



**State of Maryland**  
**BRAC Action Plan**

**2008**

**Progress Report**

*Martin O'Malley, Governor*

*Anthony G. Brown, Lieutenant Governor*



# BRAC

## BRAC Subcabinet Action Plan Progress Report

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January 1, 2008—December 31, 2008

### Governor's Subcabinet on Base Realignment and Closure

In January 2007, Governor Martin O'Malley convened the Base Realignment and Closure (BRAC) Subcabinet to coordinate planning for growth that will accompany the Department of Defense (DoD) BRAC action at Maryland military installations. The Subcabinet was established by statute effective June 1, 2007, with authorization continuing to December 2011.

All state actions to support BRAC at military installations in Maryland are coordinated and overseen by the Subcabinet. This includes related initiatives in the areas of workforce readiness, business development, education, community infrastructure and growth, environmental stewardship, workforce housing, and transportation.

The Subcabinet consists of Lieutenant Governor Brown, who serves as chair, and the Cabinet-level Secretaries of the nine state agencies most immediately involved in BRAC-related issues. In recognition of the opportunities that BRAC presents to small and minority businesses, the O'Malley-Brown Administration subsequently included the Governor's Office of Minority Affairs in the Subcabinet, for a total of ten state agencies.

State agency Subcabinet members include:

- T. Eloise Foster, *Secretary of Budget & Management*
- David W. Edgerley, *Secretary of Business & Economic Development*
- Shari T. Wilson, *Secretary of the Environment*
- Raymond A. Skinner, *Secretary of Housing & Community Development*
- Thomas E. Perez, *Secretary of Labor, Licensing, & Regulation*
- Richard E. Hall, *Secretary of Planning*
- John D. Porcari, *Secretary of Transportation*
- Nancy S. Grasmick, Ph.D., *State Superintendent of Schools*
- James E. Lyons, Sr., Ph.D., *Secretary of Higher Education*
- Luwanda W. Jenkins, *Special Secretary, Governor's Office of Minority Affairs*

The mission of the Subcabinet is to enable the state to fulfill its responsibility to support our nation's defense and security efforts, while maximizing the benefits and opportunities resulting from the BRAC process. Through a regional approach, the Subcabinet coordinates state activities and works with federal and local governments to prepare for and accommodate incoming households and jobs while sustaining and enhancing the quality of life throughout the state.

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## Executive Summary

### Introduction

The year 2008 marked the midpoint between the announcement of the 2005 DoD BRAC action and its federally mandated completion date of September 2011. Working in tandem with the DoD's planning phase for military mission moves, the Governor's BRAC Subcabinet developed a BRAC Action Plan in 2007 to ensure the State's preparedness for incoming residents and jobs.

The BRAC Action Plan set forth initiatives, programs and other measures necessary to address the needs of incoming residents and opportunities BRAC presents, while preserving the coveted quality of life enjoyed by Marylanders. As we continue to move ahead into the second half of the BRAC timeframe, we look forward to working with our local, federal and private sector partners as we begin to realize the steady upswing in jobs and population created by the military mission moves to DoD facilities in Maryland.

This 2008 Progress Report summarizes each of the BRAC Subcabinet Agencies' progress and the status of initiatives designed to meet the DoD BRAC implementation deadline of 2011. The report also provides descriptions of 2008 accomplishments as well as projected areas of focus for 2009, detailing the status of each initiative in the State BRAC Action Plan matrices, as found in the Appendix.



Governor O'Malley, Lieutenant Governor Brown and Colonel McCreehy at Fort George G. Meade.

## Executive Summary

### Action Plan Accomplishments

Subcabinet agencies must be commended for their initiation and refinement of programs and studies to address both the challenges and opportunities presented by BRAC. They have also made available resources for effective support and outreach to our federal partners, defense contractors, Maryland businesses, and future incoming residents. Finally, they have worked toward the necessary elevation and preparation of Maryland's workforce to meet BRAC demands.

Overall highlights of the Subcabinet efforts in 2008 were:

#### *Legislative*

- Senate Bill 206 – The BRAC Community Enhancement Act: key legislation focused on Smart Growth land use and infrastructure needs to support BRAC-impacted areas, with funding up to \$5 million;
- House Bill 704 – Higher Education Investment Fund: \$3 million in supplemental funds to address higher education needs related to BRAC; and
- Senate Bill 204 – Expansion of Transit Oriented Development (TOD): legislation to promote planned residential, commercial and/or retail development within walking distance of transit stations, to increase transit ridership, promote sustainable development patterns and protect the environment. This statewide initiative will help manage BRAC growth by promoting TOD along the MARC system in central Maryland, which serves BRAC-impacted communities and connects to Baltimore City.

#### *Accountability and Tracking*

- Creation of BRACSTAT, a reporting system developed to track, evaluate and improve programs presented in the BRAC Action Plan, and the development of key metrics such as building permit information, housing sales, zoning changes, school populations and job creation; and
- Management of over \$4 million in grants funds from the DoD Office of Economic Adjustment (OEA) for project funding in the Maryland Departments of Planning, Environment and Transportation.

#### *Workforce*

- Establishment of Maryland Transition/One-Stop Career Centers and kiosks in Fort Monmouth, New Jersey and northern Virginia;
- Establishment of the Workforce ONE Maryland Program to fund workforce development projects and initiatives to assist with BRAC impact;
- Expansion of Science Technology Engineering and Mathematics (STEM) curriculum, programs, grants, and communication with local school systems, including STEM Web site for educators and expanded partnerships with higher education and business/industry;
- Expansion of BRAC-related Career and Technology Education (CTE) Pathway Programs;
- Commencement of a feasibility study of Regional Higher Education Centers;
- Establishment of BRAC liaisons at over 35 colleges and universities in the State of Maryland and a system to assist transfer students understand credit transfer acceptance at the University of Maryland Systems flagship campus in College Park; and

## **Executive Summary (continued)**

- Selection by the National Technical Assistance and Research Leadership Center (NTAR Leadership Center) funded by the U.S. Department of Labor's Office on Disability Employment Policy as one of three states to participate in its first State Leaders Innovation Institute. Selection, a grant of \$50,000 and specialized technical assistance and leadership support will support Maryland to improve employment for adults with disabilities in areas impacted by BRAC.

### ***Outreach***

- Development of a BRAC Outreach Plan to assist with relocating employees and spouses, communicating information and attracting business;
- Establishment of a Web site as a repository of information on BRAC;
- Participation at Relocation Fairs and Employer-sponsored events;
- Participation with the National Governor's Association (NGA) to exchange and develop best practices with respect to BRAC-induced education, transportation, utilities and other infrastructure needs;
- Coordination of efforts with the Joint Legislative BRAC Subcommittee on the BRAC Action Plan;
- Coordination with the Subcabinet Local Government Subcommittee; and
- Cooperation and support of the Maryland State Legislature on the passing of the Subcabinet's key 2008 legislative initiatives.

### ***Business Assistance***

- Completion of a BRAC Small and Minority Business Opportunities Study;
- Establishment of a \$375,000 Entrepreneurial Fund to encourage transfer and/or commercialization of technology from Fort Monmouth, Defense Information Systems Agency (DISA) or other defense organizations;
- Establishment of a Small and Minority Business Advisory Board to integrate Maryland's BRAC-ready minority firms with defense contractors and military; and
- Revision of the Maryland Business Resource Guide that includes information on current military installations, federal facilities and procurement information.

### ***Infrastructure***

- Realignment of housing programs, with emphasis on outreach to relocating households and businesses;
- Collaboration with eight local governments to apply for a \$5 million grant from the MacArthur Foundation to preserve and improve rental housing units;
- Alignment of Community Legacy Grants that support neighborhood revitalization to be responsive to BRAC-related projects;
- Organization by Lieutenant Governor Brown of a Water Summit held in November 2008, which was instrumental in advancing progress toward greater regional cooperation on water studies addressing the distribution of water supply to this region;
- Commencement of water and wastewater studies from a \$1.8 million federally funded program; and

## Executive Summary (continued)

- Management of the complex transportation infrastructure needs of BRAC-impacted regions in the current economic climate to include BRAC-related transportation infrastructure projects and improvements such as:
  - BRAC Intersection Program, projected near-term traffic impacts analyses and potential intersection improvement studies and concepts;
  - Prioritization of intersection improvements;
  - Transit studies;
  - Advancement of the 2007 MARC Growth and Investment Plan, an aggressive plan to triple MARC ridership by 2035 to the BRAC-impacted areas and central Maryland;
  - Purchase of 13 bi-level commuter coach cars and 26 new locomotives;
  - MARC Storage and Maintenance Facility at Edgewood Campus of Aberdeen Proving Ground (APG);
  - Completion of BRAC Commuter Bus Study at APG and Fort George G. Meade;
  - Evaluation of DoD-funded modified shuttle bus service to installations;
  - Advancement of Smart Growth and Transit-Oriented Developments;
  - I-95 Express Toll Lanes;
  - I-95 Section 200 Study;
  - I-95/MD 24 Improvement Project; and
  - Improvements related to Enhanced Use Leases.

The Subcabinet demonstrated its primary goal of supporting the BRAC action through its interactions with regional, federal and local partners and military installation leaders. The Lieutenant Governor and Subcabinet Members met on numerous occasions throughout the year with Senior Leadership of C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance), the organization relocating to APG from Fort Monmouth, New Jersey, and DISA, the organization relocating to Fort George G. Meade from northern Virginia.

In further support of the mission of the military installations, Lieutenant Governor Brown participated in key groundbreaking ceremonies for DISA at Fort George G. Meade, the new Walter Reed National Military Medical Center at National Naval Medical Center (NNMC) and C4ISR at APG. In addition to meeting with commanding officers at these installations, briefings were held at Fort Detrick, Indian Head Naval Surface Warfare Center, Andrews Air Force Base (AAFB), and Carderock Naval Surface Warfare Center.

### ***BRAC Funding***

In September 2008, it became apparent that Maryland revenue collections had fallen short of estimates for fiscal 2009 due to the national economic downturn. To maintain a balanced budget, the O'Malley-Brown Administration reduced operating budget spending in the current year by \$425 million and postponed many planned transportation construction projects.

Yet despite these reductions, the State demonstrated its continuing commitment to BRAC preparedness by preserving in the fiscal 2009 budget more than \$1 billion in operating and capital funds dedicated to the first phase of the BRAC Action Plan. This funding level brings the total amount dedicated to BRAC-related infrastructure projects over the last two years to \$1.8 billion.

The State's largest BRAC-related investment for Fiscal Year 2009 is \$361.4 million for transportation projects directly

## Executive Summary (continued)

facilitating access to BRAC-impacted installations. A total of \$1.32 billion of BRAC-related transportation projects are planned over the FY 2009-2014 capital program period. Almost \$94 million is dedicated for near-term intersection improvements around Fort George G. Meade, APG, and NNMC. Additional investments include \$126.3 million for the MARC Growth and Investment Plan to expand capacity and improve service through actions such as the purchase of 13 bi-level commuter coach cars and 26 new locomotives. This initiative is consistent with the MDOT's "high/low" BRAC investment strategy in which it pursues lower-cost improvements that can be implemented quickly, while continuing to develop higher-cost and higher-capacity projects that will take longer to plan, engineer and construct.

Other significant fiscal 2009 investments in counties impacted by BRAC include:

- \$183 million to expand wastewater treatment plant capacity, mitigate the environmental impact of additional wastewater discharge on the Chesapeake Bay, and upgrade water and sewer systems in counties impacted by BRAC;
- \$247 million to construct new schools and expand capacity at existing schools;
- Over \$220 million for construction projects at community colleges and other higher education facilities; and
- \$6 million for workforce training and development.

Due to the national economic downturn, the State expects minimal growth in revenues for fiscal 2010. Current estimates



Lieutenant Governor Brown, elected officials and DISA leadership turn ground for the DISA headquarters at Fort George G. Meade on April 16, 2008.

## Executive Summary (continued)

indicate that reductions to projected state spending of more than \$700 million will be required to balance the budget. Despite the growing limitations on the availability of state resources, however, BRAC remains a high priority for the State and investment in BRAC-related infrastructure projects is anticipated. Specific BRAC funding initiatives will be announced when the Governor's fiscal 2010 budget proposal is released in January 2009.

