



BRAC

State of Maryland BRAC Action Plan



2010 Progress Report

Martin O'Malley, Governor

Anthony G. Brown, Lieutenant Governor



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January 4, 2011

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

Dear Governor O'Malley:

On behalf of your Subcabinet for Base Realignment and Closure (BRAC), it is my pleasure to present for your review and consideration the Subcabinet's 2010 Progress Report.

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

The BRAC 2010 Progress Report reflects a number of programs and activities to address the needs of incoming employers, workers and their families, as well as the accommodating communities. We are pleased this year to have launched a BRAC internship as well as a small business procurement website, created a down-payment assistance match for BRAC families, broken ground on numerous road improvement projects, and provided grants to higher educational institutions that have trained over 2100 Marylanders to date for BRAC opportunities.

This is a very exciting time for our State as we continue to welcome the waves of families and opportunities arriving to Maryland. Your support of our efforts remains instrumental in the success of our BRAC implementation.

Sincerely,

A handwritten signature in black ink, appearing to read 'AGB', written over a horizontal line.

Anthony G. Brown

AGB/pcr

Enclosure

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Executive Summary



Introduction

As 2010 concludes, we enter into the last year of implementation for the 2005 Department of Defense (DoD) BRAC action. Governor Martin O'Malley's BRAC Subcabinet is at the heart of instituting the State's BRAC Action Plan, which was released in 2007 to ensure the State would be ready for the incoming growth created by the influx of residents and jobs to the State. In addition, the BRAC Subcabinet continued to meet with BRAC stakeholders to calibrate the Subcabinet's efforts with BRAC needs, especially as more and more employees and their families make Maryland their new home.

The BRAC Action Plan set forth new initiatives and priorities to address the needs of incoming residents and the opportunities BRAC presents, while preserving the quality of life enjoyed by Marylanders. As the September 2011 deadline approaches, the Subcabinet will continue to

collaborate with our local, federal, and private sector partners as we realize the influx of new jobs and neighbors created by the movement of the military mission to Maryland.

We were extremely pleased this year to officially welcome the Army's Communications–Electronics Command (CECOM) to Aberdeen Proving Grounds (APG) from Ft. Monmouth, New Jersey in October 2010 and the Air National Guard Readiness Center at Joint Base Andrews Naval Air Facility Washington (JBA) in September 2010. The Lieutenant Governor and Subcabinet members continue to meet with the senior leadership of the Defense Information Systems Agency (DISA), which is locating to Ft. George G. Meade from northern Virginia and other military missions as they make their official transitions to Maryland.

Throughout 2010, the Lieutenant Governor and the Subcabinet agencies met with BRAC military mission leaders and the impacted jurisdictions

around APG, Fort Detrick, Fort George G. Meade, National Naval Medical Center (NNMC), and JBA. Through its interactions with our various partners and the general public, the Subcabinet has been able to prioritize initiatives and projects during these difficult economic times, where even retaining funding for projects has been challenging.

This 2010 Progress Report summarizes each of the BRAC Subcabinet agencies' progress and status of initiatives designed to meet the DoD BRAC implementation 2011 deadline. The report also provides descriptions of 2010 accomplishments as well as projected areas of focus for 2011, detailing status of each initiative in the State BRAC Action Plan matrices, as found in the Appendix.

Action Plan Accomplishments

During 2010, the BRAC Subcabinet agencies worked diligently to remain on track with the BRAC Action Plan. The support, resources, and guidance provided by the BRAC Subcabinet agencies to our county and local partners, as well as our federal partners and defense contractors, Maryland businesses, and future residents have enabled positive collaboration as we move closer to the 2011 implementation deadline.

Some overall highlights of the Subcabinet efforts in 2010 include:

Legislative

- The Lt. Governor and Subcabinet staff fought to maintain funding for the third and final round of BRAC Higher Education grants. To date, the previous two rounds of grants have enabled 2100 Marylanders to be educated towards BRAC-related careers.
- The Subcabinet was successful in ensuring that the BRAC Zones program was fully funded in its first year of requests. Under the *BRAC Community Enhancement Act*, the legislation provides a funding mechanism for local governments who have identified infrastructure needs to support BRAC-impacted areas.

Accountability and Tracking

- Subcabinet staff met with agencies on a quarterly basis to review BRACSTATS — a reporting system developed to track, evaluate and improve programs presented in the 2007 BRAC Action Plan.
- Management of \$1,280,454 million in grant funding from the DoD Office of Economic Adjustment (OEA) for environment and transportation projects.

Workforce

- MSDE offered incentive funding and professional development to increase the number of BRAC-related Career Technology Education (CTE) programs offered to high school students. CTE expansion targeted the IT Networking Academy (Cisco); IT Database Academy (Oracle); Pre-engineering (PLTW); PLTW Biotechnical Engineering; Teacher Academy of Maryland; and Homeland Security and Emergency Preparedness. 19 local school systems are implementing the Pre-engineering program; 11 are implementing Biomedical Sciences; 14 are implementing the Cisco Academy; and five are implementing the Oracle Database Academy. A total of 13,336 students were enrolled in these programs in 2010.
- MHEC created the Maryland Internship Center www.internshipcenter.mhec.maryland.gov, a web-based clearinghouse of internship opportunities which serves as a central location for internship opportunities within the military and defense-related industries.
- DLLR hosted various job fairs this year to assist Marylanders in linking up to BRAC job opportunities.
- DLLR has held two (2) competitive rounds of grant funding to support projects for the BRAC-impacted installations. The funded projects address a variety of issues, from security clearance education to procurement training. As a result of these pilot projects, over 630 individuals have been trained for BRAC-related occupations.



- MSDE developed a Financial Literacy State Curriculum which the State Board approved in January 2010. The State Board also adopted COMAR so that all schools will provide a program on instruction in financial literacy at elementary, middle and high school levels.

Outreach

DBED has been compiling information on Contractors Small Business Offices to be included in the DBED Procurement Website, www.choosemaryland.org/moveyourbusiness/Pages/B2G.aspx, launched in October, 2010. Additionally, DBED initiated a Contract Connections Event in December 2010.

- MDP facilitated discussions between local government and representatives from Joint Base Andrews to coordinate the review of wind turbine projects and their potential radar interference.
- DHCD participated in nine outreach events in Maryland, New Jersey, and Northern Virginia reaching more than 4,000 attendees this past year. DHCD also developed a new partnership

with the Maryland Homebuilders Association and the Maryland Association of Realtors to jointly market available homes and housing resources to BRAC households.

- The BRAC Subcabinet launched the State's first ever BRAC blog to serve as a communications tool for BRAC activities in the State. The "BRAC@U" blog can be accessed at: www.governor.maryland.gov/bracblog.

Business Assistance

- TEDCO supported three BRAC-related companies in 2010 through the MTTCF fund for a total investment of \$175,000.
- DBED participated in 19 procurement/contracting presentations and launched a website, B2G – Maryland's Hub for Business to Government, at www.choosemaryland.org/moveyourbusiness/Pages/B2G.aspx. In November, DBED also produced a Contracting Do's and Don'ts publication.
- The Lt. Governor and GOMA met with the leadership of JBA to discuss ways to better partner together to inform small and minority

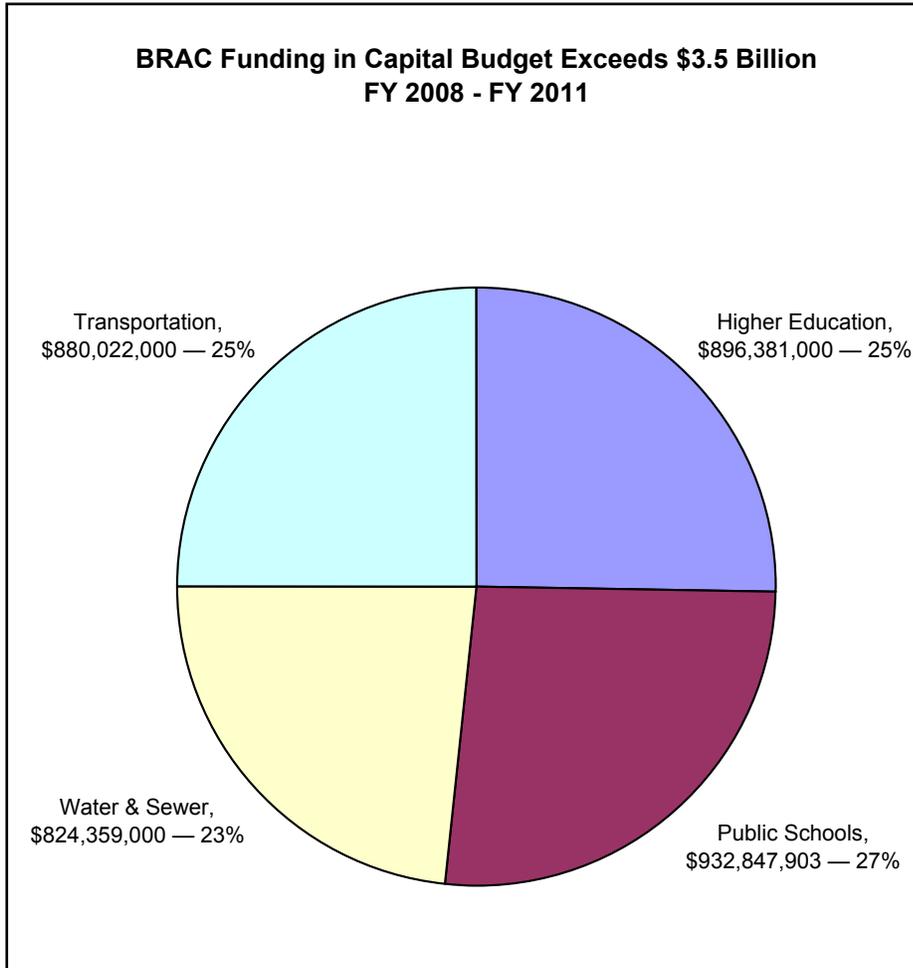


businesses in Maryland of opportunities at JBA. The Subcabinet applauded JBA leadership for taking it upon themselves to increase their small business procurement goal to 50%, exceeding the Air Force Small Business Program Office goal by seven percent.

Infrastructure

- MDOT broke ground on the highest transportation priority project for Aberdeen Proving Ground (APG) – US 40/MD 715, a \$42.6 million project that will improve the interchange and widen MD 715 to the main gate of APG.
- The Lt. Governor announced new funding for advancing the most important priorities for Fort Meade – a set of improvements along MD 175 from the Baltimore Washington Parkway onto growth areas of Fort Meade.
- The Governor announced \$4.5 million in new funds to address BRAC transportation needs at Joint Base Andrews. \$2.5 million in federal funds would go to design improvements at two intersections impacted by BRAC traffic:
 - MD 337 at the I-495/I-95 Northbound off-ramp and MD 337 at Suitland Road/Westover Road. An additional \$2 million would fund improvements at the interchange at I-495/Forestville Road.
- DHCD provided down payment assistance match for BRAC families – the BRAC Match. Through this match program, relocating military and defense contractor personnel can receive \$2,500 in down payment and closing cost assistance as a match to relocation expenses they may be receiving from their employer as part of their move to Maryland.
- The Lt. Governor announced \$200,000 to launch the Guaranteed Ride Home program in the Baltimore region. This program provides a free ride home in the event of an unexpected personal emergency or unscheduled overtime.
- MDOT programmed \$92 million in the Draft FY2011-2016 Draft Consolidated Transportation Plan (CTP) for highway transportation projects in designated revitalization areas.

BRAC Funding



Over the last four years, the State has responded to the recession by implementing more than \$5 billion in spending reductions. Despite these reductions, the O’Malley-Brown Administration has dedicated \$3.5 billion in capital and operating funds toward the BRAC Action Plan. The largest commitment of funding for BRAC readiness supports transportation-related projects. The allocation of BRAC capital funding across key activities is presented in Exhibit 1.

Significant fiscal 2011 investments in counties impacted by BRAC include:

- \$245 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.

