



BRAC

State of Maryland BRAC Action Plan

2011 Progress Report



Martin O'Malley, Governor

Anthony G. Brown, Lieutenant Governor



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TTY USERS CALL VIA MD RELAY

August 23, 2012

The Honorable Martin J. O'Malley
Governor of Maryland
State House
100 State Circle
Annapolis, Maryland 21401-1925

Dear Governor O'Malley:

It is my pleasure to present for your review and consideration the 2011 BRAC Progress Report.

As we conclude implementation for the 2005 BRAC action, Maryland continues to see a steady flow of BRAC employers, workers and families call our State their new home. Through the commitment and partnership with our Congressional delegation, Federal and local government agencies, community leaders, military installations, commands and alliances, we have made significant strides in the areas of workforce creation, education, transportation, environmental stewardship, business outreach and community development, and defense of our country.

The BRAC 2011 Progress Report details the numerous programs and activities that address the needs of incoming employers, workers and their families, as well as Maryland's communities. The Report also includes Maryland's many BRAC related accomplishments over the past 5 years. Despite extraordinary fiscal pressures, Maryland dedicated more than \$4 billion in operating and capital funds to BRAC readiness which has and will continue to create thousands of direct and indirect jobs in Maryland. Our investments include:

- \$1.1 billion to expand wastewater treatment plant capacity, mitigate the environmental impact of additional wastewater discharge on the Chesapeake Bay, and upgrade water and sewer systems;
- More than \$900 million for transportation projects directly facilitating access to BRAC impacted bases.
- More than \$1 billion for construction projects at higher education facilities, including \$246 million for projects at community colleges.
- \$1.2 billion to construct new schools and to maintain and expand capacity at existing schools.
- \$700,000 for new BRAC zone tax credits for local jurisdictions with approved BRAC zones.

Governor O'Malley
August 16, 2012
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This is a very exciting time for our State as we continue to welcome the many families and opportunities coming to Maryland. Your support of our efforts remains instrumental in the success of our BRAC implementation.

Sincerely,

A handwritten signature in black ink, appearing to read "AGB Brown". The signature is fluid and cursive, with the first part being a stylized "AGB" and the last part being "Brown".

Anthony G. Brown

AGB/bmw

Enclosure

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Executive Summary



Introduction

As 2011 concludes, we have now completed the last year of implementation for the 2005 Department of Defense (DoD) BRAC action. Governor Martin O'Malley's BRAC Subcabinet is at the heart of instituting the State's BRAC Action Plan, which was released in 2007 to ensure the State would be ready for the incoming growth created by the influx of residents and jobs to the State. In addition, the BRAC Subcabinet continued to meet with BRAC stakeholders, to calibrate the Subcabinet's efforts with BRAC needs, especially as more and more employees and their families make Maryland their new home.

The BRAC Action Plan set forth new initiatives and priorities to address the needs of incoming residents and opportunities BRAC presents, while preserving the quality of life enjoyed by Marylanders. By the close of 2011 approximately 19,090 direct BRAC jobs have moved to the area supporting a minimum of 7,176 additional jobs created in Maryland as a result of the 2005 BRAC.

Throughout 2011, the Lieutenant Governor and the Subcabinet agencies met with BRAC military mission leaders and the impacted jurisdictions around APG, Fort Detrick, Fort George G. Meade, National Naval Medical Center (NNMC), and JBA. Through its interactions with our various partners and the general public, the Subcabinet has been able to prioritize initiatives and projects during these difficult economic times, where even retaining funding for projects has been challenging.

This Progress Report summarizes each of the BRAC Subcabinet agencies' progress as well as highlights of Maryland's BRAC initiatives over the past 5 years. The report also provides projected areas of focus for beyond 2011 and details the status of each initiative in the State BRAC Action Plan matrices, as found in the Appendix.



Action Plan Accomplishments

During 2011, the BRAC Subcabinet agencies worked diligently to remain on track with the BRAC Action Plan. The support, resources, and guidance provided by the BRAC Subcabinet agencies to our county and local partners as well as our federal partners and defense contractors, Maryland businesses, and future residents is in part, why the final transitions which occurred in 2011 went so smoothly.

Some overall highlights of the BRAC Subcabinet efforts include:

Legislative

Interstate Compact on Educational Opportunity for Military Children

This law makes Maryland a member of the interstate compact which enables states to collaborate to ensure that the various educational needs of military children are met. The compact focuses on military children transferring between school districts and states. The goal of the compact is to provide military children a seamless transition into Maryland schools. Some of the issues addressed by the compact include:

- Transfer of records
- Course sequencing
- Graduation requirements
- Exclusion from extra-curricular activities
- Redundant or missed entrance/exit testing
- Kindergarten and first grade entrance age variations
- Power of custodial parents while parents are deployed

Waiver of Examination Requirements

In order to attract the BRAC spouses and families whose jobs require licensure, the DLLR worked to ease the transition of BRAC families to Maryland by enabling certain occupational licenses to be transferable. Of the 27 licenses where equivalencies existed in other states, 23 license waivers were administratively approved by the Department. The remaining four licenses were approved through legislation during the 2009 Legislative Session of the Maryland General Assembly. The legislation, which became effective on October 1, amends the reciprocal waiver of examination provisions of licensing statues that govern stationary engineers, plumbers, gas fitters and heating, ventilation, air-conditioning

and refrigeration contractors. These provisions typically provide the basis for an individual licensed in another state to become licensed in Maryland without having to take Maryland licensing examination, based on having met substantially similar requirements to those in the other state. It is important to note that examination waivers are temporary and sunset on July 1, 2012, which coincides with the ending of BRAC transfers to Maryland.

BRAC Community Enhancement Act (BRAC Zones)

On May 19, Governor O'Malley signed into law legislation that will assist communities with designated BRAC Zones to achieve a greater financial benefit for the zone. The Bill is an amendment to Senate Bill 206, adopted in 2008, which authorized the creation of BRAC Zones. The intent of both Bills provides for financial incentives to focus growth in areas that are designated for growth; provides local governments with financial assistance for public infrastructure in these well-defined areas; and aligns other State resources and programs to local governments located in the BRAC Zones for a coordinated State effort to guide BRAC growth within these zones.

BRAC Higher Education Fund

For Fiscal Year 2010, the Maryland General Assembly authorized \$864,700 from the Higher Education Investment Fund to be used for initiatives to address higher education needs related to BRAC. Eleven institutions of higher education were awarded grants in this second round of the program. The emphasis of the 2010 program is on grants that meet identified workforce needs, such as administrative and lab support personnel. Grants range in size from \$44,000 to \$93,000.

Workforce

- MSDE targeted federal Perkins funds to expand BRAC-related programs through reserve fund grants to LSSs and community colleges. Through those funds, 19 LSSs are implementing the Pre-engineering program; 14 are implementing Biomedical Sciences; 15 are implementing the Cisco Academy; and five are implementing the Oracle Database Academy. The Teacher Academy of Maryland is available in 14 school systems and the Homeland Security program is offered in four LSSs. A total of 15,064 students were enrolled in these programs in 2011.
- MSDE in 2011 was awarded the \$250 million federal government Race to the Top (RTTT) grant, Maryland has made significant progress building upon a solid record of school reform. Throughout the year, MSDE maintained its primary focus on ensuring that Maryland students are highly educated and are prepared to seek the thousands of high-skill, math-, science-, and technology-dependent positions generated by base relocation.
- MSDE Security Clearance, Employment Qualifications and Children of Military Personnel. . Project SCOPE (Security Clearance Overview and Preparation Education) materials were shared with every middle and high school principal and school counselor from across the State. Project Scope was developed by the Ft. Meade Alliance in cooperation with the Anne Arundel County Community College to ensure that students have the necessary information to enable them to understand

the need for security clearances in many BRAC related careers.

- Maryland Approved Alternative Preparation Programs, Maryland's route to alternative teacher preparation and certification, produced 413 new resident teachers in 2010-2011.
- DLLR hosted various job fairs this year to assist Marylanders in linking up to BRAC job opportunities. To date, there have been over 65,000 attendees at these events, with the largest hosting over 7,400 jobseekers. These events have been some of the most successful outreach events DLLR has ever hosted and will continue to remain a staple of our outreach efforts.
- DLLR opened One-Stop Transition Centers for two of the transferring agencies moving to Maryland. In Ft. Monmouth, NJ there are two sites, one on-base and the other off-base to afford those who work on the installation the convenience of an on-base location, while maintaining the flexibility of an off-base site for those with spouses and family members to access. Additionally, three locations have been opened at the various locations the Defense Information Systems Agency occupies, to again afford the convenience to the employees who will be transitioning. As a result of these outreach efforts, more than 14,000 clients have been served at these locations.
- DLLR has an ongoing efforts to connect Marylanders to these BRAC jobs, DLLR has been awarded a \$7.6 million National Emergency Grant (NEG) to develop integrated approaches to planning for and responding to worker dislocations, while continuing to build an active pipeline of job seekers for future open positions.
- DLLR provided grant funding to support workforce projects for the BRAC-impacted installations. Approximately \$1 million has funded multiple innovative, collaborative and creative projects focused on workforce development planning and readiness activities associated with BRAC in Maryland. These projects address a variety of issues, from security clearance education to procurement training, and are critical to building the workforce capacity necessary for BRAC-related occupations.
- MHEC, in partnership with DBED and DLLR, led the creation of the Maryland Internship Center, a web-based clearinghouse of internship opportunities: www.internshipcenter.mhec.maryland.gov. This site serves as a central location for internship opportunities within the military and defense-related industries.

Infrastructure

- Overall funding for Transportation in BRAC related projects beginning in FY 08 has been approximately \$880,022,000. MDOT has programmed \$142 million in its 2011-2016 Consolidated Transportation Program (CTP) to fund top priorities projects programmed in support of BRAC growth. In 2012, MDOT and SHA will continue to advance priority initiatives identified at each of the installations, and collaborate with State officials, local partners and the State's congressional delegation to identify and secure additional funding necessary for implementation of overall project programming.

- Funded the highest priority SHA Intersection projects at FGGM, NNMC and APG. Construction is underway at APG (US 40/MD 715; \$33M); FGGM (MD 175/Rockenbach/Disney; \$23M), and NNMC (MD 355/Cedar Lane/Jones Bridge Road & MD 185/Jones Bridge Road; \$35M).
- Fort Meade, construction activities continued with priority improvements at the MD 175/Rockenbach Road/Disney Road intersection, as well as the widening of MD 175 between the Baltimore-Washington Parkway (MD 295) and Rockenbach Road, which was completed by a private developer partner in late 2011.
- In partnership with Fort Meade, MDOT/SHA also worked toward securing federal right-of-way necessary for its long-term MD 175 Corridor widening project, including its short-term intersection program, in exchange for a commitment to fund a critical Access Control Point (ACP) Project at the installation's Rockenbach Gate.
- MDOT negotiated Payment in Lieu of Taxes Agreement (PILOT) at APG in connection with its Enhanced Use Lease (EUL) initiative (Developer: St. John Properties). PILOT provides for traffic mitigation contributions from the developer, as well as commitments to advance transit projects at the Aberdeen and Edgewood MARC stations.
- MDOT's "High/Low" Investment Strategy, in light of the current economic landscape, and the short timeline associated with BRAC consolidation, has proven a valuable guideline in identifying projects that will work to meet BRAC needs in the short-term, as well as larger scale projects that will support BRAC as part of statewide and regional long-term transportation goals. Under the High/Low strategy, lower cost improvements that can be implemented quickly and provide relief in the short-term have been targeted for potential funding and substantial completion in concert with BRAC consolidations completed in September 2011. Short-term BRAC projects that MDOT advanced in 2011 include: SHA intersection improvements; improved access to transit services; MARC Station improvements; Development and implementation of transportation demand management programs; and coordination with the Department of Defense (DoD) on shuttles to and from transit facilities proximate to installations.
- In Prince George's County, provided a \$2M grant to implement short-term improvements at I-495 and Forestville Road. Also, SHA designing improvements at two additional key intersections.
- The Guaranteed Ride Home program remains an important component of overall TDM programming in support of BRAC. Information, as well as links for registering, can be found at <http://www.mwcog.org/commuter2/>.
- Following the State's successful 2nd Northeast Water Summit, an inter-governmental cooperative agreement was signed by the participants including the Lt. Governor, Harford and Cecil Counties, all of the major northeastern municipalities, and Baltimore City. The agreement affirms state and local government commitment to developing a regional solution to the water supply challenges facing the region beyond the federally mandated 2011 BRAC implementation timeline.

- During 2010, MDE facilitated several meetings between Harford County, the City of Aberdeen, Aberdeen Proving Ground (APG), and the Susquehanna River Basin Commission (SRBC), leading to the development of new service agreement amendments between Aberdeen and Harford County to provide additional water, a new agreement between Harford County and the City of Baltimore to allow for the construction of a new interconnection between the “Big Inch Transmission Main” and the Abingdon Water Filtration Plant, which is under expansion, and most recently, the submission by Baltimore City of a permit modification to the SRBC to provide for additional withdrawal of 60 million gallons per day of water.

Outreach

- To support our ongoing efforts to connect Marylanders to these BRAC jobs, DLLR has been awarded a \$7.6 million National Emergency Grant (NEG) to develop integrated approaches to planning for and responding to worker dislocations, while continuing to build an active pipeline of job seekers for future open positions.
- DBED participated in media interviews – cable, television, radio, print and informal gatherings with local chambers and organizations to provide information, contacts and resources to individuals and businesses.
- With the addition of 19,090 personnel, over 7 million square feet of new construction and associated procurement of the DoD Agencies, DBED will be focused on further support to the Maryland business community to increase procurement opportunities, identifying partnering opportunities for Military Installations, the State and local communities to address the impact from BRAC and expand outreach to Maryland residents for employment opportunities.
- MDP facilitated discussions between the Office of Economic Development (OEA), the Tri County Council of Southern MD and local government representatives from the Lower Eastern Shore (LES) regarding wind turbines and their potential impact on aircraft radar.
- Operation Stand Down; On 24 September 2011, Way Station Inc. with support from the State, Baltimore City, Howard County, Baltimore County and Anne Arundel County held the first ever Baltimore region Stand Down. Operation Stand Down is designed as an intervention to bring a wide range of essential services to homeless veterans. This one-day Stand Down concentrated on providing certain essential services to homeless veterans in the Baltimore City region. Services that were available to the participants included: health/medical, showers, food, addiction counseling, employment opportunities and training programs, and housing to name a few. The event was a huge success as over 200 veterans, 100 volunteers, and 20 service providers participated.

Department of Budget and Management (DBM)



BRAC Funding

Throughout the BRAC preparation and implementation period, Maryland grappled with the effects of the national economic downturn. The recession drove State revenues well below expectations and required the O'Malley-Brown Administration to adopt \$6.8 billion of operating budget reductions from FY 2008 thru FY 2012. Despite this extraordinary fiscal stress, during this same period, Maryland dedicated more than \$4 billion in operating and capital funds to BRAC readiness.

Significant investments made in BRAC-impacted counties included:

- \$1.1 billion to expand wastewater treatment plant capacity, mitigate the environmental impact of additional wastewater discharge on the Chesapeake Bay, and upgrade water and sewer systems;
- More than \$900 million for transportation projects directly facilitating access to BRAC impacted bases. Approximately \$200 million was dedicated for near-term intersection improvements around Fort George G. Meade, APG, and NNMC. Additional investment include over \$200 million through 2015 for the Maryland Area Regional Commuter (MARC) Growth and Investment Plan, which will expand MARC's capacity and improve service in the region. This allocation of resources is consistent with MDOT's "high/low" BRAC investment strategy of pursuing lower-cost improvements that can be implemented quickly, while also advancing higher-cost and higher-capacity projects that will take longer to plan, engineer and construct;
- More than \$1 billion for construction projects at higher education facilities, including \$246 million for projects at community colleges. Notable projects include \$72 million for Montgomery College's Germantown Campus Bioscience Education Center and Rockville Science Center projects and \$25 million for Prince George's Community College's New Center for Health Studies. These investments expand the

capacity of Maryland's higher education facilities to accommodate BRAC-related demand for services and ensure students have access to state of the art facilities.

- \$1.2 billion to construct new schools and to maintain and expand capacity at existing schools, including more than \$77 million to Harford County public school and \$139 million to Anne Arundel County public schools;
- \$700,000 for new BRAC zone tax credits for local jurisdictions with approved BRAC zones; and \$3.1 million for a new higher education workforce investment initiative targeting BRAC needs.

The allocation of BRAC funding across key activities

Funding in BRAC Counties by project Type – FY 2008 – FY 2012

	Higher Education	Public School K-12	Water & Sewer	Transportation	Total	CC Total
FY 2008	\$182,795,000	\$304,993,620	\$146,216,000	\$292,462,620	\$926,466,620	\$31,953,000
FY2009	\$223,064,000	\$246,762,283	\$183,309,000	\$284,601,000	\$937,736,283	\$64,703,000
FY2010	\$202,214,000	\$189,782,000	\$249,513,000	\$238,000,000	\$879,509,000	\$53,913,000
FY2011	\$288,308,000	\$191,310,000	\$245,321,000	\$64,959,000	\$789,898,000	\$52,186,000
FY2012	\$181,923,000	\$256,574,051	\$233,687,000		\$672,184,051	\$43,302,000
Total	\$1,078,304,000	\$1,189,421,954	\$1,058,046,000	\$880,022,000	\$4,205,793,954	\$246,057,000

K-12	
Anne Arundel County	\$138,867,000
Cecil County	\$17,902,536
Harford County	\$77,281,877

Maryland Department of Labor, Licensing and Regulation (DLLR)

2011 Challenges and Accomplishments

As the BRAC transitions come to a close, the Maryland Department of Labor, Licensing and Regulation (DLLR) has completed all of the tasks that it has set forth in the original BRAC action plan, and has even expanded to include a number of promising practices in its tool set designed to assist all those associated with the BRAC moves. From the plan's inception, DLLR has employed a multi-tracked approach to meeting the workforce challenges presented by BRAC to Maryland. These steps are:

- Assisting BRAC impacted individuals' to transition and move to Maryland;
- Training current Marylanders to staff jobs not filled by current employees and;
- Collaborating with other State agencies to develop our future workforce capacity and maximize the benefits the BRAC transition will bring to Maryland.

Although there have been exciting accomplishments during the course of DLLR's BRAC efforts, there have also been challenges and areas where new and innovative solutions can be proposed. As with many of the programs funded by federal resources, there are specific timelines that are associated with the expenditure of such funds. What has been difficult is identifying resources that can be sustained throughout the course of the BRAC moves to provide a consistent level of service to our clients. Often, resources are expended searching for new sources of funding rather than focusing on the tasks associated with the project. Dedicated funding, whether from the federal or state level, to sustain BRAC activities through and beyond the transition would be a major asset to supporting client services.

An area that should receive focus is that of building a sustainable workforce pipeline for the future of the state and regional economy. An important feature of the BRAC moves is that they are positions that are going to remain in Maryland for a significant period of time. Combined with the fact that many of those current employed with these agencies are eligible to retire in the next decade, provides for an interesting workforce opportunity. Although there significant resources being devoted to developing specialized workforce training programs for BRAC-related career, there needs to be focus on educating the next generation of workers and providing them the education necessary for these highly skilled positions. This includes not only the technical skills necessary for the positions, but also increasing the interest in youth to pursue this career field.

Lastly, an overall issue that needs to be addressed is the capacity of the workforce system in Maryland to promote itself and its services to the citizens of Maryland. There are a number of exciting and effective programs that clients can enroll in through the one-stop system, yet only a fraction of those that are eligible do so. Many have the perception that the one-stop system is only for filing unemployment claims, when in reality, there are a myriad of services that can be accessed to progress clients along in their careers. The BRAC moves have provided increased visibility for the workforce system in Maryland through a number of high profile events, but more needs to be done in order to truly develop the system to its full potential.

Building Existing and Emerging Workforce

To support its efforts to assist transitioning agencies with their workforce needs, provide access to Marylanders seeking employment with these agencies and to build our future workforce pipeline, DLLR was the recipient of a \$4 million U.S. Department of Labor grant to develop the capacity of the workforce system to address these issues. Through the use of the funds associated with this grant, many essential tasks were accomplished. First, baseline studies were conducted to determine the needs of the current workforce system to address these moves and the capability of the current system to handle the moves. To assist with BRAC initiatives at a local level, Regional BRAC Project Coordinators provided technical assistance to various projects in their specific region, facilitated critical partnerships and disseminated information to the various transitioning agencies and contractors specific to each installation.

Upon the completion of these studies, DLLR provided grant funding to support workforce projects for the BRAC-impacted installations. Approximately \$1 million has funded multiple innovative, collaborative and creative projects focused on workforce development planning and readiness activities associated with BRAC in Maryland. These projects address a variety of issues, from security clearance education to procurement training, and are critical to building the workforce capacity necessary for BRAC-related occupations. Some highlights include:

- Launch of a website and speakers bureau to teach students about the requirements and procedures for obtaining security clearances;
- A course for building contractors to teach them how to work in secure compartmented information facilities (SCIFs);
- Development of a training course for individuals to become procurement and logistics specialists.

