacated in growing numbers due to the retirement of the Baby Boomers and compounding the normal turn over of positions. Together the projected increase in net new jobs and the replacement positions will challenge the region, and the nation, over the coming ten and twenty years, to find sufficient numbers of new entrants to the workforce to fill these new and replacement positions. In the absence of having the magnitude of new workers with the required educational and skills levels, the Washington area economy will be unable to achieve its forecasted growth trajectory.

When all net new and all replacement positions forecast for the next five and ten years (2012-2017-2022) are totaled, including payroll jobs and self-employed and part-time positions, the Washington area is projected to need 1.58 million new workers, workers not in the workforce at the beginning of this period, in order to fill all of the positions that the area's economy has the potential to generate. Of this total, 647,670 or 41.9 percent will be net new jobs and the remaining 933,151 or 59.1 percent will be replacement workers; that is, workers to fill existing positions that will be vacated by retirees or as a result of workers leaving the workforce for other reasons. The distribution of these positions by net new and replacement for the 2012-2017 and 2017-2022 periods are shown in Table 4.

Table 4

Year	Total Jobs	Net New (% Change)	Replacement (% Change)	Openings (% Change)
2012	3,927,775			
2012 - 2017	4,291,969	364,194 9.3%	477,530 12.2%	841,724 21.4%
2017 - 2022	4,575,445	283,476 6.6%	455,621 10.6%	739,097 17.2%

Sources: EMSI Complete Employment - 2013.2, GMU Center for Regional Analysis



This breakdown shows that current forecasts have the Washington area economy to performing stronger over the 2012-2017 period than in during the subsequent five years. The performance difference can be explained in large part by the expected acceleration of the recovery in 2014 that accelerates further in 2015 and continues strong in 2016 and 2017 before slowing in 2018. This acceleration in growth rates reflects the projected full recovery of new single-family housing construction driven largely by pent-up demand. It also reflects the end of significant spending reductions

by the federal government with spending levels remaining relatively neutral in contrast to the 9 percent decrease experienced between 2011 and 2013.

That the outlook for the Washington area economy points to slower growth over the 2017-2022 period suggests that what is accomplished to re-position the regional economy for stronger growth going forward will determine how well the Washington area economy actually performs relative to forecast after 2017. In the absence of (1) new initiatives to shift more of the economy’s growth into higher value added sectors and occupations and (2) region-wide efforts to assure business investors that the Washington metropolitan area will have the necessary workforce participants with the required educational and skills preparation, the regional economy will experience slower growth in the future and may underperform even this slower forecast. This forecast challenges the region’s public and business leaders to action in order to reverse this pattern of slower economic growth.

Forecasts for the 2012-2017 period for net new and replacement positions show that all occupations will experience growth. Table 5 presents the 10 occupations that will account for the greatest numbers of new workers: these occupations will generate 80 percent of the net new jobs and 76 percent of the replacement positions.

Table 5

Washington Metropolitan Area

Change in All Jobs, 2012 – 2017

<u>Occupation 2-Digit SOC</u>	<u>Net New</u>	<u>Replacements</u>
Business & Financial	48,004	56,573
Sales & Related	35,443	65,728
Healthcare (All)	32,685	22,380
Office & Admin Support	28,515	56,573
Educ., Training & Library	27,129	22,200
Computer & Mathematical	26,853	22,093
Personal Care & Service	26,304	19,325
Food Prep & Serving	24,115	44,496
Management Occupations	21,860	37,380
Building & Grounds Maint.	20,254	15,076
<u>All Others</u>	<u>73,032</u>	<u>115,706</u>
Totals, All	364,194	477,530

Sources: EMSI Total Employment - 2013.2, GMU Center for Regional Analysis

The new workers required to fill net new and replacement positions will exceed the number of labor force age population projected to be reside in the Washington region over the next ten and twenty years. While the existing population and projected increases in net new residents by age cohort will provide the principal sources of the new workers needed to satisfy the region’s projected employment required to achieve its economic growth potentials, the full labor force potential of this population will need to be better utilized. It will be increasingly important to maximize the high school graduation rates of the population currently in the region’s public and private school systems as this level of basic education will be the required minimum threshold to fill the region’s future employment opportunities.

Increasing labor force participation within the traditional working age cohorts, persons 25-64 years old, will provide an important source of workers for the area’s economy. Currently, only 69 percent of this age group is working and this percentage is currently declining for both men and women and is projected to continue to decline through at least the next decade. The population group composed of persons 65 years old and above is the region’s fastest growing age group, as seen in Table 6 below. As this age group has the lowest labor force participation rate, it represents a major source of human capital that could be re-employed in productive ways within the area’s economy. This Encore Generation cannot be overlooked in planning for the region’s future workforce.

Table 6

Washington Metropolitan Area
Population by Age Cohort: 2012, 2022 and 2032
(in thousands)

Age Cohorts	2012	2022	Change	Percent	2032	Change	Percent
Under 25 yrs	1,894.0	2,057.7	163.7	8.6	2,205.7	147.0	7.2
25-64 years	3,301.0	3,566.6	265.6	8.0	3,788.7	222.1	6.2
65 yrs & over	622.0	942.4	320.4	51.5	1,162.8	220.4	23.4
Totals	5,817.0	6,566.7	749.7	12.9	7,157.2	590.5	9.0

Sources: Global Insight, October 2013; GMU Center for Regional Analysis

Housing the Region’s Future Workforce:
A Challenge to Future Growth

Beside squeezing every available worker out of the current and projected increase in net new residents in the Washington area, its ability to satisfy the economy’s workforce growth requirements and achieve its economic growth potentials will require the Washington region to housing a greater share of its future workforce

than it does of its current workforce. This is an issue of both more housing and having a housing supply better matched to the tenure preferences and household income distribution that will characterize the region's future workforce.

Currently, the Washington metropolitan area imports more workers on a daily basis—commuters—as a percentage of its employment base than any of its peer metropolitan areas. As a consequence, the Washington area rates number one in highway congestion and average time spending commuting per worker.

The Washington area also exports the personal earnings generated by these inter-metropolitan commuters and its associated consumer spending potential to locations beyond the metropolitan area boundaries. In addition to the lost economic activity that would have been supported within the Washington region to the places of residence of these long-distance commuters, the local jurisdictions also lose the fiscal potential of these non-resident commuters. In the absence of housing a greater share of the region's future workforce, the competitive attraction of the Washington area as a good place to move to for employment will decline and the region's economy will suffer from the inability to meet its workforce demand.



This requirement to house more of the region's workforce within the region can be extended to each of the Washington area's local jurisdictions. The ability to house a sufficient supply of workers to fill locally generated net new and replacement positions will determine a jurisdiction's ability to compete for business capital to support its own economy's growth. Just as the percentage of inter-metropolitan area commuting will reach a critical level due to unsupportable congestion costs beyond which it will become a constraint to growth, intra-metropolitan area commuting will reach congestion cost levels that will favor jurisdictions that can supply a growing share of their own workforce requirements to support future growth. Accommodating this trend towards self-sufficiency for a local workforce sufficient to support economic growth will require local jurisdictions to increase their housing stock beyond current plans as well as to better match their housing resources to the income levels and household requirements of their future workers.

Projections of the magnitudes and mix of the housing requirements needed to provide housing for all of the region's net new workers have been calculated in the updated report titled "Housing the Region's Future Workforce." These projections do not fully account for all of the housing requirements to satisfy the workforce projections outlined above. These projections focus on only the housing requirements associated with the net new jobs that the Washington area is projected to generate over the next ten and twenty years. Not included in these forecasts are the housing requirements of workers who would be needed to back fill vacated jobs by accelerating retirements and normal worker turnover across the economy's occupations as presented herein. Projecting the housing needs for these new workers is complicated by not being able to count on the housing units currently occupied by the workers needing to be replaced due to their retirement or normal turn over becoming vacant and available to these replacement workers.

Most retirees do not vacate their housing unit immediately upon retirement. They may downsize or move at a later time but their vacated job cannot be paired up with an immediate housing vacancy. Consequently, these replacement workers will also demand new housing beyond the needs of the current resident population and of the net new workers.

The housing demand projections presented in Table 7 provide a translation of the number of households that will be needed over the 2012-2032 period to satisfy the demand for net new workers in the Washington metropolitan area. Excluded from these housing demand projections are the additional housing units needed to: house households moving into the region to fill job vacancies resulting from retirements and normal employee turn over, to fill part-time positions, or for self-employed workers; to replace housing units existing in 2012 and subsequently lost to fire, otherwise demolished or converted to non-residential use; or as “second” homes and vacant units. Consequently, these housing demand projections provide only a forecast of the new housing units needed to accommodate the workers that would be required to fill the net new full-time regular jobs that the Washington area economy is projected to generate over the 2012-2032 period.

Table 7

Housing Demand by Sub-state Area, 2012 – 2032

	By Work Location	By Current Commute Patterns
D.C.	105,240	41,804
Sub. MD	160,815	184,760
No. VA	279,004	263,119
Outside Region	0	56,599
REGION	548,298	491,698

Source: 2009-2011 ACS, IHS Global Insight, MWCOG, BLS, GMU Center for Regional Analysis.

The forecast “by work location” shown in Table 7 is the number of new housing units that would be required to house all of these new workers in the Washington metropolitan and in the jurisdiction in which they also were employed. All net new jobs would be filled with workers housed within the metropolitan area. None of the net new jobs would be filled by workers residing outside of the Washington metropolitan area. This magnitude of housing construction would maintain the region’s commuting patterns for the current workforce and the resultant congestion levels.

The forecast “by current commute patterns” reflects the number of units required in each sub-state area if the new workers had the same commuting patterns as the existing workforce. This assumes the same intra- and inter-metropolitan commuting patterns as exist today.

The difference between the two forecasts, 56,599 units, represent the housing requirements that would be filled externally to the metropolitan area and would result in 88,294 new daily commuters (1.56 per household) coming into the Washington metropolitan to work each day returning to their place of residence at the end of the workday beyond the region’s boundaries.

Besides the number of new housing units required locally to house the region’s net new full-time regular workers, the types of housing these workers will require and their tenure patterns will be different than the region’s existing residents reflecting the different wage and salary structure of the region’s net new jobs and the demographic profile of these new workers.

