

**COG BOARD OF DIRECTORS MEETING**

**DATE: September 12, 2012**

**TIME: 12:00 Noon**

**PLACE: COG Board Room**

**PLEASE NOTE: Chairman Principi will begin the meeting promptly at 12:00 noon.  
Lunch for members and alternates will be available at 11:30 a.m.**

**AGENDA**

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

**Chairman Frank Principi  
Supervisor, Prince William County**

**2. ANNOUNCEMENTS  
(12:00 – 12:05 p.m.)**

**Chairman Principi**

- a) Executive Director Search Committee Update
- b) NARC Conference Outcomes
- c) Annual Membership and Awards Luncheon on December 12, 2012

**3. EXECUTIVE DIRECTOR'S REPORT  
(12:05 – 12-15 p.m.)**

- a) Outreach
- b) Legislative and Regulatory Update
- c) Information and Follow-Up
- d) Letters Sent/Received
- e) General Counsel's Report

**4. AMENDMENTS TO AGENDA  
(12:15 – 12:20 p.m.)**

**5. APPROVAL OF MINUTES OF JULY 11, 2012  
(12:20 – 12:25 p.m.)**

*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*

*\*Adjunct Member*

## CONSENT AGENDA

### 6. ADOPTION OF CONSENT AGENDA ITEMS (12:25 – 12:30 p.m.)

#### A. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT TO DEVELOP A NATIONAL CAPITAL REGION URBAN AREA SECURITY INITIATIVE ON THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT

The Board will be asked to approve Resolution R37-2013, authorizing the COG Executive Director, or his designee, to receive and expend up to \$100,418 to develop a National Capital Region Urban Area Security Initiative on Threat and Hazard identification and Risk Assessment. Funding for this effort will be provided through a Subgrant from the State Administrative Agent. No COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R37-2012.**

#### B. RESOLUTION AUTHORIZING COG TO ISSUE A CONTRACT FOR THE NCR SITUATIONAL AWARENESS DASHBOARD IMPLEMENTATION FOR THE DISTRICT OF COLUMBIA

The Board will be asked to approve Resolution R38-2012, authorizing the Executive Director, or his designee, to receive and expend up to \$717,500 for the National Capital Region Situational Awareness Dashboard Implementation that will increase regional and local situational awareness by providing well organized information that is easy to consume, analyze, and act upon. Funding for this effort will be provided through a Subgrant from the State Administrative Agent. No COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R38-2012.**

#### C. APPROVAL OF LETTER TO CONGRESSIONAL DELEGATION FOR REGIONAL SAFETY-RELATED COSTS ASSOCIATED WITH THE 2013 PRESIDENTIAL INAUGURATION

The COG Board will be asked to approve a letter to the area's Congressional delegation and House and Senate leadership seeking assistance in securing funds for safety-related costs associated with the 2013 Presidential Inauguration. This action was requested by the COG Chief Administrative Officers Committee, the COG Emergency Managers Committee, and the Senior Policy Group responsible for the National Capital Region Urban Areas Security Initiative grant. If approved, the COG Board action will aid COG and area officials in advocating for federal support of Inauguration-related expenses.

**RECOMMENDED ACTION: Approve letter.**

**D. RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND AN URBAN AREA SECURITY INITIATIVE SUBGRANT FOR THE PURPOSE OF DEVELOPING AND IMPLEMENTING A REGIONAL CYBER SECURITY FRAMEWORK**

The Board will be asked to approve Resolution R39-2012, authorizing the Executive Director, or his designee, to receive and expend an Urban Area Security Initiative (UASI) subgrant in the amount of \$250,000 for the purpose of developing and implementing a regional cyber security framework project in the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R39-2012.**

**E. RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND URBAN AREAS SECURITY INITIATIVE GRANT FUNDING FOR NCR HOSPITAL POWER RESILIENCY**

The COG Board will be asked to approve Resolution R40-2012, authorizing the Executive Director, or his designee, to accept and expend grant funding in an amount of \$1,190,000 from the Department of Homeland Security Urban Areas Security Initiative for the design and installation of electrical components at four of the region's high priority Regional Trauma Centers and priority surge facilities, making these hospital centers "generator ready" to support all critical functions during an emergency. The expected duration of the grant is through May 2014, and no COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R40-2012.**

**F. RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND URBAN AREAS SECURITY INITIATIVE GRANT FUNDING FOR NCR EMERGENCY SHELTER POWER RESILIENCY**

The COG Board will be asked to approve Resolution R41-2012, authorizing the Executive Director, or his designee, to accept and expend grant funding in the amount of \$250,000 from the Department of Homeland Security Urban Areas Security Initiative for identification of the region's high priority emergency shelters and the provision of engineering designs to make as many shelters as possible "generator ready" to support all critical functions during an emergency, with a target capability of being able to operate for 96 hours without access to public utilities. The expected duration of the grant is through May 2014, and no COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R41-2012.**

**G. RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND AN URBAN AREA SECURITY INITIATIVE SUBGRANT FOR THE PURPOSE OF IMPLEMENTING REGIONAL WATER SYSTEM SECURITY MONITORING PROJECTS IN THE NATIONAL CAPITAL REGION**

The Board will be asked to approve Resolution R42-2012, authorizing the Executive Director, or his designee, to receive and expend a UASI subgrant in the amount of \$240,000 for the purpose of implementing regional water system security monitoring projects in the National Capital Region. No COG matching funds are required.

**RECOMMENDED ACTION: Approve and adopt Resolution R42-2012.**

## ACTION ITEMS

### 7. COG RETREAT OUTCOMES (12:30 – 12:40 p.m.)

**Frank Principi, COG Chairman of the Board**

COG held its annual leadership planning and work session July 20-22, which was attended by 38 elected and appointed officials, speakers and other invited participants. The primary focus of the retreat was to assess progress on the Board's focus this year on economic growth and competitiveness, strengthen COG's capacity to advance its mission by building stronger relationships between members and the organization, and examine priorities for the coming year. The Board will be briefed on the retreat outcomes and next steps.

**RECOMMENDED ACTION: Receive briefing and discuss/approve next steps.**

### 8. APPROVAL OF ECONOMY FORWARD REPORT (12:40 – 1:05 p.m.)

**Nicole Hange, COG Government Relations and Policy Coordinator**

**Todd Turner, Council Member, City of Bowie  
Chair, Transportation Planning Board**

**Eric Olson, Council Member, Prince George's County  
Chair, Region Forward Coalition**

Beginning February 2012, the COG Board focused a portion of each monthly meeting on economic growth and competitiveness in the National Capital Region, inviting a wide range of stakeholders and subject matter experts to examine how the area economy might best (1) respond to likely reductions in future federal employment and spending and (2) leverage regional assets. COG committee leaders and staff will brief the Board on a draft report discussed at the July retreat—*Economy Forward: A Call to Action to Spur Economic Growth and Competitiveness in Metropolitan Washington*. The Board will be asked to approve the report and recommendations, which will drive the COG work program in 2013. Regional stakeholders will be convened in the fall to help fine-tune a work program and timetable for deliverables.

**RECOMMENDED ACTION: Approve report.**

**INFORMATION ITEMS**

**9. 2011 REGIONAL CRIME REPORT  
(1:05 – 1:30 p.m.)**

**Chief Mark Magaw  
Chief of Police, Prince George's County Police Department  
Chair, COG Police Chiefs Committee**

**Officer Bill Anzenberger  
Master Police Officer – Police Planner, Prince William County  
Police Department  
Co-Chair, COG Police Planners Subcommittee**

The Police Chiefs Committee, in conjunction with its Police Planners subcommittee, annually collects and analyzes selected crime statistics for the Washington Metropolitan Area. Such information has proven useful to law enforcement and policy officials by providing a broad analysis of crime trends and establishing local and regional crime-fighting priorities. The Board will be briefed on the most recent report, which reflects crime trends for 2011.

**RECOMMENDED ACTION: Receive presentation.**

## EXECUTIVE SESSION

### **10. EXECUTIVE SESSION FOR EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATION**

**(1:30 – 1:40 p.m.)**

By motion, the Board of Directors will temporarily conclude the public meeting and convene in Executive Session for the purpose of discussing the results of the Executive Director's performance evaluation as conducted by the Employee Compensation and Benefits Review Committee (ECBR) and other COG Board Members. During the Executive Session, the Board will be asked to review the ECBR's recommendations as contained in Resolution R43-2012.

### **11. RECONVENE PUBLIC SESSION**

**(1:40 – 1:45 p.m.)**

The Board will reconvene in Public Session and will be asked to approve the ECBR's recommendations in Resolution R43-2012, as presented.

**RECOMMENDED ACTION: Approve and adopt Resolution R43-2012.**

### **12. OTHER BUSINESS**

**(1:45 – 2:00 p.m.)**

If there is no further business to come before the meeting, the Chairman may call for adjournment.

### **13. ADJOURN – NEXT MEETING OCTOBER 10, 2012**

**(2:00 p.m.)**



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](mailto:accommodations@mwkog.org). For details: [www.mwkog.org](http://www.mwkog.org)



## **AGENDA ITEM #2**

### **ANNOUNCEMENTS**

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## **AGENDA ITEM #3**

### **EXECUTIVE DIRECTOR'S REPORT**

# COG

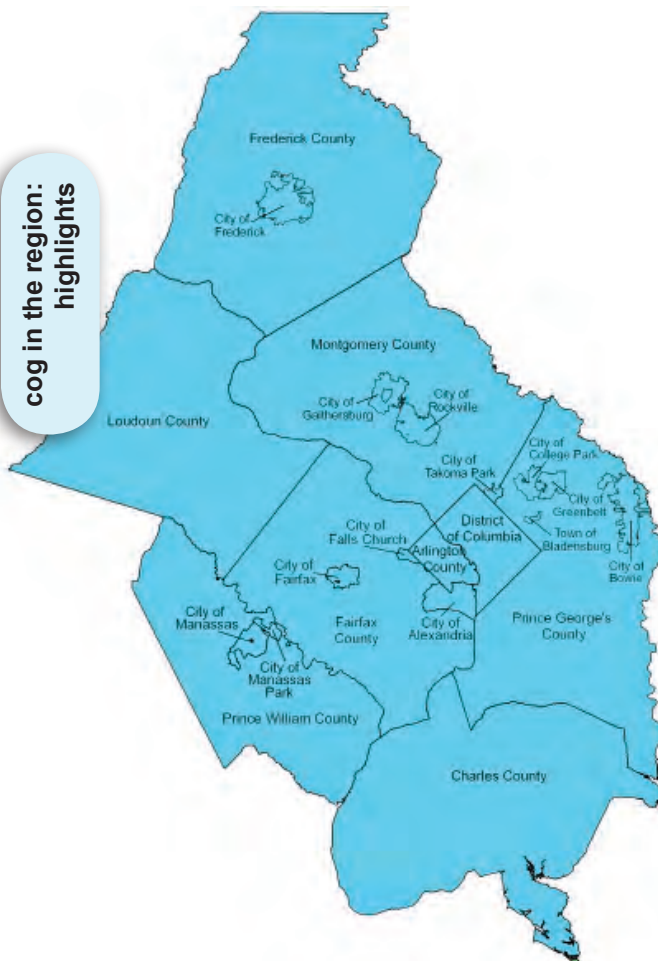
September 12, 2012

## outreach report

executive director:  
david robertson

- *Derecho Storm Report.* Met with Supervisor John Foust (Fairfax County) to discuss the National Capital Region Emergency Preparedness Council's roles on the after-action report.
- *Infrastructure.* Met with officials from Our Nation's Capital to discuss ongoing collaboration following a joint workshop on regional infrastructure funding held earlier this year.
- *COG Board Member Outreach.* Met with Councilmember Jonathan Way (City of Manassas) to discuss COG Board roles and responsibilities. Councilmember Way is newly appointed to the COG Board.

cog in the region:  
highlights



**District of Columbia:** Ron Kirby (DTP) presented information on travel patterns related to the American Legion Bridge at a joint transportation meeting by Fairfax and Montgomery Counties held at Metro headquarters.

**Manassas:** David Robertson and Paul DesJardin (DCPS) briefed city elected officials on the proposed Region Forward Activity Centers Map.

**Prince William County:** Jessica Tabron of Stuart M. Beville Middle School won COG's America Recycles Day contest. The student received a \$300 gift certificate to a local bicycle shop, and the school received a \$500 grant for an environmental project.

### Other Locations:

- Paul DesJardin met with Maryland Department of Planning staff to discuss collaboration on the Activity Centers update and Plan Maryland initiatives.
- Ron Kirby presented on mobile emissions budgets at the Northern Transportation Air Quality Summit in Philadelphia.

# COOG

September 12, 2012

# media report

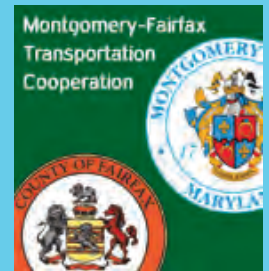
Click on any of the underlined words to read/watch the news item.

## Summer Derecho Storm Prompts Regional Response

The June 29 derecho storm that hit metropolitan Washington and resulted in prolonged power outages for hundreds of thousands of the region's residents prompted immediate calls from elected officials for a regional response, especially regarding 9-1-1 services outages. COG took up the issue at its July Board of Directors meeting, creating a task force to study the failures. The meeting and subsequent action was covered in several media outlets including the [Washington Examiner](#), [The Washington Post](#), ABC 7, NBC 4, CBS 9, WTOP, WAMU, several Patch sites, and others.

## Montgomery and Fairfax Counties Talk Transportation

In late July, leaders from the Montgomery County Council and Fairfax County Board of Supervisors held their first ever joint session. The topic was transportation and the meeting was prompted by impending challenges posed by the soon-to-open 495 Express Lanes in Virginia that do not extend across the border into Maryland. COG's Ron Kirby provided data and analysis to help kick-off the discussion. The meeting was covered by [The Washington Post](#), the [Washington Examiner](#), the [Montgomery Gazette](#) and was the topic of a [Region Forward](#) blog post.



## Region's Transit Future in the News

The future of the region's transit garnered attention over the summer, particularly the future of the region's bus networks. The [Washington Examiner](#) highlighted a possible [500-mile bus rapid transit network](#) operating across the region within 30 years based on a COG study. The [Examiner](#) also covered upcoming tools, such as separated lanes and traffic-signal changing technology, that will [help move buses more quickly](#) through priority corridors in the region. The [BeyondDC blog](#) and the [Frederick Gazette](#) also reported on the possibility for buses to use shoulder lanes to increase bus reliability and convenience.

**SOCIAL  
MEDIA  
UPDATE**



Several interesting topics have been covered lately over [RegionForward.org](#), including:

- COG/TPB data explains "[back-to-school](#)" increase in traffic
- The region needs better land use policies to [concentrate development](#) and [preserve agricultural land](#)
- Region Forward Coalition [debuts new proposed Activity Centers](#) and wants comments on their usage



# COG

September 12, 2012

# upcoming events

**Car Free Day**  
September 22, 2012



**Car Free Day**  
September 22

## Metropolitan Washington Gang Conference

**September 25-28**  
Silver Spring Civic Center  
Silver Spring, MD

RSVP required  
@ [www.mwcog.org](http://www.mwcog.org)  
Early registration:  
September 24  
4:00-8:00 pm

**Metropolitan  
Washington  
Gang  
Conference**  
September 25-28

# COG

annual membership  
and awards luncheon  
2012 annual meeting  
December 12, 2012

**COG Annual  
Meeting**  
December 12



For more information on these events and other COG events/  
meetings, visit [mwcog.org/events](http://mwcog.org/events)

METROPOLITAN WASHINGTON  COUNCIL OF GOVERNMENTS

*One Region Moving Forward*

*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*

August 1, 2012

Terri Lee Freeman  
Chair, Board of Directors  
Washington Regional Association of Grantmakers  
1400 16<sup>th</sup> Street NW, Suite 740  
Washington, DC 20036

Dear Ms. Freeman:

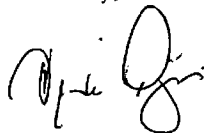
Thank you for your recent letter concerning the very important selection of the next Metropolitan Washington Council of Governments (COG) Executive Director.

As I have stated publicly since his departure was announced to the COG Board in February, Dave Robertson leaves "big shoes to fill". Yet, it also creates an opportunity to reaffirm and refocus COG and National Capital Region priorities. WRAG's insight on the factors necessary for success in this position is most welcome and timely. COG's many partnerships with diverse stakeholders underscores, I believe, its commitment to building and sustaining relationships that will foster regional success and strengthen the quality of life for all area residents.

I have shared your letter with my colleagues on the Executive Director Search Committee and with representatives of The Mercer Group, Inc., which is assisting COG with the search process. I will also share your letter with the COG Board, which is expected to make its decision in October. I can assure you that your thoughtful observations on the values and attributes necessary in the next Executive Director will truly shape our decision.

I am eager to announce the appointment of a new Executive Director this fall who will swiftly build on our already strong relationships with WRAG and COG's other partners and help move our region forward.

Sincerely,



Frank J. Principi  
Chairman, COG Board of Directors

777 North Capitol Street, NE, Suite 300, Washington, D.C. 20002  
202.962.3200 (Phone) 202.962.3201 (Fax) 202.962.3213 (TDD)

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

**WASHINGTON**  
Regional Association of  
**GRANTMAKERS**

July 26, 2012

The Honorable Frank Principi  
Chair  
Board of Directors  
Council of Governments  
Via email – [fprincipi@gpwhealthcenter.org](mailto:fprincipi@gpwhealthcenter.org)

Dear Supervisor Principi:

For several years, the Washington Regional Association of Grantmakers (WRAG) has been a partner with the Council of Governments in two important areas of work, 8 Neighbors and Region Forward. We understand the import of government, business, the nonprofit sector and philanthropy speaking with one voice relative to the issues facing the region. We have applauded COG's leadership around the Region Forward plan, formally endorsed it and were very pleased to see "Region Forward is Our Vision" on the cover of your position announcement. It is our belief in the powerful role that COG plays in shaping, supporting and implementing a vision for our region that leads us to write to you now regarding the COG Executive Director position.

As Chairman of the Board, we know that you face a significant challenge in choosing the right candidate for this critically important position. As you weigh the many factors that go into you making a decision on the candidate who can truly move the region forward, we ask that you consider the following:

- A candidate who seeks opportunities to address regional challenges by bringing together the government, business, philanthropic and civic communities -- The development of the Region Forward plan and the work of 8 Neighbors have been important cross-sector partnerships that have demonstrated the need to work collaboratively to maximize impact. We hope that the value of this approach will be recognized by the new leader and that s/he will work to continue to create opportunities for dialogue and action across sectors.
- A candidate who is action-oriented – the Washington metropolitan area is blessed with numerous think tanks committed to researching and developing comprehensive reports on the state of the region. Few organizations have the inherent membership power, as does COG, to tackle problems in the region. Your recent call for a regional response to

the power failures that have threatened our region is not just a call for a study, but a call for action. That is the type of leadership which we hope to see in the new Executive Director.

- A candidate who understands politics and policy – Having the involvement of the chief elected officials from across the region affords COG the *gravitas* that ensures that others pay attention when COG “speaks.” That factor combined with a heightened focus on the Chief Administrative Officers as the implementers of the politicians’ vision makes the CAOs the strong backbone to affect needed policy change. The region needs a leader who understands the strengths and limitations of the various components of his/her membership and knows how and when to effectively utilize them all.
- A candidate who is focused on the region – We believe that Region Forward is the right plan for the region and we are pleased that COG has taken the important step of releasing baseline information relative to the plan’s goals. We urge you to seek a candidate who recognizes the importance of publicizing COG’s work around Region Forward broadly. While a number of organizations, such as WRAG, want to play a supporting role, COG must be the drum major for this effort. Like you, we want every sector benchmarking efforts against the goals set in Region Forward. The Region Forward plan must constantly be lifted up as *the* plan for the region, not just COG’s plan for the region. This is a nuanced marketing effort that the new leader must understand.
- A candidate who is able to balance the needs of job creators with the needs of those without jobs – It is a unique individual who can discuss the needs of the poor and the ramifications of poverty while also describing tax advantages for new businesses and market analyses, but that is what is needed in the COG Executive Director. As this region is increasingly viewed as one dependent upon intellectual capital, COG must be able to ensure that all boats rise as interventions to benefit the region and *all* who live here are discussed.
- A candidate who is willing to explore change in the organization – We all know that a few eggs must be cracked to make the perfect omelet. Accepting the cracking of those perfectly formed eggs is sometimes hard to do. COG has an established way of undertaking its work that has worked successfully in some areas and less so in others. COG has the potential for proactive leadership along with a responsiveness that positions it to play a great role in improving the region. Some of the structures that are currently in place in COG, like those in other longstanding organizations, may not be the structures that lend themselves to the vibrancy and flexibility that are necessary for a 21<sup>st</sup> century leadership organization.
- A candidate whose knowledge may be outside of the historical land use and transportation domains of traditional leaders of COG-like organizations – We recognize the import of quality planning in our region, but COG’s role is so much bigger than that. Just as Region Forward addresses multiple issue domains, the leader of COG must be

more of a generalist leader with deep issue and functional expertise resting across the breadth of his/her staff. We urge you to shape an organization that mirrors the comprehensiveness of the Region Forward plan.

The philanthropic community has long recognized the value of collaboration as we tackle the entrenched problems in our community. Our collaboration with COG was powerful as this region struggled through the economic downturn of a few years ago. While we are recovering, the region faces so many other challenges as we look at our public school systems, affordable housing, transit oriented development, a green economy and jobs. We at the Washington Regional Association of Grantmakers applaud the strong leadership of Dave Robertson and look forward to working with his successor in the years to come. Thank you for considering the characteristics that we raise in this letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Terri Lee Freeman". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Terri Lee Freeman, Chair, Board of Directors, the Washington Regional Association of Grantmakers and President, Community Foundation for the National Capital Region

Cc: James L. Mercer, CEO, The Mercer Group  
Patricia Mathews, CEO, Northern Virginia Health Foundation and Vice Chair,  
Board of Directors, Washington Regional Association of Grantmakers





COUNCIL OF THE DISTRICT OF COLUMBIA  
1350 PENNSYLVANIA AVENUE, N.W.  
WASHINGTON, D.C. 20004

Phil Mendelson  
Chairman

Office: (202) 724-8064  
Fax: (202) 724-8099

August 3, 2012

Dave Robertson, Executive Director  
Metropolitan Washington Council of Governments  
Suite 300  
777 North Capitol Street, NE  
Washington, DC 20002

Dear Mr. Robertson:

I write regarding an upcoming Committee hearing on the "Reliability of the District's 911 Call System." The hearing will be held on Thursday, September 20, 2012 at 1:30 pm in the Council Chamber of the John A. Wilson Building. I invite you or a representative from the 911 Telecommunications Network Response Steering Group to testify at this hearing.