Worker Retention and Transfer Assistance

Throughout the life of this project, DLLR has achieved a number of successful outcomes which have supported its three track approach. First, in order to assist individuals in their transition, in 2008 DLLR opened One-Stop Transition Centers for two of the transferring agencies moving to Maryland. In Ft. Monmouth, NJ there are two sites, one on-base and the other off-base to afford those who work on the installation the convenience of an on-base location, while maintaining the flexibility of an off-base site for those with spouses and family members to access. Additionally, three locations have been opened at the various locations the Defense Information Systems Agency (DISA) occupies, to again afford the convenience to the employees who will be transitioning. Each location at DISA is supported by an interactive, touch screen kiosk which provides individuals information about the State of Maryland to present for them a complete portrait of the state and to assist them in the decision-making process.

Each site is staffed by workforce professionals who assist with a range of services for workers who wish to transfer to Maryland, including spousal and family employment, education and training, housing and transportation information. Additionally, the

information gained from the visits to these centers is being shared with other agencies throughout the state so that they can better prepare for the concerns of these workers.

As a result of these outreach efforts, more than 14,000 clients have been served at these locations. Additionally, the leadership of the BRAC-impacted installations and agencies directly attribute the significant increase in the proportion of individuals transferring with their position, to the outreach efforts conducted by Maryland, including the one-stop centers. To continue the support and services provided by these centers as individuals move, the one-stops returned to Maryland and maintained their outreach focus through the end of 2011.

Regional Collaboration

To grow our regional economy, representatives from the District of Columbia, Maryland and Virginia's workforce systems, with guidance from the USDOL, have established the Mid-Atlantic Regional Collaborative (MARC), to address and implement solutions to workforce issues that affect the group. MARC's goal is to build a globally competitive regional talent development system to drive and sustain regional prosperity in the MARC region. In order to provide the research necessary to direct its efforts, the MARC commissioned and published a Regional Workforce Development System Gap Analysis and Asset Mapping Study. This report establishes a baseline workforce and an economic and education supply and demand analysis resulting from the impacts of BRAC in the region. As a result, policymakers are able to critically analyze changes, develop successful strategies to close the skills-gaps, and up-skill the current workforce to meet the demands of employers in the region. The MARC senior executive team convened a partnership luncheon in October 2008, which brought together workforce and business professionals from around the region to commit to growing our regional economy through developing our current and future workforce. Among these initiatives are a regional worker exchange program which will identify critical skill sets and qualifications in our existing workforce and promote them throughout the region for those seeking employment in the various jurisdictions as a result of the BRAC transitions. Furthermore, this partnership has facilitated the engagement of regional higher education institutions to plan for the future workforce needs and to address the obstacles that face our region's student population in their educational endeavors.

Developing the Workforce Pipeline

Since 2008, DLLR has hosted a number of relocation and career events that focused on the transitions of the BRAC-impacted agencies and installations. At these events information about the BRAC moves and the careers associated with these transitions were provided to jobseekers. Additionally, at a number of these events, agencies were given special authority to conduct on-site hiring of qualified applicants. To date, there have been over 65,000 attendees at these events, with the largest hosting over 7,400 jobseekers. These events have been some of the most successful outreach events DLLR has ever hosted and will continue to remain a staple of our outreach efforts.

In order to attract the BRAC spouses and family members whose jobs require licensure, the Maryland Department of Labor, Licensing and Regulation implemented legislation

designed to ease the transition by enabling certain occupational licenses to be transferrable. Of the 27 licenses where equivalencies exist in other states, 23 license waivers were administratively approved with the last 4 approved through legislation during the 2009 Legislative Session of the Maryland General Assembly. DLLR sponsored legislation which grants a waiver for stationary engineers, plumbers, gas fitters, and heating, ventilation, air-conditioning, and refrigeration contractors transferring from New Jersey and Virginia. This legislation allows contractors who currently hold a professional license in one of the transferring states to waive the time requirement needed to apply for a Maryland license. The legislation was passed by General Assembly and signed into law by Governor O'Malley on May 19, 2009. The passage of this important piece of legislation allows DLLR to give transferees an opportunity to obtain licenses for virtually all with minimum inconvenience.

Veterans' Initiatives

In partnership with the U.S. Department of Labor (USDOL), DLLR is sponsoring a Recovery and Employment Assistance (REAL) Lifelines advisor to be located at National Naval Medical Center in Bethesda, MD. The REAL Lifelines advisor provides veterans and transitioning service members wounded and injured as a result of conflict and their family members, with the resources they need to successfully transition to a rewarding career. This program will be used to enhance a number of other veterans programs currently in place at DLLR by facilitating cross-jurisdictional collaboration between various workforce development programs.

DLLR has developed another innovative tool to connect transitioning service members and veterans to fill federal job openings created as a result of BRAC. In doing so, Maryland will not only tap into a talent pool of highly trained and qualified individuals to fill vacant positions, but it will provide well-paying, stable job opportunities to our Nation's defenders. To facilitate moving qualified transitioning service members and veterans into Maryland's BRAC jobs, DLLR has developed a web-based "Military to Federal Jobs" crosswalk.

The tool is targeted for use by transitioning service members and veterans as well as federal hiring managers and human resources personnel. Specifically, the tool allows transitioning service members and veterans to:

- Identify federal jobs that might be of interest given similarities between the military and federal job;
- Find out about federal job characteristics and strategies for finding suitable jobs; and
- Execute a search on USAJOBS for a matched federal job.

Federal hiring managers are able to:

- Identify military occupations that share the same attributes as a specific federal job;
- Learn about military occupations; and
- Learn about military careers and terminology to better assess qualified candidates.

This tool, in connection our other veterans' outreach efforts will allow DLLR to work with our transitioning service members to help them secure employment in the numerous federal and private job opportunities resulting from BRAC.

Lessons Learned

One of the key strategies learned from this BRAC transition, is one that can be applied to any situation where a transformational action is occurring. Specifically, the notion of engaging the key stakeholders early and often in the process will help to ensure a better working relationship and communication flow throughout the given course of action. By engaging with both the transitioning agencies and associated businesses, DLLR was able to build relationships crucial to identifying the training and hiring needs of the various stakeholders, and was able to align its resources accordingly.

This communication method serves as a twofold benefit to all parties involved. First, it allowed DLLR to plan strategically for the needs of the moves and provided the time to identify and deploy resources to the issue. By doing so, this maximizes the effectiveness of the finite resources dedicated to the problem. Secondly this approach saves time by reducing the "back and forth" communication style that is inherent in a dynamic work environment. In a time-sensitive project such as the BRAC moves, this is crucial to successfully achieving one's goal

Best Practices

Out of this initiative emerged two strong activities that have been recognized as best practices in their respective professional arenas. The first is the establishment of out-of-state one-stop centers to assist transitioning personnel with their move. The primary goal during the BRAC transition was to maintain mission continuity during the movement to Maryland. This can be achieved by both maintaining existing personnel in their positions and focused recruiting of new employees for those positions that are being vacated. By notifying current employees of the move in a timely manner allows for the opportunity to strategically plan for those positions that may need to be filled. The out-of-state one-stop acts not only as an outreach tool to employees seeking information about Maryland and its workforce system, but also provides a direct communication with the agency about which positions and skills they project will be needed during the transition.

The other source of best practices is the regional collaborative known as the MARC, a partnership of workforce agencies in the District, Maryland and Virginia. BRAC acted as a catalyzing event for the formation of this group and helped create a discrete event around which cooperation could occur. Through this group, previously unconnected workforce systems have synergized and allow for the services to our clients to cross jurisdictional boundaries. This aids in the delivery of service to those who are in the most need and also allows for the region's workforce agencies to pursue other joint projects in the future to enhance the regional economy.

Post 2011 Implementation

To support our ongoing efforts to connect Marylanders to these BRAC jobs, DLLR has been awarded a \$7.6 million National Emergency Grant (NEG) to develop integrated approaches to planning for and responding to worker dislocations, while continuing to build an active pipeline of job seekers for future open positions. The overall goal of the project is to train jobseekers in the job readiness skills necessary to complete and submit a federal application, enroll in specialized occupational skills training and participate in on-the-job training with employers that are actively seeking to growth their staff.

This collaborative effort titled “MARC Training Response to BRAC: A Regional Training Approach” provides a tremendous opportunity to leverage the resources, expertise and regional relationships that currently exist between Maryland, the District, and Virginia. Our region is unique when planning for the workforce transitions that result from BRAC due the fact that there are both gaining and losing jurisdictions within our region. While the District faces a net loss in terms of workforce, Maryland will be the recipient of these and other BRAC impacted workers.

To address this dual need, our strategy has been to provide a diverse range of trainings to suit the appropriate need of the individual jurisdiction. For the District of Columbia, in order to preserve the workforce of Walter Reed Medical Center and to provide continuity of mission and patient care, eligible workers are enrolled in a number of trainings designed to enhance their current skill sets and learn new ones to preserve their employment.

Services provided by this grant are as follows:

- Federal application/ resume assistance and job readiness training for job seekers
- Transitional Assistance to BRAC impacted relocating employees and families
- Continue training efforts for veterans and other job seekers
- Facilitation of outreach and training efforts for small businesses
- Hosting group events such as career fairs and lunches
- Continue current training for professional certification programs and implement new ones

For Maryland, the challenge has been increasing both the quality and quantity of clients seeking federal employment. As previously described, Maryland has had great success in attracting individuals to career fairs focused on federal employment and conducting overall outreach to increase interest in the federal personnel system. An obstacle that is consistently identified by both job seekers and federal hiring managers is the rigorous, and often arcane, federal hiring process.

In order to provide hiring managers with a better quality applicant and to provide job seekers with the skills needed to compete for a federal position, Maryland proposes to offer specialized workshops focusing on the requirements of the federal hiring process and how to best relate their knowledge, skills and abilities to the positions they are applying for. This training will be useful for many of the job seekers within the MARC region due to the fact that there are over 500,000 federal positions in the surrounding jurisdictions.

The immediate goal is to respond to the technical worker shortage for new and incumbent workers. This will be accomplished by:

- Providing job seekers instruction on how to apply for Federal jobs, including where they can be found and techniques to successfully secure those jobs
- Providing job seekers and the emerging regional workforce useful information on obtaining a security clearance
- Providing internships, STEM camps, teacher certifications and job shadowing
- Continuing to support the Maryland Transition Center activities assisting transferees, and their spouses and family members, in their reemployment efforts and being a resource for workers for resources and options available in Maryland
- Making certain that businesses receive training in how to obtain federal contracts including agency specific information and access to the various resources for small businesses. This will support the efforts of community and regional business organizations (Chambers of Commerce, Tech Councils, Regional Alliances, Ft. Meade Regional Growth Management Committee, etc.).

The long term goal is to create, sustain, and maintain a sufficient pipeline of qualified job seekers. This will be accomplished by:

- Developing recruitment, retention, and training strategies
- Responding to the unique needs of military and civilian spouses
- Addressing career pathway identification for entry and middle skill Federal employment opportunities as we assess current workforce pool and incoming workforce needs
- Establishing partnerships with key institutions to coordinate a workforce response

In conclusion, although the BRAC transitions have occurred, it is imperative that the engagement with the agencies and businesses that are associated with them do not stop. BRAC and its subsequent economic impact on the State of Maryland is an event that will have lasting effects on the economy and workforce for decades to come. It is our responsibility to maximize this growth by continually partnering with the agencies and installations in our region to provide the highest level of support and to always seek to improve and provide innovative solutions to complex problems.

Maryland State Department of Education (MSDE)



2011 Challenges and Accomplishments

In 2011, since the Maryland State Department of Education (MSDE) was awarded the \$250 million federal government Race to the Top (RTTT) grant, Maryland has made significant progress building upon a solid record of school reform. Throughout the year, MSDE maintained its primary focus on ensuring that Maryland students are highly educated and are prepared to seek the thousands of high-skill, math-, science-, and technology-dependent positions generated by base relocation. Building upon the strong foundation, and the already existing rigorous programs and activities, MSDE focused on enhancing Maryland's academic and innovative schools; promoting teacher recruitment and streamlining certification to attract highly qualified teachers; increasing the rigor of Career Technology Education (CTE) programs with a particular emphasis on CTE programs related to BRAC and STEM; improving and expanding capacity in school buildings and classrooms; expanding the number of accredited early care and education programs, especially in BRAC jurisdictions; and providing students information about security-clearance requirements and employment qualifications.

Significant progress toward these goals has already been made, demonstrated through Maryland's education again being ranked number one in the country by Education Week for its overall education, by the College Board for Advanced Placement performance, and by the Washington Post's Challenge Index for providing the most rigorous high schools in the country. The divisions of MSDE continue to collaborate with each other and work with their many partners to further that progress and to ensure that every student is able to take advantage of the opportunities that BRAC brings to Maryland.

Science, Technology, Engineering, and Mathematics (STEM) Programs

In 2011, 22 local school systems were awarded STEM grants totaling \$1.3 million. To date more than \$8.5 million has been awarded to school systems to implement and expand their STEM education initiatives. The funds will be used to support the development of STEM-prepared students through initiatives focused on elementary and middle school, underrepresented populations and trans-disciplinary curriculum development.

RTTT funds have been used to hire four new STEM specialist positions at MSDE. These STEM specialists will work to address the three RTTT competitive preference priority requirements for STEM: (i) offer a rigorous course of study in STEM; (ii) cooperate with industry experts, museums, universities, research centers, or STEM-capable community partners to prepare and assist teachers in integrating STEM content across grades and disciplines, in promoting effective and relevant instruction, and in offering applied learning opportunities for students; and (iii) prepare more students for advanced study and careers in STEM fields.

MSDE continues to move forward to implement all seven recommendations of the Governor's 2009 STEM task force report. Our RTTT application includes initiatives directly tied to the Governor's STEM task force report. RTTT STEM initiatives include: Expansion of MSDE Teacher Toolkit to include STEM resources for teachers, the development of STEM Instructional and Career Support (STEMnet) for teachers and students, Elementary STEM Teacher Certification, Secondary STEM Teacher Preparation and Retention, On-Line Professional Development for Teachers, Curriculum and Formative Assessments Development, and STEM on-line courses for students including Cyber security and Environmental Science. In addition, Educator Effectiveness Academies (EEA), during the summer 2011, provided professional development on STEM, Mathematics and English/Language Arts for more than 6000 teachers and principals from Maryland.

Anne Arundel County Public Schools, through an ARRA Title II D Federal Grant awarded by MSDE, has led all 24 local education agencies in building statewide capacity to improve teaching and learning in STEM through the development of a STEM Portfolio Project for Students and Teachers in Grades 4-8.

Career and Technology Education (CTE) – STEM / Project Lead the Way (PLTW) / BRAC

In spring/summer 2011, MSDE offered Local School Systems (LSS) incentive funding and professional development to increase the number of BRAC-related CTE programs offered to students. CTE expansion was targeted to the IT Networking Academy (Cisco); IT Database Academy (Oracle); Pre-engineering (PLTW); Biotechnical Engineering (PLTW); Teacher Academy of Maryland; and Homeland Security and Emergency Preparedness. MSDE targeted federal Perkins funds to expand BRAC-related programs through reserve fund grants to LSSs and community colleges. Through those funds, 19 LSSs are implementing the Pre-engineering program; 14 are implementing Biomedical Sciences; 15 are implementing the Cisco Academy; and five are implementing the Oracle Database Academy. The Teacher Academy of Maryland is available in 14 school systems and the Homeland Security

program is offered in four LSSs. A total of 15,064 students were enrolled in these programs in 2011.

MSDE continues to partner with Northrop Grumman's Electronic Systems (NGES) on STEM initiatives. This year, MSDE was pleased to receive \$250,000 from Northrop Grumman in support of STEM. Of the \$250,000, CTE received \$160,000. Eighty thousand dollars went to schools with PLTW Engineering programs for teacher professional development as well as to update PLTW classrooms. Funds were also used to support Harford County establishing the middle school PLTW program called Gateway To Technology. Eighty thousand dollars is also being used to support schools with the Cisco Information Technology Networking program to include an emphasis on cyber security. In June 2011, 36 teachers participated in Northrop Grumman's Teachers and Engineers for Academic Achievement (TEAACH) program. This past summer's internship program partnered STEM teachers with engineers to help teachers become current in their STEM knowledge and skills.

Evolving from the TEAACH program is REAACH (Retirees and Engineers for Academic Achievement). REAACH focuses on identifying and preparing senior level and retired engineers to serve as mentors to STEM teachers and students, and includes participation in a course designed for engineering professionals who wish to assist in STEM classrooms. Currently, 15 engineers from NGES are participating in REAACH and working with Project Lead The Way (PLTW) teachers.

As part of the expansion of IT-related programs, MSDE has partnered with Maryland colleges and universities as well as many business partners and affiliates including Cisco, Lockheed-Martin, Cyber Watch, and SANS Institute. Through statewide partnerships and collaboration, MSDE is working to incorporate Cyber Security in CTE programs and to support Cyber Security awareness across learning levels. As a result, several Maryland schools are piloting Cyber Security competitions and curriculum resources. In 2011, two LSSs offered new Cyber Security programs at the high school level as part of the IT networking program.

The Teacher Academy of Maryland (TAM) Summer Professional Development Leadership Institutes were held in July 2011, with Towson University (TU). Four school systems are offering the Homeland Security program, which articulates with Anne Arundel and Harford Community Colleges. Students may select from three program strands: Homeland Security Sciences, Criminal Justice/Law Enforcement; and Geographic Information Systems (GIS). These programs enrolled 166 students in 2011.

Charter Schools

Maryland continues to expand innovative choice educational opportunities for Maryland families. Seven new charter schools opened in fall 2011, one of them serving the Andrews Air Force Base families. The Imagine Andrews Public Charter School will initially serve 279 students in grades K-4 and eventually expand into a K-8 charter school serving 550 students. This is the first school in Maryland to design a program that will specifically and directly meet the needs of military families. Another six new charter schools opened and located in Baltimore City and Prince George's County. Together these schools will provide

educational services to an additional 1,765 students and bring the total number of charter schools serving Maryland to 50 schools located in six counties. Maryland charter schools provided services to over 15,838 students during the 2011-2012 school year.

MSDE's Charter School Program will continue to concentrate its efforts on developing high quality charter schools to serve Maryland students across more counties in the State. Maryland's RTTT award provides additional opportunities to forward the Charter School Program. The plan includes goals designed to continue to expand and strengthen our public Charter Schools. The first goal is to convert four low performing schools in Baltimore City and Prince George's County into high performing charter schools. Other goals include the design and adoption of Charter School Quality Standards intended to guide charter schools into becoming high performing innovative public schools.

Teacher Recruitment and Streamlined Certification Programs

Maryland Approved Alternative Preparation Programs, Maryland's route to alternative teacher preparation and certification, produced 413 new resident teachers in 2010-2011. This marks a sharp decline from numbers in previous years due to drastic budget issues in every local school system in Maryland. However, programs remain strong and continue to be an outstanding pathway into teaching for BRAC relocatees and their families, particularly in the areas of STEM, special education, and English Speakers of Other Languages (ESOL).

Through funding from RTTT, Maryland also has two projects associated with streamlining and improving teaching both in the elementary STEM areas and at the secondary level. The first is designed to work in collaboration with seven colleges and universities that train elementary teachers to create both desired outcomes of STEM teaching related to the Common Core Standards and a certification endorsement for elementary STEM teaching. The second project works in tandem with the National Math and Science Initiative and the UTeach project in Texas to enhance recruitment and strengthen teaching in the secondary areas of STEM certification.

Work continues to create a more streamlined certification process that would be designed to provide greater flexibility for new and relocating teachers. Additional and updated information regarding teacher certification can be found at www.marylandpublicschools.org/MSDE/divisions/certification/certification_branch.

School Building and Classroom Expansion

As of July 2011, 18 State-funded school construction projects were under contract in six BRAC school districts, with a total contract value of \$496.8 million. Of the 18 projects under contract, 10 were completed during this fiscal year. The total value of BRAC work completed was \$258.7 million. Total State funding for these BRAC district projects is \$142.6 million. It is anticipated that at the end of 2011, there will have been 19 projects under contract in the BRAC school districts with a total contract value of \$239.4 M.

In the FY 2011 Public School Construction Capital Improvement Program (CIP), the Interagency Committee on School Construction (IAC) established a new policy regarding replacement projects that are not justified for State funding participation under the normal enrollment projection methodology. Specifically, the policies of the IAC dictate that a

replacement school that does not demonstrate that it will be at least 50 percent occupied on opening, with rising enrollments thereafter, will generally not receive State funding. The projected enrollments that are used to determine future utilization include both the subject school and those schools that are geographically adjacent and could therefore be used for redistricting purposes. However, in situations where this long-standing policy blocked State participation in otherwise worthwhile BRAC replacement projects, it was perceived to be contrary to the State's desire to welcome BRAC initiatives by improving schools in the communities near the bases, which in some cases show declining enrollments and a good deal of excess school capacity. The excess capacity is particularly marked at the high school level, the level that will support BRAC-related programs in STEM and Homeland Security. The FY 2011 CIP included several requests for high school replacements that could not be justified under the normal procedure. Consequently, the IAC adopted a policy that would allow the State to participate in a BRAC-related school replacement on a different basis, namely by calculating the State participation at one-half of the projected enrollment of the subject school only, without consideration of capacity available in the adjacent schools. Through this policy, the IAC recommended and the Board of Public Works approved funding for several major projects in Prince George's and Harford Counties that otherwise would have received no State funding.

Security Clearance, Employment Qualifications and Children of Military Personnel

MSDE, CyberWATCH, and The Educational Technology Policy and Research, co-sponsored an annual all day seminar for counselors, administrators, and STEM coordinators. The conference brought together business leaders from Information Assurance, Information Security, Digital Forensics, Engineering of all genres, Biotechnical Engineering, Information Management, to speak on career opportunities, the academic preparation necessary to compete for these positions, and the level of security clearance that must be attained to allow employment. Project SCOPE (Security Clearance Overview and Preparation Education) materials were shared with school counselors from across the State. Project Scope was developed by the Ft. Meade Alliance in cooperation with the Anne Arundel County Community College to ensure that students have the necessary information to enable them to understand the need for security clearances in many BRAC related careers.