- \$64 million for transportation projects directly facilitating access to BRAC-impacted bases. This allocation of resources is consistent with MDOT’s “high/low” BRAC investment strategy of pursuing lower-cost improvements that can be implemented quickly, while also advancing higher-cost and higher-capacity projects that will take longer to plan, engineer and construct.
- Over \$288 million for construction projects at community colleges and other higher education facilities.
- \$191 million to construct new schools and maintain and expand capacity at existing schools.

Due to the national economic turmoil, modest growth in State revenues is expected for fiscal 2012. Although State resources remain limited, BRAC continues to be a high priority for the State and a significant investment in BRAC-related infrastructure projects is anticipated. Specific BRAC funding initiatives will be announced when the Governor’s fiscal 2012 budget is released in January 2011.

Maryland Department of Labor Licensing and Regulation (DLLR)



2010 Challenges and Accomplishments

The Department of Labor, Licensing and Regulation (DLLR) continues to implement policies and projects designed to help those seeking employment due to the 2005 Base Realignment and Closure (BRAC) decision. This past year has been particularly important because Department of Defense (DoD) employees at Ft. Monmouth and the Defense Information Systems Agency (DISA) received transfer notifications of their new assignments to Maryland. These notifications have prompted many to seek transition and workforce services at DLLR's Transition/One-Stop Career Centers throughout Maryland, Virginia and New Jersey.

DLLR continues to employ a three-pronged approach to meeting the workforce challenges presented by BRAC to Maryland:

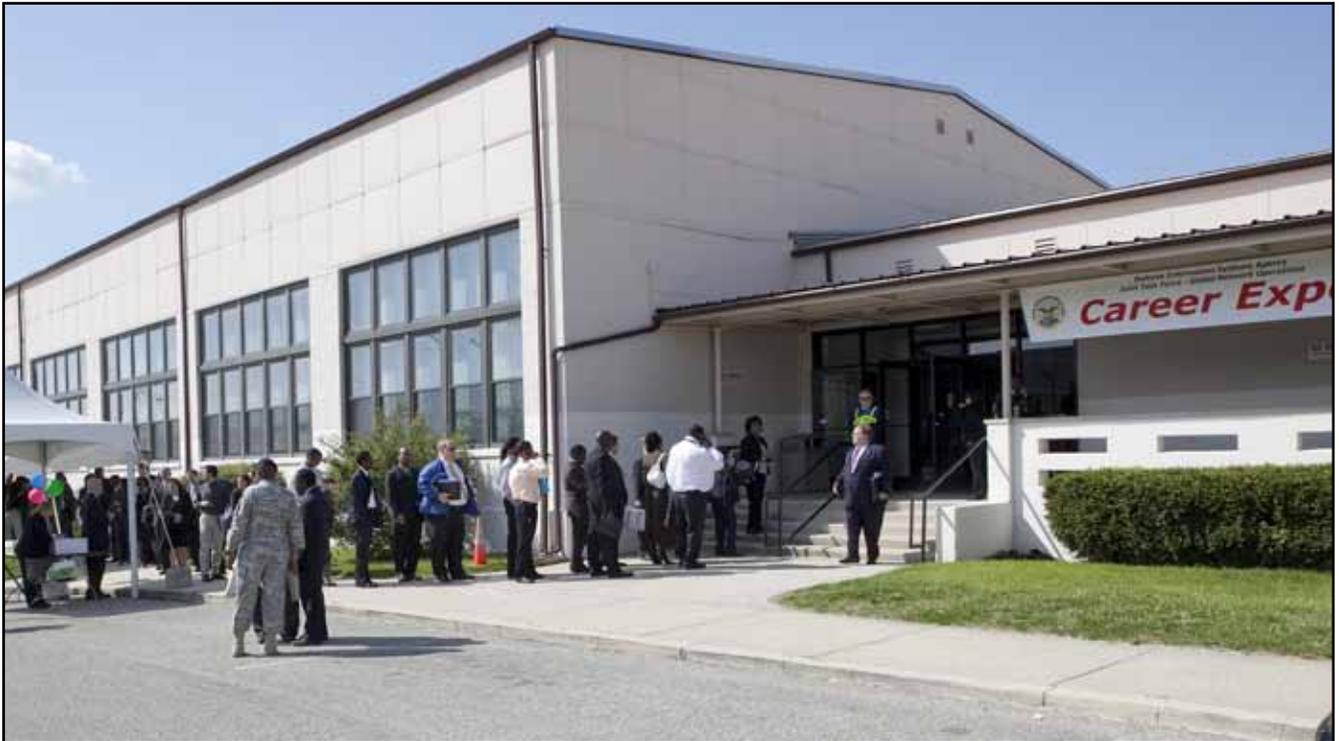
- Assist BRAC-impacted individuals' transition and move to Maryland.
- Train current Marylanders to staff jobs not filled by current employees.

- Continue to develop our future workforce in conjunction with other State agencies while maximizing the benefits the BRAC transition will bring to Maryland.

Worker Retention and Transfer Assistance

To assist individuals making the transition to Maryland, DLLR has established out-of-state Transition/One-Stop Career Centers in New Jersey and Virginia. Each site is staffed by workforce professionals who assist with a range of services for workers who wish to transfer to Maryland, including spousal and family employment, education, training, housing and transportation information. In addition, information gathered at the career centers is shared with other agencies so they can better prepare for the needs of transitioning workers.

The two centers, which were specifically established in 2008 to accommodate BRAC movers at Fort Monmouth, New Jersey and Arlington, VA, have seen consistent increases in the number of



clients served, with a total to-date client count over 15,000. In addition to serving clients at the Transition/One-Stop Career Centers, DLLR staff has been instrumental in coordinating relocation events in New Jersey, Virginia and Maryland. These relocation events have been very successful and have been attended by several Maryland State agencies, which provided valuable transition information.

In Virginia, Transition/One-Stop Career Centers were established at three (3) DISA locations to provide services to the employees who will be transitioning to Maryland. Each location at DISA is supported by an interactive, touch screen kiosk that provides a complete portrait of the State of Maryland, as well as information to assist in the decision-making process. Presently, over 3,000 people have used the kiosks and they continue to be an integral part of Maryland's outreach efforts.

Building Existing and Emerging Workforce

With the assistance of our local workforce partners, DLLR continues to host numerous BRAC job fairs throughout the state. The goal of the fairs is to connect Maryland jobseekers with the federal

civilian and private industry opportunities resulting from BRAC. In FY 2010, there have been over 25,000 jobseekers in attendance at the various job fairs. An example of this effort is the April 17, 2010, DISA Job Fair, held at Fort George G. Meade. Over 7,400 attended the event and many positions were filled as a result of the direct hiring authority granted for the event. This has been one of the most successful BRAC initiatives that DLLR has employed and will remain a staple of our outreach efforts.

DLLR also has held two (2) competitive rounds of grant funding to support projects for the BRAC-impacted installations. Approximately \$1 million has funded multiple innovative, collaborative and creative projects focused on workforce development planning and readiness activities associated with BRAC in Maryland. These projects address a variety of issues, from security clearance education to procurement training, and are critical to building the workforce capacity necessary to sustain these missions as they relocate to Maryland. As a result of these pilot projects, over 630 individuals have been trained for BRAC-related occupations and training continues. Additionally, a number of these projects have gone on to win state and nationwide

accolades. Some highlights of these projects include:

- Launch of a website and speakers bureau to teach students about the requirements and procedures for obtaining security clearances.
- A course for building contractors to teach them how to properly construct secure compartmented information facilities (SCIFs).
- Development of a training course for individuals to become procurement and logistics specialists.
- A program for high school students interested in homeland security and emergency preparedness careers.

A target employment group for BRAC opportunities is our veteran community. In addition to technical skills, many BRAC job employers, from the military commands themselves to the defense contractors that support them, require that employees have security clearances to perform their duties. Many veterans retain their security clearances, which are required for these various BRAC jobs. In addition, veterans also understand the military protocol and operations, which puts them at an advantage in assimilating into a new BRAC job environment.

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

Additionally, DLLR continues to assist veterans transitioning from the military to the civilian workforce by the development of an innovative new website, to be launched in early 2011. In partnership with the U.S. Department of Labor, Veterans Employment and Training Service,

transitioning service members and veterans can use their military occupational specialties and experiences to find employment in comparable federal sector careers. This tool will help fulfill the federal mandate to make hiring veterans a government-wide priority and will provide agencies with quality employees in the required areas. Also, the tool will allow federal hiring managers to recruit veterans for specific federal positions where specialized skills are critical.

To grow our regional economy, representatives from the District of Columbia, Maryland and Virginia's workforce systems, with guidance from the USDOL, have established the Mid-Atlantic Regional Collaborative (MARC). MARC's goal is to build a globally competitive talent development system to drive and sustain regional prosperity. In order to provide the research necessary to direct its efforts, in 2009 the MARC published the Regional Workforce Development System Gap Analysis and Asset Mapping Study. This report seeks to establish a baseline workforce and an economic and education supply and demand analysis resulting from the impacts of BRAC in the region. As a result, policymakers will be able to analyze changes critically, develop successful strategies to close the skills-gaps, and up-skill the current workforce to meet the demands of employers in the region.

As a demonstration of the partnership and commitment to regional workforce and economic growth, the MARC has developed a training agreement which allows job seekers from across the region to seek workforce services and training. This cross-jurisdictional collaboration is a first in the nation and demonstrates that although the jurisdictions may be separated by geographic boundaries, workforce development and economic growth are a collective responsibility. With this agreement in place, Maryland has been able to assist over 120 dislocated workers transitioning from the Walter Reed Army Medical Center to enroll in career training and to assist them with their future job service needs.

Developing the Workforce Pipeline

To identify the strengths and weaknesses of our current workforce system, DLLR has collaborated

with other state agencies. We have commissioned a series of studies designed to examine Maryland's current workforce pipeline. The goal is to realign our efforts with the ever-changing demands of the BRAC-related opportunities that are expected to grow rapidly in the coming years.

- In partnership with the Maryland Higher Education Commission (MHEC), a study entitled, "BRAC and Higher Education in Maryland; An Assessment of Preparedness and Capacity," was completed by The BRAC Research Group of the Maryland Higher Education Commission in 2009. This study of higher education institutions in Maryland, Washington, DC, Virginia and Delaware sought to determine their preparedness and capacity to meet the demands of the BRAC post secondary education needs facing Maryland. This study examined the gaps in programs and curriculums that are not offered in the region, but are vital and necessary to meet the demands of BRAC-related employment. It also identified the institutions with the infrastructure and capacity to expand their current courses to meet the needs of BRAC-related employment. In addition, the study evaluated the current rate of hiring by institutions in our region, the needs of federal agencies and contractors moving due to BRAC and proposed solutions on how to improve the connection between these organizations. Finally, the study looked at programs offered in other states and regions that could serve as best practices models for institutions in our region.
- To supplement the BRAC preparedness and capacity report, the "BRAC Readiness Survey Report: Maryland Community Colleges; Preparing to Meet the Education and Training Demands of the Base Realignment and Closure Process," was commissioned to study the increased educational and training demands at Maryland's 16 two-year institutions resulting from the BRAC process. This study focused on five (5) key areas associated with the BRAC transition: BRAC-related courses of study, instructional formats and schedule flexibility, articulation agreements and credit transferability, policy recommendations, and resource assessment of BRAC-related courses.

- An additional analysis focused on the role Maryland's military installations play in the overall State economy and how they contribute to the State workforce demand has been completed in partnership with the Maryland Department of Business and Economic Development (DBED) and The Jacob France Institute (JFI) of the University of Baltimore. This study analyzed the workforce and economic impact of 17 military installations in Maryland and a select number of commands on each base to understand the total economic impact. The study also recommends policies to capitalize on the opportunities BRAC presents for Maryland. The study found that these installations directly employed over 118,000 individuals or about 3.4% of Maryland's total workforce. Additionally, these installations generate over \$36 billion in economic activity for the State.

2011 Outlook and Primary Focus

DLLR has engaged in a number of innovative projects and new initiatives designed to develop strategies addressing BRAC workforce needs. This fall, many federal employees received their Transfer of Function (TOF) notices from their military commands. This official process allows DLLR to accurately forecast the number of individuals moving with their jobs and identify those jobs that will need to be filled.