The purpose of this oversight hearing is to evaluate the reliability of the 911 call system in light of two recent events: the March 3, 2012 failure of an electrical feeder and back up power to the District's 911 call center, and the June 29, 2012 derecho storm. The March 3<sup>rd</sup> failure resulted in the District's 911 call center being shut down for 23 minutes, while the June 29<sup>th</sup> storm knocked out a Verizon central office in Arlington, which in turn knocked out 911 call centers in several Northern Virginia jurisdictions. Similar failures occurred in Montgomery County and Prince Georges County, Maryland in 2010 and 2011. As a result, the Committee seeks assurances from the utilities and the government that the District's 911 call service will not become inoperable at any time due to severe weather. Your testimony will be helpful in this regard.

Feel free to contact me or Ms. Jessica Jacobs, Legislative Counsel, at 724-8038 with any questions regarding the hearing or to sign up to testify.

Sincerely,

Phil Mendelson, Chairman  
Committee on the Judiciary

Enc.

PM/jj

**COUNCIL OF THE DISTRICT OF COLUMBIA  
COMMITTEE ON THE JUDICIARY  
NOTICE OF PUBLIC OVERSIGHT HEARING  
1350 Pennsylvania Avenue, NW, Washington, DC 20004**

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**CHAIRMAN PHIL MENDELSON  
COMMITTEE ON THE JUDICIARY  
ANNOUNCES A PUBLIC OVERSIGHT HEARING**

on

**Reliability of the District's 911 Call System**

on

**Thursday, September 20, 2012  
1:30 p.m., Council Chamber, John A. Wilson Building  
1350 Pennsylvania Avenue, NW  
Washington, DC 20004**

Chairman Phil Mendelson announces the scheduling of a public oversight hearing of the Committee on the Judiciary on the Reliability of the District's 911 Call System. The hearing will be held at 1:30 p.m. on Thursday, September 20, 2012 in the Council Chamber of the John A. Wilson Building.

The purpose of this oversight hearing is to evaluate the reliability of the 911 call system in light of two recent events. On March 3, 2012, an electrical feeder to the District's 911 call center failed, as did back up power, and the call center went down for 23 minutes. On June 29, 2012, a storm knocked out a Verizon facility in Arlington. This, in turn, knocked out 911 call centers in several Northern Virginia jurisdictions. Similar failures occurred in Montgomery County and Prince Georges County, Maryland in 2010 and 2011. The Committee seeks assurances from the utilities and the government that the District's 911 call service will not become inoperable at any time due to severe weather.

Those who wish to testify should contact Ms. Jessica Jacobs, Legislative Counsel, at (202) 724-7808, by fax at (202) 724-6664, or via e-mail at [jjacobs@dccouncil.us](mailto:jjacobs@dccouncil.us), and provide their name, address, telephone number, organizational affiliation and title (if any) by close of business Tuesday, September 18, 2012. Persons wishing to testify are encouraged, but not required, to submit 15 copies of written testimony. If submitted by the close of business on September 18, 2012 the testimony will be distributed to Councilmembers before the hearing. Witnesses should limit their testimony to five minutes; less time will be allowed if there are a large number of witnesses.

If you are unable to testify at the hearing, written statements are encouraged and will be made a part of the official record. Copies of written statements should be submitted either to Ms. Jacobs, or to Ms. Nyasha Smith, Secretary to the Council, Room 5 of the Wilson Building, 1350 Pennsylvania Avenue, N.W. Washington, D.C. 20004. The record will close at 5:00 p.m. on Thursday, October 4, 2012.

METROPOLITAN WASHINGTON  COUNCIL OF GOVERNMENTS

*One Region Moving Forward*

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Loudoun County  
Manassas  
Manassas Park  
Prince William County  
  
\*Adjunct Member*

August 6, 2012

Mr. David P. Agnew  
Deputy Director for Intergovernmental Affairs  
Office of Intergovernmental Affairs and Public Engagement  
Executive Office of the President  
Eisenhower Executive Office Building, Room 112  
1650 Pennsylvania Avenue, N.W.  
Washington, D.C. 20501

Dear Mr. Agnew:

Thank you for speaking at the Metropolitan Washington Council of Governments (COG) annual leadership retreat held in Cambridge, Maryland, on July 20-22, 2012.

COG leaders were extremely gratified by your personal commitment to building a sustainable relationship between regional officials and the Administration. We know that the federal government has equal accountability to each of the regions across the nation however; it has a unique responsibility to metropolitan Washington as the region's single largest employer. Coordination with the federal government is essential to the economic prosperity of the Nation's Capital and is made more urgent as sequestration deadlines approach.

COG would like to accept your invitation, and welcomes the opportunity to meet with you and other officials in the Administration to discuss a plan for sustained federal-regional partnership in the Nation's Capital. Nicole Hange, COG's Government Relations Coordinator, will be in touch with your office to discuss this further.

Thanks again for your participation in COG's retreat.

Sincerely,



David J. Robertson  
Executive Director

777 North Capitol Street, NE, Suite 300, Washington, D.C. 20002  
202.962.3200 (Phone) 202.962.3201 (Fax) 202.962.3213 (TDD)

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METROPOLITAN WASHINGTON  COUNCIL OF GOVERNMENTS

*One Region Moving Forward*

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Falls Church  
Loudoun County  
Manassas  
Manassas Park  
Prince William County  
\*Adjunct Member*

August 6, 2012

The Honorable Anthony G. Brown  
State House  
100 State Circle  
Annapolis, Maryland 21401


Dear Lt. Governor Brown:

Thank you for speaking at the Metropolitan Washington Council of Governments (COG) annual leadership retreat held in Cambridge, Maryland, on July 20-22, 2012.

We applaud the O'Malley Administration's leadership in moving Maryland forward through innovation and entrepreneurship. Strategic investment in public infrastructure projects is a key component to the economic competitiveness of this region. We look forward to partnering with the Administration on future efforts to strengthen the state-regional partnership and not only in moving Maryland forward but the entire National Capital Region.

Thanks again for your participation in COG's retreat.

Sincerely,



David J. Robertson  
Executive Director

777 North Capitol Street, NE, Suite 300, Washington, D.C. 20002  
202.962.3200 (Phone) 202.962.3201 (Fax) 202.962.3213 (TDD)

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

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## **AGENDA ITEM #4**

### **AMENDMENTS TO AGENDA**



## **AGENDA ITEM #5**

**APPROVAL OF MINUTES OF  
JULY 11, 2012**

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

**MINUTES**

**Board of Directors Meeting**  
**COG Board Room**

**July 11, 2012**

**BOARD MEMBERS, ALTERNATES, AND OTHER PARTICIPANTS**

**PRESENT AND NOT PRESENT:**

See attached chart for attendance.

**STAFF:**

David J. Robertson, Executive Director  
Sharon Pandak, General Counsel  
Nicole Hange, Government Relations Coordinator  
Barbara J. Chapman, Executive Board Secretary

**GUESTS:**

David Turetsky, Bureau Chief, Federal Communications Commission  
William Irby, Director, Division of Communications, Virginia State Corporation Commission  
Lawrence Kubrock, Virginia State Corporation Commission  
Stephen Souder, Director, Department of 9-1-1/Public Safety Communications, Fairfax County  
Douglas E. Brammer, Government Liaison, Verizon  
Kyle Malady, Senior Vice President, Global Network Operations and Engineering, Verizon  
Others attending from Verizon included Tony Lewis, Mike Daigle, Maureen Davis,  
Greg Romano, Doug Sullivan, and Harry Mitchell  
Kathy Broadwater, Deputy Executive Director, Maryland Port Administration, Baltimore  
Stuart L. Solomon, Managing Director, Metropolitan Washington Office of Accenture  
George Schu, Senior Vice President, Cyber Security, Booz Allen Hamilton  
Joe Vidulich, Manager, Public Policy, Northern Virginia Technology Council  
Candace H. Duncan, Managing Partner, Washington Metropolitan Area of KPMG

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

Chairman Principi called the meeting to order at 12:00 p.m. and led those present in the Pledge of Allegiance.

**2. CHAIRMAN'S ANNOUNCEMENTS**

Chairman Principi opened the meeting with a proposal to modify the agenda to defer the 2011 Annual Crime Report and the National Association of Regional Councils Conference update to the next Board meeting. By doing this, there will be time for a briefing on the June 29 Derecho storm that caused a great deal of disruption to critical services, including power, telecommunications, and water infrastructure.



**New Board Member.** The Chairman welcomed Councilmember Jonathan L. Way to the COG Board. Councilmember Way was appointed by the City of Manassas Park to serve on the COG Board, replacing former Councilmember Sheryl Bass.

**COG 2012 Leadership Planning and Work Session.** The Board's annual retreat will be held on July 20 and 21 at the Hyatt Regency Chesapeake in Cambridge, Maryland. Referring to a draft of the retreat program, the Chair gave an overview of the great line-up of speakers and the topics to be discussed, noting that economic growth and competitiveness would continue to be the central focus. There will be a special presentation on the much anticipated new Activity Center Map, which will be used as a key tool to advance our Region Forward vision. He encouraged all Board members to attend.

**Executive Director Search.** Over the past month, Jim Mercer, our executive recruiter, led focus groups comprised of Board members and staff to learn more about the traits and experience needed to select the best possible candidate for executive director. The input was used to prepare the recruitment profile. The Executive Director Search Committee (the "Committee") and the Mercer Group have completed their work, and the recruitment profile was released to the public on this date, kicking off the search process. The Committee approved an ambitious schedule, which they hope will result in presenting a very qualified candidate to the COG Board for final interview and selection in October. The Chairman thanks his colleagues on the Committee and the COG Board for their continued support and hard work on this important task. A copy of the Executive Director Position Profile is attached to the minutes of this meeting.

### **3. EXECUTIVE DIRECTOR'S REPORT**

#### **Outreach/Media**

The COG Outreach Report and the COG Media Report, both dated July 11, 2012, were provided to Board Members along with the COG Events Calendar. Dave Robertson touched on the Outreach highlights, which included a meeting with representatives from the U.S. General Accountability Office regarding homeland security. He also met with Pepco officials to discuss a proposed program to link residents with utility jobs. At the invitation of Alderman Karen Young (City of Frederick), he spoke at the Frederick Rotary Club about COG and regional issues. Member outreach also included meetings during the month with Supervisor Frank Principi (Prince William County), Mayor Hal Parrish (Manassas), Mayor-Elect Scott Silverthorne (Fairfax City), and Abby Raphael, new Emergency Preparedness Council member.

#### **Information and Follow Up**

Mr. Robertson referred to a copy of the National Capital Region 2011 Foster Care Annual Report provided to Board Members for their information.

**New COG VIP Cards.** Effective August 1, 2012, all members of COG boards and committees will be issued new COG VIP Cards to be used to access the elevators to the upper floors of the building. This is part of our program to enhance building security at COG and promote a safe, secure environment in which to conduct business. An information sheet on Building Security Improvements was provided to Board members for their review, and VIP Cards were distributed to Board members present at the meeting.

## **Letters Sent and/or Received**

For the Board's information, Mr. Robertson referred to the **letter sent** on June 18 to Major General Michael Linnington, Commanding General, JFHQ-NCR/MDW, Fort Leslie J. McNair, Washington, D.C., to express his thanks for the briefing and tour of the Joint Emergency Operations Center, a delicious lunch, and for hosting the CAOs June meeting at the Fort McNair Officers Club. We look forward to continued collaboration and partnership with JFHQ-NCR/MDW on matters of mutual interest.

**Letters received** included a letter to Chairman Principi from the Secretary to Governor Martin O'Malley regarding the allocation of Maryland's share of the national Attorneys General Settlement Funds. *The funds give Maryland an opportunity to expand its efforts on behalf of the many Maryland families and neighborhoods that have been hurt by the foreclosure crisis.*

Another **letter received** was from Constance Morgan, a member of the Greater Hillwood Citizens Association in Falls Church, Virginia. Writing on behalf of the Association, Ms. Morgan recognized teams from four jurisdictions that partnered with the Falls Church Police Department to keep everyone safe during an emergency and barricade situation on Hillwood Avenue on June 25 and 26. The responders exhibited great professionalism and exemplary teamwork. The citizens on Hillwood Avenue are grateful for their public service, compassion, and tireless efforts to bring the situation to a peaceful and successful conclusion. This was, in Ms. Morgan's estimation, the COG mission in action.

## **4. AMENDMENTS TO AGENDA**

The Chairman called for amendment of the Agenda as proposed earlier, and upon motion duly made and seconded, the COG Board of Directors unanimously approved the deferral of the presentation of the 2011 Annual Crime Report and the National Association of Regional Councils (NARC) Conference Outcomes to the next Board Meeting on September 12, 2012.

## **5. APPROVAL OF MINUTES**

The minutes of the June 13, 2012, Board Meeting were approved and adopted as written.

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

Supplemental documents: R27-2012 through R34-2012

### **A. ROUND 8.1 COOPERATIVE FORECASTS**

Resolution R27-2012 approves the Round 8.1 Cooperative Forecasts. In February, the Board was briefed on the draft Round 8.1 Cooperative Forecasts of population, households, and employment to the year 2040 and approved their use as inputs by the National Capital Transportation Planning Board (TPB) staff in the Air Quality Conformity Analysis of the 2012 Financially Constrained Long-Range Plan (CLRP) and the FY2013 to 2018 Transportation Improvement Program (TIP). The TPB released the results of the Air Quality Conformity Analysis on June 14, 2012, and is scheduled to approve the results and adopt the CLRP and TIP at its July 18 meeting.

**B. APPROVE THE CHAIRMAN'S NOMINATION OF A NEW MEMBER TO SERVE ON THE PENSION PLAN ADMINISTRATIVE COMMITTEE**

Resolution R28-2012 approves the nomination of Councilmember Valerie Ervin, Montgomery County, to serve on the COG Pension Plan Administrative Committee. There are three COG member slots on the Pension Plan Administrative Committee. One slot is currently vacant following the election defeat of Sheryl Bass, City of Manassas. The Pension Plan Administrative Committee is responsible for advising the COG Board concerning COG's defined benefit pension plan, including investment policy, asset allocation, and plan benefits and contributions.

**C. APPROVE THE CHAIRMAN'S RECOMMENDATION FOR APPOINTMENT OF NEW MEMBERS TO THE COG 2013 LEGISLATIVE TASK FORCE**

Resolution R29-2012 approves the recommended 2013 Legislative Task Force appointments. In addition to the Board Chair and two Vice Chairs, each of COG's independent policy boards and advisory committees will be asked to appoint a representative. The Task Force will review staff and committee recommendations for COG's 2013 legislative priorities, an important tool to showcase the region's priorities as officials prepare for their 2013 legislative sessions. The COG Board will take action on the recommendation in the fall. Upon adoption, the recommendations will then become part of COG's outreach activities and communication products in early 2013.

**D. APPROVE AMENDMENT OF CONTRACT WITH THE LAW FIRM OF GREEHAN, TAVES, PANDAK & STONER PLLC**

Resolution R30-2012 authorizes the Executive Director, or his designee, to amend the contract with Greehan, Taves, Pandak & Stoner for legal support. The COG Board approved a three-year (FY 2011, FY 2012 and FY 2013) contract in July 2010 following a competitive solicitation. The proposed contract amendment will increase the FY 2013 monthly retainer from \$10,000 to \$11,000 based on an analysis of COG's requirements for legal support. Funding to support legal expenses is included in COG's FY 2013 indirect cost allocation plan.

**E. APPROVE CONTRACT AND TECHNICAL SUPPORT FOR THE TRI-STATE OVERSIGHT COMMITTEE**

Resolution R31-2012 authorizes the Executive Director, or his designee, to amend funding agreements with the District of Columbia, Maryland and Virginia transportation agencies to support WMATA safety oversight activities of the Tri-State Oversight Committee in FY 2013. The Tri-State Oversight Committee (TOC) is a joint effort of the District of Columbia Department of Transportation, Maryland Department of Transportation, and Virginia Department of Rail and Public Transportation to oversee safety and security at the Washington Metropolitan Area Transit Authority (WMATA) rail system.

The three state transportation agencies provide annual funding to COG for administrative and contractual support to TOC, principally through a contractual agreement with TRA, Inc. (TRA) to provide technical safety resources to TOC and other consultant support. COG receives an administrative fee to support its project management and related costs. COG will receive FY 2013 state transportation agency funding in an amount not to exceed \$900,000 to support TRA technical and oversight activities and other consultant support. No COG matching funds are required.

**F. APPROVE RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ENGAGE IN CONTRACTS FOR CONSULTANT SUPPORT FOR REGION FORWARD ACTIVITY CENTER STRATEGIC INVESTMENT PLANNING**

Resolution R32-2012 authorizes the Executive Director, or his designee, to execute consulting contracts in an amount not to exceed \$90,000, to be used to support work on the Activity Centers and implementation of *Region Forward*. The project will develop place-based economic development recommendations for Activity Centers designed to support local governments' efforts to enhance, market, and improve activity centers based on physical assets and market strength and to create a range of options for how Activity Centers can support Region Forward. Funding to support this project is included in COG's FY2012 and FY2013 Work Program and Budget as well as from in-kind resources from partner organizations.

**G. APPROVE RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO A PARTNERSHIP AGREEMENT WITH THE EPA WATERSENSE PROGRAM**

Resolution R33-2012 authorizes the Executive Director, or his designee, to enter into a Partnership Agreement with the U.S. Environmental Protection Agency (EPA) Watersense Program to educate and encourage citizens in the National Capital Region to use their drinking water wisely by offering people a simple way to use less water with water-efficient products and services. This program is free; there is no cost to COG.

**H. APPROVE RESOLUTION AUTHORIZING RECEIPT OF GRANT FUNDS UNDER EPA'S NATIONAL CLEAN DIESEL FUNDING ASSISTANCE THROUGH THE DISTRICT DEPARTMENT OF THE ENVIRONMENT (DDOE) FOR "REDUCING EMISSIONS FROM MARINE VESSELS IN WASHINGTON, D.C."**

Resolution R34-2012 authorizes the Executive Director, or his designee, to receive Grant Funds under EPA's National Clean Diesel Funding Assistance through the District Department of the Environment (DDOE) for "Reducing Emissions from Marine Vessels in Washington, D.C." The National Clean Diesel Funding Assistance grant of \$287,517 for 9 months will involve replacing the propulsion and auxiliary engines with new engines that have lower emission rates and are more efficient. The project will be done in partnership with Premier Yachts, Inc., which owns and operates a passenger vessel in Washington, D.C., known as the Odyssey.

Diesel retrofits in the project will reduce annual NOx and fine particle emissions in the region, improving the health of residents and providing needed reductions for the region to meet the ozone and fine particle standard. The Metropolitan Washington Council of Governments will administer the project. No COG match is requested. COG will administer funds to procure the new replacement engines. The equipment owner will cover the costs of the installation of the engines.

**ACTION: Upon motion duly made and seconded, Resolutions R27-2012 through R34-2012 were unanimously approved and adopted by the COG Board of Directors.**

## **7. APPROVE RECOMMENDED ACTIONS IN RESPONSE TO JUNE 29 STORMS**

Supplemental documents: R35-2012 and R36-2012

The National Capital Region experienced several deaths and injuries, widespread property damage, and severe service disruption to electric power, telecommunications, and water infrastructure as a result of the Derecho storm on June 29, 2012. Chairman Principi and several elected officials called for a strong role by COG and area local governments to identify problems following the storm, particularly as to its effect on 9-1-1 service to the public, and short- and long-term solutions to the failure of other essential services to the public.

At the request of the Chair, the Board was briefed by Stephen Souder, Director, Department of 9-1-1, Public Safety Communications for Fairfax, Virginia, who stated the Derecho storm was a forceful thunder storm system never before experienced in the Virginia-D.C.- Maryland region. The storm caused widespread property damage and massive service disruption to electric power, telecommunications, and water infrastructure in the region. The storm caused a 400% increase in the workload of the local servicers, state homeland security, and emergency management officials. In addition, he said, the Verizon 9-1-1 Emergency Response Network in Northern Virginia failed. Six jurisdictions in Northern Virginia were affected by this incident. Mr. Souder briefed the Board on the specifics of the failure, noting that once a major Verizon facility in Arlington lost power, its back-up sources of power also failed, resulting in nonexistent or severely crippled 9-1-1 services. He also noted that Verizon failed to provide clear information to the public in the hours following the outage.

Eight Verizon representatives attended the meeting, and Kyle Malady, Senior Vice President for Global Network Operations and Engineering, gave an overview of the breakdown of Verizon's equipment, assuring the Board that Verizon takes responsibility for its failures during the days following the Derecho. He indicated Verizon's willingness to work with COG and the local governments in the affected region. A comprehensive report will be prepared by Verizon citing the causes for the 9-1-1 failure, the steps to be taken to repair or replace equipment, and the reasons for the failure of certain processes and procedures during and after the storm. He estimated that such a report would take several months to prepare. In the meantime, he will remain available to meet with COG and the local government officials to provide status reports at intervals upon request. He said he hoped all would be repaired by the first of next year. Supervisor John Foust (Fairfax County) expressed his thanks to Verizon for sending a high-level team to this meeting. He said he hoped Verizon would focus on the entire event, not only the lack of 9-1-1 service but also other services that failed after the storm.

COG General Counsel Sharon Pandak introduced David Turetsky, Bureau Chief – Public Security and Homeland Security, Federal Communications Commission (FCC). Mr. Turetsky met with Stephen Souder to discuss the overall situation as it affected both 9-1-1 Service and other services to residential and business customers, since working with others to figure out what happened and how it could be avoided in the future was his first priority. Chairman Principi asked if the FCC had opened an investigation of Verizon last year regarding service failure in a snowstorm early in 2011, and Mr. Turetsky responded that there was an investigation in 2011 and that he is now looking into it to see what was ultimately done to correct service problems at that time.

Ms. Pandak then introduced William Irby, Director, Division of Communications, Virginia State Corporation Commission, and his associate, Larry Kubrock, and noted that a formal investigation into the Verizon 9-1-1 Service failure has been initiated by the State Corporation Commission (SCC). The SCC

has committed to working with COG, Verizon, and others to determine the cause of the problems and find solutions to do what needs to be done.

The Board then considered the actions to be taken, the first of which would be to request a comprehensive after-action report on failings resulting from the June 29 storm. The review would be undertaken by local and state homeland security and emergency management officials and would encompass the widespread property damage and massive service disruption to electric power and telecommunication and the water infrastructure in the region. The second action would be to create a task force at COG aimed specifically at reviewing and addressing the failure of the Verizon 9-1-1 Emergency Response Network in Northern Virginia, where six jurisdictions were affected by this incident.