MSDE staff attended the Military Child Education Coalition Workshop, Public Engagement on May 24, 25, 2011. A workshop related to military children was held at the School Health Interdisciplinary Program (SHIP) Conference on August 2, 2011. The workshop, *"Impact of Being a Military-Connected Child in 2011,"* was presented by Joan V. Vanderlaan, Health Professionals Initiatives, and Military Child Education Coalition.

Advanced Placement (AP) Program and International Baccalaureate Program Expansion

In 2011, the College Board ranked Maryland #1 again nationwide in AP performance for the third consecutive year. Maryland continues to work with school systems to increase engagement and participation in rigorous high school courses while improving performance and participation on AP exams. Participation in AP Stem Courses (Biology,

Calculus, Computer Science, Physics, Chemistry, Environmental Science, and Statistics) has increased and at the same time, performance on exams of 3, 4, or 5 has also increased. Since 2008, the number of AP STEM exams increased by 11% and the number of AP STEM exams with qualifying scores of 3 or higher has increased by 9%.

BRAC districts have forged partnerships to support AP expansion and teacher training. All BRAC LSSs provide local funds to cover the cost of PSAT/NMSQT testing for all students in at least one grade. PSAT/NMSQT data can help teachers identify students with strong potential to succeed in AP courses.

MSDE was recently awarded federal funds (API) to increase AP participation and performance among students from low-income families in Dorchester and Wicomico Counties and Baltimore City (one school). A component of the grant, **Operation ACCESS** will target AP STEM programs by focusing on the pipeline from middle to high school. MSDE also received federal funds to supplement the cost of exam fees for income eligible students in both AP and International Baccalaureate (IB) programs. In 2010-2011 there were 34 IB schools in BRAC related LEAs – 2 primary years, 11 middle years, and 21 Diploma Programmes.

Early Childhood Education

As of the end of FY 2011, the total number of accredited early care and education programs (school-based pre-K, Head Start/Early Head Start, center-based care, and family child care) across all BRAC jurisdictions grew substantially, increasing by approximately 32 percent over FY 2010 levels. Most of this growth occurred in center-based and public pre-K or kindergarten programs. The largest jurisdictional increases were seen in Howard County (up 84% from last year) and Cecil County (up 50% from last year). During the period FY 2008—FY 2011, BRAC jurisdictions saw an overall increase of 31% in the number of accredited programs, with Carroll County and Howard County posting the greatest gains (142% and 77%, respectively).

Due mainly to the lack of funding for expansion, the number of public pre-kindergarten programs across all ten BRAC jurisdictions was only slightly greater during 2011 as it was during 2010. Baltimore City was the only jurisdiction that experienced a sizable increase (+19%) in the number of programs. In the aggregate, BRAC jurisdictions continue to represent approximately 81% of all school-based pre-K programs in Maryland.

During 2011, the ten BRAC jurisdictions accounted for 80% of all licensed child care centers and family child care homes in Maryland and 84% of total licensed child care capacity, up fractionally from FY 2010 levels. During the year, however, most of those jurisdictions experienced an actual decrease in the total number of licensed programs, the total number of licensed child care slots, or both. The largest decrease was seen in Prince George's County, which lost 9% of its licensed programs and 5% of its child care slots. Only Montgomery County posted gains in both categories (1% and 2%, respectively). From FY 2008 to FY 2011, licensed centers experienced moderate average growth in program census and capacity (3% and 6%, respectively) across all BRAC jurisdictions. But family child care program census and capacity declined in all BRAC jurisdictions. While the number of homes in Montgomery County fell less than 1% across the period, the number of

Prince George's County homes dropped by 20%.

The rate of program capacity-building and participation in quality initiatives across BRAC jurisdictions, as well as throughout the rest of Maryland, continued to be seriously affected by the general economic downturn of the past few years. Public funding sources for capacity-building have remained constricted, and, due largely to affordability issues, child care enrollment rates have dropped in relation to the number of licensed child care slots. As a result, program closures — particularly of family child care homes — have outpaced program openings, and fewer programs are able to take on the cost of quality improvements. DECD continues to explore the development of supports and resources for program growth and quality improvements.

Special Education

The Division of Special Education /Early Intervention Services (DSE/EIS) has employed two part-time BRAC Coordinators to assist School Liaison Officers in supporting military families who have children with special needs as they transition to Maryland schools. MSDE collects monthly special education enrollment data in BRAC-affected school systems and Infants and Toddlers Programs. The Division is in the process of doing site visits at the bases in Maryland to provide assistance and technical support. The BRAC Coordinators provide information about various special education trainings, workshops, webinars and other learning opportunities, including relevant information on autism.

Once again, the Department has issued grant funding to support special education activities in BRAC districts. As a part of this initiative, the Division approved a new BRAC grant application submitted by Anne Arundel County Public Schools (AACPS). The proposal addresses the problems of challenging behaviors of children with special needs who have moved to Maryland. Schools and bases in Anne Arundel County, including Ft. Meade, as well as other BRAC counties, will be served by this project. Early childhood *Social and Emotional Foundations of Early Learning* (SEFEL) training and school-age/youth *Positive Behavioral Interventions and Supports* (PBIS) training of trainers, coaches and families will address the problem. AACPS will partner with Ft. Meade and the Naval Support School Liaison in Annapolis, Maryland to conduct the trainings.

The DSE/EIS BRAC Coordinators are in constant contact with the School Liaison Officers and Exceptional Family Member Program Coordinators to help ease the transition of BRAC families. On March 31, 2011, MSDE hosted the highly successful Maryland State Department of Education BRAC Forum, ***Educating BRAC Families: The Way Ahead*** in Baltimore, Maryland. Attendees included: Military School Liaison Officers, Exceptional Family Member Program Coordinators, Directors of Special Education and Family Support Personnel from the 10 counties affected by BRAC.

The Division also hosted the School Liaison Officers and other Military and BRAC contacts at MSDE's DSE/EIS End of Year Training Conference: ***Seeds for Success: Continuing to Grow Family Support in Maryland.***

Outreach and Communication

The BRAC web page (www.MarylandPublicSchools.org/BRAC) continues to be enhanced through resources and links to additional BRAC-related resources and information for counselors, administrators, and parents of children and siblings of deployed military personnel. The web page provides information on security clearances, the Interstate Compact on Educational Opportunity for Military Children, BRAC planning updates, services for students with disabilities, LSS contact information, and links to the state's and other BRAC web sites. Further, the School Liaison Officer from Aberdeen Proving Ground, in working with the MSDE BRAC Public Information Office, continues to provide updates to MSDE's BRAC website.

MSDE staff actively promoted the number one national rankings again in Maryland (Education Week, College Board, and the Washington Post) through the development and distribution of brochures outlining the achievements. These materials were specifically created for use in BRAC jurisdictions as well as for BRAC outreach events (Ft. Monmouth, Ft. Meade, and DISA).

Lessons Learned

- Maryland's quality public education system proved to be a positive and significant factor in the decision of BRAC families to relocate to Maryland.
- Maryland's rigorous educational standards resulting in college- and career-ready graduates proved to be a positive and significant factor in the decision for employers and employees to relocate to Maryland.
- Maryland must continue to highlight the quantity and quality of STEM employment opportunities brought about through BRAC in order to encourage more students to enroll in STEM courses, more colleges and universities to focus teacher preparation around STEM-related subjects, and more educators to avail themselves to professional development in STEM subject matter content.
- While public education highlights are included in yearly BRAC publications, Maryland must continue to broaden its communication avenues to BRAC families and BRAC employers to showcase Maryland's educational success.

Best Practices

- Alignment of BRAC initiatives with national education reform efforts
- Integration of BRAC initiatives within Maryland's winning Race to the Top application
- Continuous communication of BRAC initiatives, activities, and results, with local school systems and other education stakeholders (MSDE highlights published in BRAC yearly publications)
- Coordination and cooperation with Maryland cabinet agencies in implementing the BRAC Plan

- Coordinated use of funding and resources to support BRAC-related programs
- Outreach to education partners to support BRAC-related programs (participated in all community events held on military bases)

Maryland continues to implement “best practices” through its comprehensive third wave of education reform initiatives that for the past four years has resulted in Maryland being recognized as the #1 Public Education System in the nation, to include #1 in AP performance four years in a row, and #1 in the nation for a third year in a row for the nation’s top high schools. These designations have allowed Maryland to attract BRAC families to Maryland’s public schools, as well as demonstrate to BRAC employers that Maryland graduates are college- and career-ready, highly-skilled, critical thinkers, and fully capable of excelling at BRAC-related employment. Maryland remains committed to preparing world-class students.

In addition, at the end of 2011, Maryland was one of nine states awarded a four-year \$50 million federal RTTT Early Learning Challenge Fund Grant designed to narrow the school readiness gap for children in poverty, English Language Learners, and those with disabilities.

2011 Outlook and Primary Focus

Maryland’s \$250 million Race to the Top award continues to help implement reforms that include: revising the preK-12 Maryland State Curriculum, assessments, and accountability system based on the Common Core State Standards; building a statewide technology infrastructure linking all data elements with analytic and instructional tools to monitor and promote student achievement; redesigning the model for preparation, development, retention, and evaluation of teachers and principals; and fully implementing the Breakthrough Center for transforming low-performing schools and districts. RTTT efforts are aligned and fully support the goal that students will be prepared for college and career in the 21st century. Further, Maryland’s RTTT science, technology, engineering, and mathematics (STEM) initiatives are designed to develop and align a rigorous STEM curriculum with college requirements and workplace expectations to prepare all students for postsecondary success. As we move forward, we will continue our efforts to ensure that Maryland schools continue to meet the needs of BRAC students and their families.

The Maryland Department of the Environment (MDE)



2011 Challenges and Accomplishments

Community water supply and wastewater treatment challenges associated with BRAC buildup demand early attention and special approaches; for example, encouraging regional solutions can be critical when individual local decisions are ineffective at resolving resource or infrastructure shortfalls. Also, helping communities find creative ways to finance needed infrastructure improvements is essential. This investment not only addresses public health and environmental challenges but also creates jobs for the local population and opportunities for small and minority-owned business enterprises.

Lessons Learned

Changes to state environmental regulatory requirements, especially those that strengthen protection and occur in the midst of a tight BRAC construction timeline, can lead to the need for additional regulatory outreach to installation environmental managers and contractors.

BRAC can place special demands on previously programmed federal efforts to accelerate remediation of military property such as those required under federal/state Superfund law. Fortunately, this was not a significant issue in Maryland for the 2005 BRAC round. In fact, growth associated with BRAC helped stimulate private sector interest in the State's voluntary cleanup program as a useful tool for off-base property redevelopment.

Joint federal/local interest in innovative technology can present regulatory challenges. For example, efforts to establish waste-to-energy facilities require special permitting consideration.

Citizen concerns can emerge at any time and cause a delay, divert resources or otherwise impact timelines. A state environmental agency's mission must remain focused on

safeguarding public health and protecting the environment. This requires the agency to strike an appropriate balance between citizen concerns and defense-related interests. Fortunately, there was broad public support for BRAC in Maryland with citizen concerns addressed as these arose through the normal means for public participation in the regulatory process.

Best Practices

Strategic and early use of federal BRAC funding from DoD's Office for Economic Adjustment was made during the planning process for needed water supply and wastewater assessments. Maryland received an unprecedented \$1.8 million in federal funds that supported critical aquifer studies for the Ft. Meade and APG Regions as well as an APG regional assessment of local water and wastewater system capacity that built on information gained as the result of the State's first BRAC startup grant from the Department of Labor.

Two water summits and a resulting intergovernmental cooperative agreement served as critical tools for bringing about a needed regional solution to ensure that sufficient drinking water supplies were available for BRAC implementation and that a framework was available to address the associated secondary and tertiary needs extending beyond 2011. The personal involvement of the Lt. Governor was critical to securing local government support. MDE provided essential knowledge regarding state water appropriation permitting and helped guide Maryland's successful effort to secure significant, additional allocation from the Susquehanna River Basin Commission, a multi-state regulatory body whose members compete for use of river water.

State Support of Local Planning – Throughout BRAC buildup, Maryland benefitted from innovative as well as well-established planning programs including state review of legally required Water Resource Elements (WREs) to locally adopted comprehensive land use plans and state-mandated approval of proposed local amendments to county-adopted 10-year water, sewerage and solid waste management facility plans. While the latter tool has been in existence for many years, MDE review of WREs came about during the BRAC timeframe. During 2011 alone, MDE reviewed 13 WREs in BRAC-impacted counties and approved 21 local amendments to water and sewerage facilities plans. In addition, MDE kept pace with solid waste disposal demands taking action in successive years in support of local needs for increased landfill capacity within the Ft. Detrick, Ft. Meade and APG Regions. Throughout BRAC implementation, state support of local planning efforts has been an important factor in ensuring environmentally protective yet timely pacing of infrastructure to meet growth demands. MDE also assisted local BRAC-related planning efforts through its review of proposed BRAC Zones which brought into focus the potential for off-base brownfields redevelopment to stimulate jobs growth and enhance quality of life within Maryland's military communities. During 2011, work was actively underway on state-approved voluntary cleanup projects in Baltimore City (Westport), Anne Arundel County (Odenton) and Frederick City. In addition, the agency issued its approval of a key State transit-oriented development project for the community of Laurel.

Infrastructure Financing – To assist impacted communities with water and wastewater infrastructure needs, MDE primarily used a combination of Bay Restoration Fund grants

and State Revolving Fund loans, aided by a one-time infusion of federal American Recovery and Reinvestment Act (ARRA) funds. While many projects were already on the State's priority list at BRAC startup, through BRACStat, projects received focused attention as they went through the multi-year process to completion. Careful tracking through BRACStat ensured that no state action was overlooked or unnecessarily delayed. Nearly \$1 billion in state funding, including ARRA monies, was dedicated to funding more than 30 local infrastructure projects throughout BRAC-impacted central Maryland. Enhanced outreach to minority-owned business enterprises (MBEs) occurred in the process. Local reporting to MDE indicates that over \$42 million in available funds was awarded to MBEs and over \$24 million was awarded to WBEs (women-owned business enterprises) for BRAC-related water and wastewater infrastructure efforts. This represents approximately 17.0% of local contracting efforts in which the State, through MDE, participated. In projects involving four different jurisdictions the percentage ranged from 22% to 91.75% for project awards totaling \$232,134,649 or approximately 59% of all awarded BRAC-related dollars.

Permitting & Regulatory Assistance – Significant engagement of BRAC project sponsors early in the process was essential to ensure that required state environmental permit and approval applications were submitted to MDE timely and that sponsors were well-informed of any new regulatory requirements as they worked through the demanding federal schedule. On-site compliance assistance also played an important role. Examples of special outreach and assistance offered by MDE include:

- **Enhanced Use Lease Agreement** – At the Army's early request, MDE negotiated language inserted into the federal EUL boilerplate to ensure clarity for installation managers and private sector partners regarding existing state authority for environmental permit, compliance and enforcement activity involving any EUL project in Maryland.
- **Early Submission of Environmental Permit and Approval Applications** – From the start, MDE took numerous opportunities such as those facilitated by the Maryland Military Installations Council to convey to the Army, its developers, local government and consultants the need to submit applications as soon as possible. The agency also offered pre-application meeting opportunities and worked through challenges with each applicant as these arose. Of the various permits and approvals that may be required for a typical development project, early submission is most critical for those that cannot avoid impacting state wetlands. In some cases, the federal government also has jurisdiction which requires a separate permit from the Army Corps of Engineers. MDE's "joint wetlands application" helps facilitate simultaneous federal/state review for such projects. In addition, MDE gave focused attention to developing appropriate permit requirements for innovative technology. During BRAC, the agency was active in technical discussions and permit application review for a proposed waste-to-energy facility submitted by Frederick County.
- **Third-Party Reviewers** – Use of pre-qualified "expeditors" is a useful MDE tool for making the state's stormwater plan approval process as efficient as possible. This mechanism was used numerous times by the Army and its development partners. The cost of this service is covered by the project sponsor. MDE retains final authority regarding issuance of each approval. Use of knowledgeable private

reviewers can be a significant time-saver for BRAC and other development projects.

- Technical Assistance for Permitting and Compliance – State stormwater discharge permit rules changed significantly in the midst of BRAC necessitating special outreach and technical assistance on the part of MDE permit reviewers and compliance inspectors to ensure that the Army and its contractors understood the ramifications of the changes. The new statewide rules were necessary to provide adequate environmental protection. Once outreach and compliance assistance were accomplished, concerns initially expressed by the Army were satisfactorily addressed and federal construction contractors were held accountable for ensuring that all BRAC-related construction complied with applicable state permits and approvals.

Outstanding Issues

Future water supply demands in northeast Maryland as the result of BRAC-stimulated growth and development require careful planning and management over the long term. Regulatory decisions within the Susquehanna River basin are driven by the need to limit water allocation during periods of drought given low-flow conditions that occur in the river and its tributaries. Continuing to emphasize the need for water conservation as well as the implementation and maintenance of adequate local water storage capacity is essential to the region's sustainable future. Incentivizing "green" economic development projects that minimize water consumption is a highly recommended way to foster desired growth while protecting the resource so that it can be equitably shared among users. Finally, continued local government cooperation developed through the BRAC Water Summit process is essential to ensuring that water continues to be available in a timely manner and that it is provided in the most cost-effective way possible. With the Susquehanna River Basin Commission's 2011 approval of additional allocation for Baltimore City, a pathway for the APG Region to secure additional supply via amendment to an existing agreement between Harford County and the City is now available.

Completion of programmed infrastructure projects is critical to central Maryland's long-term sustainability. While many projects were able to be completed during BRAC, several have project timelines that extend beyond 2011. All are due to be completed by or well before 2016. Staying the course is necessary if post-BRAC growth is to be accommodated. In this regard, there are special challenges in Cecil County that emerged either prior to or during BRAC. MDE continues to work with the County and its local municipalities on compliance matters (i.e., Town of Rising Sun) and on a solution to wastewater treatment for the Town of Port Deposit, which has been linked to proposed redevelopment of the Bainbridge site (a pre-BRAC surplus naval facility). Through a franchise agreement with Artesian Water Maryland, Inc., whose parent company is based in Delaware, the County has secured additional water for its long-term needs. However, a similar agreement with Artesian Wastewater Maryland, Inc. was recently terminated by mutual agreement. The County will need to pursue a timely alternative or risk having inadequate wastewater treatment capacity in the future. As for other BRAC-impacted counties, only one other incomplete project in which the State has invested has experienced significant delay. The Mayo wastewater treatment facility lies in the Ft. Meade Region (Anne Arundel County).

Fortunately, an alternate approach has emerged and is being actively pursued by the County. This was necessary due to shellfish resource protection requirements that impacted the State's discharge permit decision regarding the original plans to accomplish the required ENR upgrade while significantly expanding the existing facility.

Chesapeake Bay and local water quality protection is a top priority for MDE as Maryland continues to play a critical role in Bay governance. During 2011, the agency completed an intensive effort to produce the State's draft Phase II Watershed Implementation Plan (WIP) for Maryland's portion of the Bay watershed. The draft Phase II WIP refines the Phase I effort that responded to EPA's 2010 determination of an appropriate "pollution diet" for the Bay ecosystem. The Bay diet is technically referred to as the Bay Total Maximum Daily Load (TMDL). "Maximum load" refers to the upper limits of nitrogen, phosphorus and sediment that can be assimilated by the Bay in order for water quality to meet existing standards. The standards are driven by what is necessary to support state-designated beneficial uses such as swimming, fishing, or water supply. Excesses of all three pollutants have caused the Bay to decline over many years. Therefore a significant effort is needed to reduce excess loads and to subsequently maintain water quality that is protective of long-term Bay health and productivity. During 2011, DoD and the Joint Services became active players in the State's WIP development and implementation process along with local government and the Maryland Departments of Natural Resources and Agriculture. Regarding BRAC-impacted Maryland, Anne Arundel County served as a pilot during the development of Maryland's Phase I WIP (2010) and actively involved Ft. Meade. This effort became a model for other installations and 'host' jurisdictions. Thus, each major military installation contributed to the development of the Phase II draft which was submitted to EPA in December 2011. Public review and comment will occur early in 2012 after which the final Phase II plan will be completed. In order for Maryland to achieve its assigned pollutant load reductions, it is essential for urban and rural sectors within each local jurisdiction to work cooperatively. Through the WIP process, locally allocated pollutant load reductions have been established. State assessment and tracking tools are in place to chart progress toward completing implementation no later than 2020. The process calls for tracking two-year milestones toward completion. For the urban sector, including much of the land associated with military installations, the following priorities have emerged:

- Enhancing on-base stormwater management by retrofitting existing impervious areas and by working with local government as needed to fully comply with state-issued municipal stormwater discharge permit conditions;
- Wastewater treatment capacity planning and financing to complete all state-required wastewater treatment plant enhanced nutrient reduction (ENR) upgrades; full implementation of ENR and compliance with tighter permit conditions is critical; and
- When necessary, development and implementation of timely federal/local nutrient 'trade' agreements so that treatment capacity can be equitably managed and distributed over time.