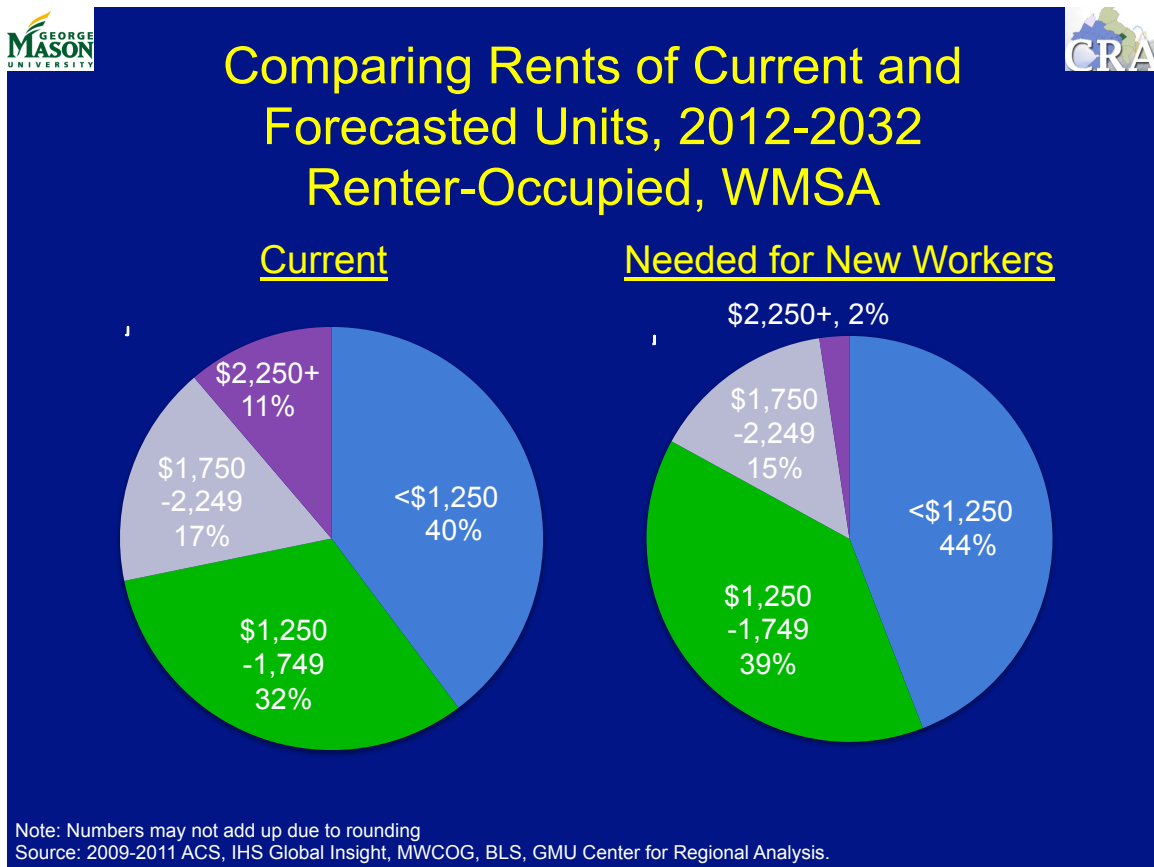
In addition to requiring a different mix of housing types reflecting a different tenure pattern than currently exists in the Washington metropolitan area, these new households will have a different income distribution than the existing households in the Washington area. The rental and price distribution for the new households moving to the Washington area to fill its net new jobs are shown in Figures 3 and 4 in comparison to the current rental and price distributions.

The Washington area’s demand for housing will undergo substantial changes going forward. Significant increases in the number of units will be required to house not only the new workers moving to the region to fill net new jobs but also for other movers to the region to fill existing jobs being vacated by retirees and workers leaving the region to work elsewhere. Additionally, there will be new housing required to respond to the normal market dynamics (losses from the stock, second homes, and vacancy).

Beyond the sheer number of units needed to house a greater share of the region’s future workforce in the jurisdictions where they will be employed, thereby reducing the demand for both inter-metropolitan and intra-metropolitan transportation investment, this new housing will need to reflect changing demand patterns to respond to the changing wage and salary structure of the region’s new jobs and

consumer preferences and household income constrains that will shift tenure patterns to rental housing and away from owner-occupied units. In the absence of a housing stock that will meet the requirements of the Washington area’s new workforce, the region will not achieve its economic growth potentials and, as a result, will be unable to sustain its historic economic vitality and quality of life.

Figure 3



Summary of Research Findings

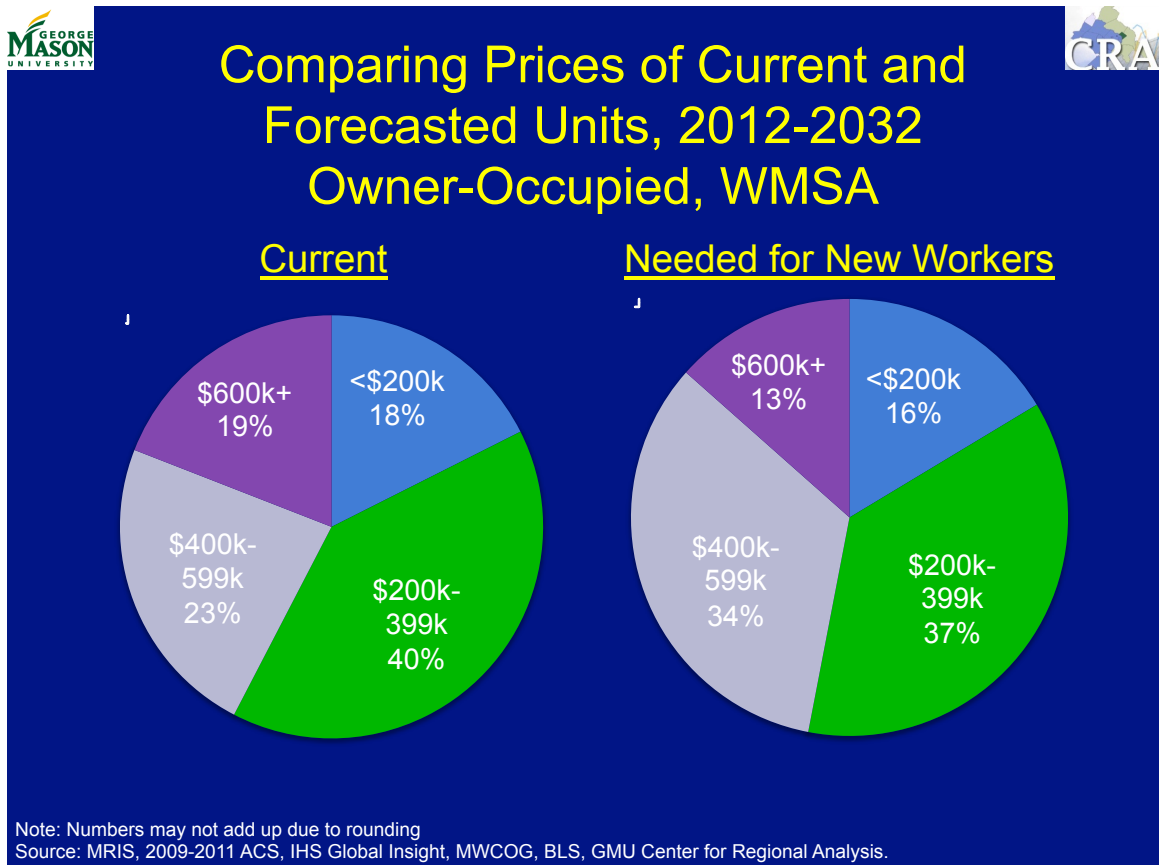
The Washington metropolitan area economy has undergone a significant structural shift as a result of the Great Recession.

Changing federal spending patterns have extended the structural shift in the Washington area’s economy through the recovery and will shape its future growth potential.

The region’s economy is currently lagging the national growth rates and those of its peer metropolitan areas.

Federal spending will no longer drive the region’s economic growth but the foundation exists for continued economic expansion with professional and business services, absent gains in federal contracting, continuing to provide the basis for future growth.

Figure 4



The next five years will be a critical development period as the region’s public and private investment decisions during this period will determine its competitive position going forward.

Demand for workers to fill new and replacement jobs will substantially exceed the supply of available resident workers in every major occupational category.

In order to sustain a competitive economy, local jurisdictions will need to increase their investment in education and skills training at all levels.

Housing affordability and changing tenure patterns are compounding the area’s housing shortage and undermining the region’s ability to meet its future workforce requirements.

There are shortages of housing in all jurisdictions to meet the requirements of the future workforce.

Key Questions for Discussion

How can the Washington region diversify its economy and achieve its potential as a global business center?

Where are the workers required to fill the region's net new and replacement jobs going to live?

As housing has become the very real development constraint to achieving the region's economic growth potential, what can local jurisdictions do to shape their future housing inventory to meet the requirements of their future workforce?

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, N.E.
Washington, D.C. 20002

RESOLUTION ACCEPTING THE REPORT *THE WASHINGTON METROPOLITAN AREA'S FUTURE ECONOMY, CHANGING WORKFORCE AND HOUSING REQUIREMENTS: REGIONAL OPPORTUNITIES AND CHALLENGES*

WHEREAS, *Region Forward*, COG's adopted vision for a Prosperous, Accessible, Livable and Sustainable region establishes specific goals and targets for concentrating future housing and employment growth in Activity Centers; and

WHEREAS in 2012 the COG Board of Directors approved "*Economy Forward: COG's call to action for a more competitive metropolitan Washington*", which recommended several actions related to transportation, workforce development and Activity Centers to ensure the resiliency of the Region's economy; and

WHEREAS, during 2013, COG and other regional organizations, including the Greater Washington Board of Trade, the Federal City Council, and the Urban Land Institute partnered to support research by George Mason University's Center for Regional Analysis (CRA) to examine the region's future employment, workforce and housing needs, which culminated in the February 11, 2014 release of the analysis; and

WHEREAS, among the findings from the CRA research are that efforts will be needed to ensure an adequate supply of housing that is affordable to the region's current and future workers; and

WHEREAS, in January 2014, the COG Board approved "*Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region*" to support local efforts in planning for and developing vibrant Activity Centers, which also includes an assessment of the need for workforce housing.

NOW, THEREFORE, BE IT RESOLVED BY THE COG BOARD OF DIRECTORS THAT:

1. The Board accepts the report, "*The Washington Metropolitan Area's Future Economy, Changing Workforce and Housing Requirements: Regional Opportunities and Challenges*"; and
2. The Board directs COG staff to work with the region's planning directors, housing directors and the Region Forward Coalition to identify additional opportunities for sharing this research, and to convene these stakeholders to develop other tools and strategies to increase affordable workforce housing to support COG, *Region Forward* and *Place + Opportunity* goals.