Supervisor Chair Bulova (Fairfax County) stated that this matter is clearly a regional issue and the reason she proposed that COG provide the forum to address it. While this time the 9-1-1 failure was in Northern Virginia, there were similar problems throughout the region during the big snowstorm in January 2011. Any number of things can cause a power outage, and our 9-1-1 service must be prepared to stand up to them all. She then shared her thoughts on the actions she would like to see the Board take at this meeting.

Mr. Robertson then discussed the need for two separate resolutions: (1) Resolution R35-2012 to approve the preparation of a Regional After-Action Report to address not only the Verizon 9-1-1 service gaps but all key regional and local issues, including emergency coordination and response, critical infrastructure such as electric power, telecommunications, and water, and notification to the public in the National Capital Region; and (2) Resolution R36-2012 to approve an in-depth review of the Verizon 9-1-1 Service gaps during and following the Derecho storm on January 29, 2012. The second resolution calls for local and state government technical input, outlines the committee work scope and outcomes desired, provides a COG funding resource of \$50,000 in FY 2013 from COG's contingency reserve, and requires transmittal of this resolution to all interested parties at COG and the state and local government levels.

Discussion ensued among Board members. Council President Roger Berliner (Montgomery County) commented on the need for strong utility systems throughout the region. Mayor Phyllis Marcuccio (City of Rockville) cautioned everyone not to overlook addressing all communication problems during and after the storm. Council Member David Snyder (City of Falls Church) felt that Verizon was slow to respond and communicate in the aftermath of the storm, and noted that power companies are certainly part of that critical infrastructure that should be the regional priority now. Chairman Principi referred to the two resolutions provided to Board members and called for action on the resolutions at this time.

**ACTION: On motion duly made and seconded, Resolutions R35-2012 and R36-2012 were unanimously approved and adopted by the COG Board of Directors.**

The Chairman then thanked the participants in this session for their attendance and excused them from the meeting.

## **8. ECONOMIC GROWTH AND COMPETITIVENESS: LEARNING SESSION – INDUSTRY LEADERS**

For the Board's fifth learning session on Economic Growth and Competitiveness, industry leaders from across the national capital region were invited to discuss opportunities for growth in their

respective industries and what role COG could play to ensure the region's continued success in these sectors. The industries represented in the panel ranged from cyber security to professional services, information technology, and manufacturing.

There was no question among panelists that metropolitan Washington offers one of the nation's most ideal economic landscapes for existing and emerging industries. Senior VP George Schu of Booz Allen Hamilton, for example, praised the region as "a center of gravity for cyber security," and Joe Vidulich of the Northern Virginia Technology Council noted the regional economy's resilience in the face of economic downturns. Deputy Executive Director Kathy Broadwater of the Maryland Port Administration also highlighted the Port of Baltimore's success in having the nation's largest number of imports and exports among other stations.

To prevent its current progress from stagnating, the panel agreed on three major, interrelated issues that required short- and long-term improvement: education, transportation, and workforce development. For instance, notwithstanding the region's large presence of workers holding advanced academic degrees, metropolitan Washington has consistently lacked a pool of workers that can provide more technical services. The region, Mr. Vidulich commented, must dedicate more time and resources to educate its students in math, science, engineering, and technology.

Effecting these changes, according to the panel, required a broad strategy with a regional concept. Accenture Managing Director Stuart Solomon and KPMG Managing Partner Candace Duncan recommended that metropolitan Washington approach business from a regional perspective by utilizing the individual assets from all of its jurisdictions.

This discussion was the last in a series of learning sessions the Board has held on the region's economy. A compilation of what we have learned and recommendations will be discussed during the upcoming Board Retreat and presented for full Board adoption this fall in the Economic Growth and Competitiveness Call to Action Plan for metropolitan Washington. A video copy of the fifth session and links to additional information on COG's efforts can be found at the link below:  
[www.mwcog.org/about/econ\\_plan/econ\\_growth\\_competitiveness.asp](http://www.mwcog.org/about/econ_plan/econ_growth_competitiveness.asp).

## **9. OTHER BUSINESS**

There was no further business to come before the meeting.

## **10. ADJOURNMENT**

Upon motion duly made and seconded, the meeting was adjourned at 2:12 p.m.

**THE NEXT BOARD MEETING WILL BE ON WEDNESDAY, SEPTEMBER 12, 2012.**

**Board of Directors Meeting Attendance – July 11, 2012**

<i>Jurisdictions</i>	<i>Members</i>	<i>Y/N</i>	<i>Alternates</i>	<i>Y/N</i>
<b><i>District of Columbia</i></b>				
<b>Executive</b>	Hon. Vincent Gray	N	Christopher Murphy	N
	Mr. Allen Lew	N	Warren Graves	Y
<b>Council</b>	Hon. Phil Mendelson (Vice Chair)	Y		
	Hon. Michael Brown	N		
<b><i>Maryland</i></b>				
Bowie	Hon. G. Frederick Robinson	N	Hon. Dennis Brady	N
Charles County	Candice Quinn Kelly	Y		
City of Frederick	Hon. Karen Young (Vice Chair)	Y	Hon. Randy McClement	
Frederick County	Hon. David Gray	Y	Hon. Blaine Young	
College Park	Hon. Andrews Fellows	Y	Hon. Robert Catlin	
Gaithersburg	Hon. Sidney Katz	N	Hon. Cathy Drzyzgula	Y
Greenbelt	Hon. Judith “J” F. Davis	Y	Hon. Emmett Jordan	
Montgomery County				
<b>Executive</b>	Hon. Isiah Leggett	N	Mr. Tim Firestine	N
<b>Council</b>	Hon. Roger Berliner	Y		
	Hon. Valerie Ervin	Y		
Prince George’s County				
<b>Executive</b>	Hon. Rushern Baker	N	Mr. Bradford Seamon	N
<b>Council</b>	Hon. Karen Toles	Y		
	Hon. Andrea Harrison	N		
Rockville	Hon. Phyllis Marcuccio	Y		
Takoma Park	Hon. Bruce Williams	Y	Hon. Terry Seamens	
Maryland General Assembly	Hon. Galen Clagett	N		
<b><i>Virginia</i></b>				
Alexandria	Hon. William Euille	Y	Hon. Redella Pepper	
Arlington County	Hon. Walter Tejada	N	Hon. Jay Fisette	N
City of Fairfax	Hon. Dan Drummond	Y	Hon. Jeffrey Greenfield	
Fairfax County	Hon. Sharon Bulova	Y	Hon. Catherine Hudgins	
	Hon. Penelope A. Gross	Y	Hon. Patrick Herryty	
	Hon. John Foust	Y	Hon. Michael Frey	
Falls Church	Hon. Nader Baroukh	N	Hon. David Snyder	Y
Loudoun County	Hon. Matt Letourneau	N		
	Hon. Scott York	N		
Manassas	Hon. Jonathan L. Way	Y		
Manassas Park	Hon. Suhas Naddoni	N	Hon. Frank Jones	N
Prince William County	Hon. Frank Principi (Chair)	Y		
	Hon. Pete Candland	N		
Virginia General Assembly	Hon. James M. Scott	Y		

As of 7/11/12 12:00 p.m. (Present: 22)



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## **AGENDA ITEM #6**

### **ADOPTION OF CONSENT AGENDA ITEMS**

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
777 NORTH CAPITOL STREET, NE  
WASHINGTON, DC 20002-4239**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO EXECUTE A CONTRACT TO DEVELOP A NATIONAL CAPITAL REGION  
URBAN AREA SECURITY INITIATIVE  
THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) serves as the Secretariat for the Urban Area Security Initiative for the National Capital Region; and

**WHEREAS**, COG has been requested by the State Administrative Agent, District of Columbia Homeland Security and Emergency Management Agency (HSEMA) to issue a contract to develop a National Capital Region Urban Area Security Initiative (UASI) on a Threat and Hazard Identification and Risk Assessment; and

**WHEREAS**, the contractor shall develop a National Capital Region UASI on Threat and Hazard Identification and Risk Assessment by November 30, 2012, in accordance with the Federal Emergency Management Agency's (FEMA's) Comprehensive Preparedness Guide, CPG 201; and

**WHEREAS**, the National Capital Region is required to comply with a five-step FEMA process that applies scenarios to hazards and requires the development of capabilities based upon the federally established core capabilities under Presidential Policy Directive 8; and

**WHEREAS**, funding for the contract to develop a National Capital Region UASI on Threat and Hazard Identification and Risk Assessment has been provided to COG by the State Administrative Agent for the National Capital Region;

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

The Executive Director, or his designee, is hereby authorized to execute a contract to develop a National Capital Region Urban Area Security Initiative on Threat and Hazard Identification and Risk Assessment by November 30, 2012, in accordance with FEMA's Comprehensive Preparedness Guide, CPG 201; and

RESOLVED FURTHER, That the National Capital Region shall comply with the five-step FEMA process that applies scenarios to hazards and requires the development of capabilities based upon the federally established core capabilities under Presidential Policy Directive 8, and hereby acknowledges that the State Administrative Agent for the National Capital Region has provided COG with a Subgrant in the amount of \$100,418 to complete the requested tasks, with no funds being required from COG.

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
777 NORTH CAPITOL STREET, NE  
WASHINGTON, DC 20002-4239**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ISSUE A CONTRACT FOR  
THE NATIONAL CAPITAL REGION SITUATIONAL AWARENESS DASHBOARD IMPLEMENTATION  
FOR THE DISTRICT OF COLUMBIA HOMELAND SECURITY EMERGENCY MANAGEMENT AGENCY**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) serves as the Secretariat for the Urban Area Security Initiative (UASI) for the National Capital Region; and

**WHEREAS**, COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) to issue a contract for the National Capital Region Situational Awareness Dashboard Implementation; and

**WHEREAS**, each National Capital Region jurisdiction and state has relatively good internal situational awareness but the ability to share that information with regional partners in a timely, organized manner has been identified as a gap, and this project has been designed to address that gap; and

**WHEREAS**, the contractor will implement the National Capital Region Situational Awareness Dashboard that will increase regional and local situational awareness by providing well organized information that is easy to consume, analyze, and act upon ; and

**WHEREAS**, funding for the contract for the NCR Situational Awareness Dashboard has been provided to COG by the State Administrative Agent for the National Capital Region;

**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 hereby authorized to execute a contract to complete identified tasks associated with the National Capital Region Situational Awareness Dashboard Implementation, for which the State Administrative Agent for the National Capital Region will provide COG with a Subgrant in the amount of \$717,500 to complete the requested tasks, and no COG funds will be required.

*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*

September 13, 2012 **SAMPLE DRAFT LETTER, REV. 09-05-12**

Hon. Barbara A. Mikulski  
U.S. Senate  
503 Hart Senate Office Building  
Washington, DC 20510

Subject: Area Officials Seeking Congressional Support for Inauguration Safety Expenses by the National Capital Region

Dear Senator Mikulski:

I am writing on behalf of the Metropolitan Washington Council of Governments (COG) Board of Directors to ask the U.S. Congress to strongly support federal appropriations for the significant local, state and regional public safety-related expenses associated with the 2013 Presidential Inaugural.

This request has broad regional support. COG's Chief Administrative Officers Committee, which is comprised of area city and county managers, and the Senior Policy Group responsible for the National Capital Region Urban Area Security Initiative (UASI) grant, requested the COG Board to convey this request to the Washington area Congressional delegation and House and Senate leadership.

Inauguration Preparations Are Already Underway

Planning by local, state, federal and regional partners for the 2013 Inauguration has been underway for some time. Area officials recognize that ensuring a successful and safe Inauguration is a shared federal and regional responsibility. That responsibility was underscored during the 2009 Presidential Inaugural, which experienced a record 1.8 million attendees for the swearing-in and parade and with more than 1.5 million Metro transit riders on January 20, 2009.

Although many events and activities occur within the District of Columbia, Inauguration preparation, coordination and response are also regional responsibilities. The Inauguration period places tremendous demands on law enforcement, fire and emergency medical services, transportation and mass care for visitors, residents and commuters. This region has long understood, and the events of 9-11 only served to underscore, the importance of regional coordination in preparing for and responding to regional events. The Presidential Inaugural must be the one event we always get right, both for the country and for the world.

777 North Capitol Street, NE, Suite 300, Washington, D.C. 20002  
202.962.3200 (Phone) 202.962.3201 (Fax) 202.962.3213 (TDD)

### Funding Uncertainty May Jeopardize Preparation

Prior to the 2009 Presidential Inauguration, Congress made no special provision for National Capital Region costs associated with the Inauguration other than those included in an appropriation intended to cover all National Special Security Events (NSSEs) in the District of Columbia, which includes such events as the Global Nuclear Security Summit and the President's State of the Union Address to Congress.

In contrast to funding provided to host cities for the Presidential nominating conventions, the National Capital Region historically receives no similar allocation for the Inauguration, even though the scale of the multi-day and multi-location Inauguration event meets or exceeds that of the national political conventions and many other NSSEs.

Initially, Congress provided no supplemental funding to support local and state government and regional partner expenses for the 2009 Inauguration. Subsequent to the Inauguration and at the urging of local and state officials, Congress appropriated special funding for reimbursement of regional Inauguration expenses, although less than the \$76.6 million in costs incurred, according to the 2009 Inauguration After-Action Report.

### 2009 Inauguration After-Action Recommendations

It is the understanding of area officials that some provision has been made to-date in approved or pending appropriations legislation to support local, state and regional costs for the 2013 Inauguration. An independent, After-Action Report commissioned by area officials following the 2009 Inauguration raised concerns about the impact of funding uncertainty on advance planning and the commitment of personnel and public resources required for regional support for future Inaugurations.

The Report recommended local and state officials work with federal partners and Congress to provide greater funding certainty in advance of the 2013 Inauguration. The Report further recommended COG's Chief Administrative Officers Committee and the Senior Policy Group take the lead in securing federal funding prior to the Inauguration to ensure states and localities are able to conduct the planning, law enforcement, transportation, health and medical support necessary for the Inauguration.

### Difficult Budgets Facing All Levels of Government

Local and state governments, which must balance their budgets each year, understand that federal resources are also limited. Safety and security requirements have only grown in the past four years and emergency managers project local, state and regional (such as WMATA) Inauguration expenses will meet and perhaps exceed the almost \$80 million expended in 2009.

The past four years have also witnessed some of the toughest local and state government budget cycles in recent memory in the National Capital Region. Residential and commercial assessments remain below the 2007-2008 pre-recession level for most area local governments, which also expect continued tight budgets in the coming year. As the 2009 Inauguration After-Action Report indicates, it is unrealistic to expect area governments that have had to reduce essential public services to their residents and

businesses carry the burden of what should be a shared financial responsibility with the federal government for supporting a safe 2013 Inauguration.

Next Steps

Local, state and regional officials are in the process of finalizing estimates of 2013 Inauguration-related expenses. COG is asking the National Capital Region Congressional delegation and House and Senate leadership to identify the most suitable appropriations bill and to commit to partnering with area officials to support sufficient federal funding for the shared responsibilities associated with the 2013 Inauguration.

Thank you for your consideration of COG's request and we look forward to working with federal, state and local partners to host a successful and safe Presidential Inaugural in Washington, DC and the National Capital Region next year.

Please contact David Robertson, COG's Executive Director, at 202-962-3260 or [drobotson@mwcog.org](mailto:drobotson@mwcog.org) if you have questions or need additional information.

Sincerely,

Frank J. Principi  
Chairman, COG Board of Directors  
Supervisor, Prince William County, Virginia

cc:  
National Capital Area Congressional Delegation  
Congressional Leadership, House and Senate  
COG Board of Directors  
COG Chief Administrative Officers Committee  
Senior Policy Group

U:\My Documents\BOARD\2012\09-SEP\Inaug funding, DJR rev 09-05-12.docx

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

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO RECEIVE AND EXPEND AN URBAN AREA SECURITY INITIATIVE  
SUBGRANT FOR THE PURPOSE OF DEVELOPING AND IMPLEMENTING  
A REGIONAL CYBER SECURITY FRAMEWORK**

**WHEREAS**, the Board of Directors of the Metropolitan Washington Council of Governments (COG) established the Task Force on Homeland Security and Emergency Preparedness for the National Capital Region (Task Force) on October 24, 2001, to guide COG's emergency planning and coordination efforts following the attacks of September 11, 2001, on the Pentagon and the World Trade Center; and

**WHEREAS**, local governments and state, federal and regional public agencies convened a Critical Infrastructure Protection Regional Programmatic Work Group (CIP RPWG) under the umbrella of COG and its Task Force to guide critical infrastructure planning and coordination efforts with regard to protection of the region's critical infrastructure and key resources; and

**WHEREAS**, cyber threats have been identified as a top threat facing the country and the National Capital Region; and

**WHEREAS**, COG has been requested by the State Administrative Agent (SAA) to administer a \$250,000 Urban Area Security Initiative (UASI) subgrant to develop and implement a cyber security framework for the National Capital Region; and

**WHEREAS**, it is in the best interest of COG to work cooperatively with the other CIP RPWG partners to implement projects that address regional critical infrastructure protection priorities;

**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 receive and expend an Urban Area Security Initiative (UASI) subgrant in the amount of \$250,000 for the purpose of developing and implementing a regional cyber security framework project in the National Capital Region, and no COG matching funds are required.



**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
777 North Capital Street, NE  
Washington, DC 20002**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND  
URBAN AREAS SECURITY INITIATIVE FUNDING FOR NATIONAL CAPITAL REGION  
HOSPITAL POWER RESILIENCY**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) has provided tremendous professional, technical, and secretariat support for homeland security activities in the National Capital Region (NCR) since September 11, 2001; and

**WHEREAS**, COG's initial work was funded by a special federal appropriation awarded in October 2001; and

**WHEREAS**, COG now receives US Department of Homeland Security grant funding through the Urban Area Security Initiative (UASI) as approved by the Senior Policy Group (SPG) and the Chief Administrative Officers Committee (CAO) to support regional homeland security preparedness, response, and recovery activities in the region; and

**WHEREAS**, COG adopted Resolution R55-09, which funded the first phase of the Hospital Water and Power Resiliency project, whereby the needs assessments were completed, and backup water measures have been installed at regional critical care hospitals; and

**WHEREAS**, the FY 2012 UASI subgrant, NCR Hospital Power Resiliency, in the amount of \$1,190,000, has been awarded to COG by the SPG and CAO to receive and implement or receive and pass through;

**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 hereby authorized to receive and implement or receive and pass through, the FY 2012 UASI subgrant—NCR Hospital Power Resiliency—in an amount not to exceed \$1,190,000, with the period of performance for the subgrant to run from October 2012 through May 2014, and no COG matching funds are required.

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
777 North Capital Street, NE  
Washington, DC 20002**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND URBAN AREAS  
SECURITY INITIATIVE FUNDING FOR NCR EMERGENCY SHELTER POWER RESILIENCY**

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) has provided tremendous professional, technical, and secretariat support for homeland security activities in the National Capital Region since September 11, 2001; and

**WHEREAS**, COG's initial work was funded by a special federal appropriation awarded in October 2001; and

**WHEREAS**, COG now receives U.S. Department of Homeland Security grant funding through the Urban Area Security Initiative (UASI), as approved by the Senior Policy Group (SPG) and the Chief Administrative Officers Committee (CAO), to support regional homeland security preparedness, response, and recovery activities in the region; and

**WHEREAS**, the FY 2012 UASI subgrant—NCR Emergency Shelter Power Resiliency, in the amount of \$250,000, has been awarded to COG by the SPG and CAO to receive and implement or receive and pass through;

**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 hereby authorized to receive and expend, or pass through, the FY 2012 UASI subgrant—NCR Emergency Shelter Power Resiliency—in an amount not to exceed \$250,000, with the period of performance for the subgrant to run from October 2012 through May 2014, and no COG matching funds are required.

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

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO RECEIVE AND EXPEND AN  
URBAN AREA SECURITY INITIATIVE SUBGRANT FOR THE PURPOSE  
OF IMPLEMENTING REGIONAL WATER SYSTEM  
SECURITY MONITORING PROJECTS IN THE NATIONAL CAPITAL REGION**

**WHEREAS**, the Board of Directors of the Metropolitan Washington Council of Governments (COG), established the Task Force on Homeland Security and Emergency Preparedness for the National Capital Region (Task Force) on October 24, 2001 to guide COG's emergency planning and coordination efforts following the attacks of September 11, 2001 on the Pentagon and the World Trade Center; and

**WHEREAS**, the Special Water Security Work Group, under the umbrella of the COG and its Task Force, shall guide emergency planning and coordination efforts with regard to protection of the region's water supply and wastewater treatment critical infrastructure; and

**WHEREAS**, COG has been requested by the State Administrative Agent (SAA) to administer a \$240,000 UASI subgrant to implement water security projects in the National Capital Region; and

**WHEREAS**, the Water Security Work Group has endorsed a comprehensive prospectus of regional drinking water security initiatives intended to address regional water security priorities such as early warning monitoring, distribution system modeling, regional water system redundancy studies, and emergency response and preparedness planning; and

**WHEREAS**, it is in the best interest of COG to work cooperatively with the other Water Security Work Group partners to implement projects that address regional drinking water security priorities;

**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 hereby authorized to receive and expend a UASI subgrant in the amount of \$240,000 for the purpose of implementing regional water system security monitoring projects in the National Capital Region, and no COG matching funds are required.

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## **AGENDA ITEM #7**

### **COG RETREAT OUTCOMES**

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS**

**Annual Retreat**

**July 20 - 22, 2012**

**Hyatt Regency Chesapeake Bay**

**Cambridge, Maryland**

**Summary Report**

**Background**

The Metropolitan Washington Council of Governments (COG) held its thirteenth annual retreat on July 20 -22 at the Hyatt Regency Chesapeake Bay in Cambridge, Maryland.

COG initiated an annual, summer retreat process beginning in 1999. The first retreat featured a facilitated process that resulted in the landmark COG Strategic Plan that was formally adopted by the COG Board later that year. Subsequent retreats have been used to update the Strategic Plan, to determine COG's role in helping guide major regional assets and infrastructure, and to set the course for the Board's work on a regional planning program – *Region Forward*. The retreats also have served as an important networking opportunity among COG members and senior staff.

**One Region Moving Forward**

**David Agnew**, President Obama's Deputy Assistant and Director of Intergovernmental Affairs, addressed the participants at the opening dinner Friday evening. He noted the unique relationship between the federal government and the National Capital region and the significant impact changes in federal spending have on the region's economy. He also acknowledged the need for greater federal regional collaboration and committed to work with COG staff to open the lines of communication, offering to serve as the regional point of contact. Mr. Agnew also pledged to work with Fairfax County Supervisor Penny Gross on an event that would bring together a panel of top administration officials to meet with regional elected officials from across the country; similar to a recent presentation with the National Association of Counties.