DLLR looks forward to continue developing the workforce pipeline. Strategic initiatives designed to ensure Maryland's workers receive the relevant and skill-specific training necessary to qualify for the BRAC-related careers are progressing. Some of the programs that DLLR is seeking to develop stem from the successful Workforce One Maryland projects which were completed in 2009. Eleven projects received a total of \$1.1 million to develop and train workers in various BRAC-related skills, from which a number of best practices have been identified.

In an effort to provide continuity for our partners at the BRAC transferring agencies, DLLR will continue its outreach efforts in the form of the Transition/One-Stop Centers at DISA and in Ft. Monmouth, New Jersey. The activity level at these



centers is expected to increase as the employees at the agencies decide whether to transition with their positions. DLLR is committed to assisting these individuals with their decision-making process by providing them with the most accurate and reliable information about Maryland that is available. For those positions that transfer without an employee, DLLR will continue to assist in hosting the highly successful career recruiting events throughout the state. Additionally, for those enrolled in our secondary and higher education institutions, DLLR, in partnership with the MHEC, will continue to develop the interactive database, www.internshipcenter.mhec.maryland.gov for all internship opportunities in Maryland. This will help to connect students with employers at an early stage in their career development path to assist them in developing the professional skills necessary for employment.

To fund these initiatives, DLLR is seeking additional funding from a number of different sources. DLLR continues to leverage existing relationships and resources to provide value-added services to those transitioning as a part of BRAC. DLLR is committed to providing the workforce necessary to carry out the important DoD missions coming to Maryland through the BRAC process, both now and with any future movements.

Maryland State Department of Education (MSDE)



2010 Challenges and Accomplishments

In 2010, the Maryland State Department of Education (MSDE) was awarded \$250 million in Race to the Top (RTTT) federal funding to continue building upon a solid record of school reform. Throughout the year, MSDE maintained its primary focus on ensuring that Maryland students are highly educated and are prepared to seek the thousands of highly-skilled, math, science, and technology-dependent positions generated by the current base relocation. Building upon the strong foundation, and the already existing rigorous programs and activities, MSDE focused on enhancing Maryland's academic and innovative schools; promoting teacher recruitment and streamlining certification to attract highly qualified teachers; increasing the rigor of Career Technology Education (CTE) programs with a particular emphasis on CTE programs related to BRAC and Science, Technology, Engineering and Mathematics (STEM); improving and expanding capacity in school buildings and classrooms; expanding the number of accredited early care and education programs, especially in BRAC jurisdictions; and providing students information

about security clearance requirements and employment qualifications.

Significant progress toward these goals has already been made, demonstrated through Maryland again being ranked number one in the country for its overall education by *Education Week*, by the College Board for Advanced Placement performance, and by *Newsweek* for providing the most rigorous high schools in the country. The divisions of MSDE continue to collaborate with each other and work with their many partners to further that progress and to ensure that every student is able to take advantage of the opportunities that BRAC brings to Maryland. MSDE continues to collect data that measures progress and ensures that MSDE remains on target to meet the relocations that are to be completed by September 2011.

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

In 2010, all 24 local school systems (LSSs) have been awarded STEM grants totaling \$1.7 million (four districts were awarded funds from the

FY 2009 budget). With the cuts already in place, LSSs received less dedicated STEM grant funds than in previous years. To date, more than \$7 million has been awarded to help systems plan, implement, and/or accelerate their STEM education initiatives. MSDE is seeking to expand its current partnerships with higher education and business/industry to secure additional funding to continue to support the annual STEM Summit for sharing best practices.

The STEM website www.MarylandPublicSchools.org/MSDE/programs/STEM is in its second year of existence and has been updated to include a listing of STEM schools across the state for elementary, middle and high school. In addition, the site now has a page for Student Competitions, which encourages students to explore real-world applications of science, technology, engineering, and mathematics, and to work in a team environment.

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

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

MSDE continues to partner with Northrop Grumman's Electronic Systems (NGES) on STEM initiatives. In June 2010, 32 teachers participated in the Teachers and Engineers for Academic Achievement (TEAACH) program. This past summer's internship program partnered STEM teachers with engineers to help teachers become current in their knowledge and skills in the STEM field and thus provide "state of the art" instruction to students who are considering engineering-related studies and careers.

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

In spring/summer 2010, MSDE offered LSSs incentive funding and professional development to increase the number of BRAC-related CTE programs offered to high school students. CTE expansion targeted the IT Networking Academy (Cisco); IT Database Academy (Oracle); Pre-engineering (PLTW); PLTW Biotechnical Engineering; Teacher Academy of Maryland; and Homeland Security and Emergency Preparedness. MSDE competed for federal Perkins funds to expand BRAC-related programs through reserve fund grants to LSSs and community colleges. Through those funds, 19 LSSs are implementing the Pre-engineering program; 11 are implementing Biomedical Sciences; 14 are implementing the Cisco Academy; and five are implementing the Oracle Database Academy. A total of 13,336 students were enrolled in these programs in 2010.

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

The Teacher Academy of Maryland (TAM) Summer Professional Development Leadership Institutes were held in July 2010 with Towson University. These Institutes provide high school teachers, who have responsibility for implementing the courses in the TAM CTE program of study, with valuable resources for the TAM program.

Statewide, more than 2,300 students are enrolled in TAM.

Towson University awards high school students who successfully complete the high school TAM program of study with an overall grade of “B” or better and who are accepted to Towson University, three transcript credits fulfilling Towson University’s General Education Requirement Category. For those TAM high school students who matriculate to Towson University as a declared education major, a \$500 per semester scholarship is available for each semester the student remains a declared education major.

Three school systems are offering the Homeland Security program, to include Anne Arundel and Harford Community Colleges. Students may select from three program strands: Homeland Security Sciences, Criminal Justice/Law Enforcement; and Geographic Information Systems (GIS). These programs enrolled 126 students in 2010.

Charter Schools

Since passage of the 2003 Maryland Charter School Law, 44 public charter schools have opened in six LSSs, serving 12,048 students. This year, MSDE received an \$18 million federal grant, on the strength of the Charter School program successes, to continue to support and expand charter schools. Program highlights include: Maryland’s Charter School Annual Report; the Maryland’s Charter School Closure Guide; development of the Model Performance Contract with an accompanying toolkit to assist authorizers to frame their processes for oversight, monitoring, and renewal; the delivery of the first Principal’s Institute; and the implementation of the Charter School program evaluation. MSDE continues to work strategically and diligently to meet and overcome the challenges involved in the development and expansion of the charter school initiatives in Maryland.

Teacher Recruitment and Streamlined Certification Programs

Five-hundred forty-eight teachers are currently (2010-2011) engaged in their first year of residency as Highly Qualified teachers in the Maryland public school teaching force in 5 of the 11 LSSs. While

the number of teachers participating in Maryland Approved Alternative Preparation Programs (MAAPP) decreased during the past year, largely in part to declining need, recruitment is actively targeted to STEM areas, special education, and English for Speakers of Other Languages (ESOL).

In an effort to significantly improve the certification process, while at the same time providing necessary flexibility for new and relocating teachers, several changes are taking place. The Maryland State Board of Education revised the requirements for entry into MAAPP to eliminate the need for an academic major in the area for which an interested party might wish to teach. Passing the Praxis II (or other state-approved) content test now provides assurance of content competency, again expanding opportunities for those seeking to become teachers. Secondly, a stakeholder group is currently working to revise the whole certification structure to coincide with upcoming revisions in teacher evaluation processes coupled with increased support and professional development.

School Building and Classroom Expansion

In January 2010, 15 State-funded school construction projects were under contract in six (6) BRAC school districts, with a total contract value of \$302 million. By September, the number of projects had increased to 19 and the contract value had also increased to \$432 million. The largest increase was seen in Montgomery County, which began with five (5) major projects. Concurrently, 15 projects were completed in five of the BRAC districts, including projects that were under contract in January and projects that were bid, contracted, and completed during the months between January and September. The total value of BRAC work completed was \$200.2 million. It is anticipated that by the end of 2010, there will be 11 projects under contract in the BRAC school districts with a total contract value of \$239.4 million.

In the FY 2011 Public School Construction Capital Improvement Program (CIP), the Interagency Committee on School Construction (IAC) established a new policy regarding replacement projects that are not justified for State funding

participation under the normal enrollment projection methodology. Specifically, the policies of the IAC dictate that a replacement school that does not demonstrate that it will be at least 50 percent occupied on opening, with rising enrollments thereafter, generally will not receive State funding. The projected enrollments that are used to determine future utilization include both the subject school and those schools that are geographically adjacent and could therefore be used for redistricting purposes.

This long-standing policy blocked State participation in worthwhile BRAC school replacement projects. The policy inadvertently penalized military communities, which in some cases had declining enrollment and excess capacity, to improve their schools. The excess capacity is particularly marked at the high school level, the level that will support BRAC-related programs in STEM and Homeland Security. The FY 2011 CIP included several requests for high school replacements that could not be justified under the normal procedure. Consequently, the IAC adopted a policy that would allow the State to participate in a BRAC-related school replacement on a different basis, namely by calculating the State participation at one-half of the projected enrollment of the subject school only, without consideration of capacity available in the adjacent schools. Through this policy, the IAC recommended and the Board of Public Works approved several major projects that otherwise would have received no State funding.

Security Clearance, Employment Qualifications and Children of Military Personnel

MSDE, CyberWATCH, and The Educational Technology Policy and Research, co-sponsored an all day seminar for counselors, administrators, and STEM coordinators. The conference brought together business leaders from Information Assurance, Information Security, Digital Forensics, Engineering of all genres, Biotechnical Engineering and Information Management, to speak on career opportunities, the academic preparation necessary to compete for these positions, and the level of security clearance that must be attained to allow employment. Project SCOPE (Security Clearance

Overview and Preparation Education) materials were shared with every middle and high school principal and school counselor from across the State. Project Scope was developed by the Ft. Meade Alliance in cooperation with the Anne Arundel County Community College to ensure that students have the necessary information to enable them to understand the need for security clearances in many BRAC-related careers.

Character Education is continuing to provide BRAC information about security clearances to the Ethics Speakers' Bureau participants who discuss ethical issues with high school students across the state. Several Character Education newsletters, titled *Character Matters*, contain pertinent information about security clearances and can be found on the MSDE website. Security clearances are discussed at the Maryland State Character Education Committee.

Advanced Placement (AP) Program and International Baccalaureate Program Expansion

In 2010, the number of Maryland students scoring at the college mastery level (scores 3-5) on the AP exams increased 4 percent. The number of students taking the exams jumped 7.8 percent over 2009. This came on top of already impressive data for the previous two years, which led Maryland to be recognized as the nation's leader in the percentage of students scoring at high levels. Maryland student participation in the AP program has exploded in the past five years, growing nearly 40 percent. In 2010, the College Board ranked Maryland #1 again nationwide in AP performance.

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

MSDE annually writes a grant to obtain federal dollars to pay for AP and International

Baccalaureate (IB) exams for students who meet low income eligibility criteria. Fees for 10,370 exams were waived in May 2010, thus crushing the financial barrier that was standing in the way of full participation by some of our most under-represented students. From 2003-2010 the number of African American students taking an AP exam increased from 1,689 to 9,120 and the number earning a score of 3 or higher increased from 618 to 3,942 during the same period.

In 2009-2010 there were 34 IB schools in BRAC-related LEAs –2 primary years, 10 middle years, and 22 Diploma Programs.

Early Childhood Education

At the end of September 2010, the total number of accredited early care and education programs (school-based pre-K, Head Start/Early Head Start, center-based care, and family child care) across all BRAC jurisdictions grew by approximately 4 percent over 2009 levels. Substantial growth in the number of accredited programs occurred in Carroll County (up 100 percent from last year), Howard County (up 52 percent from last year), and Harford County (up 36 percent from last year). However, some jurisdictions experienced a decline in the number of accredited programs. The number of accredited programs in Cecil County dropped by 22 percent, while Baltimore City and Baltimore County saw declines of 20 percent and 12 percent, respectively.