### Challenges and Focus for 2009

While the national economic downturn has affected the funding of programs and initiatives, the Subcabinet remains committed to identifying resources and actions to create a smooth transition for the incoming DoD agencies, contractors and residents, while at the same time maintaining Marylanders' high quality of life. To the degree feasible, the Subcabinet will stay on course with the programs and initiatives of the 2007 BRAC Action Plan. As a top priority, the BRAC Subcabinet will seek to enhance relationships with military, federal, local and private sector partners to identify creative alternative resources to achieve mutual goals. It will be through these partnerships and a regional approach that the State will advance the BRAC Action plan agenda. Highlights of the focus of the Subcabinet in 2009 will include:

#### *Legislative*

- Introduction of legislation to offer licensing reciprocity for specific job classifications to ease employment transitions and to promote the spirit of regional collaboration; and
- Based on local input and the first round of BRAC Zone designations, introduction of legislation to alter the effective date of designation, the date local governing bodies make certain certifications to the State Department of Assessments and Taxation (SDAT), and the date that SDAT makes certain calculations for amounts due to political subdivisions.

#### *Accountability and Tracking*

- Maintenance of the BRACSTAT tracking program with current data and trends;
- Development of reporting standards for BRACSTAT to assist compliance with the State's minority business participation goals;
- Initiation of an Economic Impact Analysis of all installations to define and articulate statewide impact and opportunities for Maryland businesses and residents; and
- Support of local efforts to assess the impact of BRAC on health care and public safety with available resources and data.

#### *Workforce*

- Expansion and enhancement of Maryland Transition/One-Stop Career Centers and kiosks;
- Expansion of Job Fairs, Relocation Fairs and Employee Events for the military and private sector;
- Expansion of Workforce ONE Program to advance workforce development projects and initiatives;
- Organization of a STEM Summit to focus on K-12 STEM education;
- Further expansion of CTE programs, Advanced Placement (AP) and pre-AP professional development, summer institutes and public/private workshops;

## **Executive Summary (continued)**

- Expansion of services to special needs students through STEM professional development and certificate programs;
- Completion of the Regional Higher Education Center feasibility study around APG and initiation of a second round of competitive grants for the Higher Education Investment Fund; and
- Evaluation and advancement of specific geographical areas for potential revitalization and the use of TODs.

### ***Outreach***

- Expansion of statewide BRAC Web site and individual agency BRAC-related information, media interactions and outreach materials;
- Assistance in the mitigation of encroachment challenges at installations; and
- Continued participation with NGA to identify strategies and programs to assist Maryland in the BRAC process particularly in the areas of education, transportation, utilities and related infrastructure.

### ***Business Assistance***

- Utilization of the BRAC Small and Minority Business Opportunities Study to position and direct the minority business community;
- Engagement of the expertise of the BRAC Small and Minority Business Advisory Board to implement a strategic alliance to increase and forge relationships between large defense contractors and Maryland BRAC-ready small, minority firms and women-owned firms;
- Presentation of workshops to provide information on joint venture partnering, security clearances, working with the federal government and access to capital; and
- Outreach to DoD and military installations to assist contracting officers in meeting minority contracting goals.

### ***Infrastructure***

- Advocacy for DoD OEA funding for the advancement of studies to support BRAC growth;
- Enhancement of affordable housing opportunities, particularly in communities seeking revitalization;
- Completion of components of the Coastal Plain and Piedmont aquifer studies;
- Commencement and completion of a State financing strategy to address water infrastructure capacity management in the APG Region;
- Tracking of the progress of priority water supply and wastewater infrastructure projects;
- Coordination and review of BRAC Zone applications;
- Coordination with Congressional delegation and stakeholders to structure a federal surface transportation program that addresses Maryland's needs, including those associated with BRAC;
- Identification of opportunities to support BRAC-related transportation projects;

## Executive Summary (continued)

- Coordination with local jurisdictions to organize regional BRAC projects as a supplement to county priority project lists;
- Advancement of a multi-year strategy focusing on transit, Smart Growth, strategic capital investments and transportation demand management; and
- Support of local public safety studies, i.e. fire, emergency services by advocating for federal funding and/or provision of available data.

These strategies will enable Maryland to support military installations and capitalize on the long-term economic opportunities of BRAC while at the same time preserving its quality of life. Through regional, federal, local and private sector partnerships, and through the exemplary commitment from Subcabinet agencies and state resources, Maryland is on track to meet the challenges and enjoy the benefits flowing from the plenary opportunities presented by BRAC.

### ***BRAC Facts***

- As a result of the BRAC 2005 decisions, Maryland will gain as many as 60,000 new jobs — the largest single employment growth activity in the State since World War II.
- Job growth on Maryland's five BRAC-affected military installations will exceed 27,000.
- Construction on Maryland's military bases is already under way to accommodate the relocating DoD commands and is expected to be completed in 2010.
- All DoD moves must be completed by September 15, 2011.
- Defense contractors are expected to follow the federal jobs to Maryland.
- The State will not see the full complement of BRAC-related jobs until 2015 and beyond.
- Surveys indicate that more than 40 percent of the workforce affiliated with the BRAC-affected commands will move with their job to Maryland.
- The economic impact of Maryland's military installations will increase by an additional \$5 billion — to approximately \$23 billion — annually due to BRAC.

## 2008 Subcabinet Legislative Initiatives

There were two key legislative actions to support the BRAC Action Plan authorized in 2008. A cornerstone initiative of the O'Malley-Brown Administration was legislation impacting land use and infrastructure needs. The second piece of legislation impacts and supports BRAC-related higher education needs.

### *Senate Bill 206 - The BRAC Community Enhancement Act*

On May 13, 2008, Governor Martin O'Malley signed into law legislation authorizing the creation of BRAC Community Revitalization and Incentive Zones (Senate Bill 206 BRAC Community Enhancement Act) to accommodate growth resulting from BRAC. The Act makes available financial incentives to focus growth in areas that are already 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 and businesses located in the BRAC Zones for a coordinated state effort to guide BRAC growth in these designated Zones.

While all jurisdictions are eligible to apply for BRAC Zone designation, first priority will be given to those that are served by public transportation (within ½ mile of certain public transportation) and have the greatest capacity for economic growth. Jurisdictions may apply for designation for areas of strategic importance to the economic development interests of a county. The Zones connect growth and development opportunities that BRAC brings to Maryland's communities seeking revitalization and investment through Smart Growth that is anchored on transit and mixed use. Up to \$5 million in available funding may be allocated for BRAC Zone designation beginning in 2008 with designated jurisdictions eligible for funds in Fiscal Year 2011. Benefits of the Zone include:

- Payment of 100 percent of state real property tax increment on qualified properties;
- Payment equal to 50 percent of the local jurisdiction's real property tax increment on qualified properties;
- Funds can be used to pay back bonds, including Tax Increment Financing bonds, issued for infrastructure improvement in the Zone; and
- Funds must be used for infrastructure improvement.



### **BRAC Zone Tours**

Lieutenant Governor Brown joined Robert L. Hannon, president and CEO of the Anne Arundel County Economic Development Corp., on a tour of the county's BRAC Zone. The Lieutenant Governor and DBED Secretary David Edgerley toured each of the proposed BRAC Zones during the decision-making process.

## 2008 Subcabinet Legislative Initiatives

The law also addresses the issue of taxation of commercial development on military installation land, commonly known as Enhanced Use Leases (EULs). The BRAC Community Enhancement Act allows counties greater flexibility in negotiating a payment in lieu of taxes (PILOT) for such EULs. The legislation provides an incentive for developers to contribute funding to mitigate the impact of the development on public infrastructure. To date, this legislation is the first of its kind in the nation and may serve as a model for other states.

On December 15, 2008, Lieutenant Governor Brown announced the designation of five BRAC Zones. The recipients were the cities of Baltimore, Frederick and Laurel and Anne Arundel and Prince George's counties. Funds from the increased tax assessment of eligible development projects within the designated BRAC zones will assist in supporting transportation and other infrastructure improvements.

### ***House Bill 704- Maryland Higher Education Investment Fund (BRAC Higher Education Fund)***

Established by the Tax Reform Act of 2007, the Maryland Higher Education Investment Fund is supported by a portion of the increase in corporate tax revenues. The Fund was established to supplement General Fund appropriations to keep tuition affordable for Maryland residents enrolled in four-year public colleges and universities. The Investment Fund may be used for capital projects at these institutions and for workforce development initiatives. During the 2008 legislative session, the allowable uses of the Fund were expanded to address higher education needs related to the BRAC process. In the Fiscal Year 2009 budget, \$3 million in funding to the Higher Education Investment Fund was secured.

The Higher Investment Fund, administered by the Maryland Higher Education Commission (MHEC), has earmarked the BRAC-related funding for various programmatic initiatives directly related to BRAC education and workforce needs. On December 15, 2008, Lieutenant Governor Brown announced sixteen grants ranging in size from \$25,000 to \$165,000 to support curriculum development, specialized programs and technical workforce training.

## Agency Summaries

### Department of Business & Economic Development

#### 2008 Challenges and Accomplishments

In 2008, the Department of Business & Economic Development (DBED) built upon existing programs, activities and outreach to increase and enhance support for incoming BRAC-related residents, and to expand opportunities for Maryland businesses. Activities included tracking BRAC timelines and program progress, identifying and managing funding sources, workforce retention and readiness initiatives, expanding outreach, community redevelopment and business location and development assistance, and entrepreneurial funding.

#### ***Federal Timelines and Potential Issues***

Timing is critical to the BRAC process. Affected installations and DoD are moving quickly to design and implement effective relocation timelines, all of which are fully dependent upon the availability of federal resources. Maryland's challenge is to remain engaged in and educated on the time lines and potential federal and/or local issues, many of which are still evolving, to ensure that necessary preparations are in place for each installation. As with other Subcabinet agencies, DBED participated in BRACSTAT to track major BRAC-related projects.

During 2008, there were three major groundbreaking projects. First, on March 17 the Army broke ground on a \$477 million complex at APG that marked the construction of Phase One of the Team C4ISR campus. The construction will include five administrative and laboratory buildings, a secure shop and warehouse, an auditorium, and a 1.5 million square foot training facility.

## Department of Business & Economic Development (continued)

Second, April 16 marked the groundbreaking of the 1.1 million square foot, seven-building complex for DISA at Fort George G. Meade. The \$442 million project will also house the Joint Task Force for the Global Network Operations.

Third, the groundbreaking for the new Walter Reed National Military Medical Center at the current site of NNMC occurred on July 3, 2008. The new 345-bed, 6.7 million square foot facility contract was awarded at \$641.4 million.

DBED and its Office of Military and Federal Affairs have enhanced partnerships among communities, private sector, DoD, local, state and federal agencies that are critical for the successful completion of BRAC actions. DBED enhanced this role by supporting the Maryland Military Installation Council, conducting Congressional staff briefings, and collaborating with CSSC, the Fort George G. Meade Regional Growth Management Committee, the Montgomery County BRAC Implementation Committee, the Prince George's County Military Expansion/BRAC Task Force, and other regional organizations, as well as the Frederick County delegation and Maryland military alliances to inform all organizations of current BRAC activities.

To help offset any potential issues related to BRAC movement, DBED secured federal funding through the DoD's OEA to complete a comprehensive study of major BRAC-related projects. DBED managed the \$4,059,906 OEA grant, which provided funding to the Maryland Departments of the Environment, Transportation and Planning for projects to accommodate BRAC-related growth on and around Maryland's installations. These projects include regional traffic analysis at the NNMC and APG, aquifer assessments, water and wastewater treatment systems assessments at APG, and support of the BRAC Subcabinet staff. During 2008, contracts were executed and implementation efforts were initiated related to the projects. Grant-funded staff continued to support the work of the BRAC Subcabinet and the statewide BRAC Action Plan.

Maryland workforce staff provide prospective residents from Fort Monmouth, New Jersey, with information on Maryland at the opening of the Maryland Transition/One-Stop Career Center, April 25, 2008.