The Saturday morning session focused on COG's ***Economic Growth and Competitiveness Proposed "Call to Action."*** A draft staff report was presented for feedback and consensus on the best way for COG to help drive action towards a more competitive metropolitan Washington. The report identified several regional challenges that the region must address to

remain economically competitive: inadequate investment in transportation, a disconnect between the skill sets of the region's workforce and available jobs, and need for a stronger relationship with the federal government. The initial recommendation was for the creation of a new public private partnership to lead an effort to address these challenges.

Participants were asked to prioritize the top regional challenges, and through a voting exercise, identified the following order of priorities for regional action: **transportation infrastructure, regional workforce, federal/ regional partnerships, regional branding strategy, and regional housing mix.** Participant groups were also asked to determine specific factors within each area that should be addressed and who should be at the table.

Through facilitated discussion, participants noted that much of the work that COG currently undertakes has a direct impact on the region's economy. The creation of a new public private partnership would complicate a process that already works. It was suggested that instead, COG refocus its work program on areas of strength (like transportation, land use and role of regional convener) and utilize its existing public private partnership the Region Forward Coalition to lead the effort.

The next Saturday morning session focused on **COG Governance.** Retreat participants discussed how they can best organize the work and roles of COG, the TPB and MWAQC. Executive Director Dave Robertson and General Counsel Sharon Pandak noted that *Region Forward* will remain an integrating force within COG. However, they said members should be ready for changes, such as possible shifts in federal or state funding of COG initiatives in the future. In addition, there is the need to identify opportunities for the COG Board and the new executive director who will be selected later this year. They led the participants in discussing several observations and then voting on several considerations. **In general, the participants favored a stronger role for the COG Board along with changes to COG's committee structure, funding rules, and public participation practices to strengthen the organization's effectiveness.**

Saturday's luncheon focused on entrepreneurship and innovation in the region. The speaker, **Maryland Lt. Governor Anthony Brown,** discussed his state's success in establishing an effective foundation for business, including the Maryland Investment Fund, a partnership that has raised millions of dollars for investment in early-stage companies and the new Maryland Innovation Center which works to facilitate the transfer of research and development work from laboratories to companies. He also discussed the need to focus on post-secondary education instead of four-year college degrees and the elimination of business regulations that are not working effectively.

The last retreat work session focused on how the proposed ***Region Forward Activity Center Maps*** will be used. Eric Olson, Vice Chair of the Prince George’s County Council, and Harriet Tregoning, Director of Planning for the District of Columbia, described the purpose and the utility of the updated maps. Tregoning described the maps tool as a kind of “bond rating” for a quality place to live. **The participants agreed that the updated maps will be useful in implementing *Region Forward* goals and welcomed their development.**

During his closing remarks, Chairman Principi reiterated that COG’s top priority is growing our economy. He said COG must do things differently regarding transportation, economic development, regional branding, and workforce development. He added that it will be important to expand COG’s circle of friends to include the White House, the governors, and the region’s delegations to the House and the Senate. COG’s Call to Action report will set the framework for needed action that ensures the region’s economic competitiveness.

Mr. Principi asked participants for additional feedback on the retreat, the location, content, length. Many noted that they liked the interactive feel of this retreat and they found the retreat sessions thought-provoking and well-organized. Several participants recommend an extension of the retreat to allow for additional discussion on implementation strategies and next steps. Adding a half or full day to the front or end of the retreat would also allow for more break times and the possibility of planned group activities.

Recommendations also included the need for a brief report out by department staff and/or committee chairs on other work ongoing at COG and potential best practices by jurisdictions related to the retreat focus.

Attachment A – 2012 COG Board Annual Retreat Program

Attachment B – 2012 Retreat Evaluation Summary

Attachment C – 2012 COG Board Retreat Participants



Lunch & Keynote Speaker:  
Entrepreneurship and Innovation in Maryland and  
the National Capital Region

{12:30pm-2pm in Schooner A-B)

- Lt. Gov. Anthony G. Brown, State of Maryland

Work Session:  
Proposed 2012 Region Forward Activity Centers  
Map: What It Shows & How It Will Be Used

{2:15pm-3:15pm in Clipper A-B-C)

In 2010, the COG Board adopted the Region Forward vision. Since then, it has been endorsed by local governments and is being used by COG, WMATA, the National Capital Planning Commission and others to shape regional and local planning actions. The first baseline of performance measures was completed in June 2012. Retreat participants will learn about the first comprehensive update to COG's regional activity centers map since 2002 and how it has been integrated with Region Forward principles and tools.

- Eric Olson, Prince George's County
- Harriet Tregoning, District of Columbia

Open Discussion, Retreat Summary and Concluding  
Remarks

{3:15pm-4pm in Clipper A-B-C)

- Frank Principi
- Dave Robertson

Networking Buffet Dinner

{7pm-9pm in Regatta Pavilion)

\*Saturday dinner and stay-over are optional.

Metropolitan Washington  
Council of Governments

2012 Leadership Planning  
& Work Session



July 20-22, 2012

Hyatt Regency  
Chesapeake Bay

Cambridge, Maryland

## Friday

### Welcome and Networking {6pm-7pm in Clipper A-B-C}

### Dinner & Keynote Speaker: Economic Growth and Competitiveness: Fostering a Stronger Federal-Regional Partnership in Metropolitan Washington

{7pm-9pm in Clipper A-B-C}

- Frank Principi, Prince William County, COG Board Chairman
- David Agnew, Director for Intergovernmental Affairs, The White House

### Chairman's Hospitality Reception {9pm-11pm}

Participants are invited to join Chairman Principi following the dinner program.

## Keynote Speakers



**Anthony G. Brown is serving his second term as Maryland's Lieutenant Governor.** He leads the O'Malley-Brown Administration's work to improve health care throughout Maryland, having helped expand health coverage to over 318,000 Marylanders, half of whom are children, and spearheading efforts to implement President Obama's health care reform law. As chairman of the Governor's Subcabinet on the military base realignment and closure process (BRAC), he successfully led efforts to prepare Maryland for the arrival of 60,000 BRAC-related jobs. He has worked hard to improve benefits and services for Maryland's veterans. Brown has made it a priority to create Maryland jobs and save taxpayer dollars by increasing private investment in public infrastructure projects, such as roads, schools and bridges. Prior to serving as Lt. Governor, Brown represented Prince George's County for two terms in the Maryland House of Delegates, rising quickly to the position of Majority Whip. A Colonel in the United States Army Reserves, Brown is the nation's highest-ranking elected official to have served a tour of duty in Iraq. He is a graduate of Harvard College and Harvard Law School.



**David Agnew currently serves as Deputy Assistant to the President and Director of Intergovernmental Affairs.** In this role, he oversees the Obama Administration's relationship with state, county, local, and tribal officials across the country. Prior to joining the White House, Agnew was a businessman and community leader in Charleston, South Carolina. He has served as a top deputy to Charleston Mayor Joseph P. Riley Jr., a Special Assistant in the Office of U.S. Secretary of Labor Robert Reich, and a management consultant at Price Waterhouse. Agnew has been active in public affairs and urban policy throughout his career, and has served in leadership roles for numerous non-profit organizations. He received his Master's Degree in Public Policy from Harvard University's Kennedy School of Government. He is a Harry S. Truman Scholar, a European Union Visiting Fellow, and a Liberty Fellow.

## Saturday

### Continental Breakfast {7:30am-8:30am in Clipper A-B-C}

### Opening Session: Regional Jeopardy {8:30am-9:15am in Clipper A-B-C}

No, the region isn't in jeopardy -- instead small teams of COG members will test their knowledge of the National Capital Region as a way to kickoff the leadership planning and work session retreat. Think of it as a blend of Family Feud and Jeopardy, where the prize is bragging rights as the most regionally savvy public official in the Washington area!

### Work Session: Proposed COG Economic Growth and Competitiveness Call to Action {9:15am-11:15am in Clipper A-B-C}

The COG Board agreed to take-on the pressing issue of economic growth and competitiveness in February as its primary focus for 2012. Building on staff research, best-practices from other regions, and input from "learning sessions" at each monthly Board meeting, retreat participants will discuss and seek consensus on an action plan to be approved and released by the COG Board in the fall.

- Frank Principi
- Kathy Bentz, Professional Facilitator

### Work Session: COG Governance: Time to Take a Fresh Look at How We Move the Region Forward? {11:30am-12:15pm in Clipper A-B-C}

COG's governance has not been examined for several years. Anticipating a new Executive Director in 2013, is there interest in looking at ways to improve COG's governance and effectiveness in advancing the Region Forward vision plan? Areas for examination may include (1) governance changes to the COG Board, policy/advisory committees, and staff that could help COG be a stronger forum, resource, advocate and catalyst to make Region Forward happen, (2) improved linkages to the work of TPB and MWAQC, (3) stronger State and Federal participation, and (4) opportunities for greater public participation.

- Dave Robertson, COG Executive Director
- Sharon Pandak, COG General Counsel

**2012 COG BOARD OF DIRECTORS RETREAT**

**Evaluation Summary**

**Seven (7) evaluation forms were received from Board members and/or alternates.**

**What were your expectations for the retreat?**

- Networking; discussion of new ideas, strategies
- Future plans and emphasis
- I hoped for some very informative presentations and discussions about what’s going on in the region
- Networking; collaboration
- Get strategy sessions forgetting global perspectives
- Leadership and policy discussion
- Meet and interact with other Board members; learn their opinions and approaches; identify a work program on economic development and competitiveness

**Were your expectations met?**

Five (5) of the respondents said yes.

Other comments:

- On the last comment above, one recipient said his expectations were met on the first item but not on the second item.
- Somewhat
- Retreat was very well done

**Retreat activities: 1 being poor – 5 being excellent**

***Friday Night Keynote Speaker: David Agnew, Economic Growth and Competitiveness: Fostering a Stronger Federal-Regional Partnership in Metropolitan Washington***

1- 0	4- 2
2- 1	5- 3
3- 0	1- Not applicable

Comments:

- Good relationship development
- Great catch!
- Terrific
- More a sales pitch for the Obama administration than a thoughtful commentary on the Region

**Retreat activities: 1 being poor – 5 being excellent.**

***Opening Session: Regional Jeopardy***

1- 0	4- 1
2- 0	5- 3
3- 0	(3- No response)

Comments:

- Fun! (3)
- Fun experience.
- Excellent icebreaker but too long.
- Sorry I missed it but heard it was really fun.

**Retreat activities: 1 being poor – 5 being excellent.**

***Work Session: Proposed COG Economic Growth and Competitiveness Call to Action***

1- 0	4- 1; 1 - 4.5
2- 0	5- 3
3- 1	(1 attendee rated this session an 8)

Comments:

- Missing was discussion on how to improve competitiveness. For example, booklet shows a good skilled workforce, but then cites the mismatch between skills available and skills needed.
- Improvement program was studied but stalled for lack of leadership (p. 15).
- This was one of the most thought-provoking, forward thinking sessions of the retreat.
- Needed more dots!
- I would have wanted better-defined directions for staff to take back.

**Retreat activities: 1 being poor – 5 being excellent.**

***Work Session: COG Governance: Time to Take a Fresh Look at How We Move The Region Forward?***

1- 0	4- 4; 1 - 4.5
2- 0	5- 0
3- 1	(1 attendee rated this session an 8)

Comments:

- Not enough time to discuss; future meeting?
- This could have been slightly strengthened but I am not quite sure how (yet).
- Needed more time for discussion.

**Retreat activities: 1 being poor – 5 being excellent.**

***Saturday Lunch Keynote Speaker: Lt. Governor Anthony Brown: Entrepreneurship and Innovation in Maryland and the National Capital Region***

1- 0	4- 3
2- 0	5- 1
3- 0	(1 attendee rated this session an 8)

Comments:

- Better than I expected.
- Not much said about Virginia.
- Excellent timing given the previous subject.
- Related well to regional issues in Question and Answer session but consistently with platitudes.

**Retreat activities: 1 being poor – 5 being excellent.**

***Work Session: Proposed 2012 Region Forward Activity Centers Map: What It Shows and How It Will Be Used***

1- 0	4- 3; 1 – 4.5
2- 0	5- 0
3- 1	(1– No response); (1 attendee rated this session a 10)

Comments:

- Informative.
- Presentations needs two more slides. One on who will use it and for what, as shown in the Activity Center Strategic Investment Plan. Second is why should a jurisdiction care if it is an activity center or not, also in the Activity Center Strategic Investment Plan.

**Retreat activities: 1 being poor – 5 being excellent.**

Location and Facilities: 3 – 5; 1- 4.5; 1-2; (1 attendee rated this session a 10)

Overall Retreat Rating: 4 – 5; 2- 4; (1 attendee rated this session a 10)

**Location/Facilities/Overall Retreat comments:**

- Well-organized; got a lot accomplished in a short time.
- I appreciated the check-out time extension to 12:30 p.m. The resort is nice but 11:00 a.m. is too early a check-out time. People are really friendly. The Chesapeake Bay Bridge is a real challenge.
- These retreats continue to be the high point of the year.

- Five hour drive due to Bay Bridge 2-lane restriction; saw same delays eastbound when we were returning home westbound.
- Hotel itself is excellent; food was okay; better continental breakfast needed (bagels and watermelon aren't enough).

**Additional Comments:**

- **Organization was well done; staff presentations were informative; Kathy Bentz's facilitation was excellent; participants were generally active and interested.**
- **Paper not friendly with most pens!**
- **We discussed rebranding the region. Do we need to rebrand WASHCOG first?**
- **Please print evaluation form on a different kind of paper. This is very difficult to write on.**

**Chairman's notes:**

- **Several participants recommended an extension of the retreat to allow for additional discussion on implementation of strategies and the next steps. Adding a half or full day at the beginning or end of the retreat would also allow for more break times and the possibility of planned group activities.**
- **Recommendations included the need for a brief report out by department staff and/or committee chairs on other work ongoing at COG and potential best practices by jurisdictions related to the retreat focus.**

**2012 COG BOARD RETREAT PARTICIPANTS**

COG MEMBERS

Shelley Aloï, Alderman, City of Frederick  
Nader Baroukh, Mayor, City of Falls Church  
Roger Berliner, President, Montgomery County  
Sharon Bulova, Chairman, Fairfax County  
Robert Catlin, Council Member, City of College Park  
Judith Davis, Mayor, City of Greenbelt  
Dan Drummond, Council Member, City of Fairfax  
Cathy Drzyzgula, Council Member, City of Gaithersburg  
David Gray, Commissioner, Frederick County  
Penny Gross, Vice Chairman, Fairfax County  
Andrea Harrison, Chairman, Prince George's County  
Alicia Hughes, Council Member, City of Alexandria  
Emmett Jordan, Mayor Pro Tem, City of Greenbelt  
Sidney Katz, Mayor, City of Gaithersburg  
Candice Kelly, President, Charles County  
Matt Letourneau, Supervisor, Loudoun County  
Phyllis Marcuccio, Mayor, City of Rockville  
Phil Mendelson, Interim Chairman, District of Columbia  
Eric Olson, Vice Chairman, Prince George's County  
Redella Pepper, Council Member, City of Alexandria  
Frank Principi, Supervisor, Prince William County  
Karen Toles, Council Member, Prince George's County  
Todd Turner, Council Member, City of Bowie  
Jonathan Way, Council Member, City of Manassas  
Bruce Williams, Mayor, City of Takoma Park  
Karen Young, President Pro Tem, City of Frederick  
Ronald Young, State Senator, State of Maryland

GUEST SPEAKERS/OTHER PARTICIPANTS

David Agnew, The White House  
Kathy Bentz, Bentz Communications  
Anthony Brown, Lt. Governor, State of Maryland  
Tom Flynn, Economic Development Director, Loudoun County  
Gerry Gordon, Economic Development Director, Fairfax County  
Karimi Hamid, Assistant Director, D.C. Department of the Environment  
Kwasi Holman, Economic Development Director, Charles County  
Jeff Kaczmarek, Economic Development Director, Prince William County

Gene Lauer, Interim Economic Development Director, Charles County  
Jim Mercer, Executive Director Recruiter, The Mercer Group  
Harriet Tregoning, Director, Office of Planning, District of Columbia

STAFF

Barbara Chapman, Executive Board Secretary  
George Danilovics, Director, Office of Technology Programs & Services  
Paul DesJardin, Director, Department of Community Planning & Services  
Stuart Freudberg, Director, Department of Environmental Programs  
Nicole Hange, Government Relations Coordinator  
Ron Kirby, Director, Department of Transportation Planning  
Dave McMillion, Director, Department of Public Safety & Health  
Sharon Pandak, General Counsel  
Imelda Roberts, Director, Office of Human Resources Management  
Dave Robertson, Executive Director  
Jeanne Saddler, Director, Office of Public Affairs  
Tom Savoie, Contract/Purchasing Manager  
Pat Warren, Executive Assistant



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## **AGENDA ITEM #8**

### **APPROVAL OF ECONOMY FORWARD REPORT**

# ECONOMY FORWARD

COG's call to action for a more  
competitive metropolitan Washington

**FINAL DRAFT**



Metropolitan Washington Council of Governments  
September 2012



# ECONOMY FORWARD

COG's call to action for a more  
competitive metropolitan Washington

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**THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS (COG)** is an independent, nonprofit organization comprised of elected officials from 22 local governments, members of the Maryland and Virginia legislatures, and members of the U.S. Congress. For over 50 years, COG has helped develop solutions to issues of regional importance.

Region Forward is COG's vision for a more accessible, sustainable, prosperous and livable metropolitan Washington. This report, Economy Forward, is an offshoot of the vision that focuses on the region's key economic needs and specific actions to strengthen economic competitiveness and spur and sustain job growth.

# EXECUTIVE SUMMARY

A fundamental shift is underway in metropolitan Washington's economy requiring urgent action to maintain and improve the region's competitiveness and create a prosperous future for all area residents.

Recent data shows slow job growth. The region ranked 13th of 15 in terms of growth among major metro areas from December 2010 to December 2011. And while federal government spending was once the driving force of the region's economy, today the combination of decreased federal spending, automatic spending cuts of \$1.2 trillion (sequestration), and ongoing budget uncertainty is pushing metropolitan Washington dangerously close to a fiscal cliff.

In this time of change and uncertainty, leaders on the Metropolitan Washington Council of Governments (COG) Board of Directors are concerned about the region's readiness for this shift. They know the region's competitors, other metro areas throughout the country and world, are examining and implementing a variety of strategies to spur

economic growth. To maintain global economic competitiveness, this region must act or risk being outperformed.

For these reasons, the COG Board of Directors launched an economic growth and competitiveness initiative in February 2012. The Board convened public, private, nonprofit and academic leaders to discuss what more could be done regionally to enhance the economy

*“The federal government has provided a solid foundation for decades and will undoubtedly continue to play a major role in the region's economy. However, a plan for economic growth and competitiveness will help put the region on even more solid footing, and COG is leading the way in its development.”*

*- Frank Principi, COG Board Chair*

and COG's role in making it happen. Many included area economic development directors and officials from some of the region's expanding industries, such as biotech, hospitality, information technology, shipping/cargo, cybersecurity and professional services.

## Findings

The region must further develop its private sector by building on its competitive advantages, including an educated workforce, entrepreneurial climate, international connections, vibrant, transit-oriented Activity Centers, and access to the federal government. In addition, metropolitan Washington has significant challenges where greater regional collaboration is required. The region needs:

- Improved coordination with the federal government
- Strong Activity Centers with the right mix of housing, jobs and transit
- A workforce that is more prepared for jobs in high growth industries
- A new image that better reflects its assets
- Greater investment in transportation infrastructure

While other regions have created new organizations and separate initiatives to spur their economies, regional officials believe COG has the capacity and relationships to effectively lead this effort. The following actions will address the region's urgent economic needs and help meet several of its Region Forward goals. The report recommends that area leaders at COG:

### (1) Work with senior Administration officials to identify an official to serve as a federal-regional liaison to improve partnership.

While the region has benefited from a close relationship with the Congressional delegation, COG needs to build a strong and ongoing relationship with presidential Administrations that has simply not existed in the past. Such a partnership would help regional leaders better understand and mitigate the impact of federal cuts and plan future federal investments when opportunities present themselves.

### (2) Implement a plan that will guide more efficient investments in the region's Activity Centers so that more of them have the right mix of housing, jobs and access to transit.

The Region Forward vision recommends focusing the majority of metropolitan Washington's growth in Activity Centers, but the region is falling short of its targets. In 2010, Activity Centers only captured 46 percent of new commercial construction and 31 percent of household growth. However, as the traditional suburban office park becomes an outdated location for economic development, mixed-use Activity Centers can increasingly help attract and retain businesses and workers. COG's Region Forward Coalition will develop an investment plan for use by local governments, developers, transit agencies, philanthropists, and other groups to guide their planning and investment decisions in the region's Activity Centers.



(3) Undertake an industry and labor market analysis to ensure that workforce development programs are training people for current and future growth sectors. & (4) Use this data to inform the development of a new brand that promotes the region's economic diversity.

As the region continues to redefine itself in light of the significant growth in the private sector, an analysis of those trends, the location and types of jobs and skill sets required, is needed. This report calls for the Region Forward Coalition to lead the data collection for the purpose of better aligning workforce and economic development efforts and beginning the process of creating a new regional image or brand that moves metropolitan Washington beyond being considered just a "government town."

(5) Implement a transportation priorities plan to garner broad-based public support and produce sustainable funding strategies.

Metropolitan Washington ranks among the most congested regions in the nation, and forecasts show steep increases in highway and transit congestion without additional capacity expansion. Current revenue streams cannot keep pace with the region's needs. As part of its Priorities Plan, the Transportation Planning Board at COG will develop, with strong input from stakeholders and the public, a list of 10-15 top priority strategies and identify specific funding sources to make the strategies a reality.

While these recommendations call for different actions, they are interrelated priorities that must be addressed as a whole. Failure in any one area is not an option and will hold the region back from its full economic potential.

These actions focus on what COG does best—bringing stakeholders together, sharing essential data with decision-makers, and developing regional solutions. Understanding the high stakes, the COG Board will work with its partners to aggressively promote and advocate these projects among area leaders, stakeholders, and the public. They also provide an excellent opportunity for COG officials to demonstrate leadership and tackle some of the region's largest challenges.

Population: 5.2 million

Seventh largest in the U.S.

Gross Regional Product: \$445 billion

Fifth largest in the U.S.

Unemployment rate: 5.3%

National: 7.9%

Employment: 3.2 million

Regional share of total federal spending: 9%

Regional share of national population: 1.7%

Percentage of population with a Bachelor's Degree: 47%, Advanced Degree: 23%

Third highest transit ridership in the U.S.





# OVERVIEW

## THE ISSUE

The federal government has been the driving force behind metropolitan Washington's economy for decades. Most recently, it insulated the region from some of the more severe impacts of the Great Recession. But major changes appear to be on the horizon. Recent Bureau of Labor Statistics data shows job growth in the region falling behind many other major metro areas, and the combination of political gridlock and anticipated cuts to federal government spending and employment could slow its economy even further. Given this new reality, there is growing concern that the region is not ready for the economic changes that may result from a significant decrease in federal spending.