AGENDA ITEM #10

ENDORSEMENT OF OFFICE OF NATIONAL CAPITAL REGION COORDINATION REORGANIZATION PLAN



FEMA

Office of National Capital Region Coordination

FACT SHEET

BACKGROUND

In 2002, the Office of National Capital Region Coordination (NCRC) was established by Public Law 107-296, Sec. 882, the Homeland Security Act of 2002, to coordinate homeland security activities relating to the National Capital Region (NCR). NCRC was created in response to the unique coordination challenges facing the NCR because of the Region's large Federal presence, including Congress, the Judiciary, the more than 270 Federal agencies, and the intersection between Maryland, Virginia, and the District of Columbia. Specifically, the Act gave NCRC the responsibility of:

- Overseeing and coordinating Federal programs for and relationships with State, local, and regional authorities in the NCR;
- Coordinating the activities of the Department of Homeland Security (DHS) relating to the NCR;
- Providing State, local, and regional authorities in the NCR with information, research and technical support to assist in efforts to secure the homeland, and coordinating with these authorities and the private sector on terrorism preparedness efforts to ensure adequate planning, information sharing, training, and execution of domestic preparedness activities;
- Develop a process for receiving meaningful input from State, local, and regional authorities and the private sector in the NCR to assist in the development of the homeland security plans and activities of the Federal government; and
- Serving as a liaison between the Federal government and State, local, and regional authorities and the private sector in the NCR to facilitate access to Federal grants and other programs.

As a result of this Congressional mandate, NCRC's daily activities involve extensive interaction with representatives of Federal, State, local, and regional authorities and private and non-profit sectors in order to enhance the many homeland security efforts underway in the NCR.

OFFICE HISTORY

- March 2003 – Functions dedicated to the NCR within the White House Office of Homeland Security transitioned to the new DHS and NCRC, as now known, began operations as a component within the Office of the Secretary at DHS;
- July 2005 – The Secretary of DHS announced the results of the Second Stage Review, which resulted in the transitioning of NCRC and other DHS components to the new DHS Preparedness Directorate;
- April 2007 – As a result of the Post-Katrina Emergency Management Reform Act, NCRC and other DHS preparedness components transitioned to the Federal Emergency Management Agency (FEMA); NCRC reported directly to the FEMA Administrator.
- 2009 – as part of an internal FEMA realignment, NCRC was moved with other FEMA preparedness activities into the Protection and National Preparedness Directorate.

Office of National Capital Region Coordination

Legend

- Blue Sky – Permanently assigned in NCR
- Grey Sky – Reach back for “as needed” support; Assigned for operations
- Black Sky – Filled for operations

DRAFT
Pre-Decisional Working Papers

ONCRC
Director
Deputy Director/Chief of Staff
Staff Assistant

Defense Coordinating
Element
DCO

External Affairs Officer

Safety Officer

Attorney Advisor

Security Manager

Environmental Historic
Preservation Advisor

Disability Integration
Advisor

Operations Section
Chief

Logistics Section
Chief

Planning and Preparedness Section
Chief

Finance and Admin Section
Chief

Staging Area Group
Supervisor
Director

Operations Branch
Director

External Support
Branch
Director

Service Branch
Director

Geospatial Information
Unit
Leader

Human Resources Unit
Leader

Community Relations
Branch
Director

Mission Assignment
Manager

Communications Unit
Leader

Support Branch
Director

Situation Unit
Leader

Procurement Unit
Leader

Infrastructure Branch
Director
(CORE)

Emergency Services
Branch
Director

Accountable Property
Officer

Ordering Unit
Leader

Resources Unit
Leader

Hazard Mitigation
Branch

Individual Assistance
Branch
Director

Watch Desk
x5

Planning Support Unit
Leader

ESF Liaisons
ESF-3, 6, 8, 13

Division
Supervisors

Planning Specialist
x2

Documentation Unit
Leader



FEMA



FEMA

Office of National Capital Region Coordination
Proposed Operational Concept
EPC Briefing

12 February 2014

1

Agenda

Bottom Line
Assessment methodology
What I learned
Proposal
 Focus
 Structure
 Procedures
Next Steps



2

Bottom Line Up Front

Proposed operational concept changes three areas:

Focus Structure Process

And provides:

- Better *unity and continuity of effort*
- Experienced *leadership* and more effective *relationships*
- Leveraged *expertise* across all of FEMA and DHS
- Better *federal* coordination and *integration* (two-way)
- Direct *access* to the FEMA Administrator
- Better *connection* to DHS components
- Better *situational awareness* within the NCR and *shared information*
- Better *collaboration* with partners
- Better *planning*
- More effective *response and recovery* operations
- **A more prepared NCR**



3

Assessment of ONCRC

- Engagement across the full spectrum of partners
 - Started inside and worked outward
- Participation in the process – making sausage
 - MWCOG governance activities
 - Daily FEMA business and Link to Region III
 - Outreach activities within NCR (National Preparedness Month)
 - NSSE (SOTUA 14)
 - Exercises
- Opportunities and tangible experience



4

What I Learned

- Concern that an alignment under R-III limited access to DHS components and FEMA information and leadership.
- Concern that ability to accomplish senior leader coordination and collaboration would be diminished.
- ONCRC served three vital functions: Preparedness; Situational Awareness; and Collaboration (synchronization and integration)
- ONCRC must be directly involved in the NCR governance structure at all levels (the 2013 plan was too small for the mission scope)
- The ability to participate in preparedness activities was compromised
- Connections within DHS and PNP were not effective
- The Office was not connected well with R-III
- The federal coordination and integration process was not effective
- Partners were encouraged by a merger of experience in emergency management with preparedness
- The Office may have been distracted while trying to produce “outputs”
- There was a widely recognized confusion created by the way we (FEMA) did business
- Continuity of relationships is critical



5

Operational Concept - Focus

- Expand focus of ONCRC to include response and recovery operations.
 - Current focus is preparedness
 - New focus is across entire spectrum of planning and operations – the full cycle of emergency management



6

Operational Concept - Organization

- ONCRC transfers to Office of the Administrator
- Organize as FEMA National Incident Management Assistance Team (N-IMAT)
 - Some position modification necessary to meet preparedness tasks
- 3-tiered organization to provide efficiency
 - Tier 1 = “Blue Sky”
 - Permanently assigned for day-to-day planning and preparedness activities
 - Provide continuity and rapid transition to operations
 - Permanent Director (FCO cadre)
 - Tier 2 = “Grey Sky”
 - Rostered/pre-designated for operational employment (includes exercises & training)
 - Available through reach-back on daily basis
 - Other agency representation (ESF LNO; DCE)
 - Tier 3 = “Black Sky”
 - Rostered/pre-designated for operational employment (includes exercises & training)
 - Must aggressively manage position assignments in Tiers 2 & 3
- Watch Desk
 - Permanent Full-Time staff
 - Operates from DCHSEMA for increased Situational Awareness and NCR connectivity
- All personnel meet FEMA Qualification Standards
- Team remains designated for operations in the NCR



7

Operational Concept - Procedure

- Create doctrine – operational concept to define mission, relationships, and procedures
- Revise Joint Federal Committee concept
 - Integrate into Emergency Support Function Leadership Group (ESFLG)
 - Proven methodology for outputs
- Improve connections with DHS components (routine connection)
- Close coordination with National Preparedness Directorate
- Better integration of Federal ESF’s into planning and preparedness activities
- Close integration with R-III
 - Administrative Support
 - Grey Sky reach-back
 - Leverage Region program staff
 - Training and exercises (must budget exercises)



8

Advantages of Proposed Concept

- Increases visibility of the Office
- Better high-level collaboration (continuity, experience)
- Provides clean transition from daily operations to crisis – no gaps/seams
- Provides continuity to all stakeholders; eliminates confusion
- Aligns with operational concepts of other federal partners
- Leverages expertise of DHS, FEMA HQ and R-III, and other federal agencies
- Bolsters planning and preparedness
- Improves situational awareness
- Improves readiness through focused training and exercises
- Better integrates federal, state, local efforts – alignment with Strategic Plan



9

Next Steps

- With consensus, move forward
 - Brief EPC
 - Brief COG Board
 - Brief other stakeholders
 - Refine operational concept (all areas)
 - Develop report for Congress
 - Congressional approval
- Proof of Concept
- Develop transition plan



10



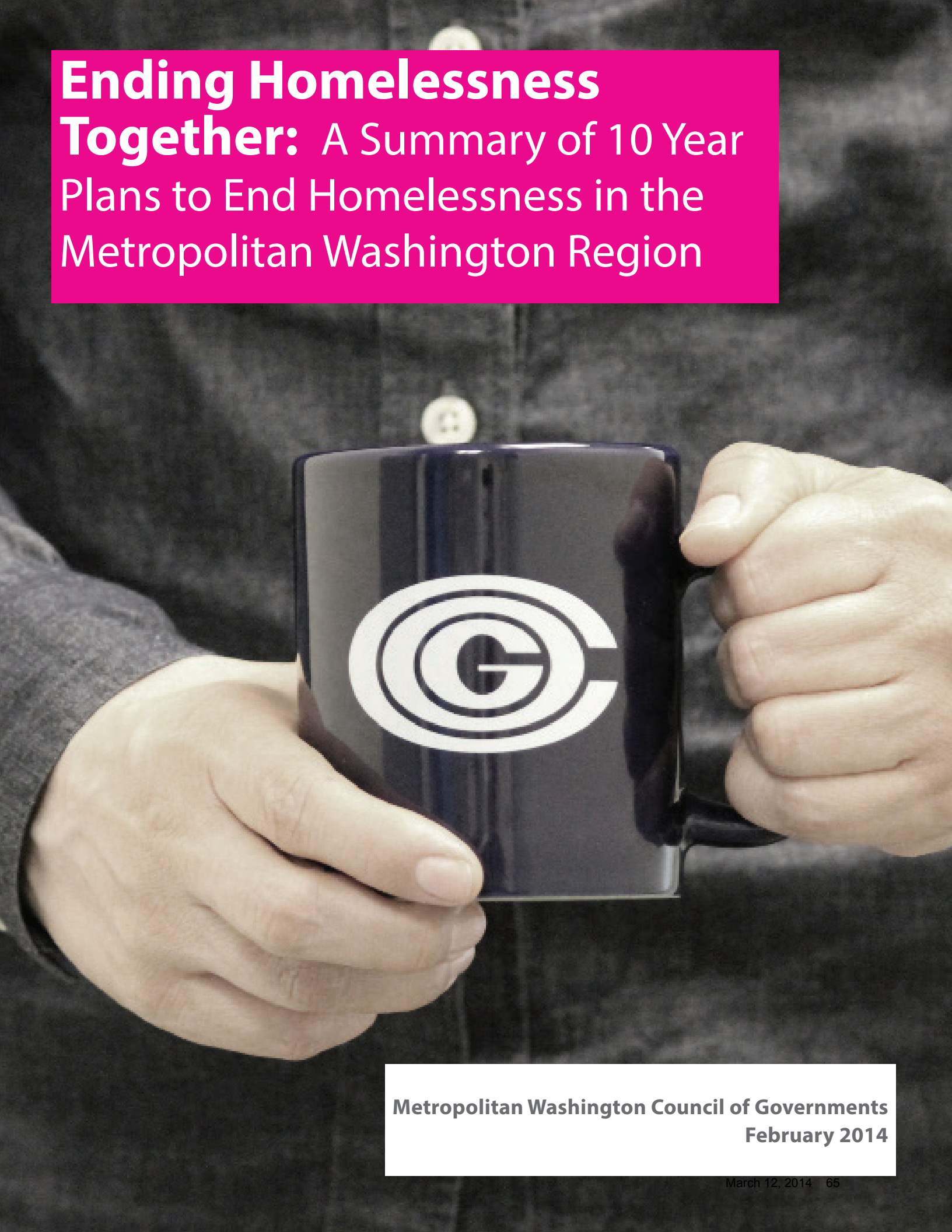
A hard copy of Resolution R28-2014 will be distributed at the March 12, 2014 Board Meeting