Under continued funding from Division of Early Childhood Development (DECD), the Maryland Committee for Children (which is now part of the Maryland Family Network) provides enhanced child care resource and referral services to military families in BRAC jurisdictions who are seeking off-base licensed child care. In addition, MCC provides information about accessing the military child care fee assistance program. During 2010, MCC assisted 467 military families, a decrease of nearly 21 percent over 2009 activity levels. This decrease occurred primarily because the Department of the Navy discontinued the enhanced services contract in April 2010 as part of cost-cutting measures.

Two hundred thirty-five (50 percent) of families receiving assistance were associated with the

four designated BRAC installations: Aberdeen/Edgewood (66 families), Fort Detrick (21 families), Fort Meade (65 families), and Walter Reed Hospital/ National Naval Medical Center (83 families). Eighty percent of family requests for assistance were made on behalf of children aged birth through 4-years-old.

Capacity-building and the expansion of program quality initiatives in BRAC jurisdictions, as well as throughout the rest of Maryland, continue to be seriously affected by the general economic recession. Fewer programs are able to meet the costs of service expansion or the pursuit of accreditation, and funding sources have constricted. DECD will continue to explore the development of supports and resources for program growth and development. The Division will continue its current efforts to support and expand quality early care and education programs in BRAC areas.

Special Education

The Division of Special Education/Early Intervention Services has appointed a part-time BRAC Coordinator to assist School Liaison Officers in supporting military families who have children with special needs as they transition to Maryland schools. MSDE collects monthly special education enrollment data in BRAC-affected school systems and Infants and Toddlers Programs. The Department has reissued \$100,000 in grant funding to support planning activities in BRAC districts. As a part of this initiative, the Division awarded a State Discretionary Grant of \$13,505 to Baltimore City Public Schools to develop and distribute an informational packet about special education and related services for BRAC families.

Although it is still difficult to predict exactly how many students with disabilities will be moving to Maryland and which school systems will be affected, the BRAC Coordinator is in constant contact with the School Liaison Officers and Exceptional Family Member Program Coordinators to help ease the transition. The Division is planning several training and networking opportunities for School Liaison Officers, Exceptional Family Member Program Coordinators and others. These include: a Statewide Family Support Meeting scheduled for November 8 and 9, 2010, a training



event for School Liaison Officers and Exceptional Family Member Program Coordinators (Date TBD), and networking meetings for school liaison officers and other military personnel involved with BRAC and special education.

IDEA Today: Supporting BRAC and Military Families was held on March 2, 2010 for School Liaison Officers and Exceptional Family Member Program Managers, and Directors of Special Education of the BRAC-affected counties or their representatives. Presenters addressed: *The Interstate Compact, Maryland State and Military Autism Initiatives, Extended IFSP Option, the BRAC Grant, and Supporting Families Through the IDEA Journey.*

The Division hosted the School Liaison Officers and other Military and BRAC contacts at MSDE's Division of Special Education/Early Intervention Services (DSE/EIS) End of Year Training Conference: "*IDEA Rules, Data Counts!*" A Navy School Liaison Officer gave an informative presentation: *School Liaison Officers: Who We Are and What We Do.* The Division did outreach at the Aberdeen Proving Ground Community Connections Expo on August 11, 2010, and met with military parents, many of whom are involved in BRAC.

Outreach and Communication

The BRAC webpage (www.MarylandPublicSchools.org/BRAC) continues to be enhanced through resources and links to additional BRAC-related resources and information for counselors, administrators, and parents of children and siblings of deployed military personnel. The webpage continues to provide information on security clearances, the Interstate Compact on Educational Opportunity for Military Children, BRAC planning

updates, services for students with disabilities, LSS contact information, and links to the State's and other BRAC websites. Further, the School Liaison Officer from Aberdeen Proving Ground, in working with the MSDE BRAC Public Information Office, continues to provide updates to MSDE's BRAC website.

MSDE staff actively promoted the number 1 national rankings again in Maryland (*Education Week*, College Board, and *Newsweek*) through the development and distribution of brochures outlining the achievements. These materials were specifically created for use in BRAC jurisdictions as well as for BRAC outreach events (Ft. Monmouth, Ft. Meade, and DISA).

MSDE staff continued to visit several of the state's STEM schools, as well as CTE programs throughout the state. Materials on Maryland's educational programs and services, the RTTT funding to continue building upon Maryland's education reform, early childhood development (child care), special education (Autism and Family Support Services), teacher certification, and testing and accountability were also distributed at employee fairs hosted by Fort Meade, Fort Monmouth, DISA, and at Fort Monmouth's One Stop Career Center.

2011 Outlook and Primary Focus

Maryland's \$250 million Race to the Top award will help to implement reforms that include: revising the PreK-12 Maryland State Curriculum, assessments, and accountability system based on the Common Core State Standards; building a statewide technology infrastructure linking all data elements with analytic and instructional tools to monitor and promote student achievement; redesigning the model for preparation, development, retention, and evaluation of teachers and principals; and fully implementing the Breakthrough Center for transforming low-performing schools and districts. RTTT efforts are aligned and fully support the goal to ensure that Maryland schools will be BRAC ready and that students will be prepared for college and career in the 21st century.

Maryland Department of the Environment (MDE)



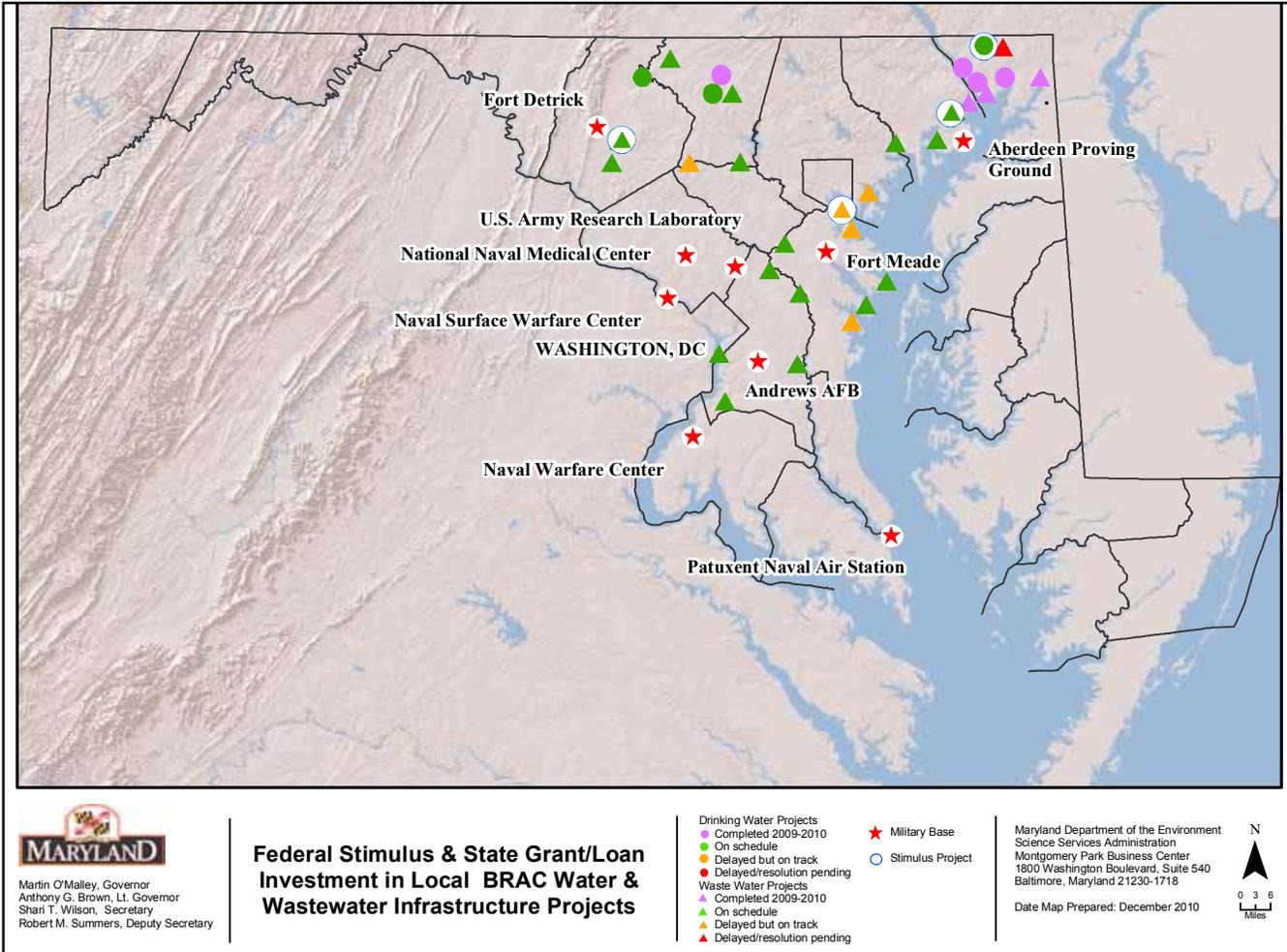
2010 Challenges and Accomplishments

Northeast Water Summit Follow Up

Last year (2009), following the State's successful 2nd Northeast Water Summit, an inter-governmental cooperative agreement was signed by the participants including the Lt. Governor, Harford and Cecil Counties, all of the major northeastern municipalities, and Baltimore City. The agreement affirms state and local government commitment to developing a regional solution to the water supply challenges facing the region beyond the federally mandated 2011 BRAC implementation timeline. Activity during 2010 focused on assisting local government in the implementation of this agreement.

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

MDE will continue to work with the SRBC, the City of Baltimore, and the U.S. Army Corp of



Engineers to address potential permit conditions associated with low-flow mitigation projects that may be required under the new permit.

MDE is also working with APG personnel, Harford County, and the City of Aberdeen to further develop the water supply planning framework that was conceived during the Northeast Water Summit. Current efforts are focused on developing more refined short and long-term water capacity and needs.

DoD/Joint Services' Enhanced Role in Bay Restoration

During 2010, historic steps were taken to accelerate cleanup and restoration of the Chesapeake Bay as supported by President Obama's Bay executive order, signed in May of 2009. A

significant outcome for Maryland was securing DoD/Joint Services' commitment to contribute to the development of implementation plans complementary to the State's newly crafted final Phase I Watershed Implementation Plan as submitted to EPA on November 1st. The State's Plan was developed pursuant to EPA's December 2010 issuance of the Bay "pollution diet" or Total Maximum Daily Load (TMDL) for nutrients and sediment, respectively. Thus 2010 marks the start-up of this enhanced partnership that is expected to build as much as possible on existing mechanisms and that will, in all likelihood, lead to DoD federal budget requests for a set of specific Bay implementation efforts that are in the process of being identified in parallel with the final Phase II State Plan due to EPA in November of 2011.

In the latter half of 2010, MDE participated in several key State/DoD meetings in which the topic of Bay restoration was on the agenda:

- Governor/Secretary Wilson – On August 25th, Governor Martin O’Malley, EPA Regional Administrator Lisa Jackson and MDE Secretary Shari Wilson sought and won DoD’s enhanced support for Bay restoration.
- MD Military Installation Council – On September 17th, Secretary Wilson summarized the outcome of the Governor’s meeting for MD Military Alliance leadership and others in attendance.
- Maryland Pollution Prevention Partnership – October 20th, MDE’s Deputy Secretary Robert Summers, DNR Assistant Secretary Frank Dawson, and TMDL leader Dr. Richard Eskin were among those who participated in a meeting of the Maryland Pollution Prevention Partnership at the invitation of DoD. This meeting helped encourage implementation planning on the part of each Maryland installation. It provided a useful forum to begin engaging DoD on a range of technical matters in support of implementation.