## THE OPPORTUNITY

In this time of uncertainty, leaders who serve on the Metropolitan Washington Council of Governments Board of Directors saw a need to bring together area officials and stakeholders to think about ways to enhance the region's economic growth and competitiveness. It was also an opportunity to advance Region Forward, the long-range vision plan for metropolitan Washington, because long-term economic success is closely tied to the region's quality of life and other goals.

# 13

*Metropolitan Washington ranked 13th of 15 in terms of job growth among major metro areas from December 2010 to December 2011.*

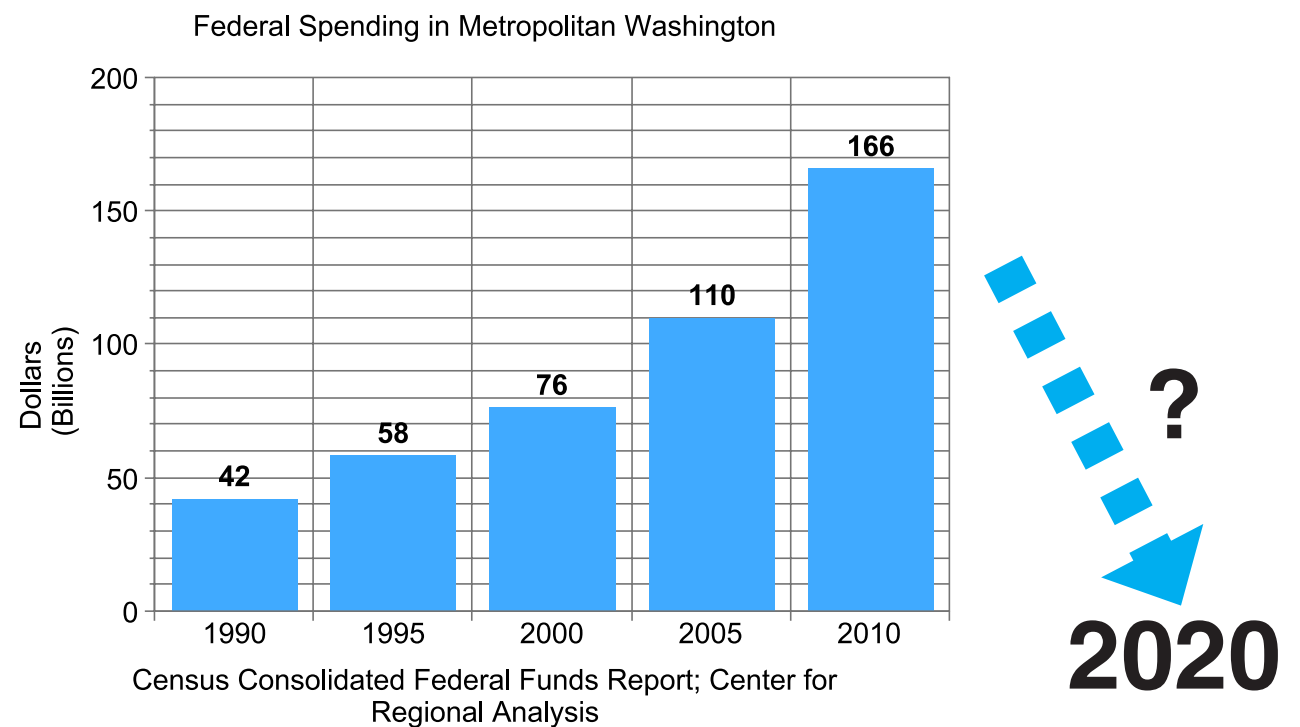
While economic development is not a traditional topic at the Council of Governments, COG deals with a number of issues—land use, transportation and housing—related directly to economic growth and competitiveness. For example, creating more activity centers with housing, jobs, and transit nearby is a major component of the Region Forward vision and a focus of area leaders on COG's Region Forward Coalition. COG has also brought stakeholders together on specific economic topics, such as a workforce development effort in 2010.

Metropolitan Washington is not alone in considering ways to improve its future competitiveness. Other regions throughout the country are examining or have implemented a variety of

economic strategies—from reinventing themselves through metropolitan business plans to promoting their regional assets through public-private marketing campaigns to making new investments in infrastructure to reduce traffic congestion.

In February 2012, the COG Board voted to make economic growth and competitiveness its principal focus for the year. From March through July, the Board held five learning sessions at its monthly public meetings, inviting input from public, private, nonprofit and academic leaders. It also held a webinar with local economic development directors as well as a session at COG's annual leadership retreat.

'Can we do more regionally on economic development?' was a key question asked of all participants throughout this initiative. The Board also used the sessions to turn the mirror on itself and ask how COG's work can enhance the economy and move the region closer to meeting the goals in Region Forward. During the sessions, participants discussed the region's economic outlook, competitive advantages, barriers to success, and opportunities for future growth—all of which informed this Call to Action Report.



## SCALED BACK UNCLE SAM

The Region Forward plan envisions a diversified, stable and competitive economy for metropolitan Washington. For decades, the federal government provided the region's economic stability. Over the past 30 years, increases in spending totaled over \$120 billion, and federal procurements totaled over \$850 billion. From 2000 to 2010, federal spending more than doubled. In 2010, Virginia, Maryland, and Washington D.C., were first, fourth and fifth among all states in receiving federal procurements. But big changes are coming.

### Metropolitan Washington's Fiscal Cliff:

- *Slowing federal spending*
- *Sequestration of \$1.2 trillion*
- *Ongoing budget uncertainty*

Today, the combination of slowing federal spending, automatic spending cuts of \$1.2 trillion (sequestration), and ongoing budget uncertainty is pushing metropolitan Washington dangerously close to a fiscal cliff. With Bush era tax cuts set to expire and new programs like the Affordable Care Act just beginning, lawmakers on Capitol Hill continue to disagree on the federal budget. As of the writing of this report, sequestration will occur if a budget agreement is not reached.

For a region with such a high level of federal investment, these cuts would have an enormous ripple effect throughout the entire economy.

Federal spending has also begun to slow down and experts foresee a smaller role for the federal government in the coming years. In 2011, for example, federal employment declined for 8 months. Between 2010 and 2015, the share of metropolitan Washington's gross regional product derived from federal government spending is forecast to decline by 3.5 percent—which would greatly impact the federal workforce, federal contractors, and area businesses that work with the government.

This daunting forecast was relayed to the COG Board by Dr. Stephen Fuller of the Center for Regional Analysis at George Mason University during the kickoff meeting of the economic growth and competitiveness initiative. Metropolitan Washington no longer leads, but follows the national economy, ranking 13th out of 15 major metropolitan areas in terms of job growth from December 2010 to December 2011.

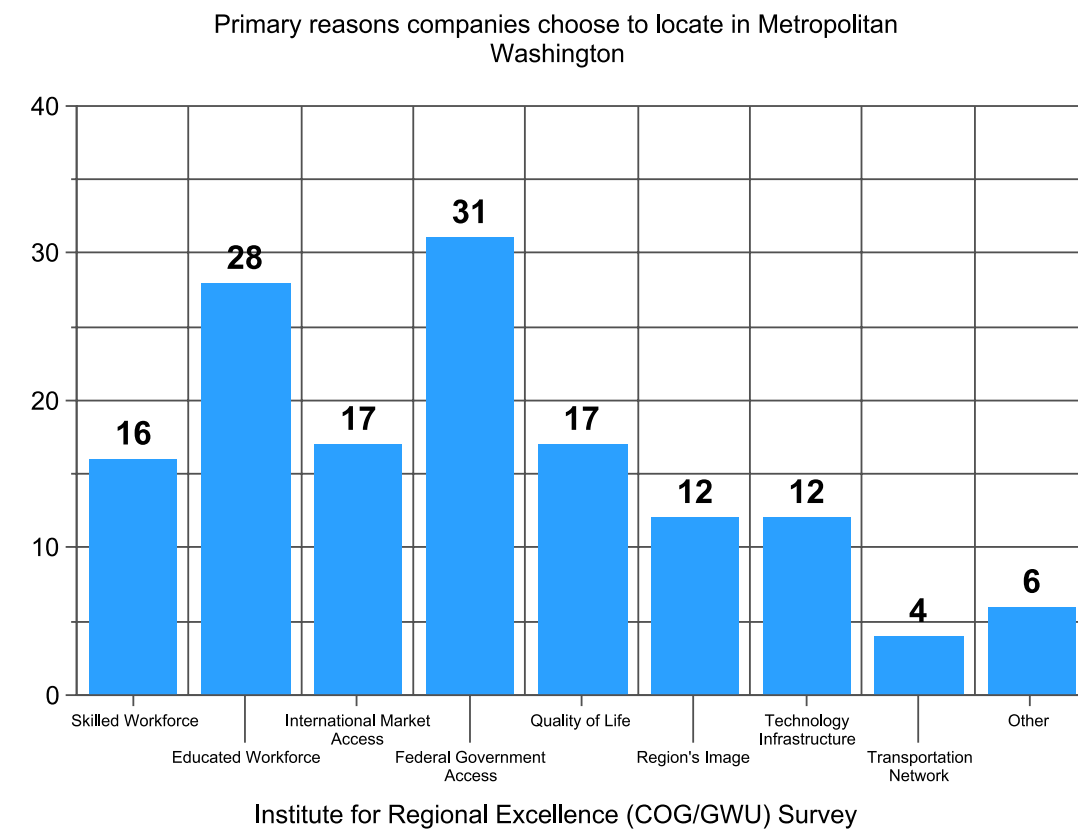
## GROWING THE PRIVATE SECTOR

Despite expectations that federal spending will decrease, it will remain an important part of the region's economy. But for metropolitan Washington to advance its economic goals in Region Forward and combat the projections of slower growth, the region must build on its strengths and further develop its private sector.

While the region continues to be widely known as the nation's capital and a "government town," it is also home to a wide variety of expanding industries, including biotech and life sciences, information technology, professional services, and hospitality. To understand why businesses choose this region, a major part of COG's initiative focused on the region's many competitive advantages.

Participants at the COG sessions identified the region's educated workforce, entrepreneurial climate, international connections, and vibrant, transit oriented centers as some of its key competitive advantages. Several of these advantages were supported through a survey of area economic development officials and other stakeholders undertaken as part of the initiative by COG's Institute for Regional Excellence. In addition to the educated workforce, access to international markets, and quality of life, the survey emphasized that access to the federal government is another primary reason companies

choose to locate in metropolitan Washington.



As a sign of its attractiveness to businesses, the region has recently captured a third of all major corporate headquarter relocations in the country, according to Jim Dinegar of the Board of Trade.

*\*IRE is an executive management program by COG and GWU that trains local government managers to advance regional cooperation and increases their exposure to innovation*



# COMPETITIVE ADVANTAGES

Metropolitan Washington enjoys several existing competitive advantages that make it a desirable place for companies to locate, including:

## EDUCATED WORKFORCE

The region continues to produce and attract the most educated workforce in the country, with six of the top ten most-educated counties in the nation. Roughly 22% of the region's workforce has a graduate or professional degree, 47% has a bachelor's degree, placing the region first among the top twelve major metropolitan areas in the nation.

## ENTREPRENEURIAL CLIMATE

Metropolitan Washington is home to over 500 fast-growing private new businesses, more than any region in the country, and research and development spending at colleges and universities exceeded \$3 billion in 2010.

## INTERNATIONAL CONNECTIONS

Metropolitan Washington is one of the only regions in the US with three world-class airports: Washington Dulles International Airport, Baltimore/Washington International Thurgood Marshall Airport, and Ronald Reagan Washington National Airport. The region's diverse population—one in five residents born outside of the U.S.—also provides an opportunity for businesses to connect with foreign markets.

## VIBRANT, TRANSIT-ORIENTED ACTIVITY CENTERS

The region boasts some of the nation's best examples of transit-oriented developments where residents have access to housing, jobs and transportation choices as well as cultural and recreational activities. The quality of life in these vibrant activity centers help the region attract and retain businesses and workers. And transit expansions, such as the Silver Line to Tysons Corner and Dulles Airport, will connect more transit riders with key job centers.

## FEDERAL GOVERNMENT ACCESS

Access to the federal government is a primary reason companies and organizations choose to locate in metropolitan Washington, according to a survey of area economic development officials and other stakeholders.



SOURCES: COG, Greater Washington Initiative, Institute for Regional Excellence (COG/GWU Survey)



# EXPANDING INDUSTRIES

In the face of reduced federal spending, there are several expanding industries that have great potential to spur new job growth in metropolitan Washington. The COG Board invited leaders from several of these sectors to share their input and inform the economic growth and competitiveness initiative.

## BIOTECH

Michael Knapp of Orion BioStrategies highlighted the region's assets specific to his industry: billions annually invested in federal research, the most educated regional workforce in the U.S., and the home of some of the world's largest private equity and venture capital firms. Knapp, George Vradenburg of the Chesapeake Crescent, and several area economic development directors also stressed the tremendous opportunity to better commercialize the research coming out of area universities and federal research facilities.

## HOSPITALITY

The hospitality industry is the second largest regional employer accounting for over 76,000 jobs in restaurants, hotels, and other tourism-related merchants according to Bruce Gudenberg of Destination DC. In 2011, D.C. welcomed 17.9 million tourists, which topped the pre 9/11 record number. The share of international tourists, who stay longer and spend more money than domestic ones, has been increasing and now make up 10% of all tourists.

## CYBERSECURITY

Metropolitan Washington continues to be an industry leader in cybersecurity and related fields. Fort Meade, for example, is known as the nation's "cyber command center" and a major innovation cluster in this sector. The region is also home to the top five aerospace, defense, security and intelligence companies in the U.S. and ranks first nationwide in concentration of positions for computer and math sciences, with over 60,000 computer software engineers, 33,000 computer systems analysts, and 27,000 engineers.



**NATIONAL SECURITY AGENCY**  
Fort Meade, MD

## SHIPPING/CARGO

The shipping and cargo industry has been gaining a significant foothold in Greater Washington's economy. The Port of Baltimore, for instance, one of the nation's top ports for total cargo tonnage and overall dollar value of cargo, is able to carry megaships that other ports like Philadelphia and New York cannot. Regional manufacturing firms also use Reagan National, Dulles International, and BWI-Marshall airports to export their products domestically and overseas. Dulles is the only airport on the East Coast that is undergoing major expansion which will increase the region's ability to compete in the global marketplace.



## INFORMATION TECHNOLOGY

Metropolitan Washington ranks first in the nation in the number of high tech establishments, with over 31,000 businesses, organizations, and entities in the industry, and the industry provides a total payroll of \$45.1 million. The region also offers the nation's highest concentration of computer and mathematical scientists, including computer software engineers and network systems and data communications analysts. It ranks first in the nation for the number of high tech firms, a \$45.1 million in economic activity. According to Tom Flynn of Loudoun County, 50 percent of Internet traffic in the US runs through the region, and the largest aggregation of telecommunications providers in North America is located near the Dulles corridor in Virginia.

## PROFESSIONAL SERVICES

Professional and business services comprise 23% of jobs in the region's economy. Over the past decade, metropolitan Washington managed to create more jobs in this sector than any other major metropolitan region in the U.S. In 2010, the region also ranked first throughout the U.S. in percent of workforce in business and financial occupations, computer and mathematical operations, legal occupations, and management occupations.

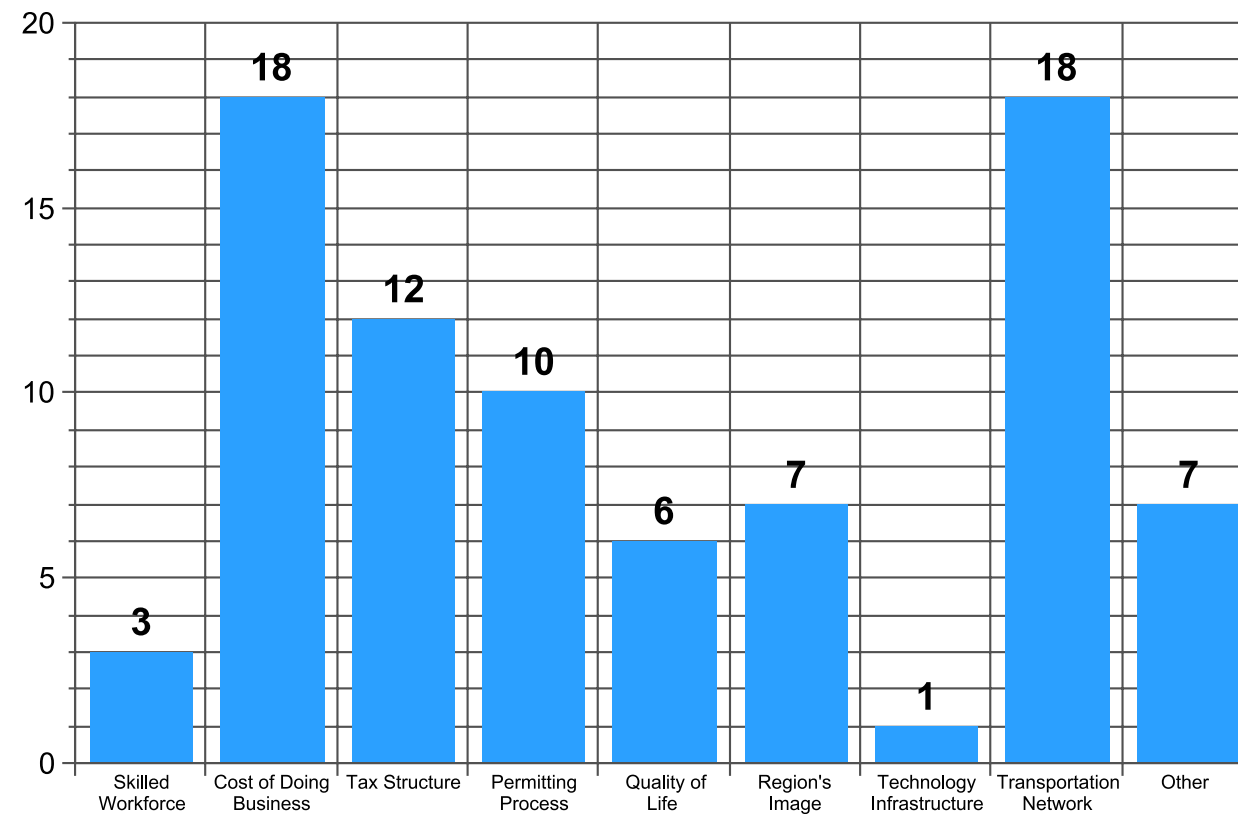
SOURCES: COG, Greater Washington Initiative, Metropolitan Washington Airports Authority

# PRIORITIES FOR GROWTH

A better understanding of the challenges facing employers is necessary to ensure the vitality of the region's economy. Participants in COG's initiative were specifically asked to address their most significant obstacles and whether greater regional collaboration on these issues would help spur economic growth and development.

Perspectives varied with some focused on one specific industry or jurisdiction; like the need to better commercialize the research coming out of area universities and federal research facilities or the desire for a more streamlined business permitting process. Nevertheless, there was wide agreement by participants on several issues that would be best addressed through a comprehensive, regional approach: improved coordination with the federal government, strong centers with the right mix of housing, jobs and transit, a workforce that is prepared for jobs in high growth industries, a new image for the region that better reflects its assets, and greater investment in transportation infrastructure.

Greatest Challenges in Recruiting New Businesses to Metropolitan Washington



Institute for Regional Excellence (COG/GWU) Survey

These areas in need of improvement have been consistently called out in a variety of recent reports and forums. Transportation, the economy, and education ranked as the region's most important long-term issues in a survey conducted for the 2010 Region Forward vision. And in Region Forward's first progress report, released in June 2012, transportation funding and development in activity centers, are again highlighted as metropolitan Washington's major challenges.

Given the new economic outlook of decreased federal spending, there is now an even greater urgency to address these challenges so the region's expanding industries can reach their full potential.

**Federal-Regional Partnership: As federal procurement and employment in the region declines, a stronger relationship between federal and regional officials is critical**

The region can no longer count on the federal government to be the primary driver of its economy. Changes in federal spending underscore the need to diversify the economy, but also to strengthen partnerships with the federal government to better target investments in the region.

While the federal government has equal responsibility to each of the regions across the nation, it has a unique responsibility to metropolitan Washington as the region's single largest employer. There are no grant programs for the economic dislocation created by a retraction of federal procurement and employment as there are for other regions that lose large employers. As federal spending continues to decline, the region must have a strong foundation in place, and an identified metropolitan Washington liaison to help navigate the changes ahead.

*The federal government has a vested interest in improving the region's transportation system and increasing the supply of affordable housing.*

During the COG session, several stakeholders, including George Vradenburg of the Chesapeake Crescent Initiative reinforced this need and noted that as the region's anchor tenant, the federal government has a vested interest in improving the region's transportation system and increasing the supply of affordable housing.



# PRIORITIES FOR GROWTH

## Strong Centers: Metropolitan Washington needs Activity Centers with the right mix of housing, jobs, and access to transit

COG forecasts over 1.6 million more people for metropolitan Washington by 2040, the equivalent of adding the city of Philadelphia to its population. Accommodating this growth and development will be a major challenge impacting where people live, their commutes, the environment as well as the region's economic competitiveness.

The traditional suburban office park has become an outdated location for economic development. Instead, businesses—and the young professionals they need to employ—increasingly want to locate in mixed-use places that COG calls Activity Centers.

The Region Forward vision recommends focusing the majority of metropolitan Washington's growth in these Activity Centers—75 percent of new commercial construction and 50 percent of new households. However, the Region Forward Baseline Progress Report recently showed new growth had fallen short of the region's targets in 2010. Activity Centers only captured 46 percent of new commercial construction and 31 percent of household growth.

In addition to not meeting its target for housing in Activity Centers, the region's overall housing stock is not keeping pace with projected workforce



*To meet economic and growth needs, the region must focus more development in Activity Centers, such as Potomac Town Center in Prince William County.*

needs. According to *Housing the Region's Workforce*, a report by the Center for Regional Analysis at George Mason University, to secure its economic growth potential, the region needs to “meet the labor force requirements of the new economy as well as the other critical supporting requirements, including transportation services, water and sewage capacity, and the other amenities that have made the region attractive to workers moving here from other regions in the U.S. and world. Most importantly, the region will need to be able to meet the housing requirements of a new workforce.” The report stresses that the region needs 38,000 units per year but currently averages only 28,600 units.