AGENDA ITEM #11

OVERVIEW OF STRATEGIES AND CHALLENGES TO ENDING HOMELESSNESS IN OUR REGION

Ending Homelessness Together: A Summary of 10 Year Plans to End Homelessness in the Metropolitan Washington Region



**Metropolitan Washington Council of Governments
February 2014**

Ending Homelessness Together: A Summary of 10 Year Plans to End Homelessness in the Washington Metropolitan Region

Prepared by the Metropolitan Washington
Council of Governments' Homeless Services
Planning and Coordinating Committee

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February 2014

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Introduction

Homelessness is an issue that affects every jurisdiction in the metropolitan Washington region. According to the annual Point-in-Time regional homelessness enumeration, there were 11,547 literally homeless individuals in 2013.¹ What is our region doing to prevent and end homelessness? The answer is a complex set of programs and support services that attempts to best address each individual's needs and return them to a safe, stable and independent housing situation. The 10 Year Plans developed in the Washington region were created to provide concrete strategies with measurable outcomes to guide each community's efforts to end—not just manage—this complex issue.

Creating a long-term plan to end homelessness began with the National Alliance To End Homelessness' (NAEH) report, *A Plan, Not a Dream: How to End Homelessness in Ten Years*, released in 2000. This charge caught the attention of former U.S. Department of Housing and Urban Development (HUD) Secretary Mel Martinez, who revitalized the dormant U.S. Interagency Council on Homelessness (USICH) and began encouraging cities around the country to create their own 10 Year Plans. In May 2009, Congress enacted the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, which resulted in the USICH's release of its own plan in 2010, *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*², setting

a national goal to end veterans and chronic homelessness by 2015, and to end homelessness among children, youth, and families by 2020.

These resources have informed the nine Continua of Care (CoCs) that participate in the Metropolitan Washington Council of Government's Homeless Services Planning and Coordinating Committee. Seven CoCs in the

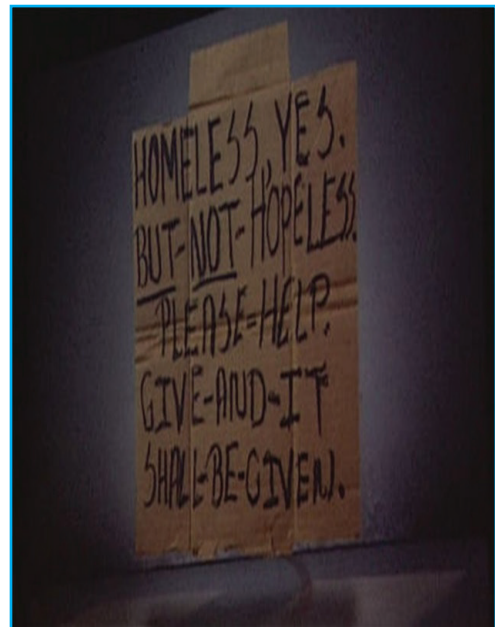


Photo credit: marsmet53

metropolitan Washington region have adopted 10 Year Plans: Alexandria, VA; Arlington, VA; the District of Columbia; Fairfax-Falls Church, VA; Montgomery County, MD; Prince George's County, MD; and Prince William County, VA. Loudoun County, VA and Frederick County, MD are in the process of creating their own 10 Year Plans. Although Charles County, MD is a COG member jurisdiction, it reports to the Baltimore HUD office rather than the Washington,

1 Metropolitan Washington Council of Governments, *Homelessness in Metropolitan Washington, Results and Analysis from the 2013 Point-in-Time Count of Homeless Persons in the Metropolitan Washington Region*: 1

2 http://usich.gov/opening_doors/

DC office and does not participate in COG’s Homeless Services Committee.

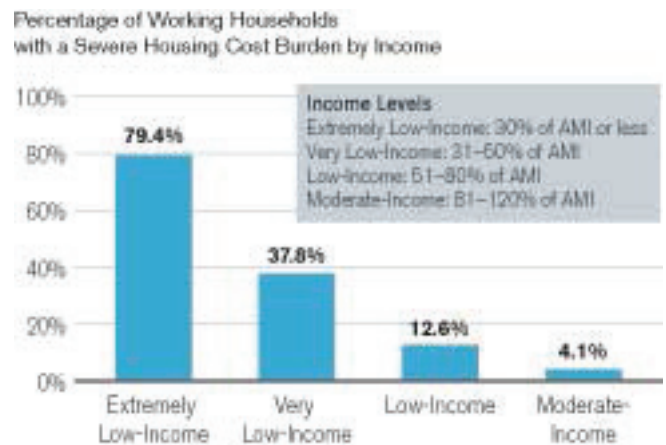
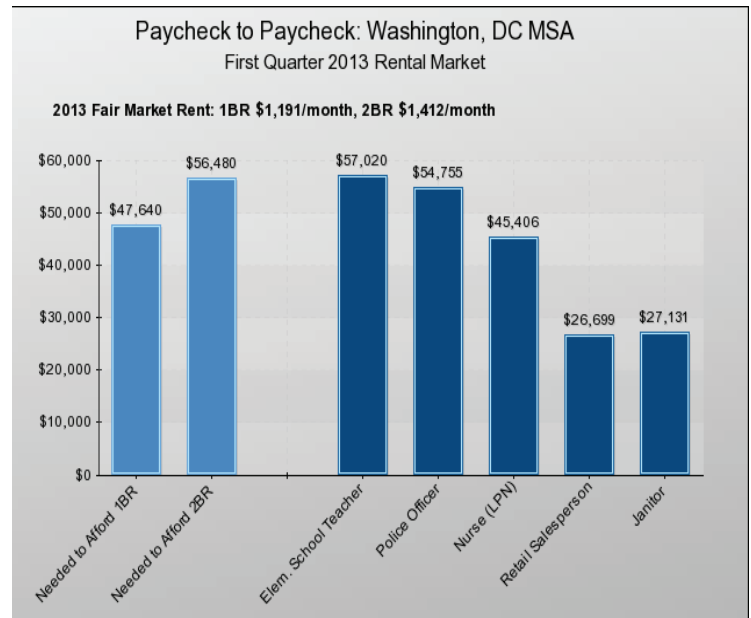
Although the jurisdictions in our region have adopted their 10 Year Plans at different times, it has been more than ten years since NAEH made the call to end homelessness by 2010. Are 10 Year Plans to End Homelessness still relevant today? The answer is yes.

Creating a 10 Year Plan to End Homelessness provides an important opportunity to educate and engage the community in solving the crisis of homelessness. Creating a 10 Year Plan provides focus on the goal of ending homelessness and sets benchmarks to measure and monitor progress. Creating a 10 Year Plan has the potential to focus scarce resources on efforts that demonstrate success in preventing and ending homelessness.

Our region’s homeless service providers face unique challenges that have made achieving the ultimate goal of our 10 Year Plans elusive. First and foremost, the lack of affordable housing for the lowest-income households continues to be the biggest and most persistent challenge to preventing and ending homelessness. A decrease over the past decade in our region’s supply of public housing and Section 8 Housing Choice Vouchers has further exacerbated this problem.

The great recession, persistent unemployment (or underemployment), and the changing economy have also had a significant, negative impact on our region’s ability to end the crisis of homelessness. Even if a family is working, the income earned in one or even two low-skill, low-wage jobs is insufficient to afford a one-bedroom apartment,

as demonstrated in the chart below. The Center for Housing Policy’s *Housing Landscape 2014* states that, “. . .the share of working households with severe housing cost burdens actually increased between 2009 and 2012, and in 36 states (and the District of Columbia) there was no significant improvement. . .”³ The adjacent graph represents this finding.



3 Center for Housing Policy, *Housing Landscape 2014*: 3

Regional Adoption of the 10 Year Planning Process

During 2009 to 2013, the region's CoCs successfully placed 9,517 formerly homeless individuals into permanent supportive housing⁴. This represents an 83% increase in placements over the same period and is a remarkable accomplishment given the obstacles that our region faces.

The region's CoCs have prepared their 10 Year Plans at different times, and the contents of those plans reflect the changing approaches to ending homelessness during the past decade.

- 2002 – Montgomery County, Maryland
- 2004 – Alexandria, Virginia and the District of Columbia
- 2006 – Arlington County, Virginia and Fairfax-Falls Church, Virginia
- 2010 – Prince William County, Virginia
- 2012 – Prince George's County, Maryland

In 2012, Frederick County, Maryland began drafting the vision for its 10 Year Plan and in 2014 is beginning implementation. Loudoun County, Virginia's 10 Year Plan is in draft form and under review with its Continuum of Care to ensure that it is consistent with recent state and federal policy goals to end homelessness.