Post 2011 Implementation

MDE anticipates continued use of established mechanisms of federal/state/local coordination to work through the outstanding issues identified above. The agency remains an active member of the State Smart Growth Subcabinet, Susquehanna River Basin Commission, and State Chesapeake Bay Subcabinet. These entities will be instrumental in helping Maryland tackle its post-BRAC environmental management challenges.

Maryland Department of Planning (MDP)



2011 Challenges and Accomplishments

In 2011 the State received the final BRAC jobs moving to the area from other States. Because of the planning that went on within MDP and other State agencies over the past 5 years, Maryland was prepared for the moves that occurred in 2011 and no moves were held up or hindered due to lack of public infrastructure, affordable housing or other growth related issues. In fact, most federal agency job moves occurred without notice from the general public and those that moved are now living and working in Maryland.

Encroachment of potentially incompatible uses around our military bases is a big issue not only in Maryland but around the Country. It is anticipated that Encroachment may be a key issue in the next round of BRAC and MDP is determined to assist our military bases in addressing this matter. We will continue to track and evaluate local land use and zoning decisions that impact land adjacent to our military bases and work with the bases to minimize any potential negative impact brought on by growth and development.

Planning For BRAC

MDP has begun a process of meeting with local jurisdictions during the early stages of their comprehensive plan development instead of the more traditional approach of waiting to comment after the Plan is developed during their 60 day review period by the State. This has resulted in a better understanding by both the State and locals of issues associated with BRAC development and the opportunities and challenges that it presents. This effort is on - going and part of MDP's technical assistance efforts now and into the foreseeable future.

MDP continues to assist local governments in evaluating potential BRAC Zones, and encouraging land use policies that support Smart Growth principles. MDP continues to work with local BRAC impacted jurisdictions in promoting higher density, walkable communities such as the City of Frederick's Carroll Creek area, Odenton Town Center, City of Laurel Mall Redevelopment and the City of Aberdeen MARC station. This is an ongoing

effort that has been incorporated as part of MDP technical assistance.

Priority Evaluation Process

In partnership with the Interagency School Construction Committee (IAC), MDP was able to continue its geographic analysis of the 2011 funded school construction projects that are located within Priority Funding Areas (PFA) impacted by BRAC. This analysis is used in the prioritization of BRAC-related public school construction projects and will allow both MDP and the Public School Construction Committee databases to flag BRAC-related school projects. This effort has greatly improved the coordination of both agencies in the efforts to address BRAC-related school impacts.

With respect to BRAC, these PFAs area, state designation for existing communities within a 10-mile radius of a BRAC installation and/ or 20-minute travel time to a BRAC installation where local governments direct state investments to support future growth.

Now that the majority of BRAC employees have moved to Maryland, MDP will base its evaluation of BRAC-related enrollment projections for 2012 as funding becomes available. The study will incorporate BRAC household growth resulting from the actual moves that have occurred verses where they were projected to occur.

Transit Oriented Development (TOD)

MDP assisted in developing a Central Maryland TOD Strategy and continues to be an active member of the Central Maryland TOD Alliance which includes state and local planning, transportation, housing, and economic development agencies and Baltimore area nonprofit advocates. MDP provided additional TOD planning data, a growth potential analysis for the Redline Baltimore County stations, and reviews/comments on (a) assessment of the existing TOD conditions/trends/issues, future TOD challenges and opportunities, (b) identification of priority locations for TOD planning and investment, and (c) TOD tools, strategies and recommendations.

MDP is continuing the process of mapping TOD sites and areas within a ½ mile radius around existing transit stations. We are also assisting Prince Georges County with TOD analysis for transit sites near Joint Base Andrews.

MDP will continue to assist local jurisdictions with TOD analysis not only in Prince Georges County but for other jurisdictions including those in southern Maryland and other parts of central Maryland. We have recently begun assisting the Odenton Town Center Committee with its review of development plans in and around the Odenton Town Center including lands surrounding the MARC station.

Census

MDP is the State's lead agency with regard to the 2010 Census. MDP provides key demographic and socio-economic data from the Census and from the American Community Survey (ACS) in support of planning in Maryland's BRAC-impacted jurisdictions. .

Lessons Learned

Interagency and local government coordination was important to the success of BRAC. MDP helped facilitate this coordination by multiple agencies through the review of Transportation, Water and Sewer and other infrastructure needs and impacts brought on by BRAC.

Coordination with local governments in the development of BRAC Zones was key to a quick and thorough review and ultimately implementation of the BRAC Zones. MDP worked with several local governments throughout the creation of their BRAC Zones including the redevelopment of key business and office centers such as the Laurel Mall, which is now moving forward.

Best Practices

- The BRAC Coordinators Meetings became an outstanding source of information regarding multiple BRAC related projects going in and around Maryland BRAC impacted bases.
- BRAC Stats including tracking home sales and rezoning applications in BRAC impacted Counties served as an indicator of BRAC's impacts on local economies. This is a very useful tool in helping MDP track key areas of central Maryland for BRAC related growth and development.
- MDP's School information web page was reviewed by hundreds of BRAC impacted families during the height of the BRAC related moves to Maryland. The location and information on specific schools as well as providing information on the surrounding communities was considered to be an extremely valuable tool for those moving to Maryland due to the 2005 BRAC decisions.
- Our pre Comprehensive Plan meetings have given MDP an opportunity to promote Smart Growth policies including transit oriented development and mixed use walkable communities in key areas around central Maryland, including BRAC related counties.
- An expedited review process by the State Clearinghouse for BRAC related projects has been established and dozens of reviews have been provided.
- MDP through the Smart and Sustainable Growth Act of 2009, which promotes sustainable development and increased access to transit uses, will continue to work with local communities to advance TOD-related efforts, and position priority improvements for potential funding opportunities in the future.
- The Maryland Planning Directors Roundtable brings together the planning leadership from across the State. The Roundtable allows counties and municipalities, rural and urban jurisdictions alike, to talk about the challenges relating to BRAC, sustainable growth and to share experiences and ideas and planning best practices.

Post 2011

MDP will continue to focus its outreach efforts to provide hands-on technical planning assistance and to meet with local jurisdictions and BRAC impacted communities to address growth-related issues, including funding for key BRAC-related projects. We continue to encourage local jurisdictions, most with connections to Maryland's military bases, to promote transit oriented development in areas that make them accessible to those working at one of our military bases.

MDP has established or participated in efforts like the Planning Director's Round Table, BRAC Coordinators Meetings, and Quarterly Maryland Military Installation Council Meetings, which all have improved the flow of planning and development related information to and from our local jurisdictions and the State's military bases. MDP recognizes that encroachment around our military bases is an ongoing concern regarding a bases ability to carry out its primary mission. We will continue to work with the local planning directors and their offices to ensure that future development around the bases is consistent with the State's Smart Growth policies and does not have a negative impact on the mission of the local military base.

Department of Housing and Community Development (DHCD)



2011 Challenges and Accomplishments

Over the past year, the Maryland Department of Housing and Community Development has continued to help prepare Maryland for BRAC growth and development while assisting households relocating to Maryland. DHCD remains focused on its BRAC mission which is to work and coordinate with partners to expand affordable and workforce housing opportunities; strengthen neighborhoods to attract new investment and BRAC-related growth; and enhance the availability of information about Maryland's housing market and the resources that are available for homeowners and renters.

In working towards DHCD's BRAC mission, broad challenges in the economy continued to influence housing investment and purchase options in 2011. The national foreclosure crisis and unemployment challenges continued to bring down home values while increasing the supply of homes on the market. Declining tax revenues continue to impact state and local budgetary resources limiting capital available to invest in the creation and rehabilitation of affordable rental and community development projects.

DHCD was able to move forward nonetheless. DHCD used Federal and State resources to leverage significant private sector capital to make possible a total of 18 projects in six BRAC jurisdictions with a total of 1,713 housing units during FY 2011. These units are helping meet a persistent need for affordable housing which has been heightened by BRAC growth but also compounded by the economic slowdown and foreclosure crisis.

With the assistance of a \$4 million dollar award from the John D. and Catherine T. MacArthur Foundation Award, DHCD is also launched a new loan pool to help preserve

existing affordable housing opportunities. Overall, state, local, private, and philanthropic funds are expected to leverage approximately \$432 million in short-term acquisition financing and approximately \$823 million of long-term financing to help to preserve approximately 9,000 units over the 10 year period.

Through the support of the Obama Administration as well as the Housing and Economic Recovery Act, DHCD was able to bring down lending rates and make the Maryland Mortgage Program more attractive. Better rates coupled with a new down payment incentive called the BRAC Match. From 2009 to present, The Maryland Mortgage Program (MMP) has assisted homeowners in BRAC designated areas with home loans totaling \$555,916,595 and provided down payment assistance (DSELP) totaling \$13,610,723.

Despite budget constraints, DHCD continued to make community development investments in older communities so they are poised to attract and manage new growth from BRAC. The Community Legacy Program and Neighborhood BusinessWorks continued to be mainstays of investment in local main streets and downtown areas. The target areas for these programs were consolidated through legislation in 2010 that made application and use of the resources easier for local applicants. The Local Government Infrastructure Finance Program was able to facilitate \$9.5 million in infrastructure investments since 2010 on behalf of several BRAC communities.

Enhancing Information

More than 25,000 households are expected to locate primarily in eight central Maryland counties as a result of the BRAC-related jobs coming to Maryland. Of these households, almost half (11,762) are expected to be of low or moderate income (earning less than \$75,000) and could be eligible for DHCD's housing programs. DHCD has ensured that individuals moving to Maryland are aware of DHCD's housing programs.

DHCD purchased advertising space in various relocation guides to help market DHCD's programs and resources. In addition, the DHCD BRAC website provides information on housing resources to assist individuals relocating to Maryland. This information includes links to many of the reports completed in prior years on BRAC, research on the projected income levels and housing needs for relocating families, as well as a bevy of state and local housing and community development resources.

Expand Affordable and Workforce Housing Opportunities

DHCD maintains several key programs that work to increase the supply of affordable and workforce housing opportunities including the Maryland Mortgage Program (MMP) which provides households access to homeownership through down payment assistance and affordable mortgages. In addition DHCD finances the construction and preservation of rental housing through a variety of multifamily rental housing programs. DHCD's housing programs continued to show strength this past year moving forward thousands of new affordable housing opportunities made possible through Federal resources from the Housing and Economic Recovery Act (HERA) as well as the American Recovery and Reinvestment Act (ARRA).

As individuals relocate to Maryland, DHCD was able lower lending rates for the Maryland

Mortgage Program by leveraging \$257 million through the Federal Government's New Issue Bond Program. Overall, the resources are expected to help 1,600 individuals purchase a home in Maryland. The competitive rates were bolstered by down payment assistance match for BRAC families – the BRAC Match. Through this match program, relocating military and defense contractor personnel can receive \$2,500 in down payment and closing cost assistance as a match to relocation expenses they may be receiving from their employer as part of their move to Maryland. The initiative provides \$100 million in mortgage loans through the MMP to homebuyers in the 10 counties that are most impacted by the U.S. Military's Base Realignment and Closure (BRAC) activities. Assistance was set aside specifically for mortgages in the BRAC-impacted jurisdictions: Anne Arundel, Baltimore, Carroll, Cecil, Frederick, Harford, Howard, Montgomery, Prince George's Counties, and Baltimore City.

The most significant driver of multifamily production during FY 2011 in the BRAC communities was the Federal New Issue Bond Program (NIBP). DHCD took advantage of NIBP in FY 2011 to preserve 1,420 units of rental housing 13 developments in BRAC jurisdictions. The total value of these 13 developments was approximately \$234.4 million in 5 BRAC counties and Baltimore City. Additional leveraged funds included state and federal funds totaling \$9.5 million and equity from the sale of 4% LIHTC credits valued at \$45.9 million. These units are helping meet a persistent need for affordable housing which has been heightened by BRAC growth but also compounded by the economic slowdown and foreclosure crisis.

Strengthen Neighborhoods

DHCD has continued in its efforts to connect BRAC growth to communities that are seeking revitalization. BRAC presents a unique opportunity for Maryland to help direct market demand and new investment opportunities to areas ripe for reinvestment and redevelopment.

FY 08 – FY 11 COMMUNITY LEGACY AWARDS IN BRAC JURISDICTIONS

Community Legacy Awards FY 2008 - FY 2011 in BRAC Jurisdictions	Annual Reporting Period		
	Awards	Amount of Award	Amount Leveraged
Acquisition/Rehab Housing Programs/Projects	29	\$4,650,000	\$27,897,629
Commercial Improvement Projects	8	\$667,500	\$928,510
Demolition Projects	4	\$750,000	\$3,955,600
Economic Development Projects	7	\$580,000	\$1,895,000
Facade Projects	16	\$1,188,500	\$947,000
Homeownership Projects	3	\$535,000	\$4,575,000
Infrastructure Projects	15	\$1,625,000	\$16,548,800
Mixed-use Projects	6	\$650,000	\$3,813,040
Operational Support Projects	8	\$279,000	\$397,500
Planning Support Projects	11	\$301,000	\$60,196

Recreational Projects	4	\$255,000	\$511,756
Residential Projects	1	\$100,000	\$0
Revolving Loan Funds	6	\$1,050,000	\$1,435,990
Social Services Projects	1	\$100,000	\$318,000
Total	119	\$12,731,000	\$63,284,021

DHCD's local revitalization activities are directed through two key programs – the Community Legacy Program, which provides flexible reinvestment funds for nonprofits and local governments, as well the Neighborhood BusinessWorks Program, which provides loans to small businesses for capital improvement activities.

Enhancements were made to both programs through the passage of the Sustainable Communities Act. This legislation consolidated and simplified the target areas for the Community Legacy Program and Neighborhood BusinessWorks Program making them easier for local partners to use. The Act has enabled projects in designated BRAC Revitalization and Investment Zones to access the resources available through both programs. In the face of limited resources due to the fiscal climate, such alignments have helped to ensure that the limited funds are targeted to projects in the areas local applicants have prioritized for reinvestment.

To date the special BRAC themed Community Legacy Program has awarded 119 to local projects totaling \$12.7 million. Recent programmatic highlights include working with the Main Street Maryland communities located in BRAC counties of Carroll, Harford, Frederick, Prince George's, Montgomery, Anne Arundel and Baltimore City. A wide-range of commercial revitalization projects were implemented such as façade improvements in the City of Aberdeen and streetscape improvements in the City of Frederick.

Since returning to action in 2010, the Local Government Infrastructure Finance (LGIF) Program, which accesses the bond markets on behalf of local governments for local infrastructure and capital projects, has on a \$27.9 million dollar bond offering on behalf of six local communities - three located in BRAC impacted areas. \$9.5 million was leveraged on behalf of Aberdeen, Hyattsville, and Middletown for debt refinancing, street and sidewalk improvements, and in the case of Aberdeen, the purchase of water to help meet growing demands due to BRAC growth.

Best Practices

MacArthur

With the support of the John D. and Catherine T. MacArthur Foundation, DHCD has joined with nine county governments to preserve affordable rental housing located in the path of growth brought on by the BRAC process, which will bring over 25,000 new households to the region beginning in 2008 until 2015.

Under one component of this initiative, MacArthur Foundation funds are being used in partnership with funding from the Maryland Energy Administration to promote energy efficiency in affordable rental housing developments, through the Green Grant Rental Housing Energy Efficiency Program. The Green Grant program reimburses eligible

applicants for costs associated with Energy Audits for multi-family rental housing or for the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) accreditation and training, in certain communities affected by BRAC.

- Since inception, DHCD has awarded \$50,000 to cover the costs of energy audits to identify potential energy efficiency measures to improve the performance of rental housing developments. This initiative has assisted 40 housing developments which include over 8,300 units of affordable rental housing, become more energy efficient.
- Since inception, DHCD has awarded 47 LEED training grants totaling \$19,915 in awards that have increased the professional knowledge and capacity of local and state employees actively engaged in energy efficiency and sustainable design activities.

Another aspect of this initiative involves the MacArthur Foundation's Program Related Investment (PRI) of \$4 million. This investment leverages DHCD and local funds to leverage other private and public funding that will over a 10 year period preserve additional units of affordable rental housing. The Loan Fund provides flexible, short-term (typically 12-24 months) loans which complement other financing, and are repaid through long-term financing made available through DHCD and its partners.

- The program has successfully closed on a \$1.5 million short-term loan to assist one project with 125 units in Takoma Park, Montgomery County with total project costs of \$8,395,000.

Federal New Issue Bond Program

The most significant driver of multifamily production during FY 2011 in the BRAC communities was the Federal New Issue Bond Program (NIBP).

- DHCD took advantage of NIBP in FY 2011 to preserve 1,420 units of rental housing 13 developments in BRAC jurisdictions.
- The total value of these 13 developments was approximately \$234.4 million in 5 BRAC counties and Baltimore City.
- Additional leveraged funds included state and federal funds totaling \$9.5 million and equity from the sale of 4% Federal Low Income Housing Tax credits (LIHTC) valued at \$45.9 million.

These units are helping meet a persistent need for affordable housing which has been heightened by BRAC growth but also compounded by the economic slowdown and foreclosure crisis.

Maryland Mortgage Program

The Community Development Administration (CDA) Maryland Mortgage Program provides low-interest mortgage loans to eligible homebuyers with low- to moderate-income households through private lending institutions throughout the State. The Program began in 1980 and is targeted primarily to first-time homebuyers. The Down payment and Settlement Expense Loan Program (DSELP) is a program used in conjunction with the

Maryland Mortgage Program that offers 0% deferred loans for down payment and settlement costs to low- and moderate- income homebuyers.

- On July 8, 2010 Lt. Governor Anthony G. Brown, Secretary Raymond A. Skinner, members of the Maryland Bankers Association and the Maryland Association of Realtors, announced a new homeownership initiative aimed to provide much needed relief in Maryland's housing market and protect home values in BRAC-impacted communities. The initiative provides \$100 million in mortgage loans through the MMP to homebuyers in the 10 counties that will be most impacted by the U.S. Military's Base Realignment and Closure activities. Assistance was set aside specifically for mortgages in the BRAC-impacted jurisdictions: Anne Arundel, Baltimore, Carroll,
- Since 2007, DHCD staff has travelled to Ft. Monmouth, NJ three times participating in the Ft. Monmouth relocation fairs, staffing a booth and handing out promotional literature on the CDA programs to prospective Maryland homebuyers. A CDA financing class was also held for Ft. Monmouth personnel.
- In 2010, DHCD staff travelled twice to the Defense Information Services Agency "DISA" in Northern Virginia participating in the DISA relocations fairs, staffing a booth and handing out promotional literature on the CDA programs to prospective Maryland homebuyers. Three CDA financing classes were held for DISA personnel.
- DHCD's CDA division hosts a monthly training class for Realtors, Lenders and Housing Counselors. CDA's BRAC Initiative is covered in all of the classes. In addition to monthly training classes, CDA staff conducts individual training classes for Realtors and Lenders where BRAC is also discussed.
- Cecil, Frederick, Harford, Howard, Montgomery, Prince George's Counties, and Baltimore City. Through the initiative, DHCD estimated it will be able to provide approximately 625 mortgages.
- In June 2010, DHCD lowered interest rates to keep Maryland rates competitive with the national interest rates.
- From 2009 to February 2012, The Maryland Mortgage Program (MMP) has assisted 2,223 homeowners in BRAC designated areas with home loans totaling \$555,916,595 and provided down payment assistance (DSELP) totaling \$13,610,723.

The Maryland Department of Housing and Community Development – Community Development Administration (CDA) issues bonds, on behalf of counties, municipalities and/or their instrumentalities, to finance projects that serve the community at large. These projects can include, but are not limited to, streetscape improvements, transportation enhancements, and water and sewer treatment facilities.

- In 2010 CDA's LGIF program closed on a \$27.9 million dollar bond offering on behalf of six local communities - three located in BRAC impacted areas and leveraged bonds totaling \$9,585,374 in Aberdeen, Hyattsville, and Middletown for debt refinancing, street and sidewalk improvements, and in the case of Aberdeen, the purchase of water to help meet growing demands due to BRAC growth.

COMMUNITY INVESTMENT TAX CREDITS (CITC) support 501(c)(3) nonprofit organizations by awarding allocations of State tax credits for use as incentives to attract contributions from individuals and businesses to benefit local projects and services. Community Investment Tax Credits complement other State funding programs which offer resources to assist communities with revitalization efforts. As part of an annual, competitive application process, 501(c)(3) nonprofit organizations apply to the Maryland Department of Housing and Community Development for tax credit allocations.

Over the past 12 years, the Community Investment Tax Credit program has leveraged nearly \$20 million in charitable contributions to 300 projects (Directory of Projects) across the State. Nonprofit organizations utilize the tax credits as incentives for individuals and businesses to donate money, goods or real property to support operational and programmatic costs associated with specific, approved projects delivering services to communities across Maryland. Businesses and individuals that donate to qualified organization's approved project(s) can earn tax credits equal to 50% of the value of the money, goods or real property contribution. These tax credits are in addition to the deductions on both Federal and State taxes as a result of the charitable contribution.

- Since 2009, DHCD's Division of Neighborhood Revitalization (NR) has awarded tax credits in BRAC counties for 158 projects totaling \$3,593,500.00 leveraging \$25,195,373.

Projects include:

- The Maryland Food Bank received \$30,000.00 in tax credit awards to renovate and expand its central facility to increase food distribution to individuals and families in need in Baltimore City.
- The "On My Way To Work" project received \$20,000.00 in tax credits prepares 20 low income single heads of households for employment in customer service in Anne Arundel County.
- The Wings in the Water Exhibit project at the National Aquarium received \$20,000.00 in tax credits provided a major, critical renovation to the exhibit, which houses rays and sharks, in the Pier 3 building at the Inner harbor in Baltimore City.