As part of its outreach effort, MDE identified for DoD’s benefit several specific Bay water quality restoration opportunities. Among these was the recommendation for each installation to reassess wastewater treatment capacity versus future needs in order to determine if growth beyond BRAC can be accommodated. It was suggested that the focus be not only federally but also locally-owned treatment works where there may be community opportunities to accommodate military needs through agreements with appropriate local governments or private authorities. The methodology used by MDE’s contractors (EBA Engineering and the Maryland Center for Environmental Training) in undertaking related assessment work for the APG Region under Maryland’s DoD/Office of Economic Adjustment grant is a recommended starting point for DoD in this regard (i.e., Contract C: *Engineering Technology Assessment of Water and Wastewater*

Treatment Systems in the APG Region; and Contract D: Base Realignment and Closure Comments on EBA Engineering Technology Assessment of Water and Wastewater Treatment Systems in the APG Region and separate companion report *Financing Strategies for Water and Wastewater Treatment Systems* – all three reports were submitted to OEA in 2009).

Regulatory Assistance

Permitting and compliance assistance was provided to Maryland’s military installations, defense developers, and defense “host” communities throughout the year. Given the evolution of Maryland’s stormwater management requirements in response to major statutory changes enacted in 2007, MDE worked closely with project sponsors and the Army Corps of Engineers in order to ensure that all Services secured needed MDE permits and related approvals necessary to advance their efforts in conjunction with federal “enhanced use leasing” (EUL) as well as other critically needed on-base development projects. As a result of this intensive effort, project sponsors were able to meet 2010 construction start dates.

Water Supply and Wastewater Infrastructure Investment: Federal Stimulus, BRACStat, and Minority Business Opportunities

Approximately \$19.2 million of the total federal American Recovery and Reinvestment Act funds received by Maryland were earmarked for five wastewater projects within BRAC-impacted areas. These funds, intended for use by Baltimore City, Baltimore County, Frederick County, the City of Aberdeen and the Town of Rising Sun, were merged with other MDE investments already being tracked under the Lt. Governor’s BRACStat program. The accompanying map illustrates the location and status of those MDE-funded projects that lie within Maryland’s BRAC-impacted jurisdictions. Throughout 2010, MDE reported quarterly progress on all projects under the State’s BRACStat program.

In addition, the agency continued to use recently revised financial forms as an aid to obtaining

local data on the extent to which legally required local government outreach to minority business enterprises is having a positive effect. MDE routinely uses data from these forms to track monthly MBE activity associated with all projects in which the agency has invested. As of June 30, 2010, MDE's investment in BRAC-related projects included approximately \$9 million (14%) in cumulative payments to minority and women-owned businesses.

Federal Timelines and Potential Issues

Timely Permitting of Federal Construction Projects and Federal Compliance with State Requirements

Where appropriate and possible within agency resource constraints, MDE will continue to give priority attention to BRAC-related permitting and compliance matters. Suggestions for project sponsors are to:

- Approach MDE as early as possible to determine the best course of action regarding environmental permit requirements for construction projects that involve complex technical review and legally required public participation timeframes.
- Use MDE's stormwater plan approval "expediter" process as an efficient, effective way to ensure that the permitting process doesn't take longer than necessary.
- Use contractors familiar with existing Maryland requirements to ensure that the permit process goes as smoothly as possible and to avoid potential compliance and enforcement action during or after construction.

Assisting Enhanced Federal Bay Restoration and High-Quality Water Protective Efforts

With 2010 issuance of the federal EPA Bay Total Maximum Daily Load (TMDL), coordinated state adoption of Maryland's Phase 1 Bay Watershed Implementation Plan, and DoD's subsequent implementation plan commitment for each Maryland installation, MDE is actively assisting DoD/Services in determining whether Bay or

specific local TMDLs are likely to result in the imposition of more stringent discharge permit requirements post-BRAC. For installations that lack sufficient wastewater load allocations for growth, nutrient trading may offer workable solutions; however these must be determined well in advance of timeframes typically associated with military construction projects.

In addition, MDE has made significant progress toward developing more robust technical guidance for protection of high-quality (Tier II) waters through application of the State's anti-degradation policy, an effort that will conclude in 2011. Ultimately, all major water-related permit programs will be impacted, with the first being the state wetlands and waterways permit program. For this reason, during 2010, MDE provided special outreach to the Air Force regarding needed West Runway work at Andrews Air Force Base. This resulted in timely permit issuance for this time-critical project.

- Andrews Air Force Base is the one major Maryland installation that is likely to have additional Tier II challenges in the future due to the geographic extent of Tier II watershed acreage that lies within and around the site.
- The Ft. Meade BRAC Zone (Laurel area) is an off-base area that is similarly challenged (Ft. Meade proper contains no known Tier II acreage).
- All installations should determine whether or not TMDLs pose a significant challenge for projected growth post-BRAC, engaging their host jurisdictions in making available wastewater capacity determinations.

Federal Interest in Waste-to-Energy Projects

During 2010, MDE was contacted about two proposals for local waste-to-energy projects of interest to Ft. Detrick and Aberdeen Proving Ground, respectively. Regarding the first, Frederick County plans to make application for a proposed project in January 2011. Regarding the second, APG submitted an application for a

proposed short-term, small-scale waste-to-energy demonstration project in August 2010.

Unexploded Ordnance Clearing & CERCLA Remedy

The Army continues to manage ordnance clearance in the existing enhanced use lease (EUL) area of Aberdeen Proving Ground in a timely manner. To date, all munitions have been deemed safe to move or been rendered safe with minimal redevelopment disruption. Excess soil from the area has been tested and is being stockpiled on the facility for use in the future construction of a landfill cover at a federal Comprehensive Environmental Response, Compensation and Liability Act (Superfund) restoration site in the vicinity of Phillips Field. This has saved the redevelopment project both time and money and will ultimately reduce the cost of capping the historic Superfund landfills.

Response to Environmental Health Concerns

During much of 2010, MDE played a significant role in supporting extensive efforts by the Frederick County Health Department and DHMH in responding to citizen concerns regarding the possibility that prior Army activity in and around Ft. Detrick may have compromised human health. While no evidence of a “cancer cluster” was found during the State’s initial assessment, MDE remains committed to providing additional support as may be needed during 2011.

2011 Outlook and Primary Focus

MDE is committed to:

- Sustaining the effort aimed at a long-range Northeast regional water supply solution.
- Applying continued diligence in processing all necessary environmental permits and approvals for BRAC and related defense projects, working in partnership with the Services and their development partners.
- Supporting DoD, through the existing federal/state Maryland Pollution Prevention Partnership process, in its enhanced Bay restoration effort, including actively assisting both DoD and local jurisdictions in securing new sources of wastewater infrastructure funding critical to Bay water quality protection as well as the sustainability of Maryland’s defense industry.
- Continuing to encourage minority and women-owned business participation in locally contracted projects the agency funds, providing future updates to BRACStat.
- Supporting DoD in its efforts to avoid degrading water quality, especially in known Tier II high-quality water drainage areas.
- Reviewing required environmental elements of any new State BRAC Zone applications, working closely with DBED.
- Participating in BRAC Subcabinet, BRACStat, Maryland Military Installation Council and DoD/MDE Maryland Pollution Prevention Partnership Agreement meetings and in activities such as outreach events, military webpage maintenance, Subcabinet newsletters and annual BRAC progress reporting.

Maryland Department of Planning (MDP)



2010 Challenges and Accomplishments

The Maryland Department of Planning (MDP) built upon existing technical assistance and outreach efforts in 2010 to ensure that local governments were addressing potential growth-related impacts of BRAC. MDP's primary support for BRAC continues to be hands-on technical assistance. Some of MDP's accomplishments have been to develop Transit Oriented Development (TOD) growth options for locations near Joint Base Andrews and Ft. Meade in order to encourage economic development and promote Smart Growth by concentrating development around mass transit facilities.

Evaluating transportation and land use impacts due to BRAC has continued to be part of MDP's work plans in support of our military bases.

MDP worked with the Maryland Department of Transportation (MDOT) to provide mapping and land use analysis for the Ft. Meade Transportation Committee and will continue to assist in their upcoming regional presentations in 2011.

MDP has upgraded the BRAC School Mapping and Testing Information posted on the MDP web page: imsweb05.mdp.state.md.us/website/schools/schools.aspx. This interactive map provides school locations and test score information, as well as the ability to visually see the school and surrounding communities. This tool has proven to be useful for those moving to Maryland because of BRAC to evaluate potential schools and communities. This upgrade began in 2010 and continues into early 2011.



Assess Feasibility of Incorporating Smart Growth Principles in School Construction Priority Evaluation Process

In partnership with the Interagency School Construction Committee (IAC), MDP was able to finalize its geographic analysis of the 2010 funded school construction projects that are located within Priority Funding Areas (PFA) impacted by BRAC. With respect to BRAC, these PFAs are a state designation for existing communities within a 10-mile radius of a BRAC installation and/or 20-minute travel time to a BRAC installation where local governments direct state investments to support future growth. This analysis continues to 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 effort has greatly improved the coordination of both agencies in the efforts to address BRAC-related school impacts.

With the majority of BRAC employee moves to Maryland occurring in 2011, MDP plans to evaluate BRAC-related enrollment projections this coming year as funding becomes available. The

study will incorporate BRAC household growth resulting from BRAC relocations to Maryland. The resulting projections will assist in making micro-funding decisions for additional school capacity.

Develop BRAC Data Information Packages

MDP developed data information packages for jurisdictions to assist in updating local Comprehensive Plans. Information was tailored for each jurisdiction depending on their needs. The basic information included graphic presentation of housing sales data, building permit information, most recent direct and indirect BRAC jobs and household distribution information. MDP has provided this information for the past three years as part of our regular review process for BRAC-impacted counties and municipalities.

Provide Flexible “Mixed-Use” Zoning Tools That Would Promote Redevelopment of Areas in Need of Revitalization

MDP continues to assist local governments in evaluating potential BRAC Zones, and developing land use policies that support Smart Growth

principles. MDP has worked with five BRAC-impacted jurisdictions, including Prince Georges County, to assist in developing higher density design standards around transit stops. This is an ongoing effort that has been incorporated as part of MDP technical assistance.

Transit Oriented Development (TOD)

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

MDP is also in the process of mapping TOD sites and areas within a ½ mile radius around existing transit stations. Once completed, this effort will show more precisely where development opportunities exist near transit sites that serve our military bases.

In 2010, MDP began working with the Central Maryland Transportation Alliance. This is a grass roots organization whose focus is to bring TOD development to areas in central Maryland that have yet to be evaluated for TOD potential. Through this organization and Ft. Meade Transportation Committee, MDP continues to provide land use data, and well as mapping and growth projections for specific sites in Central Maryland.

MDP also is evaluating the use of Tax Increment Financing (TIFs) to support the development of TODs in Prince Georges County. There will be site recommendation forthcoming but Prince Georges County has already shown interest in the use of TIFs in support of TOD expansion around Joint Base Andrews.

Census

MDP is the State's lead agency in working with and promoting the 2010 Census. As the data is received from the Federal Government, MDP staff is analyzing key data points and creates a variety of data information which is used to support planning in Maryland's BRAC-impacted jurisdictions. This effort is ongoing and will continue into 2011.

Outreach

MDP will continue to focus its outreach efforts to provide hands-on technical planning assistance. MDP meets regularly with BRAC jurisdictions to discuss a variety of planning issues and available technical assistance programs. The Department has continued to provide a variety of research and technical assistance in planning, zoning and growth management tools such as Transfer of Development Rights, which transfers development rights from a county's rural areas to its designated growth areas.

2011 Outlook and Primary Focus

MDP's primary focus through 2011 will be providing hands-on technical planning assistance and local jurisdiction outreach. MDP will continue to meet with local jurisdictions and BRAC-impacted communities to address growth-related issues, including funding for key BRAC-related projects. Another key MDP focus for 2011 is TOD planning and support in the BRAC jurisdictions, to include but not be limited to Prince Georges County, Anne Arundel County and Harford County.

In addition, MDP is committed to provide the most current BRAC information on our website. Incoming residents and businesses use the website information to view new opportunities, research schools and communities, and obtain other demographic data when transitioning into the State. Thus, it is imperative that MDP collects and disseminates this vital information in a timely manner.