4 Metropolitan Washington Council of Governments, *Homelessness in Metropolitan Washington, Results and Analysis from the 2013 Point-in-Time Count of Homeless Persons in the Metropolitan Washington Region*: 22

Best Practices for 10 Year Plans

The Washington region's CoCs have incorporated a number of strategies developed by the original NAEH plan⁵ that form the backbone of national best practices for 10 Year Plans. These common elements include the following concepts:

- **Plan for outcomes.** Collecting and analyzing data allows jurisdictions to tailor their strategies for different types of homeless clients by developing measurable, quantifiable results. With these measures, strategies can be evaluated for effectiveness and modified as necessary during implementation.
- **Close the front door.** Prevention is a key component to keep individuals and families from becoming homeless.
- **Open the back door.** Increasing the supply and meeting the demand for affordable housing ensures that people can achieve permanent housing solutions.
- **Build the infrastructure.** As described by NAEH, "Ending homelessness can be a first step in addressing the systemic problems that lead to crisis poverty, including a shortage of affordable housing, incomes that do not pay for basic needs, and a lack of appropriate services for those that need them. Addressing all of these issues community by community is a necessary step to ending homelessness and poverty."⁶

5 National Alliance to End Homelessness, *A Plan, Not a Dream: How to End Homelessness in Ten Years*: 2-3

6 <http://www.endhomelessness.org/pages/ten-year-plan>

10 Year Plan Summaries

Descriptions of the 10 Year Plans are listed in the order in which they were adopted.

2002

Montgomery County, Maryland

Montgomery County was an early adopter of the 10 Year Planning process in our region and created its plan to end homelessness, “Homelessness in Montgomery County: Beginning to End” in 2002 after a comprehensive two-year planning process. The Montgomery County Coalition for the Homeless began as an informal group of service agencies, staffed by a County-funded position. It was not incorporated as a non-profit 501(c)3 until 1991. The Coalition served initially as the information hub for the 10 Year Planning efforts. In 2014, an update of the 10 Year Plan is underway with the County’s Department of Health and Human Services taking the lead.

Montgomery County’s approach to ending homelessness is premised on two main tactics: systemic change and tactical change. Systemic change involves reviewing the changes that need to be made across the entire community (for example, provision of mental health services). Tactical change involves determining the optimal means to deliver services that are currently offered to make the most of current resources.

The plan is focused on the objectives, actions and associated steps that it will take to end homelessness.

Key Strategies:

- Objective One: Increase the stock of affordable and subsidized housing for our entire County’s citizens.

Montgomery County has identified a lack of affordable housing as a critical barrier to ending homelessness. This objective has action steps associated with it, such as developing alternative housing models to serve people at 10-20% of the poverty line, developing 100 new housing units per year, and advocacy.

- Objective Two: Improve wages and work supports so that people can afford housing and provide better support services for economically disadvantaged and disabled people.

Increasing wages and income to Montgomery County residents is critical to being able to remain stably housed. Sample actions associated with this objective include supporting efforts to increase the minimum wage, improving and increasing job training programs, maximizing federal, state and county earned-income tax credits, and supporting child care subsidies for working families.

- Objective Three: Prevent entry into homelessness.

Montgomery County has partnered with other care systems and institutions to ensure that individuals leaving prisons, juvenile justice facilities, hospitals, child welfare and foster care as well as mental health facilities are not discharged directly into homelessness. Eviction prevention is also an important element in

helping individuals and families remain in permanent housing.

- Objective Four: Reduce barriers to people exiting homelessness quickly.

This objective will be achieved through a multi-pronged effort to evaluate the current system of care for those experiencing homelessness, reviewing and revising policies that make entry into housing difficult, and providing housing counselors to act as a liaison for customers with rental companies and/or landlords.

- Objective Five: Develop appropriate community resources for people needing treatment for mental health or substance abuse.

The Montgomery County plan encourages providers of mental health housing and those serving clients with substance use disorders to develop along the range of services needed, such as skilled nursing facilities, group homes, assisted living facilities and satellite housing.

- Objective Six: Raise public awareness about homelessness, its prevalence in Montgomery County, its impact and potential solutions.

Montgomery County's plan calls for developing

relationships with the local media to encourage accurate portrayals of the existence and depth of homelessness in the County and continuing education and advocacy to engage the community and combat NIMBYism ("Not In My Backyard") reactions to development of affordable and supportive housing.

Lessons Learned

Montgomery County began updating its 10 Year Plan in 2013 by reviewing the existing plan and the federal strategic plan to end homelessness (Opening Doors) to ensure better alignment. There has been progress on several aspects of the 10 Year Plan, such as increasing the amount of permanent supportive housing, implementing a rapid re-housing model and realigning emergency shelters to be more assessment- and prevention-oriented. Many of the goals and themes identified in 2002 remain relevant today, including:

- The critical need to increase the stock of affordable housing;
- Preventing homelessness;
- Increasing education and training opportunities to increase employment, and
- Access to mainstream services.



Photo credit: scribbletaylor
March 12, 2014 72

One area that is a newer focus of concern is homeless youth -- both unaccompanied minors and young adults aged 18-24 who may have aged out of foster care or other settings into homelessness. This group has unique needs that differ from older homeless adult individuals and families, requiring significant support services that are typically time-limited. Another challenge the County is aware of is homeless individuals who may avoid seeking shelter and services due to immigration status.

2004

Alexandria, Virginia

The City of Alexandria's Homeless Services Coordinating Committee (HSCC) prepared its Ten-Year Plan to End Chronic Homelessness and Other Forms of Homelessness in October 2004. The HSCC developed a strategic plan in 1999, prior to the national effort to create 10 Year Plans, built upon outreach and consultations with key stakeholder groups. The 1999 strategic plan identified five objectives. The HSCC made progress on three of the five objectives but determined that a longer-range plan that adopted principles from the NAEH framework as well as the Commonwealth of Virginia's action plan, would better guide their efforts to end homelessness.

When the HSCC reached the mid-point of its 10 Year Plan in 2009, it decided to revise its goals and strategies and created the Strategic Plan to Prevent and End Homelessness in the City of Alexandria. The purpose of this new plan was to align the plan to end homelessness with the City Council's Strategic Plan objectives and with the federal government's plan to end homelessness, Opening Doors. In 2012, the HSCC renamed itself "The Partnership to Prevent and End Homelessness in the City of Alexandria" (The Partnership), to better reflect its membership composition and mission. The Strategic Plan is designed to end homelessness between FY2014 and FY2020. The current version of the plan, still in draft form, is estimated to be completed by the

summer of 2014 and will be integrated into the City's consolidated plan to the U.S. Department of Housing and Urban Development (HUD). The new Strategic Plan has four overall goals, with strategies that are developed annually. Currently, the goals and key objectives are as follows:

Goal 1: Increase Leadership, Collaboration and Civic Engagement;

- a. Objective 1: provide and promote collaborative leadership at all levels of government and across all sectors to inspire and energize Alexandrians to commit to preventing and ending homelessness.
- b. Objective 2: Strengthen the capacity of public and private organizations by increasing knowledge about collaborations, homelessness, and successful interventions to prevent and end homelessness.

Goal 2: Increase Access to Stable and Affordable Housing

- a. Objective 1: provide affordable housing to people experiencing or most at risk of homelessness;
- b. Objective 2: provide permanent supportive housing to prevent and end chronic homelessness;
- c. Objective 3: advance housing stability for youth aging out of foster care and juvenile justice systems and persons who are being discharged from hospitals and criminal justice institutions.

Goal 3: Increase Economic and Health Security

- a. Objective 1: increase meaningful and sustainable employment for people experiencing or most at risk of homelessness;
- b. Objective 2: improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness.
- c. Objective 3: integrate primary behavioral health care services with homeless

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assistance programs and housing to reduce people's vulnerability to and the impacts of homelessness;

Goal 4: Retool the Homeless Crisis Response System

- a. Objective 1: transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing

Lessons Learned

- The updated Strategic Plan will focus more on outcomes rather than on the process by which The Partnership will achieve success in ending homelessness. Best practices continue to evolve. When the first 10 Year Plan was adopted, Alexandria was focused on providing shelter and services. Currently, the emphasis is on implementing a "housing first" model. The Partnership will continue to monitor best practices and evaluate what is working best in the City of Alexandria to adjust strategies on a regular basis.
- The Partnership has updated its plan to align with the federal plan to end homelessness (Opening Doors) as well as integrating it with the City's overall Strategic Plan and its consolidated plan to HUD. This will allow for streamlined service delivery, better alignment and allocation of resources, and ultimately, improved outcomes for Alexandria residents experiencing homelessness.

District of Columbia

The District of Columbia adopted its plan, Homeless No More – A Strategy for Ending Homelessness in Washington, D.C. by 2014, in December 2004. It grew out of a "Focus Group on Access to Housing for Homeless and Very Low Income Persons" and its committees. This focus group engaged in an extensive planning process that involved numerous stakeholders and resulted

in three long-term policy recommendations to end homelessness:

1. Increase homeless prevention efforts within local and federal government.
2. Develop and/or subsidize at least 6,000 net additional units of affordable, supportive permanent housing to meet the needs of the city's homeless and other very low-income persons at risk of homelessness.
3. Provide wrap-around mainstream supportive services fully coordinated with the Continuum of Care programs and special needs housing.

At the time the plan was adopted, the focus of this plan was to shift from a "shelter first" to a "housing first" model that ends homelessness, enriched with supportive services to rapidly rehouse those with and without special needs.

In order to achieve the long-term policy goals, the plan includes three implementation strategies to guide the work of the CoC as follows:

- Implementation Strategy A: interdepartmental coordination and cross-system policy implementation.
- Implementation Strategy B: community education and community outreach to gain support for the 10 Year Plan and the "housing first" and "housing plus" approaches.
- Implementation Strategy C: advocacy for reduction of federal and other barriers to delivering services and housing that can prevent and end homelessness.

One of the first steps in implementing the 10 Year Plan was forming the Interagency Council on Homelessness (ICH), which was tasked in 2005 with establishing the standing committees to achieve the stated objectives of the plan. The ICH prepared and published a strategic plan to provide concrete actions that achieve the vision of the District's 10 Year Plan. The Strategic Plan provides guidance and tasks for a five year period and develops an annual work plan.

The strategic plan developed by the ICH includes ten outcome measures that the District of Columbia tracks and evaluates annually. In 2010, the District further refined its plan to end homelessness by committing to achieve three goals, each with three key initiatives as follows:

1. Reduce the overall number of individuals and families who are experiencing homelessness, including significant efforts at prevention and rapid re-housing.
 - a. End homelessness for those who are already homeless, as quickly as possible, and assure that people remain housed.
 - b. Prevent homelessness for as many people as possible who are at imminent risk of becoming homeless, and assure that people remain housed.
 - c. Improve the odds that people can remain housed by increasing income and other resources, through employment or benefits receipt.
2. Redesign the Continuum of Care to develop an appropriate mix of services, interim housing, and permanent housing options in order to help people move out of homelessness as rapidly as possible.
 - a. Ensure there is a sufficient number of low-barrier shelters to keep people safe.
 - b. Ensure that there are sufficient, appropriate, interim housing options (temporary and transitional) that address specific needs.
 - c. Develop and/or subsidize units to reach the goal of producing at least 2,500 units of permanent supportive housing.
3. Develop a mechanism and an evaluation strategy to track the District's progress in preventing and reducing homelessness.
 - a. Develop benchmarks for key client outcomes based on national data and data from local providers.