COMMUNITY LEGACY (CL) provides local governments and community development organizations with funding for essential projects aimed at strengthening communities through activities such as business retention and attraction, encouraging homeownership and commercial revitalization.

- Since 2009 The Community Legacy Program has awarded \$12,731,000.00 to 119 projects leveraging 63,284,021 in BRAC counties.

Projects include:

- Three awards totaling \$175,000.00 in tax credits for the Façade Improvement Program for downtown Aberdeen.

The Neighborhood Business Works (NBW) loan program provides gap financing, i.e. subordinate financing, to new or expanding small businesses and nonprofit organizations in throughout the State. Maryland-based small businesses, local development corporations

and nonprofit organizations whose activities contribute to a broader revitalization effort, and whose projects are intended to promote investment in commercial districts or town centers.

Capital Access Program (MCAP) is a revitalization resource to support the growth and success of small businesses in Priority Funding Areas throughout the State of Maryland. This is a credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland. Communities that have small businesses receiving financing through loans enrolled will benefit from new or expanded services provided by the small businesses. Most Maryland small businesses, including nonprofit organizations, are eligible. Businesses must be located in Maryland's ["Priority Funding Areas" \(PFAs\)](#) approved by the Maryland Department of Planning for State funding in accordance with the Smart Growth Act of 1997.

- Since 2009 DHCD through NR's NBW and MCAP Programs has closed 45 NBW loans totaling \$7,613,393 and leveraged MCAP and NBW loans totaling \$65,170,231 in BRAC counties.
- The programs have also created or expanded 44 businesses and created or sustained 1,030 jobs in BRAC counties.

Lessons Learned

DHCD made a tremendous effort to promote homeownership opportunities to the influx of military families that would make Maryland their new home state. Although many took full advantage of the Maryland Mortgage program, the department noticed a significant shift in the approach of many of the families slated for permanent relocation. The national decline in the home sales market hindered many from having the ability to sell their current homes to transition to Maryland. Additionally, many families decided to keep their current properties allowing children to finish out schooling rather than to uproot them in the middle of the school term.

In response to this shift in the culture of the new military families to Maryland the Department of Housing and Community Development quickly adapted their focus from home ownership to the availability of multifamily housing to assist the immediate need of housing until the market improves and children are able to make a smooth transition into Maryland schools.

DHCD was able to accomplish many of the goals set forth in the BRAC Action plan however, some goals were not able to be met as a result of the conditions of the housing market due to a downturn in the economy. DHCD continues to look for innovative and creative ways to provide support to all its projects including BRAC in these challenging economic times.

Post 2011 Implementation

The Division of Neighborhood Revitalization is providing significant support to the growth, revitalization and development of BRAC zones and BRAC counties. Since these areas are guaranteed to increase in population and will demand more housing and other services, the Division sees great opportunities to encourage the implementation of smart growth strategies through the Sustainable Communities and Community Legacy programs.

The Sustainable Communities Program supports reinvestment and revitalization in our State's older communities by simplifying the targeting of existing State program resources into a single designation. Sustainable Communities are places where public and private investments and partnerships achieve:

- Development of a healthy local economy;
- Protection and appreciation of historical and cultural resources;
- A mix of land uses
- Affordable and sustainable housing and employment options;
- Growth and development practices that protect the environment and conserve air, water and energy resources encourage walkability and recreational opportunities and where available, create access to transit.

House Bill 475, passed by the Maryland General Assembly on April 8, 2010, made all Community Legacy areas and Designated Neighborhoods Sustainable Communities. State designated Transit Oriented Development Zones (TOD's) and Base Realignment and Closure Zones (BRAC) are automatically considered Sustainable Communities and do not need to reapply for continued designation. All Sustainable Communities, however, are required to submit a comprehensive revitalization plan—referred to as a Sustainable Community Plan—that is an ambitious but reasonable response to local needs.

To encourage smart growth in the newly designated Sustainable Communities and BRAC zones, staff at the Neighborhood Revitalization Division have coordinated a variety of State resources available to these newly designated areas. Location within a designated Sustainable Community is a threshold requirement for the Community Legacy and Neighborhood BusinessWorks programs, two of the Division's major funding mechanisms. The following are the current program incentives or benefits for projects located in a Sustainable Community:

Community Legacy Program

- Provides local governments and community development organizations with funding for essential projects aimed at strengthening communities through activities such as business retention and attraction, encouraging homeownership and commercial revitalization.

Neighborhood Business Works Program:

- Provides gap financing, i.e. subordinate financing, to new or expanding small businesses and nonprofit organizations in Sustainable Communities throughout the State.

To date, the Division of Neighborhood Revitalization has designated sixteen Sustainable Communities, two of which have BRAC zones and six of which are located in BRAC impacted counties. Specifically, the applications designated to date are:

- City of Cumberland, Allegany County

- City of Westminster, Carroll County (BRAC County)
- Waldorf, Charles County
- Town of La Plata, Charles County
- Town of Emmitsburg, Frederick County (BRAC County)
- City of Aberdeen, Harford County (BRAC Zone)
- City of Havre de Grace, Harford County (BRAC County)
- City of Hyattsville, Prince George's County (BRAC County)
- City of Laurel, Prince George's County (BRAC Zone)
- City of Mount Rainier, Prince George's County (BRAC County)
- Route 214 Corridor (Capitol Heights, Fairmont Heights, Seat Pleasant, unincorporated area) Prince George's County (BRAC County)
- Town of Centreville, Queen Anne's County
- Town of Princess Anne, Somerset County
- City of Hagerstown, Washington County
- City of Salisbury, Wicomico County
- City of Pocomoke, Worcester County Through the Community Legacy funding mechanism, local jurisdictions can apply for funds to support their Sustainable Communities plan. A summary of some of the Sustainable Communities plans from BRAC zones and counties is below:
 - **City of Aberdeen** - Harford County, Maryland – The City of Aberdeen is planning to develop a Transit-Oriented Development site around the Aberdeen train station and preserve a small town and historic feel to the community. The City also calls for the conversion of US Route 40 and other streets into "green boulevards and streets." Additionally, the City is planning to redevelop the commercial district and develop more senior and workforce housing within walking distance of the train station.
 - **City of Hyattsville** - Prince George's County, Maryland – The City of Hyattsville is planning to encourage high-density TOD development around the city's two metro stations, and improve pedestrian, bike and bus connections around the stations. The project will facilitate infill development of vacant and blighted properties and create a plan for reusing and occupying vacant buildings and spaces. In addition Hyattsville will work to increase home ownership rates in the city and improve residential property maintenance.
 - **City of Laurel** - Prince George's County, Maryland – The City of Laurel will enhance transit systems to better access employment and regional shopping facilities and incorporate green technology provisions in all proposed developments. The City is planning to encourage the redevelopment of grey fields and vacant properties for mixed use and provide a wide choice of housing options for all residents. The city also will move forward on attaining an Arts and Entertainment district designation.

- **City of Westminster** - Carroll County, Maryland - The City of Westminster plans to connect parks and open spaces with a system of trails, pedestrian pathways and bike routes and continue an upgrade to water and waste water treatment plants. In addition, the city will implement business development strategies, façade improvements and a neighborhood beautification plan. Westminster will complete small-scale affordable and market rate housing projects already underway.

Multifamily Rental

Although the overall BRAC subcabinet has a sunset, DHCD's MD-BRAC Initiative, funded by the John D. and Catherine T. MacArthur Foundation, will continue. DHCD remains committed to preserving affordable rental housing in the BRAC counties. The nine recently completed county market studies, funded by the MacArthur Foundation grant, provide recent information about the supply and demand for affordable rental housing in identified geographic submarkets in each of the nine counties. This information is being integrated into DHCD standard business practices for underwriting affordable rental housing developments requesting DHCD financing. Going forward, DHCD expects to have the market studies updated to incorporate 2010 Census data and separate family and senior housing information in the county submarkets. Providing affordable housing rental housing options in the BRAC counties is essential. As a result of the downturn in the market many families, including BRAC households are looking for alternative solutions to housing. This data will help to ensure the long term sustainability of affordable rental housing opportunities into the future. A risk analysis for affordable rental housing has also been completed by the market analyst and this will assist DHCD in its proactive efforts to preserve at risk affordable rental housing.

As the economy continues its slow recovery, DHCD anticipates that financing resources for housing and community development will continue to be at a premium. This is particularly true as Recovery Act resources to draw to a close. Local projects will be seeking alternative funding supports and will put greater pressures on limited state dollars. Outreach to relocating households and working to invest in BRAC related communities BRAC will continue to be an important area of focus. With BRAC job relocation activities expected to be completed in 2011 and the BRAC Match incentive in place, DHCD anticipates that the Maryland Mortgage Program will play a central role in DHCD's activities as BRAC continues to impact Maryland's housing market.

Maryland Department of Transportation (MDOT)



2011 Challenges and Accomplishments

In 2011, the Maryland Department of Transportation (MDOT) advanced a wide range of projects and initiatives that will collectively serve to help meet the state's BRAC transportation needs. Contributions to the effort were made by each of MDOT's modal agencies, which include: Maryland Transit (MTA); State Highway (SHA); Motor Vehicle (MVA); Port (MPA); and Aviation (MAA) Administrations, and the Maryland Transportation Authority (MTA). Together, working with local, State and federal partners, MDOT has endeavored to develop economically and environmentally sustainable projects that are grounded in the principles of Smart Growth, while fully integrating with ongoing long-term strategic investments.

The primary challenge faced by MDOT in 2011 was the continued effects of the economic downturn, which has limited funding available for capital projects throughout the State, and compelled MDOT to defer in excess of \$2 billion in capital programming in its six-year Consolidated Transportation Program. In spite of these deferments, MDOT has preserved funding for BRAC-related projects, commenced construction of certain critical initiatives, and continued design and engineering of additional priority projects advancing toward construction. As has been its practice to date, MDOT will continue to work with local, State and federal stakeholders to identify and secure additional funding for construction costs, as well as further refine priorities as needed for implementation of the most essential projects in the near-term.

In light of the current economic landscape, and the short timeline associated with BRAC consolidation, MDOT's "High/Low" Investment Strategy has proven a valuable guideline in identifying projects that will work to meet BRAC needs in the short-term, as well as larger scale projects that will support BRAC as part of statewide and regional long-term transportation goals.

Under the High/Low strategy, lower cost improvements that can be implemented quickly and provide relief in the short-term have been targeted for potential funding and substantial completion in concert with BRAC consolidations completed in September 2011. Short-term BRAC projects that MDOT advanced in 2011 include:

- SHA intersection improvements;
- improved access to transit services;
- MARC Station improvements;
- Development and implementation of transportation demand management programs; and
- coordination with the Department of Defense (DoD) on shuttles to and from transit facilities proximate to installations.

Simultaneously, MDOT has continued to move forward with “High” actions that will serve BRAC needs. These projects entail system improvements aimed at increased capacity and service, and require additional time and money to implement. Initiatives of this nature include the MARC Growth and Investment Plan; Central Maryland Transit Maintenance Facility (developed in partnership with Howard County); Highway improvement projects performed by SHA at MD 175, MD 198 (in partnership with Anne Arundel County), and MD 5/Branch Avenue; and, Express Toll Lanes and other improvements on sections of I-95 advanced by MTA. These undertakings will ultimately provide longer and more permanent support of BRAC-related demand, while also serving broader statewide and regional transportation needs.

BRAC Intersection Improvements

In anticipation of additional vehicle trips generated as a result of BRAC, SHA performed analyses of critical intersections proximate to installations at Aberdeen Proving Ground (APG), Fort Meade, National Naval Medical Center (NNMC), and Joint Base Andrews Naval Air Facility Washington (Joint Base Andrews). These studies helped identify those intersections that would experience the most increased traffic volumes, and their associated capacity to accommodate users. As a result of the studies, an initial grouping of intersections was selected to proceed with design of necessary improvements aimed at growing capacity and facilitating travel.

In 2011, SHA advanced construction of priority projects identified at APG, Fort Meade and NNMC, and continued design of additional priority intersections at each of the installations. SHA has engaged with local stakeholders, community members and military officials to refine tiers of project priorities for implementation based on available funding in both the short and long term, and will continue these efforts as part of its ongoing statewide prioritization efforts.

At APG, consistent with priority tiers established in consultation with local stakeholders, SHA has continued construction of improvements at US 40/MD 715, APG’s top priority project, which broke ground in the fall of 2010. Additionally, SHA furthered design of priority projects along MD 22, and advanced phased improvements at US 40/MD 7/MD 159, including necessary signal modifications.



Similarly, at Fort Meade, construction activities continued of priority improvements at the MD 175/Rockenbach Road/Disney Road intersection, as well as the widening of MD 175 between the Baltimore-Washington Parkway (MD 295) and Rockenbach Road, which was completed by a private developer partner in late 2011. In partnership with Fort Meade, SHA also worked toward securing federal right-of-way necessary for its long-term MD 175 Corridor widening project, including its short-term intersection program, in exchange for a commitment to fund a critical Access Control Point (ACP) Project at the installation's Rockenbach Gate. The Rockenbach Gate ACP Project will fully integrate with SHA improvements in development, and maximize efficiencies at the critical access point to the installation.

Additionally, SHA has moved forward with priority initiatives at NMMC, Joint Base Andrews and at Fort Detrick. At NMMC, intersections identified in consultation with local BRAC partners have started construction of priority projects and phases. MDOT and its local BRAC partners have also worked closely with the Maryland Congressional delegation to secure additional monies necessary to implement priority projects in the highly trafficked corridor. Priority mitigation projects identified by the State, County and local stakeholders have been selected by the Department of Defense (DoD) to receive critical funding through a grant program established by the DoD to support transportation needs at military medical facilities impacted by BRAC. MDOT will continue efforts with its partners at NMMC to aggressively advance those priority projects in 2012.

At Joint Base Andrews, stakeholders advanced design of identified priority improvements, and endeavored to secure additional monies necessary to fully fund the highest priority projects. Design of interchange improvements at US 15/Monocacy Blvd., identified as the top priority project in support of BRAC consolidations at Fort Detrick, advanced to 65% complete in 2011, and SHA is working closely with the City and County to procure the additional monies necessary to fund right-of-way and construction costs.

Overall, MDOT has programmed \$142 million in its 2011-2016 Consolidated Transportation Program (CTP) to fund top priorities projects programmed in support of BRAC growth. In 2012, MDOT and SHA will continue to advance priority initiatives

identified at each of the installations, and collaborate with State officials, local partners and the State's congressional delegation to identify and secure additional funding necessary for implementation of overall project programming.

MARC Growth and Investment Plan

Access to transit is a key component in Maryland's strategy to address growth statewide, including growth associated with BRAC. The Maryland Area Regional Commuter (MARC) train service, the State's commuter rail system, currently provides service to over 30,000 riders a day, connecting areas throughout the State - including the Fort Meade and APG regions - to job centers in Baltimore and Washington, D.C. At Governor O'Malley's direction, the MTA developed the "MARC Growth and Investment Plan" (MGIP) in 2007, an ambitious initiative to triple MARC ridership by 2035, servicing BRAC sites and central Maryland. The plan encompasses both long and short-term projects, and has been implemented in partnership with AMTRAK and CSX, entities that own and operate the State's rail lines. MDOT has programmed \$141 million for MGIP projects in its 2011-2016 Consolidated Transportation Program (CTP).

In 2011, as part of MGIP initiatives in connection with BRAC, MTA placed into service 13 bi-level commuter cars and 26 new locomotives that have served to add seating capacity on the network. Additionally, MDOT, in partnership with local BRAC stakeholders, advanced parking expansion efforts at the Aberdeen MARC station, and collaborated with the City of Aberdeen to develop Transit Oriented Development (TOD) plans for the station area, which was designated as a priority TOD site in 2010. The TOD working group held public meetings in the summer and fall of 2011, and anticipates finalizing its initial planning report later in 2011. Consistent with the *Smart, Green and Growing* legislation passed in 2009, which promotes sustainable development and increased access to transit uses, MDOT will continue to work with the local community to advance TOD-related efforts in the corridor in 2012, and position priority improvements for potential funding opportunities in the future.

Similar coordination on enhanced transit facilities continued between MTA and AMTRAK at the Edgewood MARC station in 2011, where MDOT has programmed \$5M for improvements. MTA commenced construction of improvements at the facility this fall, and it is anticipated that construction will conclude in late 2012.

Proximate to the Edgewood station, MDOT and MTA are also coordinating planning efforts for development of a MARC Storage and Maintenance Facility located in Harford County. The project would support planned MARC growth in the region, including increased service on the Northeast Corridor of the Penn Line. MDOT and MTA continue to explore potential project sites, and anticipate identifying a preferred project location in the near term.

The ***Central Maryland Transit Maintenance Facility (CMTMF)*** project, pursued in partnership with Howard County, represents a welcome opportunity for the state to increase the efficiency of public transit operations in Howard County, Anne Arundel County and the City of Laurel by providing a publicly-owned maintenance facility, as opposed to relying on facilities provided by contractors. The project's environmental documentation was completed in 2009, and a site location finalized in 2010. In 2011, Howard County

collaborated with MTA to advance design, and they will continue efforts to procure additional dollars necessary for implementation.

BRAC Commuter Bus

MDOT has developed concepts for additional routes to serve BRAC installations, and allocated resources where possible. In 2011, MTA introduced new service on the Intercounty Connector, Route 202, which links the I-270/I-370 and I-95/US 1 corridors, and provides direct service to the Fort Meade campus, including connections with transit facilities at the Shady Grove Metro and Savage MARC Stations. MDOT will continue to work with local partners to refine and prioritize potential additional routes in 2012, and endeavor with regional stakeholders to identify funds for operation.

Federal Employee Shuttles

In 2011, MDOT continued efforts with local installations to provide Department of Defense (DoD) funded shuttles to and from transit facilities. MDOT and MTA joined with their DoD partners at Fort Meade and APG to develop and grow implement shuttle service in connection with Transportation Demand Management programming, and will continue to work with installations to secure monies necessary to sustain shuttle services.

Smart Growth

Promoting Smart Growth practices and development centered on access to transit is a central objective for the State in its preparation for BRAC growth. MDOT is committed to increasing modal options, including bicycle and pedestrian travel, and soundly integrating the State's growing transportation network with land use planning and development. In 2011, MDOT continued to work with local communities impacted by BRAC consolidation to plan for growth in a manner consistent with local master planning, and develop projects that incorporate revitalization and streetscape improvements that promote bicycle and pedestrian travel.

Transit Oriented Development

MDOT has actively pursued Transit Oriented Development (TOD) projects in the past year, including projects at the Branch Avenue Metro Station, and the Laurel, Odenton, Aberdeen, and Savage MARC stations. While the economic climate has rendered the financing component of such projects more challenging, the inherent potential of the State's redevelopment opportunities at these sites has fostered a high level of participation from the private sector.

In 2010, Governor O'Malley introduced the TOD Designation program, to help support mixed-use development within walking distance of Maryland's transit stations. The program and designations are intended to support local development projects with funding, financial and other incentives focused on advancing TOD initiatives. MDOT will continue to work with local communities and our development partners in the coming years to advance these important projects, and promote strategic investment that will help meet travel demands associated with BRAC and other regional growth.

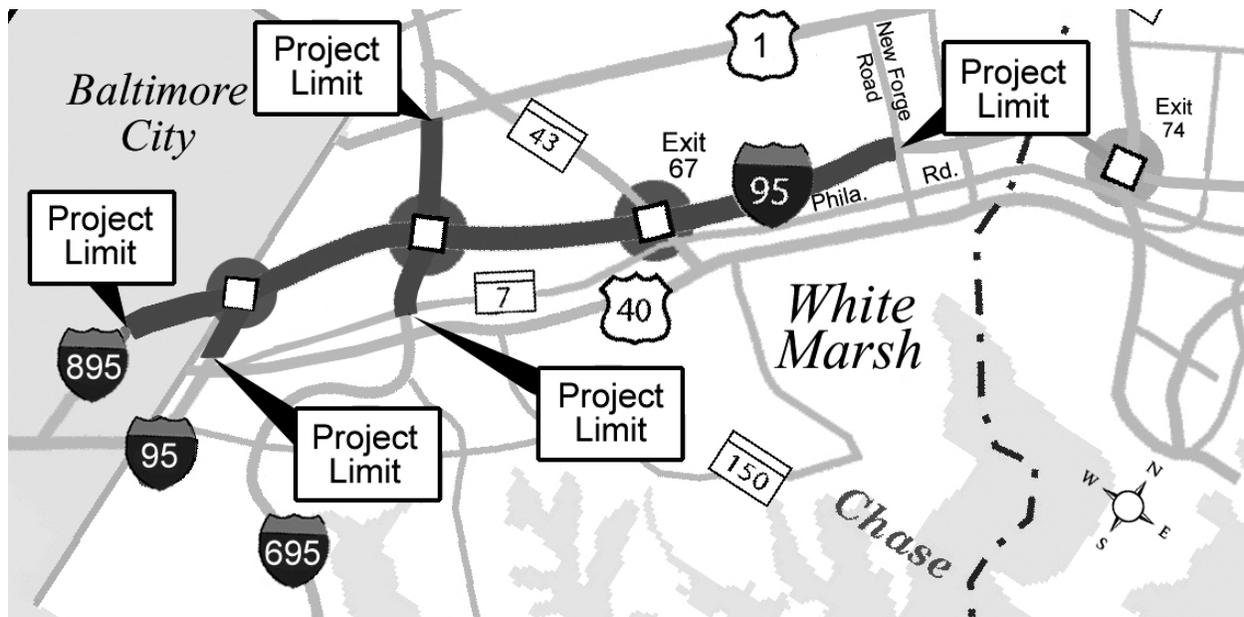
Transportation Demand Management

Over the course of 2011, MDOT has collaborated with installations, local communities and businesses, to develop and implement Transportation Demand Management (TDM) programs at installations impacted by BRAC. The purpose of these efforts is to increase capacity; reduce congestion, air and noise pollution; promote traffic safety; and, increase bicycle and pedestrian access. Consistent with Memorandums of Understanding executed with BRAC partners at Fort Meade and APG, MDOT and MTA expanded the Guaranteed Ride Home Program, which provides Rideshare, mass transit users, and bicycle/pedestrian commuters the commitment of a quick, safe ride home in the event of an emergency, and is an important element of a robust TDM program. Additionally, MTA has added additional MARC service at the Odenton and Aberdeen MARC stations, so as to support increased transit ridership to the installations.