## Department of Business & Economic Development (continued)

### *Workforce Retention and Readiness*

In the BRAC process, federal agencies strive to retain 50 percent of employees with the agency relocation. Historically, 20 to 30 percent of employees at BRAC-affected defense organizations relocate with the mission. If these percentages recur, there will be a demand to fill positions within agencies primarily relocating to Fort George G. Meade and APG by Marylanders and others. Through interaction with military and executive leadership, DBED continued to support the efforts of the incoming federal agencies and private sector employers to retain intellectual capital. The focus of two 2008 meetings of the Maryland Military Installation Council highlighted the needs, challenges and opportunities for incoming military, DoD and defense contractor employers. Exchange of information, including areas of mutual outreach discussed at the meetings, led to the examination of programs throughout state agencies.

As part of the marketing and outreach plan, DBED supported the Department of Labor, Licensing and Regulation (DLLR) in establishing two Maryland Transition/One-Stop Career Centers at Fort Monmouth, New Jersey. DBED participated with the Maryland Partnership of the Susquehanna Workforce Network to respond to inquiries of interested personnel and businesses and to monitor activity and effectiveness of the centers. DBED worked in a similar role to support DLLR in establishing Maryland Transition/One-Stop Career kiosks at DISA employment centers in northern Virginia.

In collaboration with DLLR, DBED participated in Job Fairs for incoming agencies and defense contractors. DBED also took part in a Relocation Fair at Fort Monmouth, where a record attendance of 1,000 visitors sought information on relocating to Maryland, spousal employment opportunities, housing and other information. As needed, DBED supported locally-coordinated bus tours for out-of-state employees with presentations and information.

DBED also participated in the promotion and support of a \$4 million Department of Labor National Emergency Grant (NEG) for projects to increase skill sets of Maryland workforce. The grant was used to hire BRAC Coordinators within DLLR to address specific needs of installations, incoming agencies and contractors and to prepare Marylanders for new opportunities. The Workforce ONE Grant Program, which was also established as part of this grant, funded local projects to support employee training and development, educational programs, job search assistance, security clearance awareness, and higher education curriculum development.

On a local business level, DBED continued to support the advancement and positioning of workforce through the Partnership for Workforce Quality (PWQ) training program. Administered by DBED, this matching grant program assisted Maryland businesses with training needs to advance workforce capabilities.

### *Communications, Outreach and Media*

DBED partnered with other state agencies to develop a multi-year BRAC communications strategy encompassing outreach and media relations. The communications strategy is designed to reach a variety of audiences, including federal agencies and private sector employers that are moving to Maryland as a result of BRAC, employees of relocating agencies and businesses, Maryland residents seeking BRAC-related employment opportunities, and commercial developers, investors and businesses that are exploring opportunities generated by BRAC.

The strategy includes a state-of-the-art Web site portal ([www.brac.maryland.gov](http://www.brac.maryland.gov)), a print newsletter dedicated to BRAC issues, electronic updates targeting BRAC-affected commands, and other tools to disseminate pertinent information on business, employment, education, housing, and cultural and recreational opportunities in Maryland.

The Department's media relations efforts include more than 50 media interviews, as well as the planning of events such as "BRAC Coffee & Conversation," a series of dialogues with print and electronic media outlets focused on a particular BRAC topic that will commence in January 2009.

Outreach efforts include participation in "town hall" meetings, employee picnics and other employer-sponsored events;

## Department of Business & Economic Development (continued)

meetings with senior leadership and military garrison commanders; targeted ads; and more than 30 public presentations to organizations, communities, businesses, and others interested in BRAC opportunities and updates.

### *Community Redevelopment and Investment*

On May 13, 2008, Governor Martin O'Malley signed into law legislation authorizing the creation of BRAC Zones (SB 206 BRAC Community Enhancement Act) to accommodate growth resulting from BRAC. DBED was instrumental in coordinating and managing the development of this legislation. As adopted, the Act makes available financial incentives to focus growth in areas that are already 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 and businesses located in the BRAC Zones for a coordinated state effort to direct BRAC growth to these targeted areas. organizations, communities, businesses, and others interested in BRAC opportunities and updates.

### *Business Assistance*

To provide current information to businesses seeking contract opportunities with federal agencies and installations, DBED updated and reprinted the former Business Opportunities Manual, renamed the Maryland Business Resource Guide. The guide is an outstanding and often sought-out resource for businesses regardless of size or type looking to tap into the Federal marketplace and to understand the processes of military installations and federal agencies.

DBED's Division of Small Business supported a study conducted on behalf of GOMA to identify BRAC-related and other federal and military procurement opportunities for small businesses, as well as the services and resources needed to increase the competitiveness of Maryland's small businesses. The Division of Small Business also provided \$220,000 of the State's \$1 million in funding to the Maryland Small Business Development Center (SBDC) Network. DBED allocated an additional \$250,000 to the Strategic Assistance Consulting Fund (SACF), which provides specialized consulting services to SBDC clients, including those seeking to access BRAC-related and other government contracting opportunities. In 2008, SBDC conducted 49 procurement-related classes and six BRAC-specific classes.

## Governor's Office of Minority Affairs

### **2008 Challenges and Accomplishments**

During 2008, as an extension of its mission, GOMA increased its outreach and advocacy to support minority business development efforts associated with an estimated \$1.6 billion of military construction and \$2.3 billion in pending procurements. This funding for BRAC federal military defense contracting and procurement activity between FY 2005-2011 will result in dollars allocated to Maryland businesses by way of BRAC.

GOMA continued to make progress with the Small and Minority Business BRAC Action Plan, including the creation of a BRAC Small and Minority Business Advisory Board, completion of a comprehensive study of *BRAC Small and Minority Business Opportunities (the "BRAC Study")* and numerous outreach activities and events.

### *Federal Timelines and Potential Issues*

The DoD and the Maryland impacted military installations are moving quickly to implement relocation timelines. Consequently, the business of BRAC and the procurement and contracting decisions such as military construction and other spending to support relocated BRAC activity, is happening right now. This presents immediate opportunities as well as challenges in terms of assisting small and minority firms who are seeking access to this segment of business.

### *Business Assistance*

GOMA completed several key business assistance actions during 2008. Partnering with DBED, GOMA commissioned a

## Governor's Office of Minority Affairs (continued)

study of federal and military contracting opportunities transferring to Maryland by way of BRAC. In addition to providing valuable dollar volume information of federal military contracts and the share of contracts that have historically been won by Maryland small and minority owned firms, the study provides insight into future federal contracting opportunities. The study was conducted by the Regional Economic Studies Institute (RESI) of Towson University in conjunction with the Maryland SBDC and Bowie State University. A full copy of the study is available on GOMA's Web site, [www.mdminoritybusiness.com](http://www.mdminoritybusiness.com).

GOMA also provided assistance to companies interested in opportunities created by BRAC and information on workshops, referral networks of the SBDCs and the Department of Defense Procurement and Technical Assistance Programs (PTAP) for companies interested in BRAC state and federal related projects.

In addition, GOMA established a BRAC Small and Minority Business Advisory Board comprised of 34 individuals who bring a diverse background of military and business expertise in industry sectors which align with BRAC business opportunities. To date, the Board conducted two meetings and four subcommittee meetings, and has been instrumental in bringing together Maryland's BRAC-ready minority firms with defense contractors and military officials. Such alliances have led to productive business relationships and opportunities for Maryland firms many of whom are in the pipeline for BRAC-related contract awards. These and other actions will ensure that Maryland's small and minority firms are ready to compete, grow and contribute to the State's economy through BRAC.

### *Communications, Outreach and Media*

GOMA participated in and facilitated a number of outreach activities and meetings with and on behalf of small, minority, women, disabled and veteran-owned businesses. Outreach activities completed during 2008 are listed below:

Presentations and Briefings (to educate and inform key stakeholders):

- Congressional committees & members
- Members of the Maryland General Assembly
- Legislative Black Caucus of Maryland
- Baltimore Washington Corridor Chamber of Commerce
- C4ISR Commanding Officer
- Maryland Hispanic Business Conference
- Women in Technology Conference
- Statewide network of SBDC and the Procurement and Technical Assistance Program



Congressman Elijah Cummings, Congresswoman Donna Edwards, Congressman John Sarbanes and Lieutenant Governor Brown participate in the Hensel Phelps contracting outreach event in September 2008.



Lieutenant Governor Brown and GOMA Special Secretary Lwanda Jenkins are joined by Senator Verna Jones and Delegate Veronica Turner at the release of the BRAC Small and Minority Business Study in October 2008.

## **Governor's Office of Minority Affairs (continued)**

Outreach Events/Meetings (to pair minority firms with defense contractors and military alliance groups):

- Councils, Organizations, and Agencies
  - DoD
  - Army Corps of Engineers
  - DISA
  - National Security Agency
  - Small Business Administration
  - Fort Meade Alliance, Andrews Business and Community Alliance and Army Alliance
  - Retired Military Officers Association
  - Maryland Military Installation Council
  - Minority Business Roundtable
  - Minority Contractors Associations
  - Associated Builders and Contractors Association
  - Black Chamber of Commerce of Anne Arundel County
  - Prince George's County Chamber of Commerce
  - Greater Baltimore Urban League
  - SBDC Network Advisory Board – University of Maryland College Park
  - TEDCO
  - Maryland Economic Development Association (MEDA)
  - Morgan State University
  - Bowie State University
  - University of Maryland University College
  - Technology Council of Maryland
  - Prince George's County Financial Services Corporation
  - Prince George's County Economic Development Corporation
  - Prince George's County Military Base Expansion BRAC Task Force
  - Local Minority Business Enterprise Directors
  - Baltimore Gas and Electric
  - Verizon
  - ManTech
  - Merge Business Development Systems
  - First Horizon
  - Keller Williams Realty
  - Baltimore Board of Realtors

## Governor's Office of Minority Affairs (continued)

- Defense Contractors
  - (\*) *Prime-General Contractors on Military Construction Projects*
    - BAE Systems
    - Booz Allen Hamilton
    - Clark Construction
    - General Dynamics
    - Hensel Phelps Construction (\*)
    - IBM
    - SAIC
    - Tompkins Turner Construction (\*)
    - Wylie Laboratories

### **Media Interactions**

Throughout 2008, GOMA had six media interactions resulting in positive news coverage. In addition, on October 31, 2008, a press briefing was held with Lieutenant Governor Brown on the BRAC Small and Minority Business Study which generated articles from the *Associated Press*, *Daily Record (AP)*; *Washington Post (AP)*; *Examiner (AP)*, *Baltimore Sun*, *The Capital*, and the *Capital News Service at University of Maryland*.

### **2009 Outlook and Primary Focus**

Moving forward, GOMA will continue its collaborative efforts to assist small and minority firms with identifying and accessing BRAC-related contracting opportunities through:

- Utilizing the results of the BRAC Small and Minority Business Study to help position and provide direction to the small and minority business community.
- Working with DBED to utilize the expertise of the BRAC Small and Minority Business Advisory Board to implement a Strategic Alliance Initiative that will help to increase and forge relationships between large defense contractors and Maryland BRAC ready small and minority firms.

The BRAC Small and Minority Business Study illustrated how technology related military defense contracting is one of the areas of highest demand relative to BRAC directed growth. A significant share of this work is currently conducted by large, defense contractors who have established vendor consulting relationships with various federal agencies and Maryland military installations. Many of the defense contractors have small and minority business goals as part of their contractual obligations. Therefore, teaming with small and minority firms is familiar, and in many cases common practice.

- Work with stakeholders and collaborative partners to increase outreach efforts for disseminating relevant information to the small and minority business community. To assist with this effort, GOMA will:
  - Work with DLLR to identify grant funding from the U. S. Department of Labor to conduct nine information workshops that will provide information on joint venture and partnering; security clearances; how to do business with the federal government; access to capital, and a host of topics related to doing business with the DoD and Maryland military facilities; and
  - Update existing GOMA Web site to include BRAC-related information and activities and promote Web site.

## **Governor's Office of Minority Affairs (continued)**

Additional focus areas for GOMA will include continuing to work with state agencies to develop reporting standards for BRACSTAT to assist with compliance of the minority business participation goals on state BRAC-related contracting. GOMA will also extend its support to the DoD and military facilities to assist contracting officers in meeting minority contracting goals.