While Metropolitan Washington has received national recognition for revitalizing its urban core and creating several vibrant, transit-oriented centers throughout its inner and outer suburbs, many of its centers do not have the right mix of housing and jobs and access to transit. This unbalanced growth is illustrated by Metro stations that lack development in Prince George's County and job centers like Tysons Corner with a large undersupply of housing.

In order to build on its success and stay ahead of its competitors, the region needs to use Activity Centers as a planning tool and guide more strategic investments based on a center's unique needs. The region will then be in a stronger position to attract workers and businesses looking for housing and transportation choices, cultural activities and recreational opportunities that metropolitan Washington's Activity Centers can provide.

## Workforce Development: There is a mismatch between available jobs and skilled workforce that is forcing employers to look outside of the region for new employees

Metropolitan Washington has the highest percentage of advanced degrees (post-Bachelor's degree) in the country. At the same time, it is also a net importer of talent, according to Fuller, because of the mismatch between jobs and workers. The mismatch issue was also recently highlighted in *Education, Job Openings, and Unemployment in Metropolitan America*, a report by Brookings. The region has not found an effective tool for supplying workers with the right skills to meet industry demands.

While the educated workforce has attracted growth industries like IT and biotechnology, the Board heard from several industry leaders that they have to recruit from outside the region to fill new openings; and not just for high-skill positions. For



# PRIORITIES FOR GROWTH

example, multiple technicians are needed to support the work of every scientist or engineer. A better understanding of emerging, high growth industry trends as well as a way to link that data to K-12 schools, colleges, and universities will make metropolitan Washington more competitive.

During the COG sessions, Sarah Oldmixon of the Community Foundation for the National Capital Region said workforce development systems throughout metropolitan Washington would benefit from greater regional coordination and consistency. There are pockets of successful partnerships between businesses and higher education—such as the Northern Virginia Community College (NOVA) Pathway to the Baccalaureate Program that have improved college access, success and completion for at-risk students—but they are the exception. Robert Templin of NOVA said area community colleges are focusing more on working with their K-12 counterparts as well as area businesses, who are investing in the development of their own future, highly-skilled workforce. While industry leaders all identified a mismatch between jobs and skilled workforce, the survey of economic development directors and government officials focused primarily on the lack of industry data, specifically the need for regional data that charts high-growth industries, emerging industries, and the skills for these jobs.

In January 2010, COG began looking into the issue of workforce development by bringing together leaders from education, economic development, philanthropy, business and labor, and government to discuss workforce development needs in metropolitan Washington. The group's final report, *Closing the Gaps to Build the Future*, supports the ideas and recommendations presented in this Call to Action and the establishment of a regional effort to improve workforce development. After two years and a sustained call for greater integration of workforce and economic development strategies, area leaders are poised to act but need a regional program or group to launch the effort.

## A New Image: Further economic growth requires moving beyond the image of being a “government town”

For people that live, work, and play in metropolitan Washington, the region's assets are clear. But are they as well known to outsiders? Anchored by the federal government, professional services firms and defense based contractors have flocked to the region, and with good reason given the historic level of federal spending over the last decade.



LIVINGSOCIAL  
Washington, D.C.

**BRANDING:** Metropolitan Washington needs an image that better reflects its position as a leader in innovation, science, and technology.



NATIONAL INSTITUTES OF HEALTH,  
PORTER NEUROSCIENCE RESEARCH CENTER  
Maryland



CENTER FOR INNOVATIVE TECHNOLOGY  
Virginia



# PRIORITIES FOR GROWTH

However, as noted by most participants, despite all the changes in metropolitan Washington in the past decade, it's still largely thought of as a government town and does not equate to innovation in many peoples' minds.

While federal jobs will continue to be a part of the regional economy, projected growth in industry clusters like cybersecurity in Maryland, information technology in Virginia, and venture capitalism in DC provides a tremendous opportunity for the region to redefine itself. In addition, the region can highlight competitive advantages like its vibrant, transit-oriented centers and international connections to promote itself as the premier place to do business.

How metropolitan Washington tells its story to the rest of the world will dictate how competitive it will be with other regions. The same analysis required for greater workforce preparation is needed to inform a new regional brand.

## Transportation: Greater investment in transportation infrastructure is essential to the region's economic competitiveness

Metropolitan Washington ranks among the most congested regions in the nation. And in the next 30 years, the region's population growth is forecast to increase rush hour congestion by roughly 38 percent.

Over the same time span, five of six Metrorail lines will also be congested (100-200 people per car) or highly congested (over 120 people) without additional capacity expansion. Presently, only one line, the Orange line, carries more than 100 people per car. Metro will be unable to handle projected ridership growth.

*In a globalized world, falling behind on infrastructure means falling behind economically.*

Moreover, current revenue streams cannot keep pace with the region's operations and preservation needs. Metro dedicated funding, which provides an extra \$3 billion from the federal government for Metro's maintenance, is set to expire by 2020, and there is currently no legislation to extend the measure nor is there a commitment by the states to match. The gas tax is also becoming increasingly insufficient as the fuel efficiency of cars increases.

During the COG sessions, a wide range of participants from economic development directors to industry experts, stressed that a high performing transportation system is critical to the region's competitiveness. The corresponding survey on page 13 ranked the transportation system as one of the top challenges to recruiting and retaining businesses in the area. Mark Treadway of the Metropolitan Washington Airports Authority also emphasized the importance of transit and roadway access to the region's airports.

Without a funding strategy that invests in the region's transportation priorities, the failure of transit systems, roadways, bridges, and bike lanes/trails to run at full capacity threatens the region's economic viability and could lead businesses to relocate. This concern about the viability of the region's transportation system is consistent with other recent COG studies, such as the *Region Forward Progress Report*, which identified transportation funding as a major regional challenge. In a globalized world, falling behind on infrastructure means falling behind economically.



Without adequate funding, Metro and the region's highways will become even more congested, which will hurt the region's productivity and economic growth potential.

# RECOMMENDATIONS

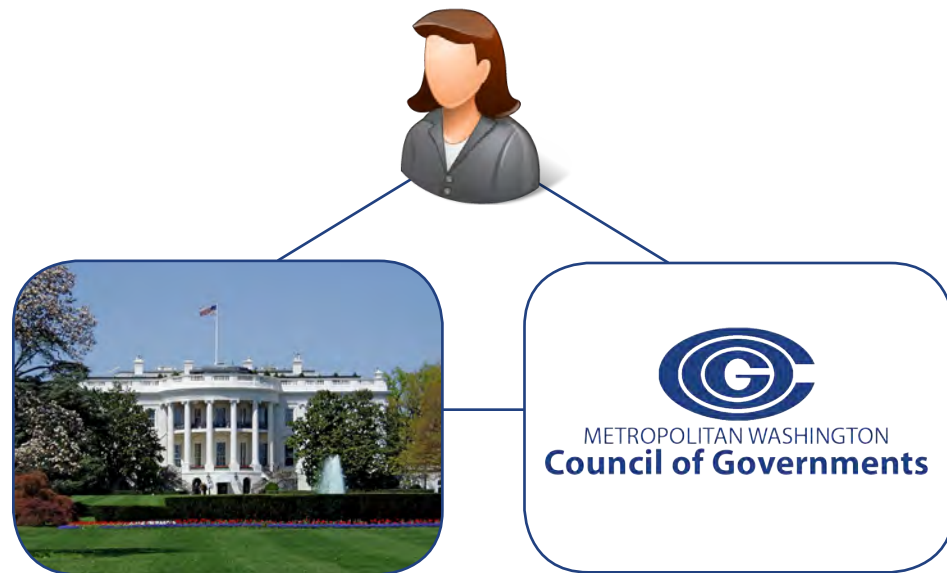
While other regions have created new organizations and separate initiatives to spur their economies, regional officials believe COG has the capacity and relationships to effectively lead this effort. The following actions will address the region's urgent economic needs and help meet several of its Region Forward goals.

## A New Federal-Regional Liaison responsible for working closely with regional officials to mitigate impacts of current and proposed cuts in federal spending

Over the years, the COG Board has developed a strong partnership with the Congressional delegation members; particularly in areas like Chesapeake Bay restoration, homeland security, and dedicated funding for Metro. The region has been far less successful at sustained engagement with federal agencies and senior Administration officials on matters of importance to metropolitan Washington. Cabinet secretaries and senior Administration officials have addressed area leaders during various COG sponsored events, however no ongoing partnership has materialized because there was no sense of urgency for doing so.

Now, however, federal downsizing and fears of sequestration have created the need for a stronger relationship.

A liaison in the Administration—a single point of contact to work closely with regional officials to mitigate impacts of cuts in federal spending and employment and to address other federal-regional matters—would greatly benefit metropolitan Washington.



As the single largest regional employer and tenant, the federal government must ensure that regional officials understand and are prepared for the aftermath of such cuts. It must also be able to readily communicate the region's priority funding areas, given the new reality of diminished resources.

COG is currently working with the White House Office of Intergovernmental Affairs to identify the appropriate person, likely the director, to serve as a liaison to the National Capital Region. This liaison role would need to be formally acknowledged by COG and the Administration.

Once this relationship is confirmed, this report recommends COG convene senior Administration and regional officials to discuss current and future needs, including the potential impact of sequestration on the economy. Staff should also develop a plan for regular engagement of the Administration, including new opportunities for collaboration.

## An Activity Center Investment Plan to guide efficient investment in vibrant mixed-use centers that are the engines of regional economic growth and competitiveness

As noted in this report, the region's mixed-use Activity Centers are a major competitive advantage. Through their housing and transportation choices, cultural activities, recreational opportunities, and overall vitality, these centers can increasingly help attract and retain businesses and workers. They make people want to live, work, play and learn in metropolitan Washington.

For over a decade, COG has urged governments and businesses to focus more growth in Activity Centers. This idea became a cornerstone of the Region Forward vision as well. But as the recent Region Forward Baseline Progress Report has shown, the region urgently needs to accelerate its development in Activity Centers in order to meet population, housing and job forecasts and grow more sustainably. In order to accomplish this, the Region Forward Coalition is developing tools and strategies for local governments, developers, transit agencies, philanthropists, and other groups to guide their planning and investment decisions. The Coalition is a diverse group of elected officials, business, nonprofit, and educational leaders brought together by COG to advance the regional vision.

One of its major projects has been an update of the Activity Centers Map in 2012. In the past, the centers were used by COG and its member governments for technical analysis. The new map is intended to have more uses, such as a starting point for planning and investment activities. In addition, there are Activity Centers in every member jurisdiction so every city and county can contribute to meeting the region's economic goals.



The Coalition will examine centers based on shared characteristics to determine each center's needs. With this data, the Coalition's Activity Center Investment Plan will be able to recommend specific, strategic investments. In a time of limited funding, Activity Centers offer public and private investors an opportunity to make a greater impact.

## Industry and Labor Market Analysis to ensure that workforce development programs are training for current and future growth sectors

A significant asset that contributes to metropolitan Washington's economic competitiveness is the strength of its workforce. The region has the largest percentage of degreed professionals in the country. Contradicting this success, however, is a recent trend by employers to recruit skilled workers from outside the region.

What this report, and others including COG's 2010 Closing the Gaps to Build the Future report show, is that while the region's universities and colleges continue to graduate highly skilled professionals, the skill sets are not in alignment with the needs of employers. There is a significant disconnect between the region's education and business community that, if not addressed, will result in prolonged unemployment and potential relocation of high growth industry leaders.

The region needs data and analysis that identifies current and projected workforce demands by sector, including the skill sets needed to fill those positions. It also needs a mechanism to relay this regional data to educators for curriculum implementation and economic development directors to inform local decisions. This kind of information is critically important to the prosperity of the region; specifically its ability to adapt to changes in the economy.



*Concentrating Development: Activity Centers Map (2012 Update)*

The Region Forward Coalition understands this need and is committed to helping the economy grow and diversify, though the integration of workforce and economic development activities has not been a major component of its work to-date. This report recommends that the Coalition expand its members to include a greater cross section of education and workforce development stakeholders who will oversee the industry and labor market data collection and analysis.

With this regional data, government officials, educators, and universities/colleges will have the information needed to better align local workforce and economic development programs resulting in a stronger more competitive region.

## A Regional Brand that accurately reflects and promotes metropolitan Washington's growing economic diversity

Metropolitan Washington is the largest beneficiary of federal government employment and procurement of any region in the country. While this is a significant part of the economy, the region has much more to offer. High growth industries like biotech, cybersecurity and professional services have redefined the marketplace and are driving the region's economy.

One of the many goals of Region Forward is for Washington to be a recognized global knowledge hub for technology and innovation. Now is the time, especially as the federal government contracts, for Washington to re-brand itself. Each of the region's 22 jurisdictions have significant economic assets that would benefit greatly from a new regional image—one that accurately reflects and promotes its growing economic diversity and which can be used to help support local economic development and marketing efforts.

As this report has detailed, regional data on emerging and high growth industries is lacking; affecting not only the region's ability to produce the appropriate workforce but also its ability to sell itself as more than just a government town. This point reinforces the need for the Region Forward Coalition to take the lead in collecting and analyzing industry and labor market data. Once that work is completed, the analysis can be used to inform the creation of a new regional brand. A detailed scope of work will be developed and presented to the COG Board before a branding effort begins, since the Coalition will require additional partners and resources for the project.



# RECOMMENDATIONS

## A Regional Transportation Priorities Plan that garners broad-based public support and produces sustainable funding strategies for transportation infrastructure

As growth in metropolitan Washington continues to place heavier demands on the region's transportation network, decision makers will be challenged to make critical improvements to roads, transit, and pedestrian and bicycle infrastructure. However, current funding strategies have proven ineffective to adequately support this investment in infrastructure. As noted in the report, a high performing transportation system is critical to the region's competitiveness.

The National Capital Region Transportation Planning Board (TPB), the region's metropolitan planning organization, is currently working to develop short- and long-term strategies to address regional transportation challenges.

The Regional Transportation Priorities Plan has been in development since July 2011. Development of the Priorities Plan was prompted by a suggestion from the TPB's Citizens Advisory Committee to help decision makers target infrastructure investments at the same time that funding is becoming more limited. This is not business-as-usual planning for the TPB. The Priorities Plan represents a new approach necessitated by economic conditions and political inaction.

### The Regional Transportation Priorities Plan



The TPB is studying challenges confronting the region's transportation system, such as insufficient and ad-hoc funding mechanisms, limited transit coverage, and a lack of coordination in transportation and land-use planning.

To overcome these challenges, the TPB will develop a list of 10-15 top priority strategies, such as increasing Metrorail capacity and bringing highways and bridges to a state of good repair. Critically, the Priorities Plan will also identify specific funding sources to make the strategies a reality. The ultimate goal is that the funding solutions outlined in the Priorities Plan – such as an increase in the gas tax, a new sales tax to support transportation infrastructure, or a public-private infrastructure investment mechanism – will be sustainable and replicable for the region's long-term future.

The Priorities Plan is expected to be completed in mid-2013, with several additional opportunities for citizen input prior to the Plan's release. The COG Board will be tracking its progress and work closely with the TPB to promote the Plan and advance its recommendations.

### Conclusion

While these recommendations call for different actions, they are interrelated priorities that must be addressed as a whole. Failure in any one area is not an option and will hold the region back from its full economic potential.

These actions focus on what COG does best—bringing stakeholders together, sharing essential data with decision-makers, and developing regional solutions. Understanding the high stakes, the COG Board will work with its partners to aggressively promote and advocate these projects among area leaders, stakeholders, and the public. They also provide an excellent opportunity for COG officials to demonstrate leadership and tackle some of the region's largest challenges.

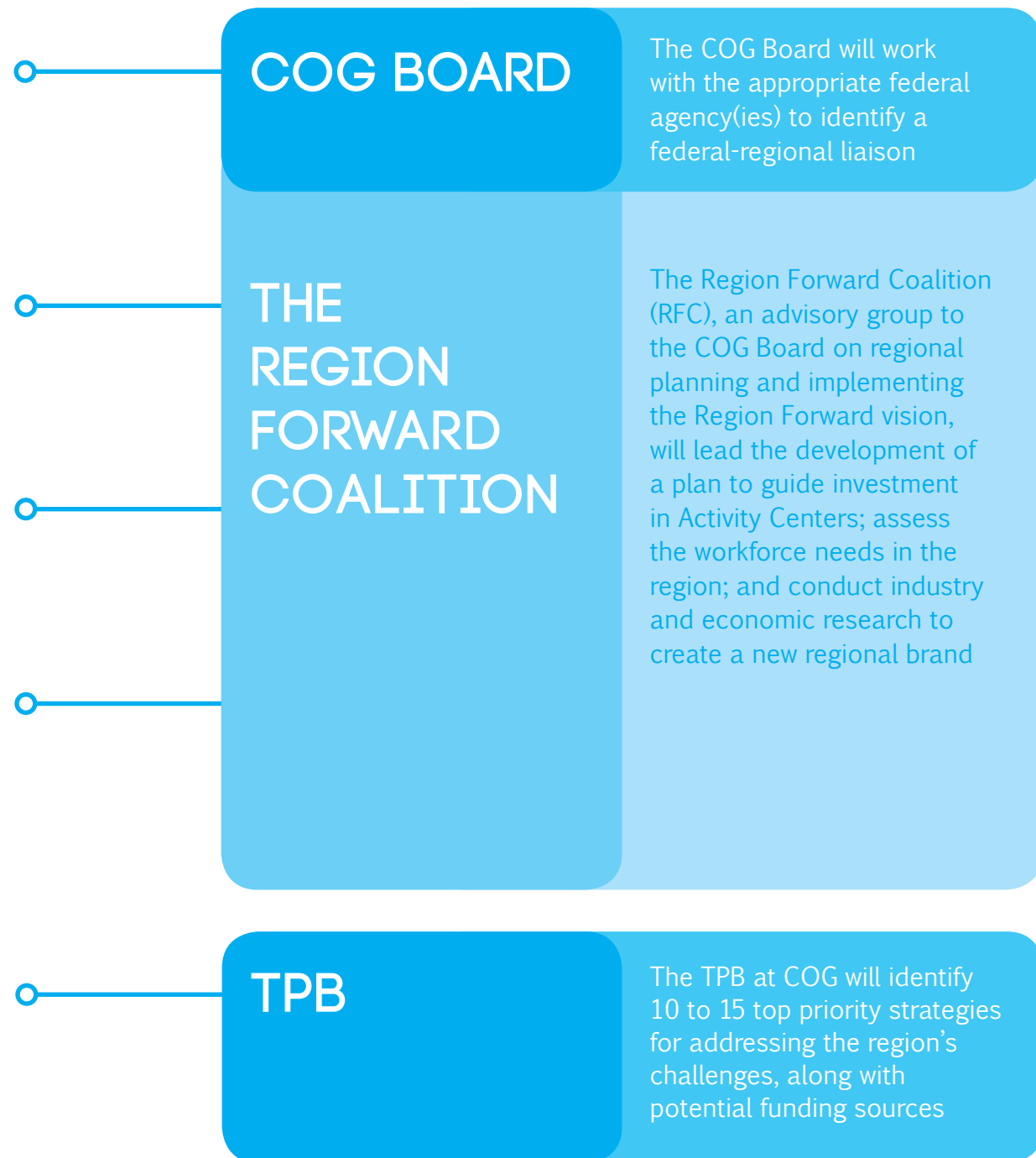
# RECOMMENDATIONS

**OBSERVATION:** COG must refocus its current and upcoming projects with the goal of improving regional economic growth and competitiveness.

## THE REGION NEEDS

- Federal-Regional Partnership:**  
 As federal procurement and employment in the region declines, a stronger relationship between federal and regional officials is critical
- Strong Centers:**  
 Metropolitan Washington needs Activity Centers with the right mix of housing, jobs, and access to transit
- Workforce Development:**  
 There is a mismatch between available jobs and a skilled workforce that is forcing employers to look outside of the region for new employees
- A New Image:**  
 Further economic growth requires moving beyond the image of being a “government town”
- Transportation Investment:**  
 Greater investment in transportation infrastructure is essential to the region’s economic competitiveness

## HOW COG WILL MAKE IT HAPPEN

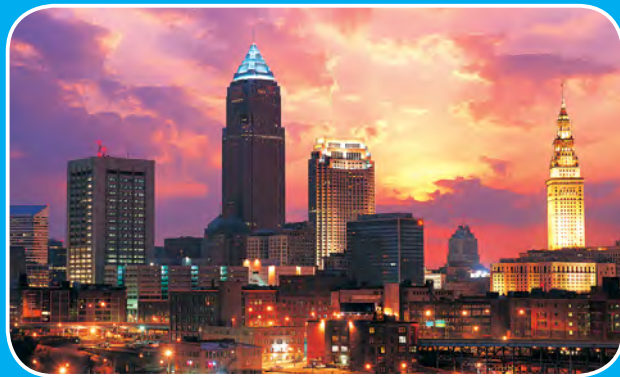


## WHAT WILL BE THE RESULT?





# WHAT ARE OTHER REGIONS AND PLACES DOING TO MAKE THEIR ECONOMIES MORE COMPETITIVE?



## NORTHEAST OHIO / CLEVELAND

In Northeast Ohio, a collaborative effort between local governments, elected officials, businesses, civic leaders, research and education institutions, engaged citizens, and over 50 regional philanthropies is ramping up levels of high-technology clusters, education, worker skill, and public-private connections in the region. The Partnership for Regional Innovation Services to Manufacturers (PRISM), for instance, will help participating firms update their business models, upgrade incumbent worker skills, and gain more access to regional innovation resources.



## MINNEAPOLIS - SAINT PAUL

With its proposed Entrepreneurship Accelerator (EA), Minneapolis-Saint Paul seeks to utilize its well-educated workforce, sophisticated research and development, diverse business base, and high concentration of Fortune 500 corporations to rekindle the region's business environment. Designed to stimulate the growth of innovative companies, the EA's team of experts and prominent stakeholders will provide networking opportunities, mentor assistance, higher-quality and more timely information, and annual investments.

## PUGET SOUND / SEATTLE

In Puget Sound, a coalition of over 350 business, government, nonprofit, labor, and education organizations have put together the Building Energy-Efficiency Testing and Integration Center and Demonstration Network (BETI) to maintain the region's competitive edge in clean technology and pursue new growth opportunities. By providing the means to test and integrate new technologies, BETI is helping transform the region's concentrations of software technologies and energy efficiency products into a leading export sector.



## METRO ATLANTA

Even with the state capital, colleges and universities, numerous Fortune 500 headquarters, and the one of the world's busiest airports driving Metro Atlanta's economic growth, the region has also incurred economic losses from the recession, prompting stakeholders in the public, private, and non-profit sectors to put together an economic roadmap. Plan 2040 analyzes the strengths, weaknesses, and future challenges facing Metro Atlanta to help strengthen the region's economy for the future—for example, by benchmarking the region's economy against other metropolitan areas.