In implementing TDM programs at each of the state's BRAC-impacted installations, MDOT, MTA and their partners have focused on opportunities for car and van pools, ridesharing, telework, and subscription bus service, among other initiatives. As of the September 2011 BRAC consolidation date, more than 4000 BRAC-impacted commuters were taking advantage of TDM programming offered in support of Maryland's BRAC installations.

MDOT and MTA will continue to advance this effort beyond BRAC, and work with our DoD partners and major installation tenants to sustain funding of necessary programs. Given its success decreasing Single Occupancy Vehicle (SOV) trips to and from installations, and capacity for implementation in the short-term at relatively lower costs than many other initiatives, TDM is an important component of the State's overall efforts in meeting the transportation needs associated with BRAC and other regional growth.

I-95 Express Toll Lanes Project



This project, also known as “JFK Section 100,” is intended to ease congestion and increase safety through improvements, reconstruction of bridges, and installation of Express Toll Lanes (ETLs) along this corridor of I-95. Once completed, there will be two ETLs and four general-purpose lanes in each direction. The ETLs will feature the latest toll-collection technology, including overhead gantries that will automatically process tolls for vehicles traveling at highway speeds. Additionally, ETLs will be available to MTA bus service riders, enabling more reliable arrival times and connections. MdTA is currently in construction of this project, with anticipated completion in 2016. This will better connect the family members of BRAC workers to job centers.

I-95 Section 200 Study

Improvements from Baltimore and Harford Counties remain under consideration, including the APG region. MdTA completed the necessary technical reports, environmental documentation and public hearings in 2010, and overall planning efforts in 2011. At present, the project has not been funded for design, right-of-way, or construction.

I-95/MD 24 Improvement Project

Construction continued through 2011 on the interchange. At build-out, the new interchange will be grade-separated, enhancing safety, reducing congestion, and adding capacity to serve BRAC and future development in the region. The project is anticipated to be complete in 2012.

US 15/Monocacy Boulevard

Design of the project currently stands at 65% complete. SHA will continue to work with Frederick County, the City of Frederick, and other local stakeholders to finalize design in 2012, and further explore means to procure additional monies necessary for project implementation.

Enhanced Use Lease (EUL) Projects

As part of a DoD program, military installations are enabled to lease excess property on site for commercial uses. The projects typically entail long-term leases, paid in cash or in the form of in-kind services performed on the installation. Under federal law, EULs are subject to State and local taxation but do not otherwise have to adhere to development guidelines that would otherwise apply. In light of the traffic and environmental impacts associated with these commercial projects, the O'Malley-Brown Administration enacted the BRAC Community Enhancement Act, which empowered the state and local communities to develop Payment In Lieu of Taxes (PILOT) agreements with private EUL developers. As a result, MDOT has worked with local leaders in Harford and Frederick counties to execute PILOTs in connection with EUL initiatives at APG and Fort Detrick, which will support development of approximately two million square feet of mixed use space at APG, and the Central Utility Plant at Fort Detrick.

As additional EUL initiatives take shape at other installations throughout the state, MDOT will work with its State, local and Federal partners to develop and execute additional PILOT agreements that promote sound regional growth practices, and support mission-related development.

Lessons Learned and Best Practices

Development and implementation of the Department's BRAC program has been a collaborative effort supported by BRAC stakeholders at the local, state and federal levels. The experience has highlighted the importance of open channels of communication, clear articulation of goals and project priorities, and an ongoing dialogue regarding the status of projects, potential challenges, and necessary steps for advancing priority initiatives. Regular meetings of BRAC Interagency Workgroups at BRAC impacted installations have proven instrumental in supporting such efforts, as they have provided a forum for ongoing coordination of projects, whether related to technical considerations, funding constraints, impacts in the field, or other matters related to implementation of the BRAC Work Plan.

Additionally, as part of the Department's Hi-Low strategy, working with the various BRAC-impacted communities to develop project prioritization and potential phasing options has been critical, not only for identifying the most crucial transportation upgrades to advance in the near-term, but also in allowing for flexibility to implement projects and project phases consistent with available funding. Developing priorities in partnership with stakeholders at each of the installations helped shape programming that mitigated for BRAC impacts, proved consistent with ongoing long-term regional growth plans, and, most importantly, fostered solidarity and a true collaborative spirit in support of capital and demand management programming implementation.

2012 Outlook and Primary Focus

Beyond the BRAC timeframe, MDOT will continue to advance its “High/Low” strategy and collaborate with local stakeholders to implement priority projects that will support both the BRAC actions and long-term planning objectives for impacted communities. As part of that effort, it will remain steadfast in its commitment to working with stakeholders and our Congressional delegation to explore all funding options available to support the state’s program. These potential funding avenues include: the DoD’s Defense Access Roads (DAR) Program, which helps fund the military’s fair share of costs associated with transportation improvements necessitated by defense actions; federal stimulus programs; surface transportation legislation; federal appropriations; and, private developer contributions where appropriate.

Additionally, MDOT will endeavor to capitalize on the significant opportunity that BRAC-related growth presents to advance Smart Growth projects that will serve to increase access to transportation, revitalize streetscapes, and promote bicycle and pedestrian travel. Toward this end, MDOT and its modal agencies will continue to work closely with local communities and policymakers to advance projects that are consistent with local Master Plans, and reflective of collective long-term visioning. These initiatives, along with strategic capital investments and the continuation of demand management programs, will position Maryland to grow its transportation network, meet the needs associated with BRAC and other regional growth, and provide meaningful, sustained, opportunities to its citizens.

Department of Business and Economic Development (DBED)



2011 Challenges and Accomplishments

In the final BRAC implementation year, the State experienced the complete migration of DoD Agency positions, final construction phases, increased presence of support contractors and ancillary jobs associated with goods and services. A total of **19,090 direct** BRAC DoD positions were transitioned to the State. BRAC projects completed in 2011 included:

- Defense Media Activity (DMA) – 178,000 square feet
- Defense Information Systems Agency (DISA) - 1.1 million square feet
- Co-Location of Defense Adjudication Activities – 151,000 square feet
- Air Force District of Washington Headquarters – 380,000 square feet
- Walter Reed National Military Medical Center at Bethesda (WRB) - 2.4 million square feet of new and renovated space, 345 new room medical center with full range of intensive and complex specialty and subspecialty medical services
- U.S. Army Communications and Electronics Command – 2.5 million square feet
- U.S. Army Test & Evaluation Command (ATEC) – 142,500 square feet
- Joint Program Executive Office (JPEO) for ChemBio Defense – 75,000 square feet
- Consolidated Armed Services Reserves Center – 60,000 square feet
- Medical Biological Defense Research Center of Excellence at USAMRIID – over 85,000 square feet

- Medical Research and Development/ Acquisition Center of Excellence –22,200 square feet.

Meeting the BRAC deadline of September 15, 2011, a total of over 7 million square feet was constructed resulting in an investment of over \$4 billion in Maryland. As DoD Agencies migrated to the State, the Office of Military and Federal Affairs (OMFA) was recognized as an instrumental partner in the process. OMFA's major accomplishment was leading the State's coordination, knowledge of the DoD process, identification of resources and communicating such needs of the BRAC process resulting in the success of this major contribution to the State.

BRAC implementation success did not occur without challenges. Two major challenges identified during the process that will continue to be addressed are transportation and workforce. With guidance and input from OMFA, transportation demand management programs are being implemented, funding sources are being identified and advocacy for construction projects. For workforce needs, OMFA is assisting with job fairs, advocating for curriculum enhancements, addressing higher education needs, referring candidates and educating Marylanders of the job opportunities available from the BRAC action.

Lessons Learned

The most significant lessons learned from the BRAC 2005 action was the need to plan early, be flexible to adjust to DoD planning, engage community stakeholders early and continue an open relationship for the exchange of information. Conducting an economic impact of the BRAC action at the onset of the decision was critical. Tapping into Federal resources quickly, engaging and updating Congressional and State Legislators was integral to keeping the State focused on the progress and needs for implementation. Additionally, preparing future workforce and businesses of opportunities was important to ensure the State would reap economic benefits.

Planning

Through careful planning, navigation and resourcefulness, OMFA identified Federal funding to assist not only the State but local communities in the planning process. OMFA reached out to the DoD Office of Economic Adjustment (OEA) as the BRAC action was announced and successfully obtained funding for coordination and implementation of not only OMFA activities, but the BRAC Subcabinet and BRAC Offices in Montgomery, Prince George's, Howard, Anne Arundel, Baltimore and Harford Counties. OMFA also identified funding early in the process from the Department of Labor, National Emergency Grant (NEG) to evaluate the impacts on direct and indirect employment, housing, education and income taxes. The data collected as part of the NEG, identified the need for close coordination of State Agencies and resources, thus spawning a BRAC Subcabinet to reinforce the commitment and engagement of State Agencies and resources.

Since its 2007 inception, OMFA provided support to the Subcabinet and continued coordination and outreach of State Agencies with local and regional BRAC offices, BRAC related DoD Agencies, the business community and local residents. DBED engaged State Agencies in assisting with partnering to address the BRAC impact as well as identified creative solutions to support local communities. One example was the creation and

garnering of legislative support for BRAC Revitalization and Incentive Zones. These zones, of which there are seven designated, provide support for infrastructure needs in local impacted communities. DBED was also instrumental in the creation of Transportation Demand Management Programs in regions as a result of limited infrastructure funding.

Outreach

OMFA worked diligently to assist with the continuation of DoD Agencies' missions as the BRAC process advanced. Through relocation fairs, Town Halls, summits, senior leadership meetings, employee events, customer conferences and industry days, OMFA was engaged and coordinated State Agency participation. In part by the financial support to Military Alliances, OMFA had an impact on educating Maryland businesses and local residents of the missions in defense of our nation and assisted in the creation of new programs and activities such as science, technology and engineering (STEM) education and security clearance programs. Not only did the support assist the DoD Agencies' missions, it resulted in public awareness of opportunities for Maryland residents and businesses.

OMFA provided accurate, updated information of the BRAC process and kept the public informed of status. OMFA participated in media interviews – cable, television, radio, print and informal gatherings with local chambers and organizations to provide information, contacts and resources to individuals and businesses. DBED also met regularly with Congressional Delegation and staff for updates and discussion of resources, in particular, transportation. For local business development, DBED met individually with businesses to identify opportunities, introductions and present programs on the procurement process. DBED also participated on procurement panels related to the BRAC process and educating businesses on the mission and needs of BRAC impacted DoD Agencies.

Workforce

Involving and coordinating Maryland colleges and universities, public school systems and workforce development corporations, OMFA assisted in identifying the need to expand STEM programs to prepare future workforce, create and make available and promote STEM related internships, expand STEM curriculum at the higher education level for existing workforce needs. OMFA recognized and learned the importance of addressing and supporting the continuance of the DoD Agency mission which will ultimately have a lasting impact on the State's future workforce.

Best Practices

A number of best practices coordinated through the OMFA resulted from the planning and implementation of the BRAC action. Drawing on experience in southern Maryland in 2003-2007, OMFA led the State's strategy, planning, coordination, support and outreach of BRAC 2005. Working with the Maryland Military Installation Council, OMFA began in 2003 to meet with military installations, DoD Agencies, State elected officials, Congressional members, Military Alliances and local and regional stakeholders. Meetings were to develop a plan to position the State to advocate for the relocation of DoD Agencies through the BRAC process and prepare the State and local communities of the impacts from the decision. Maryland proved to be one of the few successful states to achieve the highest relocation of personnel in what will prove to be a major impact to the State's economy.

Legislation

One significant best practice was the creation and garnering of support for the BRAC Community Enhancement Act of 2008 that established BRAC Revitalization and Incentive Zones. This legislation created a support mechanism for infrastructure needs to local communities impacted by the BRAC action. Additionally, the OMFA encouraged and assisted MDOT in the establishment of Transportation Demand Management (TDM) activities and at one Installation a Memorandum of Understanding among major tenants to address alternative transportation solutions.

Workforce

In addressing personnel retention, attraction and workforce preparedness, OMFA was instrumental in best practices that included relocation fairs and town halls, summits, senior leadership forums, customer conferences and industry days, and funding of Installation Alliances that developed Science Technology and Engineering and Mathematics (STEM) education and security clearance programs. Of significant note was the development of Project SCOPE - Security Clearance Overview and Preparation Education, a statewide curriculum to prepare and educate students of the STEM career opportunities and the security clearance process. OMFA support of an Alliance led to annual Tech Mania programs exposing students to technologies in the STEM fields. Additionally, OMFA involved higher education to address the need and expand STEM curriculum.

Business Opportunities

OMFA identified opportunities for Maryland businesses to interact with incoming DoD Agencies to gain intelligence of the needs and opportunities and an understanding of the procurement process. OMFA assisted, coordinated and supported Contracting Programs such as DBED sponsored Contract Connections and Team Up Maryland - connecting small businesses with contracting opportunities with BRAC related DoD and Federal Agencies as well as subcontracting opportunities with larger DoD Defense Contractors. OMFA also provided one-on-one matchmaking and direct referrals.

Post 2011

Outreach

OMFA will continue support of our federal partners to reach workforce retention and recruitment goals, support DLLR to seek creative ways to fill positions by Marylanders and others, identify best practices to educate and prepare Marylanders for new opportunities and promote the benefits of the State to undecided federal and contractor employees. OMFA will also assist and advocate for transportation alternatives and solutions in support of Military Installations.

Economic Impact

DBED will conduct an Economic Impact Study (EIS) of the 17 Maryland Military Installations using the 2010 Study that identified a \$36 billion impact to the State's

economy as a benchmark to identify the economic impact from the 2005 BRAC action. With the addition of the 2005 BRAC - 19,090 personnel, over 7 million square feet of new construction and associated procurement of the DoD Agencies, OMFA will be focused on further support to the Maryland business community to increase procurement opportunities, identify partnering opportunities for Military Installations, the State and local communities to address the impact from BRAC and expand outreach to residents for employment opportunities. OMFA will promote the significant impact the installations have on the State's economy as exemplified in the EIS and will assist in the mitigation of encroachment challenges at installations.

Future BRAC

There is a strong indication that a 2015 BRAC will occur. OMFA will begin shifting efforts to prepare for the next BRAC round by evaluating data collected in the EIS and preparing and conducting analyses of the strengths and vulnerabilities of each of installation. OMFA will amplify the strengths of each installation and assist in protecting and supporting missions.

Governor's Office of Minority Affairs (GOMA)

2011 Challenges and Accomplishments

GOMA's primary challenge during the implementation of the State's BRAC Action plan has been to position Maryland's minority-owned firms (MBEs) for BRAC-related business opportunities with federal agencies which resulted in significant increases in contracting activity. Our accomplishments are included in the Lessons Learned and Best Practices sections.

Lessons learned

BRAC required GOMA to move beyond its traditional role of facilitating access and opportunities for Maryland MBEs in State contracting to the federal military arena. While meeting this challenge we learned that there is a critical mass of Maryland's MBE firms with a wide range of existing federal contracting experience as well as individuals, including retired military officers, with impressive military connections with which to partner and leverage our strategy on behalf of an impressive portfolio of MBE firms.

Best Practices

The creation of the BRAC Small and Minority Business Advisory Board

Our initial step was to form an advisory board to guide our efforts and leverage preexisting relationships with military procurement officers and decision makers. We established a 30-member board including four Business owners who had some experience with federal contracting and the military systems. Their role was to assist other smaller and least experienced firms with navigating in the federal space. They assisted with partnering, joint venturing and even merging and consolidating various business ventures so that large scale federal opportunities could be accessed by all.

The use of a comprehensive Federal Military-Focused Procurement Study

Next, we conducted an independent assessment of the opportunities for small, minority and women owned firms provided by RESI (Regional Economic Studies Institute) of Towson State University. The Study was the primary document used to guide the Board as it moved forward with its charge and served as a blueprint for small minority and women owned companies to assess their products and services and their potential success marketing and delivering to this new and larger community.

Business Assistance and Targeted Outreach Events

Assisting minority and women owned businesses in gaining access to decision makers on BRAC impacted military bases in Maryland was the most valuable service rendered to firms seeking BRAC related contracting opportunities. GOMA, in partnership with various organizations, chambers, military alliances and installations, arranged outreach events that featured federal agencies, private contractors and minority businesses in workshop and forums to better facilitate a positive environment to discuss business. The events were well attended and helped many of our constituencies to address their concerns and learn of the

concerns and challenges related to pursuing federal contracts.

Major GOMA-BRAC Outreach Events

EVENT NAME	DATE	LOCATION	NUMBER OF ATTENDEES
GOMA & Tompkins Turner	December 14,2007	Reginald Lewis Museum	80
BRAC Board and NSA	March 3,2008	NSA Arc Center	50
General Via Meeting	July 12, 2008	Prince Georges' County	100
Hensel Phelps	September 4, 2008	BWI Marriott	400
Bowie State	March 20, 2009	Bowie State University	300
Breakfast with Booz	April 24, 2009	Harford County	200
SmartProc Conference	October 30, 2009	Frederick	400
GOMA & Microsoft	February 4, 2010	Microsoft Headquarters	150
Ft. Meade Regional	May 27,2010	BWI Hilton	300
GOMA and Aberdeen Alliance	June 11,2010	Top of the Bay Aberdeen Army Base	150
GOMA and Andrews Joint Base Fair	August 17, 2010	Andrews Joint Base Officers Club	100

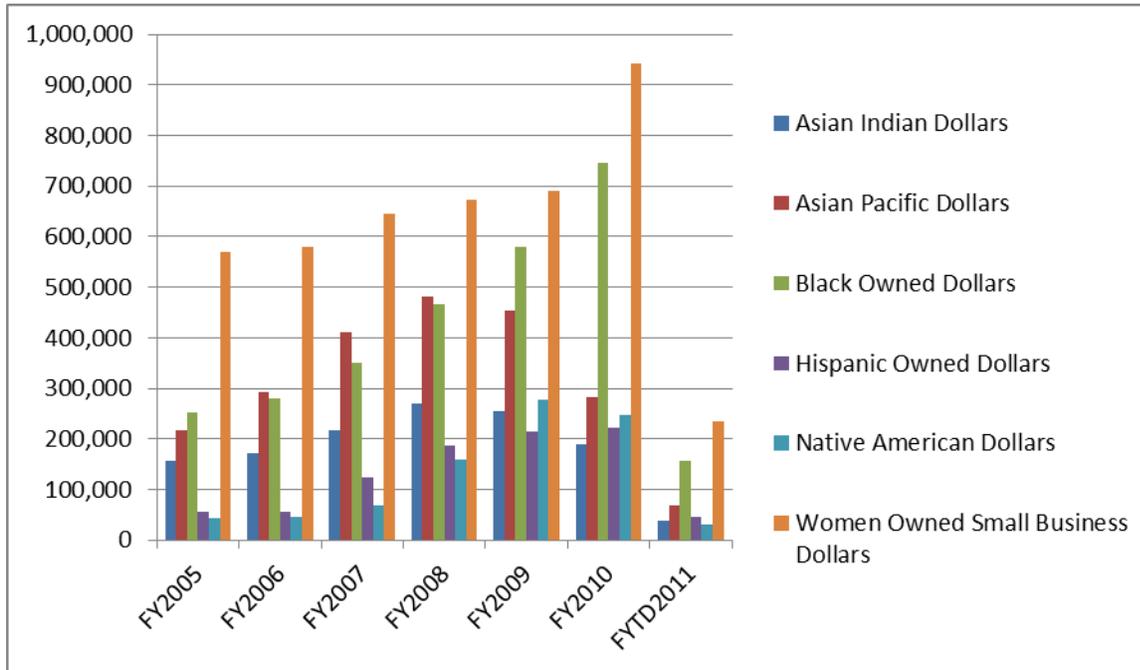
Other forms of business assistance included:

- Responding to hundreds of BRAC related inquiries on how to access opportunities with the Department of Defense.
- Conducting one-on-one sessions with potential BRAC-Ready MBE firms
- Organizing training sessions on BRAC security clearance issues and opportunities focusing on doing business with the Department of Defense.
- Maintaining a BRAC webpage on GOMA's main website"
www.mdminoritybusiness.com/BRAC4.html.
- Disseminating BRAC-related information to over 500 BRAC-ready MBE firms

Tracking and Measuring Progress

The final BRAC Best Practice is the creation of a process to "Track" the success and volume of Maryland minority business firms who secure federal contracts. Despite the denial of OEA (Office of Economic Adjustment) funds for an IT solution, we found an alternative method. TargetGov, a small woman-owned firm was retained to assist GOMA with tracking of State MBE firms who won contracts and received payments from Department of Defense agencies. The information compiled by TargetGov shows that the Maryland small and minority businesses are winning contracts, providing services, delivering products and collecting payments from the DOD agencies including Maryland Military Installations.