## **Maryland Department of Planning**

### **2008 Challenges and Accomplishments**

The Maryland Department of Planning (MDP) built upon existing technical assistance and outreach efforts to ensure that local governments were addressing potential growth related impacts of BRAC. MDP's primary support for the BRAC Action Plan included assessing the feasibility of incorporating Smart Growth principles in school construction priority evaluation process, development of a metric to track performance of state agency BRAC initiatives, development of BRAC data information packages, review and assistance to BRAC-impacted jurisdictions in development of zoning and subdivision regulations that support Smart Growth and provide flexible "mixed-use" zoning tools.

#### ***Assess feasibility of incorporating Smart Growth principles in school construction priority evaluation process***

Working with the Interagency School Construction Committee (IAC), MDP completed a geographic analysis of recent State CIP funded school construction projects that are located within a Priority Funding Area (PFA) – a state designation for existing communities and places where local governments direct state investment to support future growth, and are within a 10 mile radius of a BRAC installation and/or 20-minute travel time to a BRAC installation. This analysis will be 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 will greatly improve the coordination of both agencies in the efforts to address BRAC-related school impacts.

Furthermore, MDP recently published *Models and Guidelines No 27: Smart Growth, Community Planning and Public School Construction*. This document outlines best management practices for the planning, retention and construction of Smart Growth, energy efficient, community-centered schools in Maryland. The document also provides a model process for use in site selection to obtain Smart Growth community-centered school sites in Maryland PFAs.

#### ***Develop BRAC data information packages***

The Department developed data information packages for jurisdictions to assist in updating local Comprehensive Plans. Information provided varied for each jurisdiction depending on the needs. However, the basic information included graphic presentation of housing sales data, building permit information, most recent direct and indirect BRAC jobs and household distribution information.

As local BRAC-impacted jurisdictions prepare to update Comprehensive Plans, MDP will meet with staff and discuss planning and land use information from the State that can best support the efforts to update the Plan. MDP provided such information to Anne Arundel County, which is currently updating its Comprehensive Land Use Plan to in part, address BRAC-related growth in the Fort George G. Meade area.

#### ***Develop metrics to track performance of State agency BRAC initiatives***

MDP developed several BRAC metrics that are now used as part of the Department's BRACSTAT. The majority of MDP's assistance is done through hands-on technical planning assistance outreach. As such, the key metrics included in MDP's BRACSTAT were building permit information, housing sales, zoning changes and school population projections.

## Maryland Department of Planning (continued)

Building permit information in itself is not difficult to provide. However, separating the permits by inside and outside of the County PFAs has been a complicated task that the Department continues to address. MDP made significant progress in that the Department is able to provide building permit information by inside and outside of PFAs for six out of the ten BRAC-impacted jurisdictions. MDP will continue to work with local governments and regional planning organizations to develop a mechanism to provide building permit information in a consistent manner for all BRAC-impacted jurisdictions.

### *Provide flexible “mixed-use” zoning tools that would promote redevelopment of areas in need of revitalization*

MDP has met with local BRAC coordinators and agency staff to discuss local BRAC priorities. As part of this outreach effort, MDP assisted local governments in evaluating potential BRAC Zones, and developing land use policies that support Smart Growth principles. It also helped to identify opportunities to develop mixed-use TODs around existing or planned MARC stations. MDP worked with the CSSC and the Fort George G. Meade Regional Growth Management Committee in support of this effort as well the City of Aberdeen.

MDP worked with MDOT on a series of statewide analysis studies. These studies defined the potential for growth from the “basic development building blocks” that local governments currently have in place to support TODs. Though the report in itself is not a zoning tool, it assists local governments in understanding the potential density that can be provided and applicable zoning. This report also includes a description of some of the land use tools local governments can use to promote development around these areas and within their jurisdiction as it may relate to BRAC and TOD.

### *Provide technical assistance in updating Baltimore City's zoning code through comprehensive rezoning process*

MDP recently developed a Memorandum of Understanding with the City of Baltimore to share land use, zoning and other data layers in support of the City’s BRAC and other Smart Growth efforts. Data layers such as updated zoning and land use changes are significant in that they allow MDP to in turn perform growth and build out analysis in support of BRAC-related

### **DoD Commands Relocating to Maryland**

- **Aberdeen Proving Ground:** Army Test and Evaluation Command (ATEC) headquarters, Alexandria, Virginia.; Chemical Biological Defense Research Component of the Defense Threat Reduction Agency, Fort Belvoir, Virginia.; Joint Program Executive Office for Chemical Biological Support, Falls Church, Virginia; the Army’s Team C4ISR), Fort Monmouth, New Jersey, Fort Belvoir, Virginia, and Fort Huachuca, Arizona, and several smaller commands
- **Andrews Air Force Base:** Aerial Port Squadron, Martin State Air Guard Station, Maryland; nine F-16s, Cannon Air Force Base, New Mexico; numerous Air Force Headquarters functions and elements of the Air National Guard Headquarters from Arlington, Virginia; and installation management functions at Naval Air Facility, Washington, Maryland
- **Fort George G. Meade:** DISA, Arlington, Falls Church and Springfield, Virginia, and related agencies in Panama City, Florida, Annapolis, Maryland, and Fort Monmouth, New Jersey; defense adjudication operations and defense media activities
- **The National Naval Medical Center at Bethesda:** certain functions of Walter Reed Army Medical Center, to form the Walter Reed National Military Medical Center (WRNMMC)
- **Fort Detrick:** approximately 220 new jobs due to BRAC

## **Maryland Department of Planning (continued)**

projects. The analysis that MDP can provide will help local governments in understanding the maximum number of residential units an area can absorb and will assist in determining in some cases, the appropriate mixed of uses that a project can provide.

### ***Outreach***

MDP has met with every BRAC jurisdiction in the State over the past year to discuss a variety of planning issues and technical assistance. The Department has provided a variety of research and technical assistance in planning, zoning and growth management tools such as Transfer of Development Rights. One of the projects which MDP provided assistance is the Multi-Jurisdictional Geographic Information System (GIS) Web Application. MDP will also look to refine data packages with local partners as populations migrate to the state as a result of BRAC.

MDP partnered with the Department of Natural Resources and CSSC in obtaining an OEA Grant to implement a multi-jurisdictional GIS Web Application that can store and share growth related information on a regional basis. This project will allow all participating BRAC jurisdictions to access growth and development information on a regional basis. The project will also promote land use planning and coordination by allowing all jurisdictions to go to one source and obtain key development or other related information that will allow examination of growth impacts from BRAC beyond respective borders. This could serve as a model for other areas of the State.

### **2009 Outlook and Primary Focus**

In 2009, MDP and MDOT will develop a proposed study to submit to OEA for grant funding. The Study would evaluate the impacts of smart growth land uses and site designs (e.g., TOD, mixed-uses, form based codes) in order to assist smart growth developments in BRAC-impacted jurisdictions. The study will utilize MDP Growth Simulation model (GSM) and Metropolitan Council Planning Organizations' transportation demand models to serve as a catalyst for address alternative development scenarios.

As part of an OEA grant process, MDP and MDOT are interested in teaming with Baltimore City to study the Bel Air/Harford Road corridors. This study would be to develop both a strategy plan and zoning recommendations to create mixed use nodes along these corridors that would assist to create centers/destinations while incorporating a more appropriate mix of uses and traffic calming measures. The partnership could also determine the viability of designating this area a BRAC Zone. Regardless of whether this area is designated as a BRAC Zone, it is well within a reasonable commute to both APG and Fort George G. Meade. Any study of this nature would recommend zoning/land use changes to maximize potential for accommodating BRAC-related growth in these areas.

Lastly in 2009, MDP will continue to foster and facilitate partnerships with military installations and support local jurisdictions in order to leverage opportunities to assist in BRAC implementation and support installations in future BRAC actions. MDP will continue to provide technical assistance through its outreach efforts including promoting TODs and other Smart Growth actions in support of BRAC. Though some of our efforts will need to be supported by grant funding, the focus will also include evaluating specific areas where the potential for revitalization through BRAC growth can occur.

MDP is also the State's lead agency for Census-related matters. During 2009, MDP will work with the U.S. Census to ensure that all BRAC jurisdictions' population information is accurately reflected in the 2010 Census.

## Maryland Department of the Environment

### 2008 Challenges and Accomplishments

During 2008, the Maryland Department of the Environment's (MDE) BRAC efforts included startup of federally-funded (\$1.8 million) water and wastewater studies in support of anticipated defense-related growth. Substantial progress was made on two separate hydrogeology studies in support of long-range water supply planning and permitting for the APG and Fort George G. Meade regions, respectively. In addition, a detailed water and wastewater capacity management assessment was completed. The assessment encompassed all public-serving facilities in Harford and Cecil Counties. In particular, the effort evaluated water supply challenges in northeast Maryland. During the reporting period, MDE played a supportive role at a Water Summit convened by Lieutenant Governor Brown on November 7, 2008. The Summit more formally engaged and accelerated inter-jurisdictional cooperation for a regional approach to water supply infrastructure planning and implementation around APG. The goal of this cooperation was to fully support projected population demand through the BRAC buildup period.

At the Army's request, MDE also convened several meetings on required state air, water and waste permits and approvals for specific defense-related projects being undertaken by the Army or by Army-selected private developers. Held specifically for APG and Fort Detrick, these sessions established expectations with regard to the regulatory process, approval turnaround time, and opportunities to involve third-party reviewers.

Moreover, MDE joined with other members of the BRAC Subcabinet and the Lieutenant Governor in launching Maryland's new BRACSTAT system. MDE's BRACSTAT responsibilities included tracking the progress of over \$115 million in State funds that are being invested in 30 local water and wastewater infrastructure projects distributed throughout BRAC-impacted Central Maryland.

In addition, MDE completed review of five local BRAC Zone applications in coordination with DBED. MDE's role in the review was to ensure that proposed areas lie within existing or planned water and sewer service areas and that potential use of the State's Voluntary Cleanup Program for brownfields sites was appropriately taken into account as reflected in local submittals. MDE also responded to a request from MDOT in conjunction with the state's new PILOT legislation for proposed military EULs.

Maintaining MDE's military Web pages, reviewing BRAC-related legislation, and participating in state-led BRAC outreach activities were among the Agency's other 2008 accomplishments.

### *Federal Timelines and Potential Issues*

The greatest concern with regard to BRAC timing is the water supply challenge in northeastern Maryland. As a result of the Water Summit, progress was made toward greater regional cooperation. Elected officials at the Summit agreed to work cooperatively to exchange data on water capacity, supply and demand. In 2009, effort is needed to ensure a timely outcome as implementation proceeds. In order for the regional approach to be effective, favorable action by the interstate Susquehanna River Basin Commission (SRBC) is critical because the Commission exercises permitting authority over water withdrawal that has potential cross-border impacts within a broad hydrologic region spanning portions of New York, Pennsylvania and Maryland. As a result, northeast Maryland projects dependent on surface water may require dual permitting by MDE and SRBC in order to secure legal rights to surface water allocations. The hydrologic region continues to be challenged by a growing population, competing agricultural demands, and drought-related water appropriation limits.

Due to federal timelines, permit issuances are of great concern, of which MDE is aware. The Department is working together with the Army to ensure permits are complete and to mitigate any unnecessary delays.

## **Maryland Department of the Environment (continued)**

### ***Minority Business Enterprise Opportunities and Challenges***

Legislation enacted in 2008 gave MDE loan and grant recipients to seek MBE participation in projects funded by the Agency. The new law requires local government and prime contractors to document that they have followed a six-step process widely accepted as an effective tool to boost participation. MDE intends to track results over time. Currently, the agency is planning to revise some components of existing payment request forms that recipients must submit as part of the payment process so that available data on the level of participation is reflected in more detail.

### **2009 Outlook and Primary Focus**

In 2009, MDE plans to:

- Complete all required state-level round-one OEA grant commitment;
- As appropriate, participate in state-level round-two OEA grant application preparation in coordination with DBED;
- Provide on-going regulatory guidance and information to the Army and Army-selected developers;
- Prepare quarterly BRACSTAT updates that track the progress of priority water supply and wastewater infrastructure projects as well as the degree of minority and women-owned business participation in projects undertaken with MDE capital funds;
- Review required environmental elements of BRAC Zone applications within established timeframes, continuing to focus on availability of local water and sewer service and identification of potential brownfields cleanup opportunities;
- Participate in State-led outreach activities including State BRAC Web page maintenance, Subcabinet newsletters and annual BRAC progress reporting; and
- Support the Lieutenant Governor in reconvening participants of the Water Summit by mid-2009 to address water challenges in northeastern Maryland.