Department of Housing and Community Development (DHCD)



2010 Challenges and Accomplishments

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

In working towards DHCD's BRAC mission, broad challenges in the economy continued to influence housing investment and purchase options in 2010. The national foreclosure crisis and unemployment challenges continued to bring down home values while increasing the supply of homes on the market. Declining tax revenues have impacted state and local budgetary resources, limiting capital available to invest in the creation and rehabilitation of affordable rental and community development projects.

Despite these challenges, DHCD was able to move forward. Federal resources made possible through the American Recovery and Reinvestment Act (ARRA) allowed DHCD to invest in 16 affordable rental housing projects in BRAC jurisdictions. ARRA funding for rental housing development totaled approximately \$111 million statewide, and made possible a total of 28 multi-family developments. DHCD also opened a new BRAC loan pool program in 2010 to help preserve and improve older rental housing opportunities in the coming years. This loan pool, not limited to the 2005 BRAC realignment, was made available through a \$4 million dollar award from the MacArthur Foundation in 2009.

DHCD was able to bring down lend rates, through federal support as well as the Housing and Economic Recovery Act, thus making the Maryland Mortgage Program more attractive. These better rates coupled with a new downpayment incentive called BRAC Match, positioned the Maryland Mortgage Program to better serve first time homebuyers, associated with BRAC, afford a new home in Maryland.



DHCD continued to make community development investments in older communities so they are poised to attract and manage new growth from BRAC. The Community Legacy Program and Neighborhood BusinessWorks continued to be mainstays of investment in local main streets and downtown areas. The target areas were consolidated through legislation in 2010 and should make application and use of the resources easier for local applicants. Finally, the Local Government Infrastructure Finance Program, after legislative restructuring in 2009, facilitated \$9.5 million in infrastructure investments in 2010 on behalf of BRAC communities.

Enhancing Information

Base construction activities were in high gear this past year. In addition, the early phases of job relocation to Maryland began at a progressively steady click. More than 25,000 households are expected to locate, primarily, in eight central Maryland counties as a result of the BRAC-related jobs coming to Maryland. Of these households, almost half (11,762) are expected to be of low or moderate income (earning less than \$75,000) and potentially be eligible for DHCD's housing programs. To help ensure that individuals moving to Maryland are aware of DHCD's housing programs, a significant amount of effort was spent on outreach and marketing in 2010.

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

Outreach has been a fundamental part of efforts to ease the relocation process for the thousands of families impacted by BRAC. To this end, DHCD participated in nine outreach events in Maryland, New Jersey, and Northern Virginia reaching more than 4,000 attendees this past year. DHCD also developed a new partnership with the Maryland Homebuilders Association and the Maryland Association of Realtors to jointly market available homes and housing resources to BRAC households. Overall, since September of 2007, DHCD staff has participated in 28 relocation tours and events to market DHCD programs to relocating households. It is estimated that more than 11,100 participants attended these events.

Expand Affordable and Workforce Housing Opportunities

DHCD maintains several key programs that work to increase the supply of affordable housing opportunities. One such program is the Maryland Mortgage Program (MMP) which provides households access to home ownership through down payment assistance and affordable mortgages. In addition DHCD finances the construction and preservation of rental housing through a variety of multifamily rental housing programs. DHCD’s housing programs were able to move forward thousands of new affordable housing opportunities because of available federal resources from the Housing and Economic Recovery Act (HERA) as well as the American Recovery and Reinvestment Act (ARRA).

As individuals are starting to relocate to Maryland, DHCD was able to lower lending rates for the Maryland Mortgage Program by leveraging \$257 million through the Federal Government’s New Issue Bond Program. Overall, the resources are expected to help 1,600 individuals purchase a home in Maryland. The competitive rates were bolstered by a new down payment assistance match for BRAC families – the BRAC Match. Through this match program, relocating military and defense contractor personnel can receive \$2,500 in down payment and closing cost assistance as a match to relocation expenses they may be receiving from their employer as part of their move to Maryland.

On the rental housing side, DHCD used ARRA and other Federal and State resources to leverage significant private sector capital to make possible a total of 26 projects in BRAC jurisdictions totaling 2,431 housing units during FY 2010. These units help meet a persistent need for affordable housing which has been heightened by BRAC growth but also compounded by the economic slowdown and foreclosure crisis. With the assistance of a \$4 million grant award from the John D. and Catherine T. MacArthur Foundation, DHCD is also launching a new loan pool to help preserve existing affordable housing opportunities. Overall, state, local, private, and philanthropic funds are expected to leverage approximately \$432 million in short-term acquisition financing and approximately \$823 million of long-term financing to help to

preserve approximately 9,000 units over the 10-year period.

Over the past three years, DHCD’s rental and home ownership housing programs have invested \$1.7 billion in BRAC jurisdictions helping create 10,298 housing opportunities.

FY 2008-2010 DHCD HOUSING ACTIVITIES IN BRAC JURISDICTIONS

PROGRAM ACTIVITY	HOUSING OPPORTUNITIES*	INVESTMENT**
	TOTAL	TOTAL
Maryland Mortgage Program Loans	3,890	\$827,632,168
Multi-family Projects	6,408	\$902,689,094
Total	10,298	\$1,730,321,262

* 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

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

DHCD’s local revitalization activities are directed through two key programs – the Community Legacy Program, which provides flexible reinvestment funds for nonprofits and local governments, as well the Neighborhood BusinessWorks Program, which provides loans to small businesses for capital improvement activities. Recent programmatic highlights include work with Habitat for Humanity chapters in Harford County, Baltimore City and Anne Arundel County to produce 13 units of affordable housing. In Prince George’s County, the Community Legacy program has assisted with the development of a new retail center in Hyattsville that will provide approximately 150 new permanent jobs while the Neighborhood BusinessWorks Program helped finance a business at National Harbor that will create 25 additional jobs.

Enhancements were made to both programs during the 2010 Maryland General Assembly through the passage of the Sustainable Communities Act.

FY 08–FY 11 COMMUNITY LEGACY AWARDS IN BRAC JURISDICTIONS

	ANNUAL REPORTING PERIOD		
	AWARDS	AMOUNT OF GRANTS	AMOUNT LEVERAGED
Acquisition/Rehab Housing Programs/Projects	25	\$3,970,000	\$15,022,129
Commercial Improvement Projects	7	\$542,500	\$603,810
Demolition Projects	4	\$750,000	\$2,627,000
Economic Development Projects	6	\$355,000	\$240,000
Facade Projects	15	\$1,163,500	\$916,500
Homeownership Projects	3	\$535,000	\$4,105,000
Infrastructure Projects	14	\$1,595,000	\$16,936,000
Mixed-use Projects	5	\$575,000	\$3,688,040
Operational Support Projects	8	\$279,000	\$397,500
Planning Support Projects	8	\$201,000	\$35,196
Recreational Projects	4	\$255,000	\$234,600
Residential Projects	1	\$100,000	\$0
Revolving Loan Funds	6	\$1,050,000	\$460,990
Social Services Projects	1	\$100,000	\$318,000
Total	107	\$11,471,000	\$45,584,765

This legislation consolidated and simplified the target areas for the Community Legacy Program and Neighborhood BusinessWorks Program, making them easier for local partners to use. This programmatic alignment builds off of earlier legislative accomplishments that enabled projects in designated BRAC Revitalization and Investment Zones to also access the resources available through both programs. In the face of limited resources due to the fiscal climate, such alignments help ensure that the limited funds are targeted to projects in the areas local applicants have prioritized for reinvestment. Since FY 2008 when DHCD made BRAC a special theme for the Community Legacy Program, 107 awards have been made to local projects totaling \$11.4 million.

This past year, an important revitalization and reinvestment tool returned to action after several years of restructuring. The Local Government Infrastructure Finance (LGIF) Program, which accesses the bond markets on behalf of local governments for local infrastructure and capital projects, closed on a \$27.9 million dollar bond offering this past August on behalf of six local communities - three located in BRAC-impacted areas. \$9.5 million was leveraged on behalf of Aberdeen, Hyattsville, and Middletown for debt

refinancing, street and sidewalk improvements, and in the case of Aberdeen, the purchase of water to help meet growing demands due to BRAC growth.

2011 Outlook and Primary Focus

As the economy continues its slow recovery, DHCD anticipates that financing resources for housing and community development will continue to be at a premium. This is particularly true as Recovery Act resources will start to draw to a close. Local projects will be seeking alternative funding supports and will put greater pressures on limited state dollars.

BRAC will continue to be an important area of focus as DHCD continues to outreach to relocating households and invest in impacted communities. With BRAC job relocation activities expected to be completed in 2011 and a new BRAC Match incentive in place, DHCD anticipates that the Maryland Mortgage Program will play a central role in DHCD's activities in the coming year.

Maryland Department of Transportation (MDOT)



2010 Challenges and Accomplishments

In 2010, the Maryland Department of Transportation (MDOT) advanced a wide range of projects and initiatives that will help meet the state's BRAC transportation needs. Contributions to the effort were made by each of MDOT's modal agencies, which include: Maryland Transit Administration (MTA); State Highway Administration (SHA); Motor Vehicle Administration (MVA); Maryland Port Administration (MPA); Maryland Aviation Administration (MAA), and the Maryland Transportation Authority (MDTA). Together, working with local, State and federal partners, MDOT has endeavored to develop economically and environmentally sustainable projects that are grounded in the principles of Smart Growth, while fully integrating with ongoing long-term strategic investments.

The primary challenge faced by MDOT in 2010 was the continued effects of the economic

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

In light of the current economic landscape, and the short timeline associated with BRAC consolidation, MDOT's "High/Low" Investment Strategy has proven a valuable guideline in identifying projects that will work to meet BRAC needs in the short-



Transit Maintenance Facility (developed in partnership with Howard County); Highway improvement projects performed by SHA at MD 175, MD 198 (in partnership with Anne Arundel County), and MD 5/Branch Avenue; and, Express Toll Lanes and other improvements on sections of I-95 advanced by MDTA. These undertakings will ultimately provide longer and more permanent support of BRAC-related demand, while also serving broader statewide and regional transportation needs.

term, as well as larger scale projects that will support BRAC as part of statewide and regional long-term transportation goals.

Under the High/Low strategy, lower cost improvements that can be implemented quickly and provide relief in the short-term have been targeted for potential funding and substantial completion in concert with BRAC consolidation in September 2011. Short-term BRAC projects that MDOT advanced in 2010 include:

- SHA intersection improvements.
- Improved access to transit services.
- MARC Station improvements.
- Development of transportation demand management practices.
- Coordination with the Department of Defense (DoD) on shuttles to and from transit facilities proximate to installations.

Simultaneously, MDOT has continued to move forward with “High” actions that will serve BRAC needs. These projects entail system improvements aimed at increased capacity and service, and require additional time and money to implement. Initiatives of this nature include the MARC Growth and Investment Plan; Central Maryland

BRAC Intersection Improvements

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





of priority projects and phases. MDOT and SHA have worked closely with local BRAC partners at NNMC to refine designs and priority phasing of projects in the highly trafficked corridor, and will continue to do so in early 2011, consistent with available funding.

At Joint Base Andrews, stakeholders finalized top priority initiatives in 2010. Design and engineering efforts on these priorities commenced in 2010. Parties will collaborate to advance design in 2011, and secure monies necessary to fully fund the highest priority projects.

Design of interchange improvements at US 15/ Monocacy Blvd., identified as the top priority project in support of BRAC consolidations at Fort Detrick, advanced to 50% complete in 2010. A public meeting on the project was hosted by SHA in November 2010. SHA will account for public feedback received at the public session as it finalizes design in 2011.

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

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

MARC Growth and Investment Plan

Access to transit is a key component in Maryland's strategy to address growth statewide, including growth associated with BRAC. The Maryland Area Regional Commuter (MARC) train service, the State's commuter rail system, currently provides service to over 30,000 riders a day, connecting areas throughout the State - including the Fort Meade and APG regions - to job centers in Baltimore and Washington, D.C. At Governor O'Malley's direction, the MTA produced the "MARC Growth and Investment Plan" (MGIP) in 2007, an ambitious initiative to triple MARC ridership by 2035, servicing BRAC sites and central Maryland. The plan encompasses both long and short-term projects, and has been implemented in partnership with AMTRAK and CSX, entities that own and operate the State's rail lines. MDOT has programmed \$110 million for MGIP projects in

its 2011-2016 Draft Consolidated Transportation Program (CTP).