- a. Develop a system of performance-based contracts that rewards providers for successful outcomes and ensures accountability.
- a. Track and analyze outcomes annually to assess improvement, areas of needed resources, areas for better interagency coordination, etc.

Action steps and budgets are tied to each of these goals on an annual basis. In addition to the CoC's efforts, an advocacy campaign, "The Way Home", began in 2014 with a goal to end chronic homelessness in the District of Columbia by 2017.

2006

Arlington County, Virginia

Arlington County, Virginia's 10 Year Plan to End Homelessness, A Passageway Home, outlines the steps it is taking to end homelessness through five guiding principles and four broad goals. Arlington County has operated a Continuum of Care since the 1970s to provide outreach, emergency shelters, transitional housing and the long-term development of permanent supportive housing. The CoC determined that a strategic long-term plan was needed to broaden the community support network and end chronic homelessness. Following a collaborative planning process, Arlington adopted its plan in April 2006. The plan includes one to three strategies associated with each broad goal that lead directly into action steps that are mapped out in a five year action plan.

The Guiding Principles include:

- Commitment from all sectors of the community;
- Best practice, evidence-based solutions;
- Affordable, appropriate housing options;

- Culturally competent and consumer-centered services; and
- Sufficient, committed financial resources.

The Broad Goals include:

- Affordable Housing;
- Comprehensive Support Services;
- Prevention; and
- Income Maximization.

Each broad goal has several strategies associated with it, which is then further broken down into specific tasks outlined in Arlington’s 5-Year Action Plan. The strategies to achieve the broad goals are as follows:

Affordable Housing:

1. Increase the supply of housing affordable to homeless individuals and families.
2. Increase the supply of rental assistance provided to homeless individuals and families.
3. Facilitate access to affordable housing for homeless individuals and families.

Supportive Services:

1. Enhance resources for provision of supportive services to those in supportive housing.
2. Develop rapid re-housing plans within each existing homeless shelter.
3. Promote an integrated, comprehensive system of care.
4. Expand the capacity to serve people with mental illnesses and/or substance use disorders.
5. Expand current multi-service centers to serve as “one stop shops.”

Prevention:

1. Educate service providers, landlords, persons at risk of homelessness and others

on indications of potential homelessness and availability of homeless prevention services.

2. Develop proactive homeless prevention strategies.
3. Create and implement a 24/7 Housing Crisis Response Plan.

Income:

1. Expand access to employment and training opportunities for homeless persons.
2. Facilitate access to public benefits programs such as Supplemental Security Income (SSI), Veterans’ benefits, and Food Stamps.
3. Educate homeless persons on financial management.

The County’s vision for their plan states that, “Arlington will have an integrated, community based support system which will prevent homelessness and provide the necessary resources to end homelessness for individuals and families living in the county.”

Since the plan was adopted, Arlington County has identified a few areas in which the plan and their strategies have had to adjust to remain effective.

Lessons Learned

- Passage of the HEARTH Act in 2009 created changes in funding priorities. The act prioritizes rapid rehousing and permanent supportive housing. This change in focus resulted in a major change in how outreach and shelter services are funded in Arlington, as the outreach funding had to be reallocated.
- The supply of affordable housing in Arlington has always been a challenge, given the low vacancy rates in Arlington, the high cost of housing and the need for rental subsidies. While the supply of affordable housing continues to remain a significant barrier to ending homelessness, the Continuum is focused more now on helping clients

overcome barriers to housing, such as having poor credit.

- The changing economy for low-wage earners has created new challenges to ending homelessness, particularly for families. Even if homeless family members are employed, the income is not enough to allow them to be stably housed. Only being able to find part-time work, or insufficient or unaffordable child care, compounds the difficulty that low-wage earners face.

Fairfax – Falls Church, Virginia

The Fairfax-Falls Church plan includes the County of Fairfax, City of Fairfax, and City of Falls Church, Virginia. Fairfax-Falls Church organized a Continuum of Care (CoC) in the 1990s to seek federal funds from HUD to provide services to the CoC's homeless population. By 2007 the Planning Committee to End Homelessness, comprised of local government agencies, nonprofit organizations, faith-based communities and businesses, had produced a strategic road map to prevent and end homelessness. The Fairfax County Board of Supervisors appointed a 95-member Implementation Committee to develop a plan based on these strategies. Following an extensive and collaborative planning process, they adopted the Fairfax-Falls Church plan to end homelessness by 2018, titled, Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community, in March 2008.



Photo courtesy of Fairfax County

The Fairfax-Falls Church plan is based around four key conclusions that the Planning Committee to End Homelessness reached to guide its strategies during implementation. Those conclusions are as follows:

- There must be a change in focus, direction, and service priorities about homelessness in Fairfax County that centers on ending homelessness, not managing it.
- Housing is an essential resource for homeless families and individuals. The lack of affordable housing in Fairfax County has been studied, researched, and lamented for decades. But the fact remains: Ending homelessness will be impossible without increasing the supply of affordable housing of all types; preservation alone is not enough.
- Directing resources to prevention, rapid re-housing, and "housing first" works; this approach has proven to be a cost-effective means to ending homelessness in other communities.
- To successfully implement the Ten Year Plan, there must be sustained political will and strong support from all sectors of the community.

The Fairfax-Falls Church 10 Year Plan's four guiding principles are associated with four strategies; those four strategies have objectives, tasks and milestones associated with each to achieve the goal of ending homelessness.

Key Strategies

- Strategy One: Prevent homelessness due to economic crisis and/or disability.

As Fairfax-Falls Church's plan states, "Fairfax County data suggest that single adults become homeless due to disability; families become homeless due to poverty." Therefore, coordination and intervention can prevent individuals from entering the homeless system at all. Prevention is also more cost effective than re-housing someone who is already homeless. Objectives associated with this strategy include creating Neighborhood

Prevention Assistance Teams; streamlining prevention efforts and providing more flexible and longer-term financial assistance; provide a single access point for referral information about services; change and improve policies on eviction prevention response; and work to end the practice of discharging from institutions into homelessness.

- Strategy Two: Preserve and increase the supply of affordable housing to prevent or remedy homelessness.

The need to preserve and increase the supply of affordable housing is a key element of success. The lack of affordable housing options contributes to increased length of stays in the shelter system, where housing that is designed to be an emergency, stop-gap measure, has become the only affordable housing option for homeless individuals or families who are otherwise stabilized. The Fairfax-Falls Church plan objectives under this strategy involve allocating funds from the real estate tax, giving priority to homeless individuals in housing programs, developing residential studio units, providing incentives to affordable housing developers, converting transitional housing to permanent housing, developing more permanent supportive housing, and creating giving circles in the faith community to adopt a family or subsidize the creation of an affordable housing unit.

- Strategy Three: Deliver appropriate support services to obtain and maintain stable housing.

Providing appropriate services to those individuals whose housing needs include more than just money and affordable housing options is the key to an effective, integrated system. The Fairfax-Falls Church plan to end homelessness using this strategy includes the following objectives: implementing a “housing first” model; persons with mental health, substance abuse or

other developmental disabilities who are homeless must be a priority for receiving supportive services; building trust with clients rather than demanding adherence to strict

requirements is key to successful service delivery; developing interdisciplinary neighborhood service teams; providing increased outreach to homeless individuals with serious mental illness or substance use disorders; better integrating mental health and substance use disorder services; addressing the unique needs of subpopulations, such as domestic violence survivors and youth aging out of foster care; establishing a housing assistance fund to provide resources for housing placements; providing ongoing training opportunities for county and non-profit service provider staff and volunteers; and engaging volunteers and faith-based organizations in service delivery through mentoring, tutoring and other activities.

- Strategy Four: Create a management system for plan implementation with the collaboration of the public and private sectors that ensures adequate financial resources and accountability.

The Fairfax-Falls Church plan recognizes that a great plan is not a static document, and that a management system, with periodic evaluation and reassessments, is how a plan achieves its stated goals.



Photo credit: Steve Rhodes

The objectives that Fairfax-Falls Church have set to ensure successful implementation include: creating a leadership structure to oversee implementation that builds on existing public-private partnerships; developing additional funding options and refocusing existing resources

on plan priorities; linking specific actions with resources, responsible parties and performance plans; creating opportunities for the voices of the homeless and front line service providers to be heard; developing outcome measures at both the system (plan) level and at the program level. Measurement of success against targets set in the Homeless Management Information System (HMIS); issuing and widely distributing annual performance reports; and ensuring the community and its elected leaders are informed about the plan and its implementation.

Lessons Learned

The Fairfax-Falls Church CoC is halfway through the implementation of its 10 Year Plan. Since adopting this plan, the structure has remained consistent and new aspects of the Partnership (forming the governing board, interagency groups, and the consumer advisory council, for example) have all moved forward. The operationalization of the plan, the first step in implementing the Blueprint, is based upon the reality of available resources and how to realize the intent of the 10 Year Plan.

- The most challenging, but perhaps important, work that has been underway since 2008 has been systems change. The CoC has realigned its system to ensure that it is working as effectively as possible to improve outcomes for its residents.
- The CoC has realigned a portion of its local dollars to support the 10 Year Plan, which is an important element in the successes that it has achieved thus far.
- Expanding the Partnership (government, non-profit and business communities) is another critical aspect of the Fairfax-Falls Church CoC's ability to achieve reductions in its homeless population. One event supporting the expansion of this collaboration that the CoC has held annually for the past three years is called "Jeans Day." Jeans Day aims to raise awareness and funding to support housing needs for homeless persons.

- In addition to the many ongoing aspects of the Partnership's work internally, (systems change, creating more permanent supportive housing, creating a housing locator service, implementing rapid re-housing, etc) the Partnership has been motivated by and engaged in ending homelessness through the 100,000 Homes Campaign and the Virginia Learning Collaborative's Rapid Re-housing Challenge⁸ (through the Virginia National Alliance to End Homelessness).
- As with all of the other CoCs in the region, the high cost of housing and availability of affordable housing continues to challenge the success of Fairfax-Falls Church in ending homelessness.

2010

Prince William County, Virginia

The Greater Prince William Area Ten Year Plan to Prevent and End Homelessness, 2010-2020 was developed in 2007 by an Advisory Committee that included input from multiple government agencies, non-profit organizations and neighborhood focus groups.

- The main elements of the plan were developed through a collaborative planning process and include the following:
 1. Prevention;
 2. Supportive services;
 3. Affordable housing; and
 4. Employment and training.