## **Maryland Department of Housing & Community Development**

### **2008 Challenges and Accomplishments**

DHCD focused on outreach to relocating households and efforts to align existing DHCD programs to help finance BRAC growth and development in Maryland communities. DHCD's BRAC mission is to 1) work and coordinate with partners to expand affordable and workforce housing opportunities; 2) strengthen neighborhoods to attract new investment due to BRAC-related growth; and 3) enhance the availability of information about Maryland's housing market and the resources that are available for homeowners and renters.

A 2006 Maryland Department of Planning BRAC analysis found that a total of 25,312 of the 28,176 total households are expected to locate primarily in an eight-jurisdiction area as a result of BRAC-related jobs coming to Maryland. Of these households, 4,573 are expected to be of low income (< \$30,000), 7,189 are anticipated to be of middle income (\$30,001 to \$75,000), and 13,549 households are expected of high income (>\$75,000). DHCD is working to preserve and expand affordable housing, with an emphasis on low and middle income households, while helping Maryland communities benefit from this growth.

## Maryland Department of Housing & Community Development (continued)

In order to achieve this goal, DHCD has aligned its programs to be responsive to BRAC while conducting significant outreach to relocating households and BRAC-related businesses. DHCD is in the process of expanding its internal and external infrastructure to accomplish these activities including:

- Dedicating a BRAC coordinator;
- Expanding outreach staff;
- Developing a BRAC Web page highlighting State and local housing resources;
- Developing and implementing its BRAC Plan;
- Working with sister agencies and BRAC Subcabinet to align efforts and outreach; and
- Coordinating with impacted counties to identify priority BRAC projects and activities.

At the same time, financial capacities and a struggling real estate market in the face of the foreclosure crises are key challenges that have hindered Department success. These national issues have impacted federal and state budgets as well as household wealth and home values. Important housing finance tools such as the Federal Low Income Housing Tax Credit have seen a decline in the leveraged equity that can be drawn from the tax credits. In particular, bank and private financing has been challenged and may continue into 2009. Nonetheless, relocation of military jobs from bases in New Jersey, Virginia, and other areas remain on schedule requiring Maryland to forge ahead.

### *Enhancing Information*

Understanding the potential impact and programmatic needs associated with BRAC growth is an important part of DHCD's activities. The Department has prepared some internal analysis to gauge the broader impact on housing related programs.

For example, on the rental side, an estimated 3,893 BRAC-induced households are projected to have an income at or below 50 percent of area median income and therefore would qualify for rental housing units financed by the Low Income Housing Tax Credit. Impact on the homeownership side is more complicated due to participation requirements of the Maryland Mortgage Program (MMP) which targets first time homebuyers. (First time homebuyers are defined as individuals in or out of state who have not owned a home in the last three years.) Existing homeowners, however, can participate in the program if they move to a targeted area or are a veteran. Seventeen percent of the personnel at Fort Monmouth were recently reported to be veterans. Early estimates indicate that DHCD may serve 700 households through the MMP but those figures do not account for veteran eligibility. Success could be greater from this program but will be predicated on outreach and other planned programmatic activities to promote the MMP to households and businesses, encouraging Smart Growth.

DHCD is also working with its partners to understand broader impacts on area communities. Staff members are coordinating with various local government and community representatives as well as through partner organizations to identify local BRAC-related needs as well as to explain and implement program enhancements. For example, DHCD staff is participating on a review panel overseeing a housing study to gauge the impact on the Fort George G. Meade area communities.

Outreach is a critical component of DHCD's ongoing efforts so that relocating households, as well as local communities and businesses, are aware of DHCD resources. Since September 2007, DHCD has participated in 12 BRAC-related events to market DHCD resources to households and businesses that are eligible to partner with the State to offer programs to

## Maryland Department of Housing & Community Development (continued)

employees. These events included a business breakfast, open houses, home buying tours, and relocation events in Maryland, Virginia and New Jersey totaling more than 3,500 participants.

### *Expand Affordable and Workforce Housing Opportunities*

Working to expand affordable housing opportunities for low and moderate income households is a key goal for DHCD. Rental housing construction and rehabilitation activities have been aligned to target BRAC-related communities near the impacted military installations. In 2008, formal alterations were made to the point scoring system that guides the award of federal and state rental housing resources to reflect BRAC activity. The Department also worked in partnership with eight local governments to apply for five million dollars in funding from the MacArthur Foundation to preserve and improve rental housing units in BRAC-impacted areas to ensure there is capacity to support many of the indirect BRAC-related service jobs.

In addition, the MMP is one of the key programs that DHCD markets to relocating personnel and BRAC-related businesses. The Program offers a range of mortgage products and down payment assistance options targeted towards first-time homebuyers. More than 2,800 households were assisted statewide by the MMP in FY 2008 of which 2,340 were located in BRAC-impacted jurisdictions. Maximizing the MMP program and working to help connect BRAC households to areas where there is capacity, DHCD has partnered with Baltimore City to create a BRAC Incentive.

DHCD is matching \$3,000 that Baltimore City provides to 100 households annually, creating a combined total of \$6,000 in down payment assistance for households that buy a home using a loan from the MMP. Funds are provided on a first come, first served basis to 50 households in the spring and fall as part of the “Buy Into Baltimore” campaigns coordinated by the LIVE Baltimore Home Center.

### FY 2008 DHCD Housing Activities in BRAC Jurisdictions

Program Activity	Housing Opportunities*	Investment**
Maryland Mortgage Program Loans	2,340	\$482,028,359
Multifamily Projects	2,202	\$285,727,402
<b>Total</b>	<b>4,542</b>	<b>\$767,755,761</b>

\* Includes total single family mortgages and the number of multi-family units/beds.

\*\* Includes down payment assistance, mortgage loans, and total multi-family project costs.

### *Strengthen Neighborhoods*

One of DHCD’s key goals is to connect BRAC-related growth to areas seeking revitalization. A variety of community development related programs, particularly Community Legacy, are now aligned to be responsive to BRAC-related projects. In fact, BRAC was a special theme for the FY 2008 round of Community Legacy Grants and will continue as part of the FY 2009 round. Thirty-four grants in the FY 2008 round were awarded to BRAC communities.

## Maryland Department of Housing & Community Development

### FY 2008 DHCD Housing Activities in BRAC Jurisdictions

TOTAL BRAC COMMUNITY LEGACY AWARDS	Annual Reporting Period		
	FY08	Amount of Grant	Amount Leveraged
Acquisition/Rehab Housing Programs/Projects	8	\$1,525,000	\$11,633,000
Commercial Improvement Projects	1	\$ 40,000	\$ 97,210
Demolition Projects	2	\$ 425,000	\$ 2,302,000
Economic Development Projects	3	\$ 220,000	\$ 135,000
Facade Projects	2	\$ 160,000	\$ 21,500
Infrastructure Projects	5	\$ 565,000	\$ 1,460,000
Operational Support Projects	3	\$ 114,000	\$ 45,000
Planning Support Projects	4	\$ 100,000	\$ 35,196
Recreational Projects	1	\$ 30,000	-
Residential Projects	1	\$ 100,000	-
Revolving Loan Funds	4	\$ 675,000	\$ 45,000
Total	34	\$3,954,000	\$ 15,773,906

DHCD is also working to make available resources from other key revitalization programs such as the Neighborhood BusinessWorks Program (NBW) and the Local Government Infrastructure Finance Program (LGIF). The NBW program provides loans and grants to small businesses to stimulate economic development activities in designated neighborhoods which are areas identified in part by local governments for reinvestment and revitalization. The LGIF works with small local governments to help finance infrastructure improvements including sewer, water and community facilities. In FY 2008, one of the projects the program assisted included sewer and water improvements in the Aberdeen area. Another key activity to help local communities benefit from BRAC-related growth is the creation of BRAC Revitalization and Incentive Zones. These Zones will provide state resources to targeted areas by local governments. Projects in BRAC Zones will be eligible for several various DHCD programs including Community Legacy and Neighborhood BusinessWorks.

#### 2009 Outlook and Primary Focus

Outreach to relocating households and BRAC-related businesses will be a key focus for DHCD, as will efforts to finance projects in BRAC communities to support anticipated growth. Ongoing challenges for DHCD in 2009 will be those stemming from the downturn in the real estate market, and the related the turmoil in the finance industry. Nonetheless, DHCD will continue to focus its resources to enhance affordable housing opportunities and work to connect BRAC growth to communities seeking revitalization.

## Maryland Department of Transportation

### 2008 Challenges and Accomplishments

In 2008, the Maryland Department of Transportation (MDOT) continued planning and implementation of strategies to address BRAC transportation needs. Despite the national economic downturn, progress was made through the collaborative work of MDOT's modal agencies – the Maryland Transit Administration (MTA), the State Highway Administration (SHA), the Motor Vehicle Administration (MVA), the Maryland Port Administration, the Maryland Aviation Administration and the Maryland Transportation Authority (MdTA). Recognizing BRAC as an economic development opportunity, MDOT responded to challenges in a coordinated, multi-modal fashion as well as by serving as a “one-stop shop” to serve the transportation needs of the military installations, their employees and families. MDOT strived to facilitate the safe and efficient movement of people and goods to support Maryland's military installations while sustaining and enhancing the quality of transportation and Maryland's communities throughout the State.

#### *Progress Continues Despite National Economic Downturn*

Since fall 2007, MDOT continued to make progress despite the impact of the national economic downturn on our transportation revenues. Under the leadership of Governor Martin O'Malley and Lieutenant Governor Brown, the legislature approved a transportation revenue package in November 2007, allowing MDOT to advance capital projects and add BRAC-related programs. However, since last November, the downturn in the national economy has taken its toll on Maryland's Transportation Trust Fund revenues. With high gas prices, people have been driving less and buying more fuel-efficient cars, which means lower motor fuel tax revenues. Marylanders are also buying fewer cars, which results in lower vehicle titling taxes. While this means that MDOT has had to defer at least \$1.1 billion in capital programming over the next six years, the Department has been able to retain funding for BRAC-related needs. This allows for engineering work to continue – preparing projects for construction. Additional funding will be needed in the future for construction, but progress continues.

#### *The “High/Low” Investment Strategy*

The national economic situation has placed even greater significance on MDOT's ability to address the two key challenges that BRAC brings – funding and time – through its “high/low” investment strategy. BRAC growth – unlike private economic development – creates new transportation needs but without substantially new funding sources. Time is also just as critical. A major transportation project typically takes 8-14 years to plan, design, fund and construct. With the BRAC jobs due here by September 2011, there is little time to build large transportation projects to accommodate immediate BRAC moves.

Under the “high/low” strategy, lower-cost improvements that can be implemented quickly and provide relief in the BRAC time frame (low strategy) have been targeted for potential funding and completion prior to 2011. Short-term BRAC projects include intersection improvements and the evaluation of direct transit services. The Department continued to develop and advance the higher-dollar, higher capacity projects which take longer to plan, engineer and construct (high strategy). These projects will provide longer and more permanent support for BRAC while also serving broader regional needs. Examples include major road projects such as the MD 175 and MD 198 Project Planning Studies, which are anticipated to have location and design approvals within 2009.

#### *BRAC Intersection Improvements*

Under the BRAC Intersection Program, projected near-term traffic impacts were analyzed at 107 intersections near APG, Fort George G. Meade and NNMC. MDOT's methodology involved initially conducting traffic studies to identify the intersections and corridors most affected by BRAC in 2011, 2015 and 2030. Intersections were then prioritized for further

## Maryland Department of Transportation (continued)

concept development based on level of service, relative cost, environmental and socio-economic impacts and proximity to the access of each of the installations.

SHA recently undertook a study of traffic impacts and potential intersection improvements around AAFB, which is expecting approximately 3,000 new jobs as a result of BRAC and non-BRAC military growth. The traffic study includes an analysis of 26 intersections and interchange ramps, some of which are expected to operate at failing levels of service by 2011 due to residential growth in the area and base growth. SHA will develop concepts for low cost improvements at key intersections; consider costs, impacts and benefits associated with the potential improvements.