In 2010, as part of MGIP initiatives in connection with BRAC, MTA finalized the purchase of 13 bi-level commuter cars and 26 new locomotives that have served to add seating capacity on the network. Additionally, the State, in partnership with Harford County, advanced parking expansion efforts at the Aberdeen MARC station. That project will finalize design in 2011, and improvements will be implemented in coordination with APG and the City of Aberdeen. In 2010, MDOT designated the Aberdeen MARC station as a Transit Oriented Development (TOD) priority site, and programmed additional dollars to support development of a Vision Plan for the station area and surrounding environs. Consistent with the *Smart, Green and Growing* legislation passed in 2009, which promotes sustainable development and increased access to transit uses, MDOT will continue to work with the local community to advance TOD-related efforts in the corridor in 2011.

Similar coordination on enhanced transit facilities continued between MTA and AMTRAK at the Edgewood MARC station in 2010, where MDOT has programmed \$5 million for improvements. MTA advertised for bids to construct improvements at the facility in the fall of 2010, and anticipates that construction will commence in the spring of 2011.

Proximate to the Edgewood station, MDOT and MTA are also coordinating planning efforts for development of a MARC Storage and Maintenance Facility located in Harford County. The project would support planned MARC growth in the region, including increased service on the Northeast Corridor of the Penn Line. MDOT and MTA continue to explore potential project sites, and anticipate identifying a preferred project location in 2011.

Central Maryland Transit Maintenance Facility

The Central Maryland Transit Maintenance Facility (CMTMF) project, pursued in partnership with Howard County, represents a welcome opportunity for the state to increase the efficiency of public transit operations in Howard County,

Anne Arundel County and the City of Laurel by providing a publicly-owned maintenance facility, as opposed to relying on facilities provided by contractors. The project's environmental documentation was completed in 2009 and a site location was finalized in 2010. In 2011, Howard County will collaborate with MTA to finalize design and procure additional dollars necessary for implementation.

BRAC Local Bus

MDOT has developed concepts for additional routes to serve BRAC installations, and allocated resources where possible. It is anticipated that additional Local Bus service to Fort Meade and NNMC will be introduced in connection with the Intercounty Connector Project, which will link the I-270/I-370 and I-95/US 1 corridors. Public hearings on the proposed new routes were held in the fall of 2010. MDOT will continue to work with local partners to refine and prioritize potential additional routes in 2011, and endeavor with regional stakeholders to identify funds for operation.

Federal Employee Shuttles

In 2010, MDOT continued efforts with local installations to implement Department of Defense (DoD) funded shuttles to and from transit facilities. MDOT and MTA joined with their DoD partners at Fort Meade to accomplish significant progress on such programming in 2010, and will advance similar efforts at other BRAC-impacted installations through 2011. Similar to its efforts in 2010, MDOT will continue to work with installations to resolve outstanding implementation issues and seek additional federal support, as needed.

Smart Growth

Promoting Smart Growth practices and development centered on access to transit is a central objective for the State in its preparation for BRAC growth. MDOT is committed to increasing modal options, including bicycle and pedestrian travel, and soundly integrating the State's growing transportation network with land use planning and development. In 2010, MDOT continued to work with local communities impacted by



BRAC consolidation to plan for growth in a manner consistent with local master planning, and develop projects that incorporate revitalization and streetscape improvements that promote bicycle and pedestrian travel.

Transit Oriented Development

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

In 2010, Governor O'Malley introduced the TOD designation program, to help support mixed-use development within walking distance of Maryland's transit stations. The program and designations are

intended to support local development projects with funding, financial and other incentives focused on advancing TOD initiatives. MDOT will continue to work with local communities and development partners in the coming year to advance these important projects, and promote strategic investment that will help meet travel demands associated with BRAC.

Transportation Demand Management

Over the course of 2010, MDOT has collaborated with installations, local communities and businesses, to develop best practices in management of transportation demand at installations impacted by BRAC. The purpose of these efforts is to increase capacity; reduce congestion, air and noise pollution; promote traffic safety; and, increase bicycle and pedestrian access. Toward that end, MDOT joined with its local, state and federal partners to develop and execute Transportation Demand Management (TDM) Memorandums of Understanding (MOUs) at Fort Meade and

APG. These MOUs outline programming goals, responsibilities, and next steps for growing TDM programs at each installation. Similar programming development efforts are underway at Joint Base Andrews, and will continue through 2011.

Also this past year, MDOT and MTA expanded the Guaranteed Ride Home Program, which provides rideshare, mass transit users, and bicycle/pedestrian commuters the commitment of a quick, safe ride home in the event of an emergency, and is an important element of a robust TDM program. Additionally, MTA added an early morning train stop at the Odenton MARC station to support increased transit ridership to Fort Meade, and is coordinating similar additional stops proximate to APG, as well, which will be determined in early 2011.

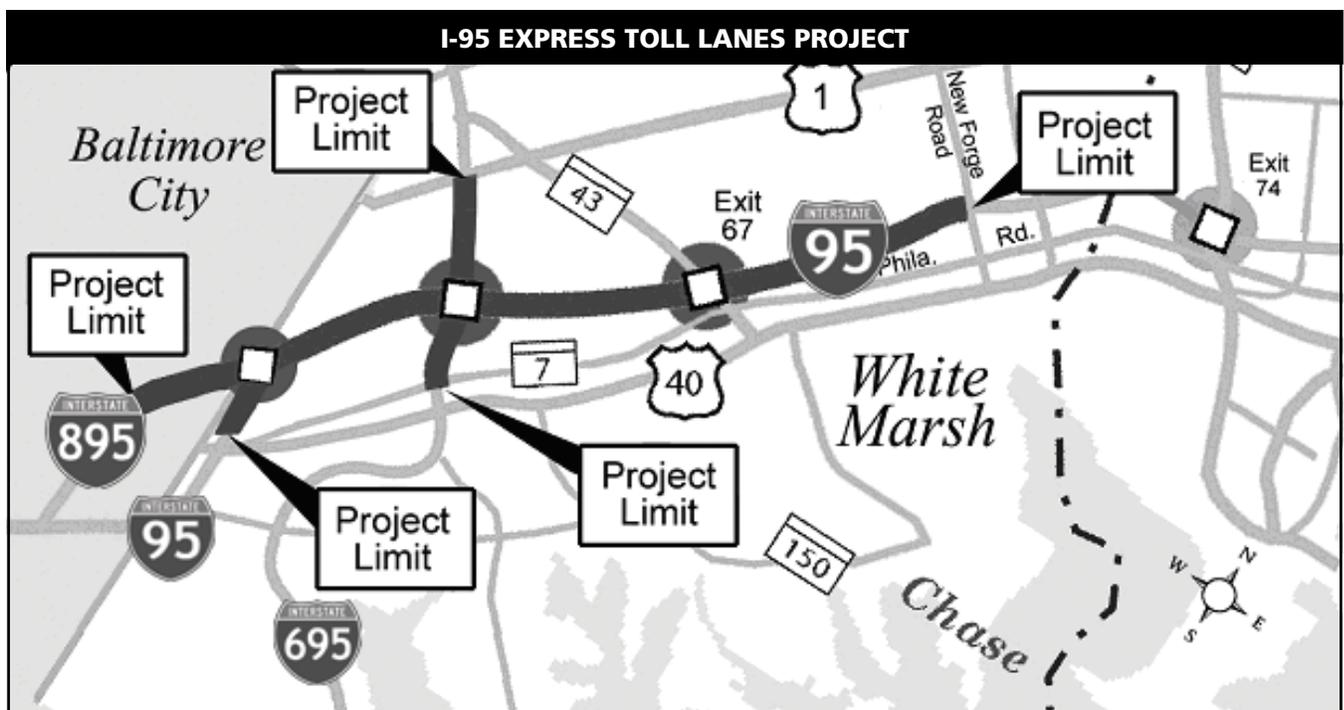
In developing TDM programs at each of the state's BRAC-impacted installations, MDOT and MTA have focused on opportunities for car and van pools, ridesharing, telework, and subscription bus, among other initiatives. MDOT and MTA will continue to advance this effort next year, and work with DoD partners and major installation tenants to fund necessary programs. Given its potential to decrease Single Occupancy Vehicle (SOV) trips to and from installations, and capacity

for implementation in the short-term at relatively lower costs than many other initiatives, TDM is an important component of the State's overall efforts in preparation for BRAC growth.

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

I-95 Section 200 Study

Improvements from Baltimore and Harford Counties remain under consideration, including the APG region. MDTA has completed the necessary technical reports, environmental documentation and public hearings, and is anticipating the



completion of planning efforts by the end of 2010. At present, the project has not been funded for design, right-of-way, or construction.

I-95/MD 24 Improvement Project

Construction continued through 2010 on the interchange. At build-out, the new interchange will be grade-separated, enhancing safety, reducing congestion, and adding capacity to serve BRAC and future development in the region. The project is anticipated to complete in the winter of 2011.

US 15/Monocacy Boulevard

Design of the project stands at 50% complete, and was the subject of a public hearing in November 2010. SHA will continue to work with Frederick County, the City of Frederick, and other local stakeholders to finalize design in 2011, and further explore means to procure additional monies necessary for project implementation.

Enhanced Use Lease (EUL) Projects

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

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

2011 Outlook and Primary Focus

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

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

Department of Business and Economic Development (DBED)



2010 Challenges and Accomplishments

In 2010, DBED focused on supporting incoming DoD Agencies, defense contractors and BRAC-related residents while promoting opportunities for Maryland businesses and residents through a number of outreach activities. In addition, DBED continued its RAC support by tracking BRAC timelines and program progress, identification and management of funding sources, workforce retention and readiness initiatives, marketing, outreach and business location assistance.

Measuring the economic impact pre-BRAC completion is important to establish a baseline for which the State can measure the effects on the economy resulting from the incoming BRAC DoD Agencies and expanding missions at the installations. Towards this end, this year DBED released the Economic Impact Study (EIS) entitled *Mission Maryland: Measuring Economic Impact of Maryland's Military Installations*, which found that

the 17 military installations in Maryland create an overall \$36 billion impact, which represents 7.5% of the State's economic activity.

Using fiscal year 2008 federal data, the study also determined that the installations create or support more than 268,000 jobs and an estimated \$17.1 billion in compensation. For Maryland companies, the economic impacts of the installations are significant. Procuring \$6.6 billion in goods and services annually from Maryland businesses, the State's military facilities foster growth in a host of industries from administrative and support services to information technology, computer services and biotechnology.

Another emerging area of importance to both existing and incoming DoD Agencies, defense contractors and the State, is cyber security, especially in light of the announcement of the Cyber Command establishment at Ft. Meade this past year. As the first comprehensive inventory of



any State's cyber security assets, DBED released a report this year highlighting the State's key role in supporting President Barack Obama's national cyber initiative. The aggressive policy report was developed with guidance from more than 50 public and private sector information technology and security experts. The report calls for establishing Maryland as the nation's epicenter for cyber security which will attract both national and global information technology companies, continue to focus Maryland's academic efforts on science, technology, engineering and math (STEM) to meet the ever increasing workforce needs of the cyber and the IT industry and aligning the State's cyber security best practices with those of the federal government to ensure a cohesive and consistent vision.

Federal Timelines and Potential Issues

Construction and mission migration activity at all five BRAC-impacted installations is on schedule. As 2011 approaches, Maryland will begin to realize the impact of the nearly 21,400 direct BRAC jobs, along with the projected indirect and tertiary jobs that will continue well into 2015 and beyond. With less than a year until the federally mandated end to BRAC, three of the BRAC DoD Agencies already have relocated to Maryland. The largest BRAC project in 2010 was the Communications Electronic Command (CECOM) move to Aberdeen Proving Ground (APG). In October, Major General Randolph P. Strong, Commander of CECOM, hosted a formal flag uncasing ceremony to mark the official transfer of CECOM to its new home in Aberdeen. The

\$477 million complex of nine new buildings will house the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) Center of Excellence. This first phase of the campus provides 1.5 million square feet of workspace for 5,000 personnel. More than 2,900 positions have relocated from Fort Monmouth to date and will steadily increase in the year ahead.