## CHICAGO

Despite being a major center for advanced business and professional services, the City of Chicago has recovered slowly from the recession, forcing the greater Chicago region to forge an economic plan to build on its existing strengths, both for large corporations and small- and medium-sized enterprises. For instance, the region's Plan for Economic Growth and Jobs identifies reducing congestion, improving infrastructure, developing logistics parks, and supporting innovative transportation firms and industries as a key strategy to make the Chicago metropolitan area a leading transportation and logistics hub.





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## **AGENDA ITEM #9**

### **2011 REGIONAL CRIME REPORT**

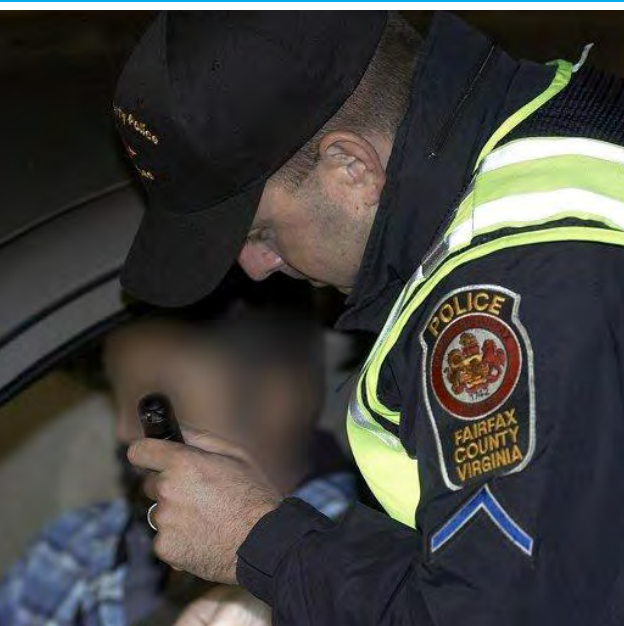




# 2011 Annual Report on Crime & Crime Control



Metropolitan Washington Council of Governments

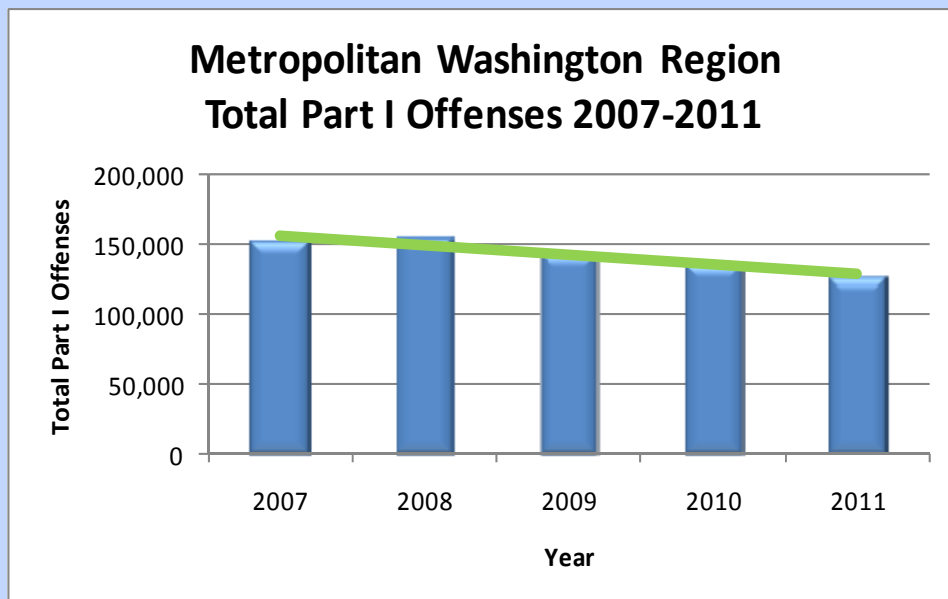




# Overview: 2011

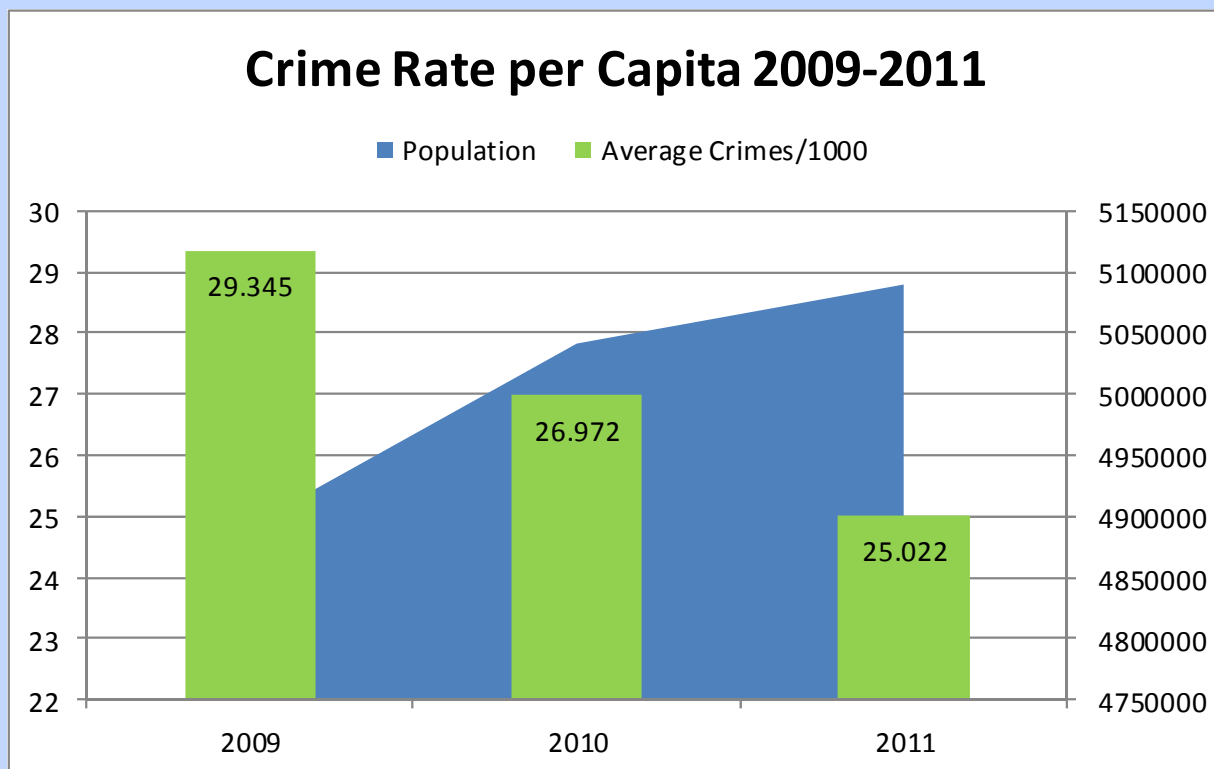
The Metropolitan Washington Council of Governments' (MWCOC) annual crime report is based on crime incidents reported by participating agencies in the metropolitan region. The 2011 Annual Report on Crime and Crime Control focuses on Part I offenses as defined by the Federal Bureau of Investigation. This includes crimes against the person: homicide, rape, robbery, and aggravated assault, and crimes against property: burglary, larceny, and motor vehicle theft. In 2011, the metropolitan Washington region experienced another decline in Part I crime, recording 127,349 offenses versus 135,974 offenses in 2010 (-6.3%).

In 2011, all Part I categories experienced a decline. Crimes against the person were down 9.7% overall (15,845 vs. 17,550), fueled by a 13.4% decrease in homicides and an 10.9% decrease in aggravated assaults. There was an overall 5.8% reduction in crimes against property, as a result of a 10.5% and 10.3% decline in motor vehicle thefts and burglaries, respectively.





Metropolitan Washington continues to report favorable five-year trends in overall Part I offenses. Since 2007, the region has witnessed an overall 16.5% decline in Part I crime, driven primarily by significant reductions in motor vehicle theft (-45.6%), homicide (-38.1%), aggravated assault (-23.8%), and robbery (-20.4%). Furthermore, despite a slight population increase and a rise in calls for service, the crime rate per capita decreased from 26.972 crimes per 1000 people to 25.022 crimes.

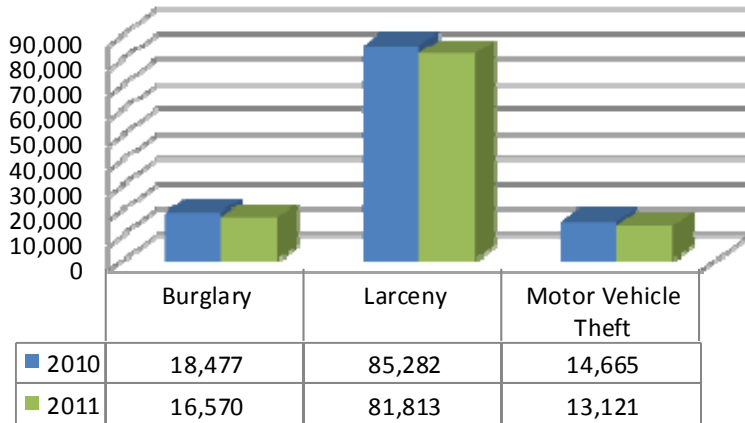


*While the crime rate is commonly accepted as a basic indicator of overall crime trends, crime statistics must be viewed in context with environmental influences. Factors such as changes in reporting rates, demographics, the economy, legislation, and changes in police policies and resources can all have an influence on the number of crimes reported.*

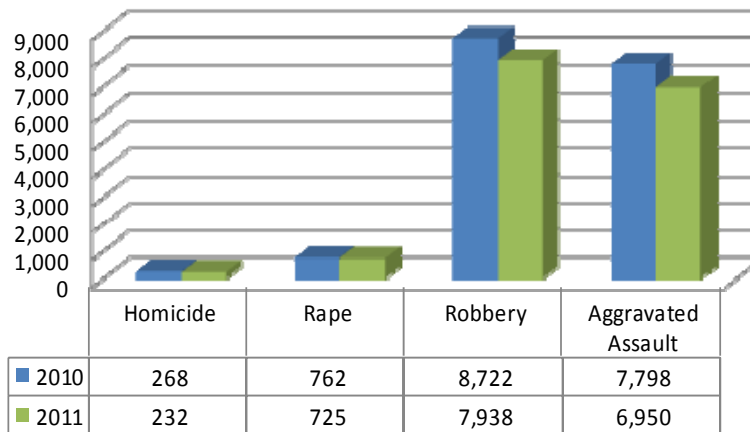
# Crime Trends

While the region's current year and five-year trends are positive and encouraging, law enforcement and elected officials should be mindful of the increasing population in metropolitan Washington and the challenges that will present. Currently, over 5 million people live in the Washington metropolitan area and a significant tourist population is not accounted for in this data. Officers responded to over 3.3 million calls for service in 2011 and made nearly 25,000 arrests. This could not be accomplished without the ever-increasing cooperation and coordination between the local, state, and federal agencies, as well as collaboration with the community and other organizations, including the court system, nonprofits, and the military.

**Property Crime 2010 v. 2011**



**Violent Crime 2010 v. 2011**



In a region where crime occurs irrespective of boundaries and is increasingly multi-jurisdictional, a major factor in the reduction of crime has been the cooperation between law enforcement agencies. Local, state, and federal agencies have continued to share information through the National Capital Region Law Enforcement Information Exchange (NCR LInX), regional databases, and distribution lists. Through these information shar-



ing networks, law enforcement has been able to identify suspects and solve cases throughout the metropolitan area. For example, law enforcement officers in Northern Virginia were able to link ballistic evidence from shootings at the Pentagon, the National Museum of the Marine Corps, and two other federal buildings to the same weapon. The suspect was later apprehended after triggering a terror scare at Arlington National Cemetery and the Pentagon, resulting in a combined apprehension effort by local and federal law enforcement.

Across the region, in an effort to safeguard its nearly 1.2 million riders, the Metro Transit Police Department has engaged many of the local police departments in several proactive, collaborative efforts. Both Operation Rail Safe and Blue TIDE create a high visibility presence of law enforcement personnel on the transit system for the purpose of detecting, deterring, and disrupting possible terrorist

and criminal activity. The operations also create a safe transit environment for commuters.

Partnerships with other agencies are yet another way that police departments work to proactively increase public safety. In 2011, a partnership between the DC Metropolitan Police Department, the Court Services and Offender Supervision Agency, and the DC Superior Court, among others, took nearly 800 individuals with outstanding bench warrants off the street, reducing risk in the local community and allowing police to focus on more violent offenders.

Crime prevention through educational initiatives continues to be a major influence in the reduction of crime in the metropolitan area. Many departments continue to support the See Something, Say Something campaign. This campaign is designed to influence people, through audible recordings and highly visible posters and message boards to report suspicious or questionable activity to local officials. The program encourages vigilance and makes crime prevention everyone's responsibility.

**P**olicing in an Urban Environment:

In 2011, Montgomery County Police Department converted to an urban policing model in their central business districts. This model varies patrol methods with officers in cars, bicycles, and on foot patrol. This model has resulted in a reduction in the violent crime rate and will be expanded to all central business districts within the County.

Although this data represents good news and a certain amount of success, law enforcement officials and elected leaders should be cautious about celebrating the reductions that have occurred. With the upcoming Presidential election, the expansion of Metro in Virginia, and ongoing reductions in state and federal funding, law enforcement agencies must continue to think creatively and strategically and employ intelligence-led policing solutions. Law enforcement strives to be proactive, rather than reactive. The goal is to arm officers with information that enables them to know in advance the situations they are entering, to quickly resolve crimes, and to make timely decisions based on real-time information. This will allow law enforcement to continue improving community relations by providing more transparency and flow of information, while also ensuring security and safety.

**S**treet Smart Campaign:

Street Smart is a public education campaign in the Washington, DC, Suburban Maryland, and Northern Virginia area aimed at building safer streets and sidewalks, enforcing laws, and training better drivers, cyclists, and pedestrians. During Street Smart, law enforcement puts an added emphasis on enforcing existing laws regarding roadway safety. In the fall 2010 and spring 2011 campaigns, participating agencies issued 4,220 citations and 3,785 warnings to motorists, pedestrians and cyclists. For more information, please visit <http://www.bestreetsmart.net>





# Calls for Service & Authorized Strength

COG DEPARTMENT	CALLS	SWORN	CIVILIAN
D.C. Metropolitan Police	597,614	3,814	488
Bladensburg Police Department	13,431	19	6
Bowie Police Department	22,956	45	9
Frederick County Sheriff's Office	98,876	172	64
Frederick Police Department	78,468	138	39
Greenbelt Police Department	29,024	54	15
Montgomery County Dept. of Police	260,774	1,143	408
Gaithersburg Police Department	31,156	54	14
Rockville City Police Department	34,510	57	33
Prince George's County Police Dept.	973,819	1,786	501
Takoma Park Police Department	21,495	43	24
Alexandria Police Department	50,489	307	106
Arlington County Police Department	115,982	358	100
City of Fairfax Police Department	13,896	66	17
Fairfax County Police Department	474,513	1,328	326
Falls Church City Police Department	27,483	32	10
Loudoun County Sheriff's Office	201,349	549	113
City of Manassas Police Department	53,431	95	26
Manassas Park Police Department	22,229	32	12
Prince William County Police Dept.	231,557	569	182
<b>SUBTOTAL</b>	<b>3,353,052</b>	<b>10,661</b>	<b>2,493</b>
<b>ASSOCIATE DEPARTMENTS</b>			
Fauquier County Sheriff's Office	63,395	110	17
FBI Police	1,182	233	0
Federal Protective Service	70,610	146	24
MNCPPC Police (Montgomery County)	82,333	92	21
MNCPPC Police (Prince George's County)	91,644	107	25
Maryland State Police	34,695	97	15
Metro Transit Police	63,712	434	201
Metro. Wash. Airports Authority Police	67,220	222	97
National Institutes of Health Police	21,002	90	12
Naval Criminal Investigative Service	N/A	22	N/A
Pentagon Force Protection Agency	6,447	817	26
U.S. Capitol Police	71,048	1,775	370
U.S. Park Police	67,687	657	109
Virginia State Police (Div. 7)	168,906	267	49
<b>SUBTOTAL</b>	<b>809,881</b>	<b>5,069</b>	<b>966</b>
<b>GRAND TOTAL</b>	<b>4,162,933</b>	<b>15,730</b>	<b>3,459</b>



# Part I Crime Offenses: 2011

COG DEPARTMENTS	REPORTING METHOD	HOMICIDE	RAPE	ROBBERY	AGG ASSAULT	BURGLARY	LARCENY	M/V THEFTS	TOTAL OFFENSES	CRIMES PER 1000	POPULATION
D.C. Metropolitan Police	UCR	108	172	3756	2,949	3,849	20,124	4,339	35,297	57.115	617,996
Bladensburg Police Department	UCR	2	4	40	51	100	234	110	541	59.139	9,148
Bowie Police Department	UCR	0	3	44	32	186	589	60	914	16.618	55,000
Frederick County Sheriff's Office	UCR	1	9	18	187	317	1,194	92	1,818	7.790	233,385
Frederick Police Department	UCR	2	19	96	194	235	1,474	78	2,098	32.159	65,239
Greenbelt Police Department	UCR	0	5	90	35	254	449	114	947	45.305	20,903
Montgomery County Dept. of Police	UCR	16	112	840	648	3,061	13,505	1,185	19,367	20.278	955,062
Gaithersburg Police Department*	UCR	2	12	54	57	193	1,367	74	1,759	29.089	60,469
Rockville City Police Department*	UCR	1	7	53	39	260	988	76	1,424	22.968	62,000
Prince George's County Police Dept.	UCR	81	152	2,048	1,795	5,499	14,977	4,980	29,532	34.204	863,420
Takoma Park Police Department	UCR	1	3	32	26	109	317	77	565	33.802	16,715
Alexandria Police Department	NIBRS	1	21	130	112	308	2,666	374	3,612	25.800	140,000
Arlington County Police Department	NIBRS	0	23	135	143	251	3,439	178	4,169	19.824	210,300
City of Fairfax Police Department	NIBRS	0	4	12	16	38	515	13	598	26.501	22,565
Fairfax County Police Department	NIBRS	11	72	423	392	1,021	13,409	881	16,209	14.994	1,081,004
Falls Church City Police Department	NIBRS	0	0	5	5	4	196	14	224	18.211	12,300
Loudoun County Sheriff's Office	NIBRS	1	52	41	132	286	2,450	154	3,116	9.588	325,000
City of Manassas Police Department	NIBRS	4	22	51	46	123	680	69	995	26.308	37,821
Manassas Park Police Department	NIBRS	0	6	4	7	14	155	14	200	14.012	14,273
Prince William County Police Dept.	UCR	4	46	173	180	915	5,440	389	7,147	17.460	409,345
<b>SUBTOTAL</b>		<b>232</b>	<b>725</b>	<b>7,938</b>	<b>6,950</b>	<b>16,570</b>	<b>81,813</b>	<b>13,121</b>	<b>127,349</b>	<b>25.022</b>	<b>5,089,476</b>
ASSOCIATE DEPARTMENTS	REPORTING METHOD	HOMICIDE	RAPE	ROBBERY	AGG ASSAULT	BURGLARY	LARCENY	M/V THEFTS	TOTAL OFFENSES		
Fauquier County Sheriff's Office	NIBRS	1	10	7	19	112	526	26	701		
FBI Police	OTHER	0	0	0	0	0	2	0	2		
Federal Protective Service	OTHER	1	0	1	6	4	553	1	566		
MNCPCC Police (Montgomery County)	UCR	0	0	6	3	19	154	4	186		
MNCPCC Police (Prince George's County)	UCR	3	4	36	37	17	166	7	270		
Maryland State Police**	UCR	0	0	0	10	1	30	67	108		
Metro Transit Police	NIBRS	0	1	871	108	1	791	126	1,898		
Metro. Wash. Airports Authority Police	NIBRS	0	0	0	0	0	276	53	329		
National Institutes of Health Police	UCR	0	0	0	2	1	87	1	91		
Naval Criminal Investigative Services	OTHER	1	33	1	10	0	25	0	70		
Pentagon Force Protection Agency	OTHER	0	0	0	0	0	76	0	76		
U.S. Capitol Police	OTHER	0	0	60	11	17	31	64	183		
U.S. Park Police	UCR	0	17	45	135	20	126	18	361		
Virginia State Police (Div. 7)	NIBRS	0	1	0	16	0	29	12	58		
<b>SUBTOTAL</b>		<b>6</b>	<b>66</b>	<b>1,027</b>	<b>357</b>	<b>192</b>	<b>2,872</b>	<b>379</b>	<b>4,899</b>		
<b>GRAND TOTAL</b>		<b>238</b>	<b>791</b>	<b>8,965</b>	<b>7,307</b>	<b>16,762</b>	<b>84,685</b>	<b>13,500</b>	<b>132,248</b>		
Footnotes											
* Montgomery County also reports the data from the cities of Gaithersburg and Rockville.											
** This includes figures from the College Park, Rockville, & Forestville Barracks.											