MDOT has programmed funds for 16 prioritized intersections at NNMCM, Fort George G. Meade and APG, fully funding them for design on an accelerated basis. SHA has developed an aggressive project development schedule for these cost-effective improvements that include additional turn lanes and other minor improvements to maintain an acceptable level of service after 2011. The program goal is construction in the BRAC time period. Project concepts and cost estimates are expected to be refined in winter 2008-2009; public involvement meetings are anticipated in January/February 2009; design is expected to be completed by winter 2009-2010; and right-of-way and construction, pending funding availability, are scheduled to begin by spring 2010.

Progress on design will continue until the winter of 2009-2010. MDOT has programmed limited funding for right-of-way and construction, though will require more funding to construct all the improvements. Therefore, in the year ahead, the Department will work with the Maryland Congressional delegation and local partners to identify funds. Also, a turn-around in economic conditions could bolster the Department's capital program. MDOT will reassess the situation when it completes 30 percent design (in winter 2008-2009) when the costs and benefits to potential improvements will be better defined.

Intersection improvement concepts at APG are now available on the MDOT-BRAC Web site at <http://www.mdot.state.md.us/Planning/brac/Whatspercent20New>. Similar reports on NNMCM and Fort George G. Meade intersection studies are anticipated in early 2009. The concept plans in the Reports are preliminary and the final design process may result in a different improvement moving forward.

### ***MARC Growth and Investment Plan***

Transit is a priority for Maryland in addressing growth, including BRAC. MARC – Maryland's commuter rail system – is key to the BRAC Action Plan. This is particularly important in serving the transportation needs of BRAC employees' spouses since many families moving to Maryland due to BRAC will be two-income families.



## **Maryland Department of Transportation (continued)**

MARC currently provides service to over 30,000 riders a day, connecting areas around the State – including the Aberdeen and Fort George G. Meade regions to job centers in downtown Baltimore and Washington, D.C. At Governor O'Malley's direction, the MTA produced the "MARC Growth and Investment Plan" in 2007, an ambitious plan to triple MARC ridership by the year 2035, serving BRAC and central Maryland. This Plan includes near-term and long-term projects in support of BRAC and overall regional mobility. It requires the cooperation of both AMTRAK and CSX, who own and operate the rail lines. As a first step towards implementation of the Plan, MDOT has programmed \$126 million in the FY09-FY14 Draft CTP for the six-year capital programming period. The funds will go towards purchasing new railcars, improving station facilities and rail infrastructure, and expanding parking at the stations.

To expand capacity, MARC is moving forward with the purchase of 13 bi-level commuter coach cars that will relieve overcrowding by adding seating capacity. This is in addition to the purchase of 26 new locomotives that will arrive early in 2009. MDOT has also partnered with Harford County, the City of Aberdeen and APG on improvements to the Aberdeen MARC Station. MDOT is planning for expanded parking at the station. The project is now in Project Planning with the Taft Street lot estimated to be completed in 2010. In addition, MDOT initiated a Market Analysis and Multimodal Transit Center Feasibility Study (Phase I) to better understand the impact of BRAC on transit in the APG area. The analysis includes an evaluation of the corridor between MD 22 and MD 715 and should be complete by December 2008. This commitment served as a match for the CSSC recently-approved OEA grant funding that will build off of the MDOT Phase I study. Phase II, to begin early in 2009, will determine the most appropriate improvements needed to accommodate the transit needs identified in the first phase, and analyze the type of development and redevelopment needed to support mass transit and the City of Aberdeen's growth goals.

MDOT is also conducting the necessary planning for a MARC Storage and Maintenance Facility at the Edgewood Campus of APG, a project that will support future service expansions to the APG area and on the Northeast Corridor of the Penn Line. This is in addition to MDOT's funding of approximately \$5 million worth of improvements to the Edgewood MARC Station. The project is currently in design, with some platform maintenance work already completed.

### ***BRAC Commuter Bus***

MDOT completed its BRAC Commuter Bus study related to APG and Fort George G. Meade in May 2008. While funding is not available to initiate any new service at this time, MDOT will continue to evaluate the routes in consultation with local governments. The APG routes identified for continued evaluation include Baltimore City and Delaware routes. Fort George G. Meade routes identified for continued evaluation include Gaithersburg, Greenbelt Metro, and Harry S. Truman Park and Ride. Implementation of routes in the near term will be increasingly difficult given the service reductions currently under consideration for MTA's existing Commuter Bus program statewide, due to the national economic downturn.

### ***Federal Employee Shuttles***

Serving military installations with transit, van pools and car pools is challenging, given their sprawling size. Federal employee shuttles could facilitate improved access. Four installations are near public transit stations – NNMC, APG, Fort George G. Meade and AAFB. Employee shuttles can connect workers to nearby Metrorail and MARC stations. Circulator shuttles operating during working hours can also facilitate van pool, car pool and transit access, by giving workers a means for getting around during the day.

MDOT is committed to working with Maryland's military installations to evaluate DoD-funded modified shuttle bus service. In October, for example, MDOT met with representatives from the National Security Agency (NSA), Fort George G. Meade and DISA officials, who agreed in principle to pool resources to operate a shuttle from the nearby MARC stations onto Fort George G. Meade.

## Maryland Department of Transportation (continued)

### *Smart Growth and Transit-Oriented Development (TOD)*

BRAC provides an opportunity to capitalize on Smart Growth principles in Maryland. MDOT is striving to implement a balanced approach to transportation, emphasizing the expansion of transportation choices through improved transit, pedestrian and bicycle access, as well as focusing on land use and transportation links. MDOT continues to work with local governments to target growth where it fits into the context of the community, promoting local revitalization plans with streetscapes and bicycle and pedestrian access improvements. MDOT also aggressively promoted TOD projects – focusing jobs, housing and retail within walking distance of transit stations. TOD is critical given the roles that WMATA, MARC and other MTA services will play in accommodating anticipated transportation needs due to BRAC. In the 2008 legislative session, the General Assembly overwhelmingly approved Governor O'Malley's TOD legislation giving MDOT greater flexibility to implement projects.

### *I-95 Express Toll Lanes (ETLs) Project*

This project, also known as "JFK-Section 100," is intended to ease congestion and increase safety by making improvements to I-95, reconstructing bridges and interchanges and adding Express Toll Lanes (ETL). While planned for many years, it is important to recognize the importance of connecting the spouses of military personnel to job centers in the Baltimore Metropolitan area.

Once complete, there will be two ETLs and four general-purpose lanes in each direction. ETLs will feature the latest toll-collection technology, with overhead gantries that will automatically process tolls at highway speeds and eliminate the need for toll booths so that there is no need to slow or stop. In addition, ETLs will be available to MTA Bus Service riders, who can count on more reliable arrival times and connections. MTA is currently in construction on this project, with anticipated completion in 2016.

*"The steps the BRAC Subcabinet is taking today, in coordination with our local and regional partners, ensure that Maryland will be ready to welcome our new colleagues and neighbors in 2011."*

*- Lieutenant Governor Brown*

### *I-95 Section 200 Study*

Improvements from Baltimore and Harford Counties are under consideration, including the APG area. MTA has completed the necessary technical reports, environmental documentation, and public hearings. In spring 2009, a Final Decision Document will be issued. This project has not been funded for design, right-of-way, or construction.

### *I-95/MD 24 Improvement Project*

Construction is underway for improvements to the I-95/MD 24 interchange and construction of a bridge, exit and entrance ramps to convert the MD 924/Tollgate Road intersection to a grade-separated interchange. This improvement will enhance safety conditions, reduce congestion and provide sufficient traffic capacity to serve existing and future development needs in the surrounding area. The improvements are scheduled to be open to service by winter 2011.

### *EULs*

While not directly a BRAC issue, EULs are being implemented concurrently with BRAC, contributing to the State's transportation challenges. This DoD program essentially allows the military to lease installation property for commercial use in exchange for cash or in-kind services to the installation. Under federal law (10 U.S.C. § 2667), EULs are subject to state and local taxation, but do not otherwise have to follow state and local development procedures. Thus, commercial projects located outside the gate in areas planned for growth follow state and local adequate public facilities requirements

## **Maryland Department of Transportation (continued)**

and permitting processes, but EULs do not.

In Maryland, about three to four million square feet of commercial office space is planned at APG and Fort George G. Meade, adding thousands of jobs on top of BRAC relocations. In order to mitigate the impact of EULs, Senate Bill 206/ House Bill 366 was signed into law on May 13, 2008, providing greater flexibility for the State and county governments to negotiate with private EUL developers a PILOT. The BRAC Community Enhancement Act includes a provision for MDOT to negotiate PILOT agreements. With PILOT authority, local jurisdictions and the State are provided greater flexibility in adjusting tax payments to provide a mechanism for payment towards infrastructure in lieu of taxes. Currently, MDOT, on behalf of the State, is coordinating with Anne Arundel, Harford, and Frederick counties, who are to lead negotiations with the private developers.

### **2009 Outlook and Primary Focus**

MDOT will continue to focus on its “high/low” strategy to support Maryland’s military installations. Progress will continue on MDOT’s BRAC-related capital projects, though additional funds must be identified for full implementation.

In 2009, Congress and the next President will take up federal surface transportation reauthorization legislation, setting a national vision for federal transportation infrastructure investment and annual funding levels for federal-aid programs. Historically, the federal government has played an important role in funding the development and maintenance of transportation projects in the states, providing grant and formula support for surface transportation projects and programs. In 2009, MDOT will work with Maryland’s Congressional delegation and stakeholders to structure a federal surface transportation program that addresses Maryland’s needs, including BRAC. To date, limited DoD funds have been made available to address the significant needs on state and local transportation networks due to BRAC. MDOT will continue to work to identify opportunities to support BRAC projects.

Despite economic conditions, MDOT will continue to take a series of actions over many years, working with local partners, military bases, the General Assembly and our Congressional delegation to ensure that Maryland is “BRAC-ready.” To be successful, MDOT must remain committed to the success of the State’s military installations – now and beyond – by continuing to improve our transportation network. This approach – a multi-year strategy focusing on transit, Smart Growth, strategic capital investments, and transportation demand management – will enable Maryland to preserve its quality of life, support the military installations and capitalize on the long-term economic opportunities of BRAC.

## **Maryland State Department of Education**

### **2008 Challenges and Accomplishments**

In 2008, MSDE determined that its primary challenge for BRAC was to prepare students to fill the thousands of high-skill, math and science related positions generated by BRAC. Building upon the strong foundation and the existing rigorous programs and activities, MSDE focused on the areas of enhancing Maryland’s academic programs and innovative schools; promoting teacher recruitment and streamlining certification to attract highly qualified teachers; improving and expanding capacity in school buildings and classrooms; and providing students with information about security clearance requirements and employment qualifications.

Significant progress toward these goals has been made. Divisions of MSDE are collaborating with each other and working with 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. MSDE participates in the monthly BRACSTAT process and is collecting data to measure progress and ensure that MSDE remains on target to meet the relocations that are to be completed by September 2011.

## Maryland State Department of Education (continued)

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

As of July 2008, the State's 24 local school systems have been awarded STEM grants. Cumulatively, nearly \$6 million has been distributed to assist in planning, implementation, and/or acceleration of STEM education initiatives.

MSDE has increased and streamlined its STEM-related communication with local school systems, averaging three contacts a month with each school system's STEM coordinator. The STEM-dedicated Web page ([MarylandPublicSchools.org/MSDE/programs/STEM](http://MarylandPublicSchools.org/MSDE/programs/STEM)), launched in April 2008, offers information on state and local STEM issues and opportunities; school system's STEM funding; local STEM coordinators' contact information; and a link to the State's STEM coordinator.

Last school year, 25 teachers completed a STEM professional development course offered by the Department in partnership with the Johns Hopkins University and Morgan State University.

In a distressed economy, a major challenge is protecting STEM as a funding priority when school systems are pressed to accommodate a variety of educational programs and initiatives. MSDE is seeking to expand its current partnerships with higher education and business/industry and to secure additional funding from sectors that have a significant stake in the success of STEM education initiatives.

### *Career and Technology Education (CTE) Pathway Program*

During the spring and summer of 2008, MSDE offered local school systems incentive funding and professional development to increase the number of BRAC-related CTE programs offered to high school students. CTE expansion was targeted to the IT Networking Academy (Cisco), IT Database Academy (Oracle), Pre-engineering (Project Lead The Way [PLTW]), PLTW Biotechnical Engineering, Teacher Academy of Maryland, and Homeland Security and Emergency Preparedness.