Key Strategies

- Strategy One: Prevention Strategies

The first strategy in preventing homelessness in the Greater Prince William Area (GPWA) is to develop grass roots citizen advocates who are

8 <http://www.endhomelessness.org/library/entry/Virginia-Learning-Collaborative-Rapid-Re-Housing-Challenge>
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well-informed regarding the need for a range of housing solutions for a variety of housing needs. The complementary parts of having a well-informed citizenry include having the political will to create a variety of housing solutions and advocacy for ending homelessness.

The second objective in prevention strategies is providing data to support the need for homeless programs and prevention solutions and create measurable outcomes to determine whether these programs are effective in addressing homelessness. Data-driven policies will enable the GPWA providers to refine their tools to ensure the best outcomes for their residents.

The third objective is to create effective discharge plans with institutions reintroducing homeless clients into the community. Coordination among community providers can reduce the burden on the shelter system and help prevent individuals from entering shelter in the first place.

The fourth objective is to maximize all the resources that provide available income to the homeless, chronically homeless, and those at risk of homelessness. Increased public awareness of other sources of support (such as SSI, TANF, Medicaid, Veterans' benefits) will support the greatest number of eligible persons receiving benefits.

- Strategy Two: Housing Strategies

The first objective in providing affordable housing solutions for all Prince William County residents is to create and maintain a database of local property that could meet the housing needs of residents of the GPWA who earn 50% or less of the Area Median Income (AMI). In the GPWA, as in the rest of the COG jurisdictions, 50% of AMI for a family of four is \$53,500 in FY 2014. This database may be developed as a public-private partnership.

The second objective in housing solutions is to create and maintain Affordable Dwelling Units (ADUs) for those who earn 50% or less of AMI in the GPWA. Creating incentives to developers and public-private partnerships will support

the creation and retention of permanent and long-term affordable housing for the chronically homeless and for other households to remain stably housed.

The third objective recognizes that financing mechanisms are an important part of providing affordable housing. "The plan calls for leveraging funds for local projects by obtaining one million dollars to support the goal and increase supply of affordable units for low and moderate income levels." These tools include using Virginia Housing Development Authority low income housing tax credits, proffers, land donations and capitalization of the Housing Preservation Development Fund.

The fourth objective is to reduce homelessness and stabilize families by maintaining sufficient emergency shelters and temporary housing leading to permanent housing.

- Strategy Three: Supportive Service Strategies

While the first step in ending homelessness is providing housing, often additional resources and support are required to maintain that housing and to effectively end the cycle of homelessness.

The first objective in providing supportive services is to centralize the intake and referral process so that community organizations can share and provide quicker access to necessary services for the homeless.

The second objective is to increase services to marginalized populations (such as people with disabilities, young people aging out of foster care, and ex-offenders) by better coordinating the system of care to match existing need. Success in this addressing this strategy is incumbent upon finding funds for adequate resources to fill any identified service gaps.

- Strategy Four: Employment and Training Strategies

Another key aspect of housing stability is providing employment and training opportunities to be able to obtain a job that pays a wage sufficient to afford suitable housing.

The first GPWA objective is to identify issues affecting employment and training of the homeless and those at risk of homelessness. From there, the CoC will have an assessment of what types of training requirements there are from local employers and will develop a plan to remove barriers to employment for homeless residents. This strategy will support both residents and employers, who gain access to skilled employees.

The second objective is to support efforts to develop affordable local and long distance public transportation to eliminate transportation barriers for those seeking training and employment.

The third and final objective is to identify diverse funding sources to provide necessary training or retraining that will lead to employment for the homeless. Securing income from employment will support longer-term housing stability for homeless individuals and families.

The GPWA Plan recognizes, like many of its peer jurisdictions, that diversifying and increasing the funding sources available to prevent and end homelessness is necessary to achieve success. The community strategies to expand and diversify funding resources include involving a diversity of stakeholders; research into funding sources; and advocating for housing for households at or below 50% AMI and for funding to sustain housing at that income level.

2012

Prince George's County, Maryland

Prince George's County's plan, Ten Year Plan to Prevent and End Homelessness in Prince George's County, 2012-2021, was completed in December of 2012 in partnership with 68 stakeholder organizations. During the 1980s, the County's Homeless Advisory Board helped develop a unified countywide set of strategies to prevent and reduce homelessness. In 1994, the Homeless Advisory Board was renamed the Homeless

Services Partnership (HSP) and became the official advisory body to the County Executive. The HSP now has assumed implementation of the 10 Year Plan, which began in Prince George's County's Fiscal Year 2013.

The Prince George's plan is based upon six core strategies to prevent and end homelessness:

1. Coordinated entry;
2. Prevention assistance;
3. Shelter diversion;
4. Rapid re-housing;
5. Permanent supportive housing; and
6. Improved data and outcome measures.

The plan also addresses special populations (chronically homeless, veterans and domestic violence survivors, for example) as well as incorporating the 2009 federal legislation in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act.

Key Strategies

- Strategy One: Coordinated Entry

Prince George's County created measures under each core strategy to facilitate implementation of its plan. Strategy one, coordinated entry, has eight distinct aspects:

1. clear communication and cooperation between providers (this allows intake workers to make the best possible referral for services);
2. a clear and consistent assessment process (assistance to households will be focused on their level of need);
3. expanding the number of providers involved in HMIS (providers not required to use HMIS due to receipt of government funds will be encouraged to share data through this program);
4. information warehousing (information on

providers and services offered will be kept in one place and up-to-date);

5. data centralization (related to the last aspect, but this item relates to the use of HMIS to automate and share data across providers);
6. warm hand-offs and referrals (intake workers share data with providers to ensure clients transition into programs smoothly);
7. centralized triage (one or more locations will be identified to enhance the warm hand-off and referral process); and
8. emergency shelters and transitional housing (the County and HSP will continue to explore options to providing permanent housing solutions, while recognizing that moving away from transitional housing and emergency shelters will take a great deal of time and resources).

- Strategy Two: Prevention Assistance

The goal of prevention assistance is to reduce the number of people entering the homeless system and increase the percentage of individuals permanently housed. The actions associated with achieving this goal include:

- ◇ providing prevention services through the coordinated entry process (the Homeless Hotline screens callers for prevention services);
- ◇ careful targeting of households that are truly the most at risk of homelessness through the use of shelter data; (the HSP Assessment Committee will monitor shelter data to update the tool used to evaluate households, using a common set of standards that the HSP will develop);
- ◇ improving coordination with mainstream resources; (TANF, SNAP, OHEP, medical assistance, etc are programs that can help provide additional financial support for homeless families and individuals. The HSP

will also reach out to private, foundation and faith-based organizations to leverage as many existing resources as possible);

- ◇ improving coordination with the Department of Corrections; (the Countywide Re-Entry Roundtable is working on a protocol to establish housing needs for individuals exiting institutions);
- ◇ providing case management, landlord/tenant conflict mediation, and development of a housing plan as needed or required by funding sources; (the services each household receives will be tailored to their individual need, and may include mediation services, financial assistance or short-term case management);
- ◇ follow-up services; (The Housing Development Committee will develop a basic follow-up procedure to contact individuals three months after services ended to assess whether each person remains stably housed); and
- ◇ identify gap financing; (HSP will create the Fundraising Committee to be able to identify ways to fill funding gaps for programs and services).

- Strategy Three: Shelter Diversion

The goal of this strategy is to reduce the number of individuals entering the homeless system and increase the number of people placed in alternative housing. Intake workers will assist individuals in identifying alternatives to entering the shelter system, and may include financial assistance, case management, mediation or other services.

- Strategy Four: Rapid Re-Housing

The goal of implementing rapid re-housing is to shorten the length of stay in shelter for homeless individuals and reduce the number of returns to shelter following a rapid re-housing subsidy. Prince George's County is already implementing a rapid re-housing program but will continue to expand and improve it by:

- ◇ identifying funding opportunities; (using new funding from the Emergency Solutions Grant, and working cooperatively with the Department of Housing and Community Development to possibly reallocate funds and revise the county’s consolidated plan);
- ◇ converting the transitional housing programs to new models; (the county will explore converting transitional housing to “transition in place” and permanent supportive housing models);
- ◇ bolster landlord outreach efforts and partnerships; (the county will work with providers to expand the network of landlords involved in the rapid re-housing program);
- ◇ encouraging reunification when possible; (particularly for unaccompanied youth, the best permanent housing solution may be with a family member or friend);
- ◇ developing a housing barrier tool; (the
- ◇ HSP will develop a tool once a person is referred to rapid re-housing to ensure that the right mix of subsidy and services are provided);
- ◇ training for case managers; and
- ◇ identifying gap financing; (the Fundraising Committee will be charged with seeking additional outside resources).
- ◇ Strategy Five: Permanent Supportive Housing

The goal of providing permanent supportive housing is to decrease the length of stay in homelessness and reduce the number of returns to the shelter system. The Prince George’s County HSP plans to do this by:

- ◇ developing and consistently using a vulnerability test as part of the universal assessment tool; (this assessment tool will help prioritize higher-barrier and chronically homeless individuals);
- ◇ creating new units, including conversion opportunities; (the HSP and county will explore expanding the permanent supportive housing (PSH) program by converting transitional housing beds into PSH beds);
- ◇ exploring the use of Medicaid in funding supportive services; (the HSP and County



Photo credit: Artworks Creative Communities

will be proactive in determining how best to use new resources available through the Affordable Care Act);

- ◇ identifying gap financing; (as with the other strategies, the Fundraising Committee will seek resources for PSH as well).
- Strategy Six: Improved Data and Outcome Measures

This strategy is focused on improving and expanding the performance measurement tools used in Prince George's County in order to inform current best practices and to measure the success of the plan in meeting its goals.

This will be accomplished by:

- ◇ defining performance measures that will drive funding requirements in the future; (HUD may define some measures, but County data points will likely include new episodes of homelessness, length of stay, returns to homelessness, exits to permanent housing and housing retention);
- ◇ implementing a new measurement process; (providers and stakeholders will be engaged in defining baseline data and benchmarks against which to measure progress);
- ◇ creating an incentive process based on performance; creating quality improvements for low performers; and
- ◇ creating new structures around performance measurement.

The Prince George's County plan also addresses special populations, such as unaccompanied homeless youth; chronically homeless, domestic violence survivors; and returning citizens.

As the HSP and Prince George's County implements this plan, it is worth sharing their observation that,

“Making changes in focus, direction and service priorities needed to prevent and end homelessness could require major changes in how programs are structured and what services are funded and it is important to remain mindful that true system change never ends. It is a circular process involving planning, implementing and evaluating; and then starting the cycle again.”