# Part I Crime Arrests: 2011

COG DEPARTMENTS	REPORTING METHOD	HOMICIDE	RAPE	ROBBERY	AGG ASSAULT	BURGLARY	LARCENY	M/V THEFTS	TOTAL ARRESTS
D.C. Metropolitan Police	UCR	117	131	1,041	1,571	382	1,428	654	5,324
Bladensburg Police Department	UCR	1	3	2	33	15	30	9	93
Bowie Police Department	UCR	0	0	10	25	28	157	0	220
Frederick County Sheriff's Office	UCR	0	1	3	75	92	259	58	488
Frederick Police Department	UCR	1	3	52	84	53	346	10	549
Greenbelt Police Department	UCR	0	2	17	9	31	86	20	165
Montgomery County Dept. of Police	UCR	15	21	281	329	614	2,093	171	3,524
<i>Gaithersburg Police Department*</i>	UCR	2	2	14	28	20	403	12	481
<i>Rockville City Police Department*</i>	UCR	0	0	15	21	22	99	9	166
Prince George's County Police Dept.	UCR	58	29	522	740	529	2,024	177	4,079
Takoma Park Police Department	UCR	0	2	6	19	17	35	7	86
Alexandria Police Department	NIBRS	1	10	83	60	46	413	22	635
Arlington County Police Department	NIBRS	2	7	49	71	34	684	28	875
City of Fairfax Police Department	NIBRS	1	4	0	15	13	114	1	148
Fairfax County Police Department	NIBRS	22	22	259	334	321	4,080	199	5,237
Falls Church City Police Department	NIBRS	0	0	9	2	14	128	14	167
Loudoun County Sheriff's Office	NIBRS	1	12	39	90	90	638	49	919
City of Manassas Police Department	NIBRS	2	9	21	48	45	119	0	244
Manassas Park Police Department	NIBRS	0	1	0	7	2	18	3	31
Prince William County Police Dept.	UCR	5	38	103	161	192	1,382	55	1,936
<b>SUBTOTAL</b>		<b>226</b>	<b>295</b>	<b>2,497</b>	<b>3,673</b>	<b>2,518</b>	<b>14,034</b>	<b>1,477</b>	<b>24,720</b>
ASSOCIATE DEPARTMENTS	REPORTING METHOD	HOMICIDE	RAPE	ROBBERY	AGG ASSAULT	BURGLARY	LARCENY	M/V THEFTS	TOTAL ARRESTS
Fauquier County Sheriff's Office	NIBRS	0	0	1	10	14	60	0	85
FBI Police	OTHER	0	0	0	0	0	4	0	4
Federal Protective Service	OTHER	0	0	0	2	0	6	0	8
MNCPPC Police (Montgomery County)	UCR	0	0	0	2	5	26	0	33
MNCPPC Police (Prince George's County)	UCR	1	0	7	13	1	19	0	41
Maryland State Police**	UCR	0	0	0	4	0	10	5	19
Metro Transit Police	NIBRS	0	1	255	53	0	62	40	411
Metro. Wash. Airports Authority Police	NIBRS	0	0	0	0	0	23	16	39
National Institutes of Health Police	UCR	0	0	0	0	0	2	1	3
Naval Criminal Investigative Service	OTHER	1	20	0	8	0	16	0	45
Pentagon Force Protection Agency	OTHER	0	0	0	0	0	1	0	1
U.S. Capitol Police	OTHER	0	0	0	1	0	12	0	13
U.S. Park Police	UCR	0	7	9	55	3	16	1	91
Virginia State Police (Div. 7)	NIBRS	1	0	0	4	0	5	5	15
<b>SUBTOTAL</b>		<b>3</b>	<b>28</b>	<b>272</b>	<b>152</b>	<b>23</b>	<b>262</b>	<b>68</b>	<b>808</b>
<b>GRAND TOTAL</b>		<b>229</b>	<b>323</b>	<b>2,769</b>	<b>3,825</b>	<b>2,541</b>	<b>14,296</b>	<b>1,545</b>	<b>25,528</b>





# Part I Crime by Department: 2011

## Washington, DC

DISTRICT OF COLUMBIA-MPD				
	2011	2010	INC/DEC	%
HOMICIDE	108	132	-24	-18%
RAPE	172	184	-12	-7%
ROBBERY	3,756	3,914	-158	-4%
AGG ASSAULT	2,949	3,238	-289	-9%
BURGLARY	3,849	4,224	-375	-9%
LARCENY	20,124	18,050	2,074	11%
M/V THEFTS	4,339	4,864	-525	-11%
<b>Total Part I</b>	<b>35,297</b>	<b>34,606</b>	<b>691</b>	<b>2%</b>

## Maryland

BLADENSBURG P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	2	1	1	100%
RAPE	4	1	3	300%
ROBBERY	40	38	2	5%
AGG ASSAULT	51	87	-36	-41%
BURGLARY	100	123	-23	-19%
LARCENY	234	279	-45	-16%
M/V THEFTS	110	113	-3	-3%
<b>Total Part I</b>	<b>541</b>	<b>642</b>	<b>-101</b>	<b>-16%</b>

BOWIE P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	2	-2	0%
RAPE	3	2	1	50%
ROBBERY	44	57	-13	-23%
AGG ASSAULT	32	45	-13	-29%
BURGLARY	186	212	-26	-12%
LARCENY	589	716	-127	-18%
M/V THEFTS	60	116	-56	-48%
<b>Total Part I</b>	<b>914</b>	<b>1,150</b>	<b>-236</b>	<b>-21%</b>

FREDERICK CO. SHERIFF				
	2011	2010	INC/DEC	%
HOMICIDE	1	2	-1	-50%
RAPE	9	15	-6	-40%
ROBBERY	18	28	-10	-36%
AGG ASSAULT	187	162	25	15%
BURGLARY	317	271	46	17%
LARCENY	1,194	1,224	-30	-2%
M/V THEFTS	92	66	26	39%
<b>Total Part I</b>	<b>1,818</b>	<b>1,768</b>	<b>50</b>	<b>3%</b>

FREDERICK P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	2	2	0	0%
RAPE	19	16	3	19%
ROBBERY	96	162	-66	-41%
AGG ASSAULT	194	274	-80	-29%
BURGLARY	235	262	-27	-10%
LARCENY	1,474	1,363	111	8%
M/V THEFTS	78	87	-9	-10%
<b>Total Part I</b>	<b>2,098</b>	<b>2,166</b>	<b>-68</b>	<b>-3%</b>

GAITHERSBURG P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	2	1	1	100%
RAPE	12	11	1	9%
ROBBERY	54	64	-10	-16%
AGG ASSAULT	57	73	-16	-22%
BURGLARY	193	203	-10	-5%
LARCENY	1,367	1,533	-166	-11%
M/V THEFTS	74	86	-12	-14%
<b>Total Part I</b>	<b>1,759</b>	<b>1,971</b>	<b>-212</b>	<b>-11%</b>

GREENBELT P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	2	-2	-100%
RAPE	5	11	-6	-55%
ROBBERY	90	106	-16	-15%
AGG ASSAULT	35	66	-31	-47%
BURGLARY	254	221	33	15%
LARCENY	449	761	-312	-41%
M/V THEFTS	114	133	-19	-14%
<b>Total Part I</b>	<b>947</b>	<b>1,300</b>	<b>-353</b>	<b>-27%</b>



MONTGOMERY COUNTY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	16	17	-1	-6%
RAPE	112	119	-7	-6%
ROBBERY	840	911	-71	-8%
AGG ASSAULT	648	553	95	17%
BURGLARY	3,061	3,323	-262	-8%
LARCENY	13,505	15,261	-1,756	-12%
M/V THEFTS	1,185	1,455	-270	-19%
<b>Total Part I</b>	<b>19,367</b>	<b>21,639</b>	<b>-2,272</b>	<b>-10%</b>

PRINCE GEORGE'S COUNTY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	81	82	-1	-1%
RAPE	152	169	-17	-10%
ROBBERY	2,048	2,462	-414	-17%
AGG ASSAULT	1,795	2,219	-424	-19%
BURGLARY	5,499	6,399	-900	-14%
LARCENY	14,977	16,234	-1,257	-8%
M/V THEFTS	4,980	5,597	-617	-11%
<b>Total Part I</b>	<b>29,532</b>	<b>33,162</b>	<b>-3,630</b>	<b>-11%</b>

ROCKVILLE CITY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	1	0	1	100%
RAPE	7	10	-3	-30%
ROBBERY	53	69	-16	-23%
AGG ASSAULT	39	41	-2	-5%
BURGLARY	260	239	21	9%
LARCENY	988	1,082	-94	-9%
M/V THEFTS	76	66	10	15%
<b>Total Part I</b>	<b>1,424</b>	<b>1,507</b>	<b>-83</b>	<b>-6%</b>

TAKOMA PARK P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	1	0	1	100%
RAPE	3	2	1	50%
ROBBERY	32	48	-16	-33%
AGG ASSAULT	26	26	0	0%
BURGLARY	109	150	-41	-27%
LARCENY	317	364	-47	-13%
M/V THEFTS	77	63	14	22%
<b>Total Part I</b>	<b>565</b>	<b>653</b>	<b>-88</b>	<b>-13%</b>



## Targeting Burglaries:

During 2011, the Takoma Park Police Department focused efforts on reducing the number of burglaries in their jurisdiction. The Department was successful by targeting hotspot areas with saturation patrols, as well as using plainclothes tactical enforcement officers to conduct surveillance on known serial burglars.

# Part I Crime by Department: 2011

## Virginia

ALEXANDRIA P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	1	3	-2	-67%
RAPE	21	20	1	5%
ROBBERY	130	125	5	4%
AGG ASSAULT	112	125	-13	-10%
BURGLARY	308	310	-2	-1%
LARCENY	2,666	2,805	-139	-5%
M/V THEFTS	374	282	92	33%
<b>Total Part I</b>	<b>3,612</b>	<b>3,670</b>	<b>-58</b>	<b>-2%</b>

CITY OF FAIRFAX P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	0	0	0%
RAPE	4	3	1	33%
ROBBERY	12	10	2	20%
AGG ASSAULT	16	13	3	23%
BURGLARY	38	26	12	46%
LARCENY	515	507	8	2%
M/V THEFTS	13	30	-17	-57%
<b>Total Part I</b>	<b>598</b>	<b>589</b>	<b>9</b>	<b>2%</b>

ARLINGTON COUNTY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	1	-1	-100%
RAPE	23	24	-1	-4%
ROBBERY	135	143	-8	-6%
AGG ASSAULT	143	142	1	1%
BURGLARY	251	307	-56	-18%
LARCENY	3,439	3,942	-503	-13%
M/V THEFTS	178	211	-33	-16%
<b>Total Part I</b>	<b>4,169</b>	<b>4,770</b>	<b>-601</b>	<b>-13%</b>

FAIRFAX COUNTY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	11	16	-5	-31%
RAPE	72	74	-2	-3%
ROBBERY	423	394	29	7%
AGG ASSAULT	392	450	-58	-13%
BURGLARY	1,021	1,211	-190	-16%
LARCENY	13,409	14,345	-936	-7%
M/V THEFTS	881	963	-82	-9%
<b>Total Part I</b>	<b>16,209</b>	<b>17,453</b>	<b>-1,244</b>	<b>-7%</b>

FALLS CHURCH CITY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	0	0	0%
RAPE	0	1	-1	-100%
ROBBERY	5	6	-1	-17%
AGG ASSAULT	5	6	-1	-17%
BURGLARY	4	11	-7	-64%
LARCENY	196	268	-72	-27%
M/V THEFTS	14	21	-7	-33%
<b>Total Part I</b>	<b>224</b>	<b>313</b>	<b>-89</b>	<b>-28%</b>

LOUDOUN COUNTY SHERIFF				
	2011	2010	INC/DEC	%
HOMICIDE	1	1	0	0%
RAPE	52	46	6	13%
ROBBERY	41	39	2	5%
AGG ASSAULT	132	114	18	16%
BURGLARY	286	319	-33	-10%
LARCENY	2,450	2,442	8	0%
M/V THEFTS	154	145	9	6%
<b>Total Part I</b>	<b>3,116</b>	<b>3,106</b>	<b>10</b>	<b>0%</b>

## **H**omicide Free:

Through effective policing, excellent medical care, successful prosecution and cooperating communities, several jurisdictions remained homicide free for consecutive years.

PRINCE WILLIAM COUNTY P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	4	8	-4	-50%
RAPE	46	53	-7	-13%
ROBBERY	173	221	-48	-22%
AGG ASSAULT	180	224	-44	-20%
BURGLARY	915	971	-56	-6%
LARCENY	5,440	5,752	-312	-5%
M/V THEFTS	389	428	-39	-9%
<b>Total Part I</b>	<b>7,147</b>	<b>7,657</b>	<b>-510</b>	<b>-7%</b>

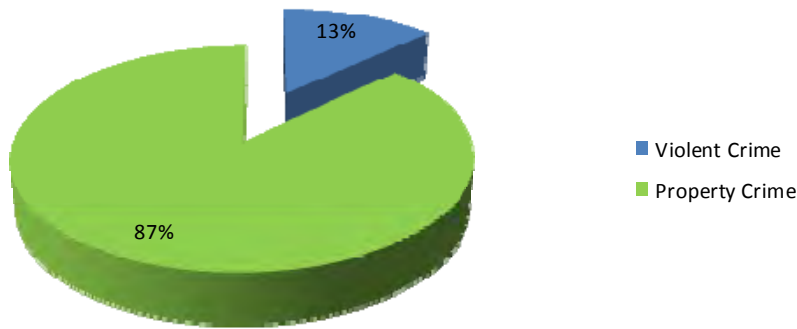
CITY OF MANASSAS P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	4	1	3	300%
RAPE	22	16	6	38%
ROBBERY	51	51	0	0%
AGG ASSAULT	46	50	-4	-8%
BURGLARY	123	122	1	1%
LARCENY	680	785	-105	-13%
M/V THEFTS	69	77	-8	-10%
<b>Total Part I</b>	<b>995</b>	<b>1,102</b>	<b>-107</b>	<b>-10%</b>

MANASSAS PARK P.D.				
	2011	2010	INC/DEC	%
HOMICIDE	0	0	0	0%
RAPE	6	7	-1	-14%
ROBBERY	4	7	-3	-43%
AGG ASSAULT	7	4	3	75%
BURGLARY	14	15	-1	-7%
LARCENY	155	184	-29	-16%
M/V THEFTS	14	14	0	0%
<b>Total Part I</b>	<b>200</b>	<b>231</b>	<b>-31</b>	<b>-13%</b>



# Recommendations

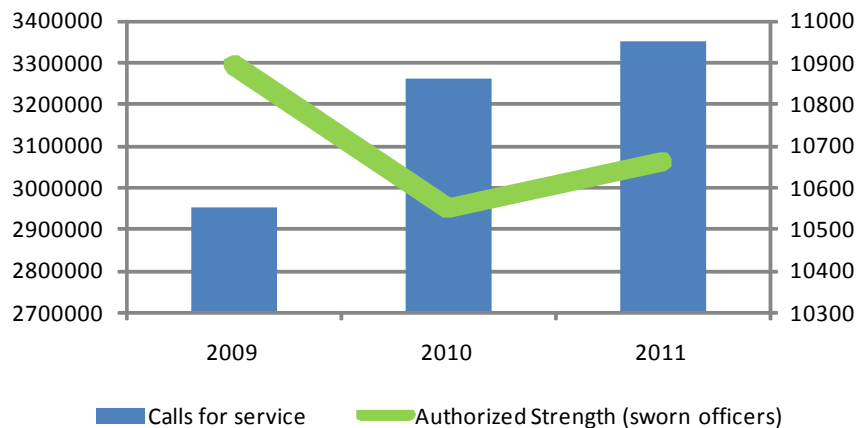
**2011 Violent Crime v. Property Crime**  
(Total Part I Offenses = 127,349)



Law enforcement agencies must continue to look forward and plan for the future. The challenges and expectations regarding the way police perform their duties and the circumstances under which police work is done have become more demanding. The economic down-

turn has left departments with fewer resources than they had five years ago. Technological advancements will continue to increase social vulnerability and provide criminals with new methods and opportunities; law enforcement will continue to use technology to stop them, but will be limited by funding, legislation, and policies. It is critical that departments continue to engage their communities in prevention and awareness, while balancing resources to respond to and investigate incidents that do occur. This can be accomplished through intelligence-led policing solutions, which will provide law enforcement with an operational strategy built around timely and accurate data collection, mapping techniques, and analysis of data to identify the nexus of crime and traffic safety, thereby reducing social harm and improving the quality of life within local communities.

**Calls for Service & Sworn Officers**





# How You Can Help

## For Elected Officials

- Continue working together to develop effective crime policy and legislation from a multifaceted, multijurisdictional, evidence-led approach.
- Effective crime policy should include the local citizens, academics, courts, doctors, teachers, and other practitioners, such as probation and parole officers, mental health and social workers, and law enforcement.
- Focus resources on those policies and practices that have the greatest return on investment and proven record of success, based on empirical evidence generated from sound research.

## For Residents

- Beware of scams that ask for your personal information, such as your social security number, account numbers, or PIN. If a deal sounds too good to be true, it probably is.
- Make your vehicle unattractive to criminals: park in well-lit areas. Lock the doors at ALL times. Never leave keys in your vehicle and do not leave your vehicle running unattended. Take the extra time to physically remove your valuables (GPS, CDs, radio, purse/briefcase, etc.). Clean the GPS suction cup circle off your window.
- Make your home unattractive to criminals: never leave keys under doormats, flowerpots, or other “secret” hiding places.
- Keep your garage door closed and locked. Make it look occupied if you are going to be away. Keep a detailed inventory of your valuable possessions, including serial numbers, description, and original value. Mark electronics and other valuables with identifying information, which makes it harder for criminals to dispose of the goods and easier for police to recover.
- Encourage the formation of Neighborhood Watch programs or patrols. Participate and stay informed of what’s happening in your community.
- Maintain awareness of your surroundings when out in public, especially while using your smart phones and other electronics.
- Teach your children about “stranger danger.”
- If you see something, say something. Report any and all suspicious activity.





# COG Police Chiefs Committee

BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES (ATF) WASHINGTON FIELD DIVISION Willie Brownlee, Acting Special Agent in Charge	FEDERAL BUREAU OF INVESTIGATIONS, WASHINGTON FIELD OFFICE James McJunkin, Assistant Director in Charge	MARYLAND NATIONAL CAPITAL PARK POLICE Prince George's County Division Chief Larry Brownlee	ROCKVILLE CITY POLICE DEPARTMENT Chief Terrance N. Treschuk
CITY of ALEXANDRIA POLICE DEPARTMENT Chief Earl L. Cook	FEDERAL BUREAU OF INVESTIGATIONS, POLICE UNIT Chief Derek A. Fuller	MARYLAND STATE POLICE DEPARTMENT Colonel Marcus L. Brown Superintendent	TAKOMA PARK POLICE DEPARTMENT Chief Ronald A. Ricucci
ARLINGTON COUNTY POLICE DEPARTMENT Chief M. Douglas Scott	FEDERAL PROTECTIVE SERVICE NATIONAL CAPITAL REGION David E. Holmes Acting Regional Director	METRO TRANSIT POLICE DEPARTMENT Chief Michael Taborn	U.S. CAPITOL POLICE Acting Chief Thomas P. Reynolds.
BLADENSBURG POLICE DEPARTMENT Chief Charles L. Owens	FREDERICK POLICE DEPARTMENT Chief Kim C. Dine	METROPOLITAN POLICE DEPARTMENT WASHINGTON DC Chief Cathy Lanier	ICE HOMELAND SECURITY INVESTIGATIONS BALTIMORE FIELD OFFICE William Winter, Special Agent in Charge
CIA- SECURITY PROTECTIVE SERVICE Chief Paul Dewey	FREDERICK COUNTY SHERIFF'S OFFICE Sheriff Charles A. Jenkins	METROPOLITAN WASHINGTON AIRPORTS AUTHORITY POLICE Chief Stephen L. Holl	ICE HOMELAND SECURITY INVESTIGATIONS WASHINGTON FIELD OFFICE John Torres, Special Agent in Charge
DEFENSE INTELLIGENCE AGENCY POLICE Chief Drew Stathis	GAITHERSBURG POLICE DEPARTMENT Chief Mark P. Sroka	MILITARY DISTRICT OF WASHINGTON Colonel Steven M. Lynch Provost Marshal	U.S. PARK POLICE Chief Teresa C. Chambers
DRUG ENFORCEMENT ADMINISTRATION, WASHINGTON FIELD OFFICE Ava Cooper-Davis, Special Agent in Charge	GREENBELT POLICE DEPARTMENT Chief James R. Craze	MONTGOMERY COUNTY DEPARTMENT OF POLICE Chief J. Thomas Manger	U.S. SECRET SERVICE UNIFORMED DIVISION Chief Kevin Simpson
CITY OF BOWIE POLICE DEPARTMENT Chief John Nesky	LOUDOUN COUNTY SHERIFF'S OFFICE Sheriff Michael L. Chapman	NATIONAL INSTITUTES OF HEALTH POLICE Chief Alvin D. Hinton	U.S. SECRET SERVICE WASHINGTON FIELD OFFICE David Beach, Special Agent in Charge
CITY of FAIRFAX POLICE DEPARTMENT Chief Richard Rappoport	CITY OF MANASSAS POLICE DEPARTMENT Chief Douglas W. Keen	NAVAL CRIMINAL INVESTIGATIVE SERVICE WASHINGTON FIELD OFFICE John Wagner Special Agent in Charge	VIRGINIA STATE POLICE DIVISION 7, BUREAU OF CRIMINAL INVESTIGATIONS Commander David Russillo
FAIRFAX COUNTY POLICE DEPARTMENT Chief David M. Rohrer	MANASSAS PARK POLICE DEPARTMENT Chief John C. Evans	PENTAGON FORCE PROTECTION AGENCY Chief Richard S. Keevill	VIRGINIA STATE POLICE DIVISION 7, BUREAU OF FIELD OPERATIONS Captain Mike Spivey
FALLS CHURCH CITY POLICE DEPARTMENT Chief Harry W. Reitze	MARYLAND DEPARTMENT OF NATURAL RESOURCES POLICE Colonel George F. Johnson IV Superintendent	PRINCE GEORGE'S COUNTY POLICE DEPARTMENT Chief Mark Magaw	<b>Copyright © 2012 by the Metropolitan Washington Council of Governments. www.mwcog.org</b>
FAUQUIER COUNTY SHERIFF'S OFFICE Sheriff Charlie Ray Fox, Jr	MARYLAND NATIONAL CAPITAL PARK POLICE Montgomery County Division Interim Chief Antonio DeVaul	PRINCE WILLIAM COUNTY POLICE DEPARTMENT Chief Charlie T. Deane	All rights reserved. No part of this report may be reproduced in any form or by any means without writ- ten permission of the publisher.



## **AGENDA ITEM #10**

**CALL FOR EXECUTIVE SESSION**

**(CONFIDENTIAL INFORMATION SENT  
UNDER SEPARATE COVER)**

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

**RESOLUTION AUTHORIZING PERFORMANCE BONUS  
FOR THE EXECUTIVE DIRECTOR OF THE  
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS**

**WHEREAS**, the COG Board appointed and charged the Employee Compensation and Benefits Review Committee (ECBR) with overseeing matters related to the Executive Director's annual performance evaluation and compensation and benefits, and making recommendations to the Board; and

**WHEREAS**, in July 2012, COG Board members were invited to review the Executive Director's performance goals and self-evaluation with eight Board members completing the performance evaluation forms and rating the Executive Director as "exceeds expectations;" and

**WHEREAS**, after the annual Board retreat, the ECBR met with the Executive Director to discuss his performance evaluation and transition period relating to his retirement, which will be effective in January 2013; and

**WHEREAS**, the COG Board recognizes the outstanding work and service of David J. Robertson, and the ECBR has recommended a one-time performance bonus of \$4,000, given his important achievements during the period ending June 30, 2012;

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

There shall be no change in the Executive Director's base salary and other benefits throughout the duration of his employment as Executive Director, and, *further*, that the Board hereby unanimously approves the payment of a one-time performance bonus to David J. Robertson in the amount of \$4,000, to be paid the first pay period following adoption by the COG Board.



## **AGENDA ITEM #11**

### **RECONVENE PUBLIC SESSION**



## **AGENDA ITEM #12**

### **OTHER BUSINESS**





## **AGENDA ITEM #13**

### **ADJOURNMENT**

**NEXT MEETING: October 10, 2012**