The Department targeted Federal Perkins funds to expand BRAC-related programs through reserve fund grants to local school systems and community colleges. Through those funds, 18 school systems implemented the Pre-engineering program; nine have implemented Biomedical Sciences; and 10 implemented the Cisco Academy. One system offered the Homeland Security program, which articulates with Anne Arundel and Harford Community Colleges.

MSDE partnered with Stevenson University and UMBC (both PLTW affiliate universities) to offer teachers professional development in biomedical sciences and engineering, respectively. Teachers from 16 school systems attended summer training in engineering, and teachers from nine school systems attended training in biomedical sciences.

In July, Towson University hosted Teacher Academy of Maryland (TAM) Summer Leadership Institutes. More than 75 teachers participated in one or more of the three concurrent institutes. Teachers teaching TAM represent a growing number of disciplines, including math, science, computer science, business education, and gifted and talented education. MSDE is in discussions with Towson to become its TAM university affiliate.

Expanding CTE requires significant funding for professional development, equipment, facilities, software licenses, and consumable supplies. MSDE must encourage broader CTE implementation at the local level, despite these substantial budgetary commitments.

## Maryland State Department of Education (continued)



**Maryland ranked second nationally in Advanced Placement performance and second in five-year participation growth.**

### *Advanced Placement (AP) Program*

The number of students taking an AP exam in 2008 rose 10 percent over 2007, and the number passing an exam rose 5 percent. In 2008, Maryland ranked #2 nationwide in AP performance and #2 in five-year participation growth.

BRAC-impacted school districts have forged partnerships to support AP expansion and teacher training. As such every BRAC district provides local funds to cover the cost of PSAT testing for all students in at least one grade; five districts provide funds for testing in two grades; and one district provides funds for testing in three grades. PSAT data can help teachers identify students with strong potential to succeed in AP courses.

Districts targeted initiatives at building pre-AP and AP participation and performance among underrepresented groups and expanded professional development for teachers. Baltimore City and Anne Arundel, Baltimore, Cecil, Montgomery, and Prince George’s counties received funds to support AP expansion, professional development, and student support. AP course expansion continued in districts statewide. For instance, AP Chinese exams were administered for the first time in Baltimore, Frederick, and Montgomery counties.



To increase AP offerings in schools with few to no AP classes, Baltimore City participated in a College Board AP expansion program—the African American Student Achievement Initiative—with the goal of adding three to four AP offerings by the end of the 2009–10 school year. AP teachers attended extensive professional development and students participated in support programs.

The Department worked to expand districts’ use of AP Potential, so that students likely to succeed in AP can be identified and supported earlier in their school careers. Even though Maryland participates in the AP Fee Waiver Program, paying for AP exams remains a challenge, as more districts request waivers.

### *Charter Schools*

Four charter schools opened in 2008–09, bringing Maryland’s total number of charter schools to 34 and the number of school systems housing charter schools to seven. Prince George’s County launched Portfolio of School Choices, which invites charter school proposals that will address district and community needs and allows Maryland families more educational opportunities for parents to choose for their children. As one of Maryland’s largest school districts, and one of two in improvement, Prince George’s County is critical to Maryland realizing



## Maryland State Department of Education (continued)

its charter school potential. MSDE supports Prince George's County as they explore future opportunities for charter schools in the county.

MSDE distributed information regarding Maryland's charter school program, the availability of federal funds to support charter school design and implementation, and technical assistance available for operators interested in submitting applications. While some charter school growth has occurred, many districts have been slow to embrace charter schools as a restructuring option, and there is a growing trend of school systems disapproving charter school applications. However, MSDE continues to work closely with the local school systems to encourage them to embrace the concept of charter schools which meet the unmet needs and offer innovation in public education programs.

### *Teacher Recruitment and Streamlined Certification Programs*

Maryland saw significant growth in the number of candidates entering Maryland Approved Alternative Preparation Programs (MAAPPs). All 14 programs meet the same pedagogical and content standards as traditional teacher education programs, and 96 percent of teachers from these programs were rated by their principals as at least as qualified as traditionally educated teachers.

Eleven school systems participate in MAAPPs, partnerships that include four 4-year colleges, three community colleges, Teach for America (TFA), and The New Teacher Project (TNTP). Between January and July 2008, 704 teachers entered the workforce (one-quarter of whom were math or science teachers), doubling the number who entered the previous year. To assist school districts in assessing teacher quality, MSDE and MAAPP stakeholders developed Draft Standards of Practice for MAAPP teachers. While there is no expectation that the number of alternative preparation programs will grow over the next year, MSDE does expect that the number of teachers becoming certified will remain stable in an uncertain economy.

### *School Building and Classroom Expansion*

Fiscal Year 2008 school construction funding was \$401.3 million—up 25 percent over FY07. FY09 school construction funding is \$340 million, an 18 percent drop over FY08. In spring 2008, the Interagency Committee on School Construction (IAC) approved a funding mechanism allowing the State to reimburse school systems for projects that increase school capacity if those projects are related to BRAC-induced population changes. To restrict this funding to projects that are verifiably BRAC-related, and to ensure that the State is supporting projects that will enhance communities near military bases, the Maryland Department of Planning developed a “gravity” model, so that schools eligible for the funding must be: 1) located within a certified Priority Funding Area; and 2) located less than 10 miles or 20 minutes from a BRAC-affected military installation. This gravity model was followed in developing the list of BRAC-related schools for BRACSTAT.

### *Security Clearance and Employment Qualifications*

MSDE has posted on its BRAC Web page security clearance information. Security clearances and related issues—Internet safety, judicious financial management, overall sound decision-making—are being incorporated into many content areas and into publications targeted to students. Character education newsletters that are distributed have dedicated copy to the importance of making good decisions and the impact of one's behavior on obtaining security clearances.

In presentations related to the Maryland Educational Technology Plan for the New Millennium, presenters addressed Internet safety and security and BRAC-related security clearances. MSDE's voluntary State curriculum and technology literacy standards (for both students and teachers) address information literacy; the legal, ethical, and responsible use of information and information technology; and safe online practices. Sharing information about BRAC-related careers and their security-clearance requirements is challenging, given that students at all school levels need this information in order to make smart, appropriate decisions.

## **Maryland State Department of Education (continued)**

Furthermore, the February 2008 meeting of the State's social studies supervisors was dedicated to financial literacy and its influence on obtaining security clearances. At their November 2008 meeting, the State's guidance counselor supervisors heard a presentation from the DISA on military-related careers. DISA's BRAC Transition Office Chief discussed the importance of security clearances in these careers. The STEM Coordinators were also briefed by DISA staff on security clearances during their Fall 2007 meeting.

### ***Early Childhood Education***

Eighty-four percent of Maryland's school-based preK programs are located in BRAC districts. Last year, the number of preK programs across the nine jurisdictions rose to 624—a one-year, 22 percent increase. The greatest program growth was in Howard County (+177 percent), Prince George's County (+49 percent), and Anne Arundel County (+27 percent).

BRAC districts account for 80 percent of the State's licensed child care capacity (child care centers and family child care homes combined). During the year ending August 31, 2008, the number of licensed child care slots across all BRAC jurisdictions increased by about 4 percent. Harford County capacity jumped 31 percent and Anne Arundel County capacity rose 12 percent. During this same period, the number of accredited early care and education programs in BRAC jurisdictions rose from 198 to 366, an 85 percent increase. Licensed and license-exempt child care centers holding accreditation grew by 76 percent.

With MSDE funding, the Maryland Committee for Children (MCC) provided child care resource and referral services to military families in BRAC jurisdictions who are seeking off-base licensed child care. MCC also provided information about accessing the military child care fee assistance program. Between January and August 2008, MCC provided these services to 333 military families.

### ***Special Education***

In August 2008, MSDE began collecting monthly special education enrollment data in BRAC-affected school systems and Infants and Toddlers Programs. The Department reissued \$100,000 in grant funding to support planning activities in BRAC districts. A Technical Assistance Bulletin about available special education services was posted on MSDE's Web site, and a list of Maryland's military family support contacts was distributed to all BRAC districts.

It is difficult to predict how many students with disabilities will be moving to Maryland as a result of BRAC growth and which school systems will be affected. It is, therefore, difficult for local leaders to accurately assess their needs until the students arrive and the severity of their disabilities is determined. This is why none of the eligible jurisdictions applied for MSDE's planning grants, thus delaying the realization of the impact from these students.

### ***Outreach and Communication***

This year, MSDE created a BRAC Web page ([www.MarylandPublicSchools.org/MSDE/programs/BRAC](http://www.MarylandPublicSchools.org/MSDE/programs/BRAC)) which provides BRAC planning updates, security clearance information, services for students with disabilities, school system contact information, and links to the statewide BRAC Web site and others.

MSDE staff visited several of the state's STEM schools and programs: the Science and Math Academy at Aberdeen High School, Eleanor Roosevelt High School, Eastern Technical High School, the Center of Applied Technology North, and Meade Senior High School. A visit to Prince George's County's Lamont Elementary School highlighted the Troops to Teachers program, which allows servicemen and women to obtain their teaching certification while still in the military. Materials on Maryland's educational programs and services, teacher certification, and testing and accountability were

## **Maryland State Department of Education (continued)**

distributed at employee fairs hosted by Fort George G. Meade, Fort Monmouth, DISA, and at Fort Monmouth's Maryland Transition/One-Stop Career Center.

### **2009 Outlook and Primary Focus**

MSDE is planning a January 2009 STEM Summit. The Summit, whose focus is best practices in K–12 STEM education, will be attended by local school systems' STEM leadership teams. Local STEM coordinators will attend a pre-conference briefing to discuss 1) the challenges impeding low-income and minority students from pursuing STEM-related courses and careers; and 2) how to convey to students the need for security clearances in many STEM fields. MSDE is expanding its BRAC Web page to include links to local and national best practices, and developing additional materials that schools may use to address the security clearance issue.

MSDE is working with business/industry and university partners to develop and implement new BRAC-related CTE programs. Development is underway for IT Computer Programming, Construction Management, and Manufacturing Engineering Technologies. Expanding current programs will be helped by outreach and ongoing incentive funding.

MSDE will also continue to focus on AP and pre-AP professional development. Pre-AP/AP summer institutes and public and private workshops will provide educators intense training at least three times a year. The Department is also striving to improve AP access and success among students in underserved areas. Key to this effort is building academic rigor in middle school, and intensively developing in students—beginning in 6th grade—the critical thinking, reasoning, and writing skills they need for college-level learning. MSDE has been awarded a \$2 million Advanced Placement Incentive Grant to work with underserved high schools in Baltimore City to increase the number of AP courses offered and to increase the performance of students in these rigorous Advanced Placement courses. Given the value of PSAT data in improving instruction and identifying students with strong AP ability, MSDE is encouraging broader use of the College Board's AP Potential tool, like the PSAT.

The IAC has approved for the FY10 Capital Improvement Program a regulation to support BRAC-related projects without the risk of over-funding should the anticipated enrollment effects not occur, or not as quickly as forecasted. School systems and local governments may construct excess BRAC-induced capacity or BRAC-specific programmatic features, and then request State reimbursement for the BRAC component. The State will fund excess capacity based on student enrollments that can be demonstrated to have a relationship to BRAC.

The Department anticipates that, as more military families relocate to Maryland and face housing and education decisions, outreach efforts will be more targeted to these families' specific needs.

## **Maryland Higher Education Commission**

### **2008 Challenges and Accomplishments**

Throughout 2008, representatives from various higher education institutions met with the Maryland Higher Education Commission (MHEC) to develop potential responses to the educational needs for BRAC-related personnel and their families. Many institutions have established a relationship with the military units moving to Maryland; while others are eager to provide services for the military and defense community. At the same time, workforce training and education issues presented by BRAC will pose a surmountable challenge to the higher education institutions of Maryland.