2012 - Ongoing

Frederick County, Maryland

The Frederick County Coalition for the Homeless began the process of creating its 10 Year Plan to End Homelessness in 2012 with its vision statement and will continue to work collaboratively with a wide variety of stakeholders to finalize the plan in 2014. Implementation on certain tasks will begin in 2014.

Established in 1983, the Frederick County Coalition for the Homeless (FCCH) is the oldest local coalition working to end homelessness in Maryland. The FCCH is a coalition composed of governmental and non-profit human service and community development organizations, religious institutions, local government officials, interested citizens, and people that are homeless or formerly homeless. The FCCH meets monthly in order to coordinate the planning of local homeless services, discuss local needs and review new projects, and advocate for additional resources to address homelessness.

In preparing its 10 Year Plan, the Frederick County Coalition created the following framework:

Vision: “What will homelessness look like in 2022?”

Housing

- Homelessness is a rare and brief event.
- Affordable housing options are plentiful.
- A wide array of housing options on the continuum of care consisting of emergency shelters, transitional housing, and permanent supportive housing with sufficient operational funding exists.
- Frederick County’s population is aging but decent, affordable housing options are available for seniors’ needs.

Self-sufficiency

- A clear developmental path to self-sufficiency exists which is the basis for service provision.
- Employment opportunities abound with training and placement.
- The educational community exerts a greater effort to ensure life skills and school achievement among its students.
- All community members are sufficiently trained to be self-sufficient and full contributors to the economic system.

Public policy

- Public decision makers are committed to all sectors of the community.
- Frederick County leaders take a prominent role in advocacy for the needs of the community beyond its boundaries.

Community at-large

- The middle class is stable.
- Poverty is significantly reduced.
- Private sector is fully engaged and invested in a financial commitment to meet the needs of the community.
- Creative ideas and best practices are a part of community wide planning.

Changes

- The community can depend on an innovative plan to address homelessness that is responsive to a changing environment.

Health

- Behavioral health and health care services are adequate, appropriate, and accessible.

Service Provision

- Services to the homeless are fully coordinated and seamless in real time.
- Programs for children to break the cycle of poverty are coordinated.
- The foundation is in place to consolidate funding for homeless services.

The FCCH vision translates into four draft goals:

1. Increase shelter and service capacity within the continuum of care;
2. Sponsor an annual forum for all facets of the community, including business, nonprofit, and government, to address issues around homelessness and to encourage collaboration and positive change;
3. Identify and promote best practices in homelessness prevention programs so that the number of working families spending more than 30 percent of their income on housing is decreased (percentage reduction to be determined); and
4. Define, quantify and increase the current status of affordable permanent housing options (percentage increase to be determined);

Proven Strategies

The metropolitan Washington region's homeless service providers are facing many similar challenges in ending homelessness in their respective communities. Common elements in our region's plans include the following:

- Research into national and local best practices in developing the 10 Year Plan;
- Extensive community engagement and consultation in creating the 10 Year Plan;
- A recognition that sustained political will and leadership is critical to success;
- Measurable, quantifiable outcomes are required to measure what is working and what isn't;
- Systems change is a critical and ongoing process; and Regular assessments of the tasks and objectives during implementation to ensure accountability.



Photo credit: Steve Rhodes

While many aspects of the plans region-wide incorporate elements recommended by the NAEH or by HUD, certain elements reflect the strategies and challenges that are specific to the metropolitan Washington region. For example:

- Increasing the supply of affordable housing. This strategy is found in all of the region's 10 Year Plans and remains the greatest challenge to ending homelessness in the Washington area.
- A focus on increasing income, through employment and benefits receipt. Even if an individual or family is employed in the metropolitan Washington area, low-wage earners often do not have sufficient income to afford permanent housing in our region.
- A shift from an emergency shelter model to a "housing first" model and implementation of a rapid re-housing approach. A national best practice, many successful rapid re-housing programs have recidivism rates of less than 10%. Although this strategy has been successful in reducing family homelessness, the ability to end homelessness for this group is severely challenged by the high cost of housing in the metropolitan Washington region.
- Although not explicitly addressed in the 10 Year Plans, the loss of the Fannie Mae and Freddie Mac Foundations will be felt by every one of the area Continuum of Care, all of which identified the need to diversify funding and seek outside financial support. The Federal Housing Finance Administration directed the Foundations to wind down operations at the end of 2014. The Foundations were significant private sector partners on affordable housing initiatives, including homelessness. As federal resources to end homelessness continue to decline, the financial burden for additional resources from local governments and non-profit service providers may increase.

What Else Are We Doing to End Homelessness?

In addition to the dedicated front-line case management and the systems-wide management improvements that CoC members and partners are doing every day to assist individuals and families, there are several other ongoing efforts in the metropolitan Washington area to prevent and end homelessness.

The 100,000 Homes Campaign⁹ is a national effort to house 100,000 of the most vulnerable and chronically homeless individuals. A number of the metropolitan Washington area CoCs have joined the campaign, including Arlington County, Virginia; the District of Columbia; Fairfax County, Virginia; Frederick, Maryland; Montgomery County, Maryland; and Prince William County, Virginia.

Related to the 100,000 Homes Campaign, in Virginia, the Virginia Coalition to End Homelessness is leading a state-wide campaign “1,000 Homes for 1,000 Homeless Virginians.”¹⁰ In a complementary effort, during



Photo credit: Molly Kraybill

October 17, 2013 to January 24, 2014, the Virginia Learning Collaborative (in partnership with the National Alliance to End Homelessness) sponsored a “Rapid Re-Housing Challenge”¹¹. Thirty-three Virginia organizations participated in the effort to house as many homeless families as possible within 100 days. In total, 545 families were placed in permanent housing. Fairfax County, Virginia holds an awareness and fundraising event each fall called “Jeans Day”. This event brings in a great number of participants from the business, public and non-profit sectors to educate and inform residents about homelessness in their community. Funds raised from the event go to support permanent housing options and homeless services in the County. In Washington, DC, a new advocacy effort that launched in January 2014, “The Way Home” aims to end chronic homelessness in the District of Columbia by 2017.

Each November in Maryland, every county Department of Human Services participates in a “Homeless Resource Day” which is designed to be a “one stop shop” for persons and families experiencing homelessness or at risk of homelessness. Homeless Resource Day became a statewide event in Maryland beginning in 2011. The event brings together homeless service providers and government agencies to assist with items such as health education and enrollment, benefits, credit counseling, housing assistance, legal assistance and a variety of other personal services.

This list is not exhaustive and these efforts are just some of the many ways that **our region is working together to not just manage homelessness, but end it, for all.**

9 <http://100khomes.org/>

10 <http://www.vceh.org/1000-homes/1000-homes-for-1000-virginians>

11 <http://www.endhomelessness.org/library/entry/Virginia-Learning-Collaborative-Rapid-Re-Housing-Challenge>
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Resources

A Passageway Home: A 10-Year Plan to End Homelessness in Arlington County, Virginia, April 2006.
http://www.arlingtonva.us/departments/HumanServices/documents/10790PassagewayHome_FINAL.pdf

Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community, October 2006.
http://www.fairfaxcounty.gov/homeless/fairfax_strategy_end_homelessness.pdf

City of Alexandria, Virginia: Ten-Year Plan to End Chronic Homelessness and Other Forms of Homelessness, October 2004.
<http://www.alexandria.gov/uploadedFiles/housing/info/hsc10yearplanfinal.pdf>

District of Columbia Strategic Plan to End Homelessness, Interagency Council on Homelessness, April 2010.
<http://ich.dc.gov/sites/default/files/dc/sites/ich/publication/attachments/ICHStrategicPlanFinal04-10.pdf>

Homelessness in Montgomery County: Beginning to End, 2002.
<http://www.mcch.net/endhomelessness/document.pdf>

Homeless in Northern Virginia: Local Communities Respond to Preventing and Ending Homelessness, Northern Virginia Affordable Housing Alliance and the Virginia Coalition to End Homelessness, 2010.
<http://www.nvaha.org/pdfs/NVAH001VAHomelessnessReportWEB.pdf>

Homeless No More: A Strategy for Ending Homelessness in Washington, DC by 2014, December 2004.
<http://www.ich.gov/slocal/plans/washingtondc.pdf>

Housing Landscape 2014, Center for Housing Policy, February 2014.
<http://www.nhc.org/media/files/Landscape2014.pdf>

Strategic Plan to Prevent and End Homelessness in the City of Alexandria, Virginia, FY2014-FY2020, 2014.
<http://www.alexandria.gov/uploadedFiles/dchs/economicssupport/StrategicPlanEndHomelessness.pdf>

Ten Year Plan to Prevent and End Homelessness in Prince George's County, 2012-2021, December 2012.
<http://www.princegeorgescountymd.gov/sites/SocialServices/Resources/ResourcesGuide/Documents/HomelessnessPlan.pdf>

The Greater Prince William Area Ten Year Plan to Prevent and End Homelessness, 2010-2020, October 2010.

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METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, N.E.
Washington, D.C. 20002

RESOLUTION APPROVING THE REPORT *ENDING HOMELESSNESS TOGETHER: A SUMMARY OF 10 YEAR PLANS TO END HOMELESSNESS IN THE WASHINGTON METROPOLITAN REGION*

WHEREAS, since 2000, the Metropolitan Washington Council of Governments (COG) has convened local homeless services providers through the Homeless Services Planning and Coordinating Committee (Committee); and

WHEREAS, the Committee conducts and reports on the annual Point-in-Time count of homeless individuals and families in the Washington metropolitan region; and

WHEREAS, the National Alliance to End Homelessness and the U.S. Department of Housing and Urban Development have proposed and endorsed the idea of planning to end chronic homelessness in 10 years; and

WHEREAS, several COG member Continuum of Care jurisdictions have created, adopted and implemented 10 Year Plans, and others are developing a 10 Year Plan; and

WHEREAS, at the November 13, 2013 meeting, the COG Board adopted Resolution R48-2013 directing COG staff and the Committee to conduct a scan of 10 Year Plans to End Homelessness to better understand the region's collective long-term efforts, and report results of the scan to the Board in early 2014, which results are contained in the report presented to the Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COG BOARD OF DIRECTORS THAT:

1. The Board approves the report, *"Ending Homelessness Together: A Summary of 10 Year Plans to End Homelessness in the Washington Metropolitan Region"*.
2. The Board commends the Committee's efforts to address this important regional issue.



AGENDA ITEM #12

OTHER BUSINESS

(No attachments)



AGENDA ITEM #13

**ADJOURN – THE NEXT MEETING IS
WEDNESDAY APRIL 9, 2014**