FY 2005 – FYTD 2011 Federal Fiscal Years DOD Prime contracts to Maryland Firms



	Asian Indian Dollars	Asian Pacific Dollars	Black Owned Dollars	Hispanic Owned Dollars	Native American Dollars	Women Owned Small Business Dollars
FY2005	157,595	216,802	253,501	56,221	42,168	570,885
FY2006	172,680	291,843	279,087	57,139	45,415	579,151
FY2007	216,886	411,420	350,062	123,728	68,074	645,091
FY2008	268,720	481,656	466,665	187,067	159,753	672,832
FY2009	256,105	453,438	579,123	214,369	276,606	689,972
FY2010	189,184	281,976	746,256	221,562	248,169	941,255
FYTD2011	38,585	68,734	157,303	46,766	30,520	234,805

Total amount of all contracts \$12,449,169.

Outstanding Issues

The single most outstanding issue is that due to OEA budget reductions funding to support GOMA’s full-time BRAC Coordinator was eliminated. As a result GOMA has had to greatly curtail our BRAC involvement.

Maryland Higher Education Commission (MHEC)



2011 Challenges and Accomplishments

MHEC continues to be challenged to implement programs and projects aimed at meeting the advanced educational/training needs of the current BRAC workforce while also developing the knowledge pipeline of future employees to sustain and support the military missions in Maryland. In 2011, MHEC administered the fourth year of the successful BRAC Higher Education Investment Fund. To date, the BRAC HEIF programs have been able to support over 3,150 participants in receiving targeted training for BRAC jobs in the state.

Northeast Maryland Higher Education Task Force

House Bill 1156 established a Task Force to Study the Creation of a Regional Higher Education Center in Northeastern Maryland. The task force is charged to study and make recommendations regarding the higher education needs of the Northeastern Maryland. The task force must report its findings to the Governor and committees of the General Assembly on or before December 1, 2011. The task force is chaired by Mr. Michael Parker, Vice President of the Northeastern Maryland Technology Council. The BRAC Office will serve as primary staff to the task force.

A series of preliminary meetings culminated in the first major gathering of stakeholders on Friday, 10 June 2011 in Aberdeen, MD. The meeting was designed to introduce the task force members and for a series of informational briefings on the current state of higher education in northeastern Maryland. At the meeting, the task force created three workgroups: program offerings, facilities and governance. Each workgroup will present its findings at the task force meeting in October 2011 and in a final report in December 2011.

Competitive Grant Program of the BRAC Higher Education Investment Fund, Round 2 (2010)

MHEC continued to monitor the 12 recipients of \$864,700 in grants awarded in 2010. Final reports showed that all projects were on time and within budget. The grants covered a wide range of topics, such as geospatial technology training, a cyber-battle laboratory, and engineering software skills certification. Round 2 grant recipients produced about 1,000 participants in direct workforce development programs. 4 of the 12 projects awarded in 2010 continued to offer training through 2011, which resulted in the training of an additional 350 students in 2011.

Competitive Grant Program of the BRAC Higher Education Investment Fund, Round 3 (2011)

In December 2010, \$864,700 in Higher Education Investment Funds was awarded to 11 institutions. Mid-term reports show that all projects are on time and within budget. The grants covered a wide range of topics, such as cyber forensics training, electrical engineering and a cyber security virtual lab. Thus far, Round 3 recipients produced over 125 participants in direct workforce development programs. The remaining programs that received 2011 BRAC HEIF awards will be fully-operational in the fall of 2011. MHEC will continue to track the number of students trained in these programs, and report them to the State in 2012.

Academic Program Proposal Process

The Maryland Higher Education Commission (MHEC) coordinated an initiative to assist Aberdeen Proving Ground (APG) in obtaining academic program proposals from Maryland higher education institutions that address specific educational needs at APG.

This Request for Academic Program process operated in a manner similar to the RFP process for community colleges and regional higher education centers. That is, APG submitted a Request for Academic Program (RFAP) to MHEC for distribution to constituent institutions. This Request for Academic Program specified the degree level, academic program title, program goal and program characteristics (overview, design and location) being sought by APG. There were seven degree programs and two courses requested through this process.

Responses to the Request for Academic Program were submitted in the standard MHEC program proposal format. Forty-two proposals were submitted from 27 different Maryland institutions. An independent review panel appointed by BRAC Sub-Cabinet reviewed all 42 proposals submitted and determined which proposals best met academic needs articulated by APG.

The following proposals were selected:

PROGRAM	DEGREE	INSTITUTION
Business Administration	MBA	University of Maryland, College Park
Electrical Engineering	MS	Morgan State University
Mechanical Engineering	MS	University of Maryland, College Park
Operations Research	MS	Morgan State University
Software Engineering	MS	Towson University
Supply Chain Management	MS	Towson University
Systems Engineering	MS	Johns Hopkins
Principles of Management	course	Cecil College
Principles of Org Behavior	course	Notre Dame

The selected proposals were then circulated by MHEC as off-campus programs proposal for a thirty-day review by in-State peers. Following this program proposal circulation, MHEC conducted a program review, and the Secretary of Higher Education issued approval decisions. The programs are beginning at APG this year.

Internship Information Center

MHEC, in partnership with DBED and DLLR, led the creation of the Maryland Internship Center, a web-based clearinghouse of internship opportunities: www.internshipcenter.mhec.maryland.gov. This site serves as a central location for internship opportunities within the military and defense-related industries. So far, several hundred internships have been posted on the website. Defense firms, such as Booz, Allen, Hamilton and SAIC, along with the DoD have been heavily involved to make the website a success. BRAC-related internships create opportunities for students to gain a security clearance sponsorship while finishing their studies, connects students with potential employment opportunities before graduation and ensures that Maryland's students are workforce-ready and equipped with the skills and training needed for the information systems, technology, cyber security and defense jobs being created throughout the state as a result of the BRAC activities.

In 2011, the Internship Information Center registered 74,197 hits.

2012 Outlook

MHEC would like to recognize the accomplishments of Dr. John Stephenson. Dr. Stephenson served diligently to ensure that MHEC met the higher educational needs of Maryland's newest citizens, the military and the business community. Dr. Gareth Murray will serve as the MHEC liaison to BRAC affairs as MHEC prepares to implement legislative mandates. In January 2012, MHEC will report the number of participants in direct workforce development programs as a result of the 2011 BRAC HEIF awards.

Local Government Subcommittee

Summary

BRAC impacts have directly affected those local governments supporting Aberdeen Proving Ground, Joint Base Andrews, Ft. Detrick, Ft. Meade, and Walter Reed National Military Medical Center.

Walter Reed National Military Medical Center



For BRAC at the National Naval Medical Center in Bethesda, now known as the Walter Reed National Military Medical Center, we really had one overriding issue – transportation – and it was all negative for us.

Other larger BRAC communities in Maryland were able to look beyond the ordeal of dealing with traffic because they would reap the long-term economic benefits of BRAC-related growth in the forms of thousands of new taxpayers moving in to take newly created jobs. However, the 2,500 jobs coming to Bethesda are relocating just five miles up the road from the old Walter Reed Army Medical Center in northwest Washington, DC. Those personnel won't relocate their residences; in fact, most of them, already reside in Maryland and primarily in Montgomery County.

But they will alter their commutes to already congested downtown Bethesda.

So, with an economic downturn severely limiting the county's ability to pay for essential improvements, our challenge was to find the resources to upgrade a transportation infrastructure that is already at capacity to accommodate the new Walter Reed National Military Medical Center that is increasing its personnel by nearly one-third and doubling the number of visits to the campus.

Montgomery County transportation officials worked with State transportation officials, the Navy, and local stakeholders to devise a program that focused on five main elements: 1)

Improving access to mass transit, 2) improving traffic operations at major intersections near the Navy base, 3) expanding pedestrian and bicycle facilities, 4) providing increased commuter bus service, and 5) promoting transportation demand management programs that encourage alternatives to single occupancy vehicle usage.

The State was able to budget approximately \$30 million towards the intersections program, and congressional earmarks provided an additional \$10 million. But this left a shortfall of approximately \$60 million to complete the project.

The County has taken the lead on a project to increase access to the Medical Center Metro Station. The County invested over \$5 million on a NEPA study which led to a Local Preferred Alternative (LPA) identified by a consortium of stakeholders. The LPA has two main components – a shallow pedestrian underpass beneath Rockville Pike and a bank of deep elevators directly to the Metro platform on the Navy side of the road – along with surface pedestrian and traffic improvements. DOD committed \$20 million in Defense Access Road (DAR) funds to the project – and later added another \$8 million – but the project is estimated to cost \$60 million or more, leaving a substantial shortfall.

Following receipt of a \$750,000 Facilities Study grant from the Office of Economic Adjustment, the County's DOT was able to construct new and expanded bicycle paths and sidewalks at a cost exceeding \$5 million. The County was able to link Navy Medical to bike paths from Silver Spring, Rockville, DC, and other areas and increase the number of bicycle and pedestrian commuters to the Navy and NIH.

Our Congressional delegation – Congressman Chris Van Hollen, and Senators Barbara Mikulski and Ben Cardin worked very hard and after several years secured a congressional appropriation of \$300 million for transportation infrastructure construction projects in communities with BRAC-impacted military medical facilities. These funds will be administered by OEA, and there may be several communities across the country applying for these competitive grants. The State and County will submit funding proposals to fully fund the Intersections and Metro projects and other BRAC-related transportation enhancements.

The application process is ongoing, but we are optimistic that by early November there will be good news, and that by early next year we will have the funding we need to complete the essential projects we need to at least prevent an already bad traffic situation from becoming worse.

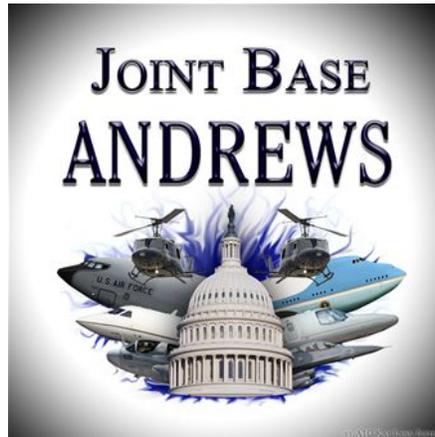
Lessons Learned

So, this is our big lesson learned: Do not assume that anyone else will solve your problems. We needed to act independently and aggressively to solve our unique problems.

1. We never assumed that “help is on the way.” Bethesda knew all along that the State would not be able to come to our rescue so we aggressively pursued federal funding from the outset.
 - a. While securing the significant infusion of federal funds was a joint County-State-Federal effort, it would not have happened if Montgomery County hadn't taken aggressive, independent action from the outset.

- b. Unlike many other BRAC-impacted communities, we pursued federal funds from the beginning because we realized from the outset the federal government would have to be the ultimate source of funding.
2. Montgomery County's unique BRAC circumstances required us to act independently from otherwise coordinated State action.
 - a. The State had other much larger BRAC actions to contend with, with greater infrastructure demands than ours and with an ever decreasing State budget.
 - b. We were not reaping the economic benefits like at Fort Meade or Aberdeen;
 - c. Except for transportation, other infrastructures – i.e. health & social services, housing, schools, water & sewer, etc. -- were far less impacted;
 - d. State-wide transportation solutions, such as expanding MARC rail service, did not apply to us.
 - e. Transportation solutions that work for more remote areas like at Fort Meade and Aberdeen, such as road widening, also did not work for our very urban location.
3. From the outset, the County rejected the implicit DOD premise that economic growth coming to communities from BRAC justified the unfunded mandate on communities to invest in infrastructure upgrades.
 - a. Bethesda is not reaping the economic benefits of larger BRACs because there was insignificant relocation of taxpaying personnel to the community – just traffic.
 - b. In our case, we constantly emphasized that “This is Walter Reed” and the federal government and DOD had an obligation to ensure that gridlock did not compromise the success of the new “world class” hospital.

Joint Base Andrews



Prince George's County BRAC Community response – The Prince George's County BRAC Task Force was originally formed in 2006 as a response to the BRAC decisions of 2005. The purpose of the Task Force was to plan a course of action to help Prince George's County and the State of Maryland anticipate areas where emphasis should be placed in response to growth. Prince George's County completed its BRAC Action Plan and presented its findings at a meeting of the BRAC Sub-cabinet in October 2007.

Today Prince George's County is concentrating its efforts primarily on addressing the transportation challenges that are anticipated as a result of mission growth. Partner organizations are undertaking companion initiatives to address encroachment and land use issues, and the redevelopment/revitalization of established neighborhoods adjacent to Joint Base Andrews—which are Prince George's County's highest remaining BRAC-related priorities.

The following studies have been completed by Prince George's:

- Prince George's County BRAC Action Plan (September 2007)—see above.
- Prince George's County BRAC Zone Application and Designation for Andrews Air Force Base (December 2008)—Designation received for area immediately surrounding the Branch Avenue Metro Station and property abutting sections of Suitland Road and Allentown Road. The City of Laurel—one of the partners in the Fort Meade Regional Growth Management Council—also was awarded a BRAC Zone designation in 2008.
- Andrews Air Force Base Joint Land Use Study (December 2009)—a partnership between Joint Base Andrews, Prince George's County and the local community to facilitate a cooperative approach to development policy for the Base and vicinity.
- Andrews Transportation Study (June 2011)—This study was funded by the Department of Defense, Office of Economic Adjustment. It assembled land improvements and transportation data; analyzed conditions and identified trouble spots; provided a list of near-term (2011) intersection and/or roadway improvement options; provided a concept plan and evaluation of those options; and generated preliminary engineering and construction cost estimates for BRAC-

related improvements to Dower House Road and Old Alexandria Ferry Road. These two local roads provide immediate access to two of the gates onto the Base (Pearl Harbor and Virginia Avenue Gates) and both are in dire need of safety improvements. This study included data and recommendations from the SHA Traffic and Intersection Improvement Studies for Base Realignment and Closure, Andrews Air Force Base (June, 2009) and the AFDW Transportation Management Plan, Andrews Air Force Base (September 2009).

Challenge: Transportation

The analysis for the transportation section in Prince George's County's BRAC Action Plan was conducted using the county transportation network as it was then projected for 2030, which is approximately ten to fifteen years after the direct and most indirect and induced, DoD-related growth is expected in the county.

Prince George's County's baseline transportation analysis indicates that DoD-related growth increases traffic on a number of roads that already had marginal or failing levels of service. The most operationally consequential traffic increases occur in the immediate vicinity of Joint Base Andrews particularly on several arterials and collector roads--at a time when public dollars for any transportation projects from County, State and/or Federal coffers are extremely difficult to come by.

Transportation demand management and transit enhancement concepts are also being considered for incorporation into the State and County transportation management plan(s) that could include but not be limited to:

- Establishing a vehicle rates per peak hour cap to reduce congestion;
- Reduction of single occupant auto driver mode split;
- Reduction of employee parking demand;
- Increase in average passenger occupancy at the base;
- Use of shuttle bus services at regular intervals;
- Completion of sidewalks on local/state roads abutting the base and improvements in pedestrian access.

Indeed, there is growing interest on behalf of Joint Base Andrews to utilize public transportation to improve access by Federal employees. The Maryland State Highway Administration, the Prince George's County Department of Public Works and Transportation, and Joint Base Andrews planners meet frequently to review progress and have incorporated BRAC transportation and transit needs into their strategic planning discussions.

Strategy and actions to date

Andrews Air Force Base is moving forward with some improvements outside of the base at the intersection of Dower House Road and the Pearl Harbor Gate. The County is working closely with the base in trying to classify this roadway as eligible for the Defense Access Roads program.

Outstanding Requirements

From the way BRAC mission changes at JBA were characterized in early reports, the transportation challenges that Prince George's County will face as a result of growth at the base were underestimated, and therefore were not given as high a priority by state and federal officials as those at other Maryland BRAC receiving bases. Post-November 2005, it was assumed that Prince George's County would receive "only" a net 400 new positions at Andrews, many fewer than at Aberdeen Proving Ground, Fort Meade, and Bethesda, in particular. However, the number of NCR positions moving to Andrews from leased locations elsewhere in the Greater Washington area has since proved to be significant. As a consequence Prince George's County and Maryland played catch-up with respect to BRAC-related needs at Andrews in a time of scarce public resources.

For example, there are projects already listed as requiring immediate attention on the Prince George's County Joint Signature Priorities Letter (JSL) with the State of Maryland that are significantly affected by DoD-related traffic growth, but that have been deferred because of a lack of funding. Because of BRAC the need to complete these projects has become more urgent and Prince George's County is working with the State of Maryland and the Maryland Congressional Delegation to identify and apply for funding through grants or special appropriations for these projects—such as, in particular, the Branch Avenue Metrorail Station Access project, improvements to Suitland Parkway (owned by the US Park Service) and Pennsylvania Avenue intersection improvements.

The Metro station, which is only about 1.5 miles from the base—provides links to communities in Virginia, the District of Columbia, and elsewhere in Suburban Maryland and could become a preferred point of entry for NCR personnel who have located to Andrews from rental quarters in Arlington, VA. Additionally, the Maryland State Highway Administration has completed its analysis of certain key intersections (particularly along Forestville Road, Allentown Road, and Woodyard Road) that may be the recipients of additional state-funded planning grants in the future..

Priority Transportation Projects, estimated project costs, funding committed and funding gaps

The following list of priority BRAC transportation projects was prepared by the County's Department of Public Works and Transportation:

1. Dower House Road—widening and reconstruction from MD 4 to MD 223 to accommodate heavy truck use, as it is the only access point for commercial traffic onto the Base and additional POV traffic that is related to BRAC personnel movements to the east side of the base. The consequences of failure to complete this project will result in dangerous conditions and traffic gridlock. Although the analysis of required improvements to Dower House Road was completed in June, 2011 construction funds have not been budgeted, although they have been requested as part of the County's federal appropriations request and the federal surface transportation authorization bill. Estimated unfunded capital costs for BRAC-related improvements: \$13.4 million. Estimated unfunded capital costs for ultimate improvements: \$40.9 million.

2. Old Alexandria Ferry Road—overlay with pavement marking, sidewalks/curb/gutters; widen from 2-4 lanes. As with Dower House Road, although the analysis was completed in June 2011, construction funds have not been budgeted. Estimated unfunded capital cost for BRAC-related improvements: \$1.2 million. Estimated unfunded capital cost for ultimate improvements: \$26.5 million for construction; \$.308 for improvements at the AAFB Virginia Avenue Gate.
3. Suitland Road--improvements to the roadway from Allentown Road to just beyond Suitland Parkway. Estimated unfunded capital cost: \$15 million.
4. Auth Road II—reconstruction of Auth Road from Henderson Way to Allentown Road. Improvements required for pedestrian safety and access between Joint Base Andrews and the Branch Avenue Metro station. Estimated unfunded capital cost: \$15 million.
5. Bus purchases necessary to implement the Joint Base Andrews transit plan. Estimated unfunded capital cost: \$17 million.
6. Branch Avenue Metro Access, Phase II—this project had \$60.4 million in state funding and \$4.95 million in federal funding programmed, although it has been deferred to the out years of the State of Maryland’s Capital Transportation Project List. Prince George’s County has requested that this project be included as part of the State of Maryland’s pending request for funding as part of the federal TIGER grant. MDOT submitted a proposal under TIGER I and scaled back the scope of the project, keeping the design at the reduced scope. Estimated unfunded capital cost: \$55- \$70 million.
7. Pennsylvania Avenue Interchanges:
 - Westphalia Road. \$2.5-3 million is needed in interim improvements. Estimated unfunded ultimate capital cost: \$90 million.
 - Dower House Road relocation and intersection. Estimated unfunded capital cost: \$85-95 million.
 - Suitland Parkway intersection. Construction recently deferred to the out years of the State’s CTP. Estimated unfunded capital costs: \$114-130 million.
 - Maryland 223/Melwood Road intersection reconstruction. Estimated unfunded capital cost: \$105 million.
8. MD-223 widening—Phase I: Steed Road to MD-5 under study. Funding needed for completion of study from MD 4 to Floral Park Road and to move project into widening and construction. Early Maryland estimates for completion of all phases of the project: \$131 million.
9. Forestville Road—Improvements to road needed near base and to implement JBA identified off-base transportation requirements. Interim improvements are being funded through joint agreement and \$2 million in funding from the State of Maryland. The ramp to the Capital Beltway will be widened and intersection improvements to access development supporting BRAC will be made. Additional

improvements to Forestville Road and the bridge over the Beltway are needed. Unfunded estimated capital cost: \$15.9 million.

10. Allentown Road—Improvements to road needed near base and to implement JBA identified off-base transportation requirements. Unfunded estimated capital cost: \$11.6 million.

Challenge: Encroachment and land use within 1-3 miles of Joint Base Andrews; redevelop and revitalize surrounding communities to provide easily accessible community amenities to base personnel without further encroachment.

Description

When Joint Base Andrews initially began operations in World War II, it was a relatively isolated military installation. Over the intervening years, it became surrounded by residential neighborhoods and commercial and employment centers that were the natural consequences of the suburban development that occurred inside the Beltway in Prince George's County and elsewhere throughout the greater Washington Region.