## Maryland Higher Education Commission (continued)

### *Plan of Action and Methodology*

The BRAC workforce can be divided into three segments, each with specific educational needs. The primary workforce consists of the military and its civilian components working on a military base. This primary workforce is made up of highly educated personnel. For example, one military unit migrating to APG consists of 38 percent masters and doctorate level and 41 percent bachelor-level employees. To continue to fulfill missions, the military requires on-going education of their workforce. In order to coordinate a response to the military's needs, MHEC has taken several steps. First, a relationship has been established by MHEC with each of the primary incoming military units. As needs become clear, MHEC serves as a liaison between relevant higher education institutions (all of which have a designated BRAC coordinator) and the military by providing needs and contact information. More long-range solutions are described below.

The secondary workforce (tertiary) consists of those private research and development firms surrounding military bases. The educational needs of this workforce mirror those of the military. MHEC is working to develop relationships, similar to those described above, in order to provide adequate education and training programs deemed necessary for this workforce.

The third workforce is that which results from the increase of military-related personnel in a community's population. For example, it is estimated that 23,000 to 28,000 families will move to Maryland as a result of the BRAC in-migration in the APG area. Funds in MHEC's competitive grants process are dedicated to funding workforce training in literacy, soft skills, and middle skills to address the specific needs of this group. This workforce may include retail, customer service, mechanical or labor intensive personnel.

### *APG Study and Other Regional Higher Education Needs*

MHEC conducted a feasibility study for the creation of a regional higher education center (RHEC) in the Aberdeen area. In addition, MHEC assessed the establishment of a Frederick-area RHEC, and the feasibility of establishing a RHEC in the Fort George G. Meade area. MHEC is in the process of combining these efforts into one feasibility study with three areas of focus. MHEC began this analysis by examining existing RHEC models to determine the strengths and weaknesses of each organization. Further examination of how higher education needs are currently being met in each area will be analyzed. Demographic profiles of the three regions will be created to provide accurate descriptions of current regional trends. Models of the various RHECs will then be created to examine the feasibility of each in a particular area. Finally, MHEC will develop specific recommendations for the Fort Detrick, Fort George G. Meade and APG areas.

***More than 35 Maryland schools have appointed a BRAC transfer liaison to assist relocating students in assessing their ability to transfer credits to Maryland's colleges and universities.***



## Maryland Higher Education Commission (continued)

### *Competitive Grant Program of the BRAC Higher Education Fund*

The BRAC Higher Education Fund established during the 2008 Legislative Session provided \$2 million for a competitive grant program to fund various programmatic initiatives to meet the needs of BRAC-related personnel. The first grant recipients were announced in December of 2008. The 16 awardees will be preparing curriculum to address BRAC-related skill set needs, literacy programs and workforce programs. Grants ranged in size from \$25,000 to \$165,000 and included:

- Baltimore City Community College — Fiber Optic/Copper and Coaxial Cabling Workforce Development Training, Green Construction for Construction Supervision Students, and Security Specialist Training Project
- Bowie State University — Certificate and Master of Science Program in Information Assurance for BRAC
- Cecil College — Computer Skills Certificates for the incumbent BRAC workforce
- Cecil College — Improving Reading and Writing Literacy through Technology
- Community College of Baltimore County — Capacity Building: Electrical/Electronic Engineering Technology Education Programs
- Community College of Baltimore County — Workforce Literacy for non-native speakers
- Hagerstown Community College — Building Biotechnology Workforce to meet Fort Detrick BRAC-related needs
- Harford Community College — Career Pathways in Engineering Technology and Engineering Occupations
- Johns Hopkins University — Acceleration of online Development of MS in Systems Engineering
- Morgan State University — An Applied Interdisciplinary Informatics Curriculum to address needs of BRAC and MHEC
- Prince George's Community College — BRAC Preparation Partnership for expanding Information Security Capacity in Maryland
- Towson University — Expanding an Applied Information Technology Masters Program
- Towson University — Maryland Financial Literacy and BRAC: A Free Online Course
- University of Baltimore — Certificate Program in Strategic Management and Public Accountability
- University of Maryland, Baltimore County — BRAC-responsive Enhancements to Engineering Graduate Program
- Washington College — Geospatial Technology Training for current and future BRAC workforce

### *Transfer of Academic Credit*

During outreach events, concern had been expressed by incoming BRAC-related personnel and family members who are involved in an educational program regarding the ease of credit transfer to a Maryland school. To make the process easier, over 35 schools in Maryland have appointed an individual to serve as a BRAC transfer liaison.

The University of Maryland, College Park, has created a program that evaluates student records from other states, including 49 institutions of higher learning in New Jersey. The University has agreed to MHEC's publicizing this program to interested BRAC personnel. While using the system does not guarantee acceptance in College Park, it will allow students to learn the acceptability of their transcripts at the University of Maryland System's (USM) flagship campus.

## **Maryland Higher Education Commission (continued)**

### *Academic Program Initiatives*

The Division of Planning and Academic Affairs within MHEC is responsible for establishing minimum requirements for issuing certificates, diplomas, and degrees by public and nonpublic institutions of post-secondary education in the State of Maryland. There is an expectation that as the higher education needs of BRAC personnel and their families become clearer, colleges and universities will submit new program proposals. MHEC is committed to “fast tracking” any BRAC-related proposals through the course approval process.

### **2009 Outlook and Primary Focus**

In the next year, MHEC will focus on the following activities to support BRAC-related personnel:

- Completion and evaluation of the first round of competitive grants;
- Initiation of the second round of competitive grants;
- Continue to monitor and resolve transfer issues as needed; and
- Completion of the feasibility study for Regional Higher Education Centers.

A crucial part of the success of MHEC’s mission lies in maintaining open lines of communication between the organization itself and BRAC-affected personnel. MHEC’s BRAC coordinator will continue a program of outreach to the military, civilian BRAC-related businesses, and the higher education community. This includes attendance at meetings, relocation fairs, and relevant community events.

## **Maryland Department of Labor, Licensing & Regulation**

### **2008 Challenges and Accomplishments**

The Department of Labor, Licensing & Regulation (DLLR) has employed a threefold approach to meeting the state’s workforce challenges from the BRAC action. By assisting individuals relocating as a result of BRAC, training current Marylanders to staff open job positions and continuing to work with other agencies within the state to develop our future workforce, DLLR is continuing to build workforce capacity to maximize benefits for the state.

### *Worker Retention*

#### **Maryland Transition/One-Stop Career Centers**

In 2008, DLLR opened Maryland Transition/One-Stop Career Centers for two of the transferring agencies moving to Maryland. In Fort Monmouth, New Jersey, 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 DISA in northern Virginia, to provide a convenience to the employees who will be relocating. Each location at DISA is supported by an interactive, touch screen kiosk which provides individuals information about the State of Maryland and to assist in the relocation decision-making process.

Each site is staffed by workforce professionals who assist with a range of services for workers considering the move to Maryland, including spousal and family employment, education and training, housing and transportation information. Information gained from the visits to these centers is shared with other agencies throughout the state to better prepare for the concerns of these workers.

## Maryland Department of Labor, Licensing & Regulation (continued)

### *Building Existing and Emerging Workforce*

#### **Workforce ONE Maryland Program**

DLLR introduced the Workforce ONE Maryland Program in 2008. This program is funded by a U.S. Department of Labor, National Emergency Grant (NEG)/Wiring BRAC grant. The total grant amount to DLLR was \$4 million and has funded multiple workforce development projects and initiative, including the Workforce ONE Maryland Program, to assist with the impact of BRAC.

Under the Workforce ONE Program, DLLR held two competitive rounds of grant funding to support projects for specific installations. Funds assisted with multiple innovative, collaborative and creative projects focused on workforce development planning and readiness activities. Approximately \$1 million in project funding will support the following projects:

- Fort Meade Alliance will develop a Security Clearance preparation and education program for 7<sup>th</sup>, 9<sup>th</sup> and 12<sup>th</sup> graders;
- Cecil College will develop and implement a fast-track certification program for government contracting;
- Harford County Public Schools will develop a program to expand access to career pathways in homeland security and provide hands-on technology training for high school students;
- Chesapeake Bay Region Technical Center of Excellence will conduct a study on BRAC-impacted commuting patterns for the Eastern Shore, with recommendations for improvements;
- Frederick Community College will develop a curriculum and training program focusing on constructing Sensitive Compartmented Information Facilities (SCIFs);
- Baltimore City Community College will create a Maryland Center for Construction Technologies;
- Columbia Lighthouse for the Blind will create a workforce development program for visually impaired and blind veterans in Maryland's BRAC-impacted regions;
- Lockheed Martin Corporation will create a BRAC training and development program;
- Monster Government Solutions, LLC, will create a Web site portal for Maryland military families;
- Towson University will establish a conduit program to address the need for a qualified workforce in the biotechnology industry; and
- Associated Builders and Contractors will develop a training program for Minority/WBE, disadvantaged, and disabled firms to better prepare them to secure BRAC-related construction projects.

#### ***Regional Coordination***

To assist with BRAC initiatives at a local level, five Regional BRAC Project coordinators were hired by DLLR to facilitate various projects and partnerships, maximize resources, and disseminate information to the various transitioning agencies and contractors specific to each installation. DLLR has facilitated a cooperative approach with counties, local workforce agencies and jurisdictions to identify projects or programs in preparation of the BRAC personnel moves.

Additionally, Maryland — along with our partners in Virginia and the District of Columbia — created the Mid-Atlantic

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Regional Collaborative (MARC), to address and implement solutions to workforce issues that affect the region's economy. The MARC senior executive team convened a partnership meeting on October 2008, which gathered over 150 workforce and business professionals from around the region to commit to growing our regional economy through developing current and future workforce. Among the initiatives are a regional worker exchange programs to identify critical skill sets and qualifications in the existing workforce and promote this information throughout the region to those seeking employment in the various jurisdictions as a result of the BRAC decisions. The MARC partnership has further facilitated the engagement of regional higher education institutions to plan for the future workforce needs and address obstacles that impact the region's school systems.

### *Outreach*

Throughout the year, DLLR participated in several relocation, career events and employee-sponsored events that focused on the transitions of not only incoming federal agencies relocating to APG and Fort George G. Meade but also private sector employers. Collectively, over 5,000 individuals attended events at Fort Monmouth, DISA, Fort George G. Meade, and northeast Maryland. DLLR, in partnership with local agencies and workforce investment boards, plan to hold additional events in 2009 to support the DoD's goal of reconstituting workforce throughout the relocation process.

To increase accessibility to incoming BRAC-related jobs, DLLR also developed a "BRAC Jobs" link for the Maryland Workforce exchange Web site, which provides installation specific information regarding the BRAC moves. This link not only provides information on the positions currently available at each site and related defense contractors, but also valuable information about the security clearance process, internship programs and general information and reports about BRAC.



*Scenes from the opening of the Maryland Transition/One-Stop Career Center, Fort Monmouth, New Jersey, in 2008*

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### 2009 Outlook and Primary Focus

As the BRAC movement draws closer, DLLR will focus efforts to help develop the skills of the existing and future workforce while promoting a collaborative approach to growing our regional economy. To assist in this enterprise, DLLR plans to engage the various relocating agencies to identify obstacles in their personnel policies that preclude current employees from transferring to other federal agencies. By engaging the various agencies and the federal government to better understand the issues surrounding these policies, DLLR will assist in facilitating these conversations and promote greater synergies among these agencies and in some case seek Congressional support to address federal mandates or laws.

A priority for DLLR in 2009 is upgrading the Maryland Transition/One-Stop Career Center located on Fort George G. Meade that serves the base. DLLR will expand activities to provide assistance to service members seeking to enter civilian employment as well as their spouses.

An additional priority for DLLR in 2009 will be occupational licensing reciprocity. Currently, DLLR recognizes 23 occupational licenses or certifications for which it grants reciprocity to those individuals transitioning to Maryland as a result of the BRAC 2005 decision. To meet the workforce demands associated with BRAC and to gain from the influx of these workers, DLLR has proposed legislation that would offer reciprocity to several other occupations and professions of importance to the transitioning employees and their families. Specifically, a bill will be introduced to offer licensing reciprocity for stationary engineers, plumbers, gas fitters, and HVAC and refrigeration contractors. This initiative is a result of the inquiries received at the Maryland Transition/One-Stop Career Center in Fort Monmouth and in the spirit of regional collaboration which serves to foster partnerships and growth.



DISA employees provide information to job-seekers at regional Job Fair in November 2008.