Strategy and actions to date

- Ensure local land use controls promote development that is compatible with the base mission and operations;
- Address encroachment issues, including noise, traffic, pollution, and impacts on environmental and cultural resources;
- Identify opportunities for economic and community revitalization around the base;
- Identify needed traffic and transportation improvements; and
- Increase communication and strengthen relationships between the Base, the county, and surrounding communities.

Outstanding requirements

Implementation is the vital element of the Joint Land Use Study. In Prince George's County, that responsibility has been placed in the hands of a new oversight committee that includes a mix of senior technical and professional staff as well as elected and appointed officials. Among the responsibilities of this group is developing the regulatory changes needed for the plan, identifying and obtaining the funds to implement it, and ensuring continued public outreach and involvement.

In addition to revisions to the building codes and zoning and land development regulations addressing land use, noise and height, one of the key recommendations of the JLUS is an assessment of the revitalization potential of the Allentown and Suitland Road corridors adjacent to the base.

The JLUS Implementation Task Force has been meeting since autumn 2010 and currently is wrapping up its recommendations for presentation to the public and the County Council during the autumn and Winter of 2011-2012.

Priority Projects, estimated project costs, funding committed and funding gaps:

Not available or unknown.

Lessons Learned

1. Beware the data! Everything is subject to change.

Early projections for BRAC-related growth in Prince George's County underestimated the number of personnel that would be moving to Joint Base Andrews. In part, this was due to early analyses that relied on partial information gleaned from the BRAC Commission reports (the NCR relocations, for example, did not have a number attached to them)—or because information could not be readily substantiated by qualified sources and therefore was not reported at all.

Even today, the numbers are fluid as organizations grow and/or decrease depending on mission structure changes.

This has made planning a challenge, and it has also resulted in getting Prince George's County off to a slightly later start than other Maryland BRAC growth communities in terms of its organization and resource identification for BRAC. Nevertheless, being about a year behind yielded the County the benefit of learning from the wisdom of its neighbors.

2. Learn from the experience of neighboring growth communities.

Although Prince Georges County did not elect to adopt the extensive committee structure used by the Fort Meade Regional Growth Council when it organized its own BRAC Task Force, the County benefited considerably from the early experiences of the RGMC in terms of the Task Force's composition and scope of work.

3. Value your partnerships.

As Prince George's County honed its BRAC priorities, the value of its partnerships became more and more important.

Three such partnerships bear special mention.

One is County's relationship with the Andrews Business and Community Alliance. This volunteer-driven, membership organization has developed a strong voice on behalf of the Base within the community that is heeded by our elected officials and respected by the installation leadership. The Alliance's strong relationship with that leadership has been extremely helpful in identifying resources and keeping track of the frequent changes in senior personnel that occur on any installation. In that light, the Alliance's unique role has helped the County immeasurably to build and maintain a strong relationship with the installation.

The second relationship that bears mentioning is with the Local Government Committee (LGC) of the Lt. Governor's BRAC Sub-cabinet. As the group that assisted Maryland State Government in prioritizing the State's responses to BRAC-related growth challenges, the LGC has been extremely important in helping to bring Prince George's County's needs—particularly in the area of transportation—to light with the decision-makers.

Finally, is Prince George's County's relationship to the Maryland Military Installation Council. This group was very influential in building Maryland's case during the early deliberations by the BRAC Commission and it continued to play a pivotal role in helping to coordinate the myriad of agencies and organizations within Maryland that have worked together since 2005 to strengthen and support the State's installations. The opportunities provided by the Council to organizations such as ours to present information, network, and communicate with our counterparts on a statewide basis were very helpful.

4. Be inclusive.

It may be tempting, particularly early on, to adopt a "lean and mean" organizational structure that facilitates decision-making and is less time consuming to administer. However, the time that might be gained by this approach may well be lost if the voices of key constituencies are not heard until late in the process. This is a lesson that Prince George's County learned the hard way during the days leading up to our successful BRAC Zone application to the State of Maryland. If we had had the benefit of input from certain community groups at the outset, the approach we ultimately took to the application would have taken shape much earlier in the process than it did.

Aberdeen Proving Ground and the Chesapeake Science and Security Corridor



Base Realignment & Closure (BRAC): Mission Accomplished

Aberdeen Proving Ground (APG), located in the heart of Harford County, is one of the most significant U.S. Army installations experiencing the largest Department of Defense (DoD) civilian personnel growth as a result of the BRAC 2005 decision. APG is host to more than 80 tenant organizations including U.S. Army Research, Development & Engineering Command Headquarters; Communications-Electronics Command's C4ISR Center for Excellence; U.S. Army Test & Evaluation Command Headquarters, Army Research Laboratory Vehicle Technology Directorate, and the Joint Program Executive Office for Chemical and Biological Defense just to name a few. The new and expanded tech sector jobs are now evident within our region. Approximately 8,300 positions have transferred to APG and more than 6,300 personnel have relocated. In-bound technical fields that will drive curriculum in the area of Science, Technology, Engineering and Math (STEM) include communications and electronics, research and development, test and evaluation, and chemical and biological. Almost 30% of incoming jobs will arrive as vacancies, providing opportunity for the regional workforce which has historically commuted out of northeastern Maryland, mostly into metropolitan areas to the south. The arrival of these technical and professional jobs, 85% of which require a security clearance, all require U.S. citizenship, and most require a minimum of a bachelor's degree, provide opportunity for our local workforce to live and work within their own communities. As the existing workforce reaches a retirement spike in the next five years, a ready and able workforce will be critical to mission continuity. Nearly 80 new defense contractors have also established a presence in the APG community. Because of specialized job skill set requirements and a global competitive market, lifelong learning is an integral part of this knowledge economy. The School System, colleges and universities are partnering with government and the private sector to offer tailored coursework to meet market demands.

Completion of the BRAC 2005 implementation process was officially recognized on September 15, 2011. The result was more than \$1.3 billion dollars in on-installation construction, completed under budget and on schedule. The transition of DoD personnel from Ft. Monmouth, NJ to Aberdeen Proving Ground, MD realized a transfer rate of 69% unprecedented in any previous round of BRAC. Regional collaborative efforts to promote a high quality of life and Maryland's three-year running as the nation's leader in public education have been instrumental in sustaining the mission's workforce. Additionally, more than a quarter billion dollars was committed locally for school construction and a comprehensive STEM initiative is underway in northeastern Maryland with full engagement of government, industry and academia. A regional higher education task force, brought about through legislation (HB1156) is also exploring a regional higher education center in northeastern Maryland.

Aberdeen Proving Ground serves as the region's key workforce center and the State of Maryland's third largest economic powerhouse, growing from \$3 billion to more than \$20 billion in revenue post-BRAC. The Chesapeake Science and Security Corridor (CSSC) Consortium, originally established to brand the APG region, and collaborate on quality of life outreach efforts for incoming BRAC personnel among government DOD and defense-related companies, now comprises nearly 50 government entities and non-profit organizations committed to sustaining the mission at Aberdeen Proving Ground, and promoting the safety and welfare of our war fighters, while supporting the economic vitality of the APG community. Established and emerging partnerships inside and outside the gate are evident and serve to enhance organizational membership, STEM committee participation, and charitable efforts throughout our growing defense community.

Highlights

- Received \$7.8 million in funding from the Office of Economic Adjustment to support more than 26 regional contractual elements to address infrastructure, transportation, workforce and higher education needs as well as operations of the APG-CSSC Regional BRAC Office with three staff members. Harford County served as the lead agency for the federal grant.
- Windshield tours, relocation and community resource fairs resulted in county officials meeting with more than 4,000 employees affected by BRAC;
- Over \$1.3 billion dollars in federal funds secured for new construction at APG, resulting in two million square feet of office, laboratory and high bay facilities on the installation;
- Expansion of Abingdon Water Plant by 10MGD
- Harford County has invested over \$300 million in capital projects including two new elementary schools and two new high schools;
- State of MD, with the help of our Congressional delegation, has invested \$57 million in state highway projects;
- Banking commission established to seek ways to improve capital flow to private companies;

- Obtained legislation for tax increment financing to enhance development

Milestones Achieved

- Largest economic impact to the APG community since WWII
- Third largest economic engine in state of Maryland (based upon number of employees) 8,300 direct job gain for Aberdeen Proving Ground
- More than 6,300 positions filled to date
- 69 percent transfer rate of personnel who came with their job (unprecedented; previous rounds of BRAC were approx. 25%)
- 21,000 personnel at APG (2012)
- 80 defense contractors have established a presence in the APG community representing approximately 3,400 contractor positions; 7,500- 10,000 off post contractor tail remains a solid projection for indirect jobs through 2015.
- APG goes from a \$3.5 billion to \$20 billion installation post-BRAC
- Harford County residential choice for 61 percent of APG personnel based on C4ISR zip code data, 2008-2011;
- Execution of several significant studies provided foundations for continued efforts in areas of transportation, workforce and curriculum analysis: Sage Policy Demographic Study; Multi-Modal Transportation Center Feasibility Study; Beacon Workforce Study, etc.
- Design and development of a regional web-based, land use planning tool that looks across municipal, county and state lines to provide timely data mapping.
www.myReGISonline.com
- 10 new professional organizations have formed in the APG community; each with its own mission, but all with a common focus on scholarships and STEM initiatives and support for Wounded Warriors and Fisher House
- A comprehensive STEM initiative in northeastern Maryland launching a formalized STEM program in Harford and Cecil County Public Schools during 2011-12 school year;
- Creation of HB 1156 to study the governance, programming and facility needs associated with establishing a regional higher education center in northeastern Maryland;
- MD 715 Gate was the first completed BRAC project in State of Maryland
- City of Aberdeen receives Transit Oriented Development (TOD) designation to support enhancements in and around the Aberdeen Train Station;
- Association of Defense Communities (ADC) has recognized the APG region significantly during the BRAC process:
- Lt. Gov. Anthony Brown was named Public Official of the Year for his leadership with MD BRAC Sub-Cabinet (2011)

- Harford County Executive David Craig named Public Official of the Year for his BRAC efforts (2009);
- Chesapeake Science & Security Corridor named Active Base Community of the Year (2009);
- MG Nick Justice was named Military Leader of the Year (2010);
- Lt. Gov. Anthony Brown was named Public Official of the Year for his leadership with MD BRAC Sub-Cabinet (2011)
- The Maryland Workforce Transition Centers, established in NJ and coordinated through MD DLLR and the Susquehanna Workforce Center, received a total of 16,841 visitations. SWN and the Maryland Transition Center won two national awards for the innovative service delivery to BRAC-affected personnel;
- 2 dedicated BRAC job fairs hosted in Harford County saw 4,200 job seekers; 4 defense, technology and intelligence fairs served more than 2,300 job seekers;
- Supported 5 government- and community-sponsored relocation fairs and expos
- Training opportunities have been developed and refined at college institutions to support skill requirements of BRAC/DoD/Contractor needs;
- Employment assistance/workshops for those seeking to Apply for a Federal Job were implemented in 2008 and are ongoing; 1130 residents have attended;

Regional collaboration throughout the BRAC implementation process proved fruitful, and set path forward in expansion of CSSC Consortium to more than 50 government entities and organizations that have signed a Memorandum of Understanding through 2014 to sustain the mission at APG and support economic vitality throughout the region.

Post 2011 Implementation

We must advocate at all levels of government for transportation improvements that are critical for our workforce mobility, but even more importantly a continued commitment to transportation initiatives positions APG and Maryland for the next “BRAC-like” round.

- We will expand and enhance the county Broadband network to support a highly skilled and technical workforce;
- Establish a higher education presence with the APG Community;
- Sustain the Science, Technology, Engineering & Math (STEM) initiative K-20;
- Pursue an advanced research component to promote discovery and development;
- Expand the entrepreneurial environment and develop Angel and Venture Capital networks;
- Support business development and tech transfer opportunities to grow our local and state business base;
- Maintain quality of life through continued support to health and welfare, public safety and our non-profit community; and

- Continue our regional collaboration for mission sustainability.

The Fort Meade Regional Growth Management Committee



The Fort Meade Regional Growth Management Committee (RGMC) has established a successful partnership with the Fort Meade Garrison Command and key Department of Defense tenant agencies. However, the RGMC believes this partnership needs to be strengthened through its Mission Growth Initiative (MGI.) This initiative will address and fulfill the opportunity for enhanced collaboration between Fort Meade and its 10 surrounding jurisdictions by creating a permanent bridge of processes and structures between the installation and the communities.

The urgency associated with this deliberate, comprehensive and innovative approach is driven by three factors: (1) The critical importance of the Cyber and Intelligence missions of Fort Meade and its key Department of Defense agencies; (2) Ongoing growth at Fort Meade, which could conceivably reach a level five times the scale of BRAC 2005; (3) The acknowledged need to engage the community in a more proactive approach to addressing installation needs. In this context, the terms “Fort Meade”, “installation” and “mission” apply not only to the Fort Meade garrison, but also to its tenant agencies.

The approach being undertaken on behalf of Fort Meade builds on lessons learned from BRAC, but presses beyond BRAC by focusing not only on “what’s changing”, but also on the impact of continued growth on the community, the core requirements of the installation, its tenants and its workforce. In this sense, the phrase “Mission Growth” means building the strongest possible community foundation for the installation as a whole, while specifically addressing both the growth that has been occurring and that which is yet to occur.

The Mission Growth Initiative will benefit the DoD, Fort Meade, local jurisdictions and taxpayers. But, it is important to note that the MGI will put critical demands on the current RGMC staff. There is little room for error; expectations have been set by the leadership of the installation and the jurisdictions. Staff resource requirements will intensify because the RGMC will have to focus its communications and planning actions on the working staff level of ten very diverse jurisdictions, an Army Garrison and other federal defense agencies. Over the next two to three years, the RGMC team intends to introduce a series of

improvements in the way staff processes and communications are carried out. For example, an RGMC representative has begun attending all weekly Garrison Command and Staff meetings.

Over the coming months, installation and community staffs will work together to plan, design and implement a program to achieve a high level of integration for community government leaders and key staff personnel with their garrison counterparts. This level of integration will ensure the following: (1) A thorough, mutual understanding of the respective goals and programs of the installation and its partner communities; (2) Critical opportunities are identified and realized; (3) Potentially costly risks are anticipated and mitigated.

The success of the Fort Meade Mission Growth Initiative will help the community respond to impacts resulting from continued Fort Meade Growth and in so doing will help support the Fort Meade mission by developing and integrating systems that will, in turn, support the region for decades. It will also produce a template for more effective relationships between installations and their host communities across the nation.

Approach

Role of Fort Meade Regional Growth Management Committee / Mission Growth Initiative

The **Fort Meade Regional Growth Management Committee (RGMC)** membership consists of eight counties (Anne Arundel, Baltimore, Carroll, Howard, Montgomery, Prince George's, Talbot and Queen Anne's) and 2 cities (Baltimore City and Laurel). Its efforts were primarily focused on preparing the jurisdictions for the impacts and opportunities of BRAC 2005 Growth. However, with the robust expansion of NSA and Cyber growth, the ad hoc planning responses of the past will not be sufficient to meet future requirements. Agile, sustainable, long term planning and coordinated execution will be needed to meet the rapidly growing and evolving Cyber threat. This threat and DOD's response have driven the requirement for the Fort Meade Mission Growth Initiative.

The **Mission Growth Initiative (MGI)** has been fully accepted by the Army and the Installation and the RGMC has started the process of formalizing and strengthening the framework for communication, collaboration, long-range planning and partnership. The intended outcome is planning alignment between stakeholders through the integration of stakeholder staffs and related processes.

In the past, there have been numerous instances in which a lack of effective coordination among stakeholders has led to inefficient use of resources – measured in terms of time, money and people. The concept of the MGI has been buttressed by the development and construction of a new RGMC office to support this mission that brings together key functions under one roof.

The MGI will focus its efforts on four primary objectives in areas where the need for action has already been substantiated, and will conduct its work in four phases. The remainder of this section outlines the objectives and phases.

The RGMC – under the banner of the MGI – will build on past success and enhance community support for the Fort Meade mission. To ensure the success of this effort, the RGMC and its local jurisdictions will improve their planning relationships with Fort Meade

through staff integration, long-range planning, and more effective collaboration.

Post 2011

The work program – intended to result in a formal set of structures for collaboration among Fort Meade and its community partners in the region – begins with identification of critical mission planning issues whose solutions require or would benefit from significant participation by the regional community. Initial leadership is provided by the RGMC team working closely with the key USAG planning organizations. In successive phases – depending on mission requirements – additional USAG and tenant agency staff elements will be brought into the effort by the RGMC.

The RGMC team will bring the jurisdictions and garrison staff together to address planning goals, action programs and emerging issues. The focus will be on building a sustainable foundation of relationships in which the installation and its community partners collaborate formally to pursue common goals and objectives.

Following are the four phases in the work program:

- Phase I: RGMC works with core USAG Directorates (Plans, Analysis & Information Office, Director of Public Works, Public Affairs Office and Staff Judge Advocate) to identify key issues in the installation mission and strategic plan potentially requiring community collaboration.
 - The Fort Meade Strategic Plan (2012-2017) has positioned the RGMC as the community partner for the Garrison Staff
 - Lay the groundwork for key planning systems that accomplish the following: (1) Identify prospective issues requiring community participation; (2) Develop solutions in a process that involves fact-gathering and stakeholder participation
 - Make an initial pass at implementation of the key planning systems by developing a set of preliminary recommendations
- Phase II: Present the results of Phase I to selected members of the USAG Staff and Tenant Staffs, as required, to formalize their participation in the action program.
 - Modify the recommendations of Phase I based on input from USAG and Tenant staff members
 - Conduct a formal review of partnering opportunities, overlapping missions and duplication of resources
 - Identify structures for collaboration appropriate to each element in the action program.
- Phase III: Prepare Jurisdictional Staffs for collaboration with the garrison staff.
 - Identify the RGMC jurisdictions most affected by Fort Meade growth
 - Brief initial jurisdictions regarding promising areas for ongoing joint action and action program issues
 - Work with jurisdictions to develop a planned matrix of sustainable structures for collaboration (forums, liaisons, etc.).

- Phase IV: Implement action program between the USAG and the surrounding RGMC jurisdictions.
 - Establish formal structures for collaboration based on results of Phase III
 - Work with all involved to ensure that structures are performing as intended
 - Prepare report documenting processes and structures, and evaluating results and lessons learned.

The Fort Detrick Military Base Alliance



The Base Realignment and Closure (BRAC) completed in 2012 had a positive effect on Fort Detrick, bringing 247 jobs and several million dollars of construction contracts to local firms in the region. The BRAC transition required comprehensive planning and staging in areas such as infrastructure, education, housing, transportation, workforce development, and community support. Throughout this time, Fort Detrick remained an industry leader in safety, remaining in the top 1 percent of Occupational Health and Safety Administration safe places to work in the nation, and encouraged and mentored several of the other agencies housed on the installation to achieve the same status.

The BRAC expansion has added a state-of-the-art Armed Forces Reserve Center at Area B's existing Flair Armory, a Medical Biological Defense Research Center of Excellence at USAMRIID, and a Medical Research and Development/Acquisition Center of Excellence that will house a new administrative facility.

- Joint Center of Excellence for Medical Biological Defense Research • \$21M; 124 new personnel
- Joint Center of Excellence for Medical Research, Development & Acquisition • \$8.3M; 101 new personnel
- State-Of-The-Art Reserve Center • \$12.8M; 22 new personnel

BRAC Enhancement and Revitalization Zone legislation (The BRAC Community Enhancement Act -- Senate Bill 206) provided an opportunity for local communities to take advantage of financial assistance for the public infrastructure needs. Frederick was one of the first jurisdictions in the State to have a BRAC Zone designated in December 2008. As facilities were built or renovated as part of the BRAC process, Fort Detrick used the opportunity to enhance its environmental sustainability efforts by incorporating green technologies and conservation methods to meet the U.S. Green Building Council's (USGBC) Leadership in energy and Environmental Design (LEED) design standards for certification at the Silver or better level, including retrofitting existing structures. These environmental conservation efforts also resulted in Fort Detrick being selected to lead the U.S. Army's efforts to achieve a Net Zero consumption as a pilot site for waste and energy. By building and retrofitting the facilities on the Fort Detrick and Forest Glen campuses, Fort Detrick planners have been able to realize significant savings to both the federal government and

the community, and are preserving the region's precious resources for generations to come.

The new missions at Fort Detrick include support to the Wounded Warriors at the Bethesda National Naval Medical Center, the Borden Institute of Military Medicine, the National Museum of Health & Medicine, the Armed Forces Institute of Pathology, several U.S. Navy missions including biological research, logistics and administration, and the Walter Reed Army Institute of Research continue to enhance Fort Detrick's place as a leader in medical research in traumatic brain injury, robotics, cell regeneration, and drugs for common illness as well as providing a key pillar of national defense at the National Interagency Biodefense Campus. Fort Detrick remains a key strategic resource in information technology, communications, and cyber defense.

Post 2011

There continues to be steady growth on post much due to the expansion of USAMRIID and the Interagency Biodefense Campus (NICBR). While the BRAC-related expansion is important, it is just part of the growth at Fort Detrick that is related to the National Interagency Biodefense Campus (NIBC) and other activities are bringing an additional 1,200 jobs to the Post. There will be a secondary regional benefit associated with new jobs that will support and provide goods and services for the new Fort Detrick employees and related personnel in Frederick County and the region who look to the region for housing.



Governor's Subcabinet on Base Realignment and Closure

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