APG also celebrated a steel topping off ceremony for the Army Test and Evaluation Command (ATEC) Headquarters building signaling the final phase of construction. Currently based in Alexandria, Virginia, the Command will move into a \$49.4 million, 142,500 square foot facility that will support approximately 600 ATEC and U.S. Army Evaluation Center employees. ATEC conducts testing for all branches of the military and maintains a large customer base that includes the DoD, National Security Agency, Joint Chiefs of Staff, allied foreign countries and Congress. Worldwide, ATEC employs approximately 10,000 military, civilian and contract employees who are highly skilled test officers, engineers, scientists, technicians, researchers and evaluators. ATEC is involved in more than 1,100 tests daily that encompass everything from individual weapons to National Missile Defense systems.

At Fort Detrick, a ribbon cutting ceremony was held for the completion of the Armed Forces Reserve Center (AFRC). The center will be home to the Marine Corps Reserve's Company B, 4th Light Armored Reconnaissance Battalion, the Army Reserve's Company A, Detachment 1, 392nd Expeditionary Signal Battalion, and the Army Reserve's 27th and 21st Military History Detachments. The center will provide service members educational support, assembly areas, a library and learning center. The \$14-million, 58,600-square-foot AFRC and its accompanying Organizational Maintenance Facility (OMF) are located on Fort Detrick's Area B, replacing the Flair Memorial AFRC and its organizational maintenance shop in Frederick.

At Joint Base Andrews (JBA), the National Guard Readiness Center (ANGRC) was dedicated and a ribbon cutting ceremony held. The new Center



will be occupied by more than 1,150 airmen and federal employees. The \$60 million four-story complex will unite the existing ANGRC at JBA with the Air Guard Office in Arlington, Virginia, allowing all nine ANG directorates to work under one roof. The directorates serve the ANG's day-to-day operation of 88 flying units and more than 200 geographically-separated units. It is among the first LEED-certified buildings on the JBA campus. To date, 46 of the 600 reassigned personnel have relocated to the new facility.

Tracking of the DoD Agency movements which are fully dependent upon the availability of federal resources is critical. Maryland's challenge is to address potential local and/or federal issues to ensure that each installation is prepared to meet the federally mandated timelines. As with other Subcabinet Agencies, DBED participated in BRACStats to track major BRAC-related projects.

DBED and the Office of Military and Federal Affairs continued to increase BRAC-related partnerships among communities, private sector, state and federal agencies and the DoD. DBED continued this role by supporting the Maryland Military Installation Council, conducting Congressional staff briefings, and collaborating with the Chesapeake Science and Security Corridor, 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 military alliances to inform all organizations of current BRAC activities.



During FY 2010, the OMFA successfully secured \$1,280,454 million in OEA funds for ongoing projects and 9 staff who support the work of the BRAC Subcabinet and the statewide BRAC Action Plan.

Workforce Retention and Readiness

Retention of workforce during the BRAC process is key to retaining the institutional knowledge and intelligence supporting the mission. Historically, 20-30% of employees at BRAC-impacted defense organizations relocate, while DoD's goal is 50% or more. Currently, projections indicate that DoD will meet and even likely exceed its retention goal. However, work is needed to attract a qualified workforce to fill the vacancies created by those not relocating and to backfill positions due to attrition. To support this effort, DBED partnered with the Maryland Higher Education Commission (MHEC) to identify internships with the agencies and defense contractors that potentially provide personnel for the workforce pipeline. These internships are listed on the new BRAC Internship Center website: www.internshipcenter.mhec.maryland.gov. The website serves as a one-stop online resource for college students seeking internships with military missions and defense contractors. DBED supported the Department of Labor, Licensing and Regulation (DLLR) in advertising and marketing physical and virtual job fairs associated with Fort George G. Meade and APG. Additionally, DBED continued to assist the Maryland Transition/One-Stop Career Centers at Fort Monmouth, New Jersey by responding 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 with the Maryland Transition/One-Stop Career kiosks at DISA employment centers in Northern Virginia.

Marketing, Outreach and Media

DBED continues to support the multi-year BRAC communications strategy. The communications strategy was designed to reach a variety of audiences, including federal agencies and private sector employers moving to Maryland, employees of relocating agencies and businesses, Maryland residents seeking BRAC-related employment opportunities and commercial developers, investors and businesses exploring opportunities generated by BRAC.

This year, DBED served on the planning committee to welcome the C4ISR Joint Symposium for the first time to Maryland. The Symposium drew 2,000 participants. DBED contributed to and coordinated the participation of State agencies at a Fort Monmouth Relocation Fair drawing 700 visitors, two Fort Meade Relocation Fairs drawing over 1,600 attendees

and a DISA sponsored employee festival drawing 1,000 attendees. These relocation fairs were integral for personnel seeking information on relocating to Maryland, spousal employment opportunities, housing, transportation options and related information.

Partnering with the Fort George G. Meade Regional Partnership, DBED participated in two outreach presentations to DISA contractors in Northern Virginia. DBED completed the *Workforce Assessment Report for the Fort George G. Meade Region* which was used in the presentations. This report profiles the workforce and education attainment within a 30, 60, and 90 minute driving radius of the Fort. DBED continued to maintain and update the BRAC news website, www.brac.maryland.gov, which serves as a tool to disseminate pertinent information on business, employment, education, housing, and cultural and recreational opportunities in Maryland. DBED also participated and coordinated the involvement of state agencies in outreach efforts including “town hall” meetings of incoming Agencies and contractors

Community Redevelopment and Investment

DBED prepared the first Annual Status Report of the BRAC Revitalization and Incentive Zone Program for the seven designated zones. The report, which is presented to State Legislators, provides an update of the development status within the zones and the eligibility of projects to qualify for disbursements from the State Department of Assessments and Taxation. In 2010, Anne Arundel County was eligible for \$100,000 and the City of Aberdeen \$125,000 under the program. Both jurisdictions designated the funds to meet infrastructure challenges for BRAC-related projects. During the 2008 Legislative Session, the General Assembly passed the BRAC Community Enhancement Act (Senate Bill 206) to enhance Maryland’s preparations for BRAC. The BRAC Community Enhancement Act included language authorizing the creation of BRAC Zones and is designed to assist local jurisdictions with infrastructure challenges for BRAC-related projects.

Business Assistance

In addition to the larger contractors in the defense community, small businesses play an important role in keeping our country on the cutting edge of innovation and also economic recovery. Knowledge of the process of contracting is essential for small businesses to compete in the Federal marketplace. In 2010, DBED updated the Maryland Business Resource Guide, a how to guide that provides current information to businesses seeking contract opportunities with federal agencies and installations.

To further assist businesses, DBED launched the *B2G – Maryland’s Hub for Business to Government* website which provides information on contracting “Do’s and Don’ts,” profiles Federal Agencies and contracting resources: www.choosemaryland.org/moveyourbusiness/pages/b2g.aspx. As part of the website launch, DBED initiated the *Contract Connections* event to showcase military and non-military federal facilities in Maryland and their associated business opportunities to 300 Maryland companies.

DBED also was instrumental in taking steps toward obtaining capital for small businesses this year with the introduction of *Credit Connections 2010*. The program is a series of workshops for Maryland lenders statewide. The workshops provide specialized training for commercial lenders on what State and federal financing programs exist and how local lenders can use those programs to help small businesses access loans, lines of credit and other financing. Workshop partners include the Maryland Bankers Association, Risk Management Association, U.S. Small Business Administration, U.S. Department of Agriculture, and the Maryland Department of Housing and Community Development.

In order to identify barriers, and solicit input on issues of importance to the sustainability and growth of Maryland small businesses, DBED coordinated the Governor’s Task Force on Small Business in 2010. The Task Force was charged to recommend strategic actions for consideration by the Governor and legislators for implementation during the 2010 General Assembly or through

other avenues within a time corresponding with the general session. The Task Force identified issues, recommendations, and implementation strategies within five priority areas. The areas were access to capital, procurement, regulatory, workforce and sustainability. Noting its ad hoc status and the critical value of an ongoing group, the Task Force included in its recommendations the establishment of a Governor’s Commission on Small Business to serve in an advisory capacity to the Secretary of DBED on small business concerns.

In addition, 16 recommendations were made by the Task Force including the recommendation that the Maryland Industrial Development Financing Authority (MIDFA) credit insurance program be modified to improve access to credit insurance for small businesses. As a result, credit providers have a more streamlined approval process. The recommendation was implemented when the program was modified in early 2010. The remaining recommendations were left to be taken up and considered by the Governor’s Commission on Small Business.

2010 Outlook and Primary Focus

As we approach the 2011 BRAC implementation, DBED will continue to foster and facilitate partnering opportunities with our military installations to ensure full mission migration and future mission support. DBED will promote the significant impact the installations have on the State’s economy as exemplified in the EIS and will assist in the mitigation of encroachment challenges at installations.

DBED will continue support of our federal partners to reach workforce retention and recruitment goals, support DLLR to seek creative ways to fill positions by Marylanders and others, identify best practices to educate and prepare Marylanders for new opportunities and promote the benefits of the State to undecided federal and contractor employees.

Governor's Office of Minority Affairs (GOMA)



2010 Challenges and Accomplishments

Maryland's minority and women-owned firms provide a strategic advantage for the State and a vital source of teaming partners for the Department of Defense contractors currently supporting BRAC and cyber missions throughout Maryland's military facilities. GOMA's primary focus during this period has been to position Maryland's minority-owned firms for BRAC-related contracting opportunities with federal agencies and teaming with prime contractors while creating economic development outreach strategies to position firms to take advantage of Department of Defense contracting opportunities. We continue to make significant and measurable progress in support of this BRAC action.

Tracking BRAC-Related Small and Minority Business Outcomes

GOMA collaborated with a small, woman-owned firm, TargetGov, to track trends of contracting activity for Department of Defense prime contracts with Maryland firms. Selected categories include African American, Asian Indian, Asian Pacific, Hispanic, Native American, and Women-Owned. The chart below shows comparisons from 2007 to 2009 and that contract awards have continued to increase each year.

The data for year 2010 is currently being compiled by TargetGov. However, preliminary review of data from January to June 2010, shows that minority-owned businesses have been awarded over \$1.5 billion in contracts.

2007-2009 COMPARISON OF DEPARTMENT OF DEFENSE PRIME CONTRACTS AWARDED TO MARYLAND SMALL AND MINORITY COMPANIES

DESCRIPTION	PRIME CONTRACT AWARDS FOR 2007 (Billions)	PRIME CONTRACT AWARDS FOR 2008 (Billions)	PRIME CONTRACT AWARDS FOR 2009 (Billions)
All Maryland Businesses	\$14.6	\$16.7	\$17.6
Maryland Small and Minority Businesses	\$3.3	\$3.6	\$3.7
Maryland Minority Businesses	\$1.5	\$1.8	\$2.1

Source: TargetGov

Business Assistance

GOMA has provided BRAC-related assistance to small, minority and women-owned firms throughout the State of Maryland. Partnerships have been formed with organizations, alliances, Chamber groups, and defense contractors to better educate the business community about BRAC and the vital role for small and minority businesses. For example, GOMA:

- Responded to hundreds of BRAC-related inquiries on how to access contracting opportunities with the Department of Defense.
- Conducted one-on-one meetings with potential BRAC firms.
- Facilitated workshops and participated in small business forms and panels.
- Organized training sessions on BRAC security clearance issues and opportunities focusing on doing business with the Department of Defense contracting agencies in Montgomery County, Howard County, and Ft. Detrick.
- Maintained the BRAC web page, www.mdminoritybusiness.com/BRAC4.html, which contains comprehensive information about BRAC small and minority business initiatives, available resources, contact information, and links to other BRAC-related sites.
- Disseminated BRAC-related information to over 500 BRAC-ready firms on a regular basis.

Outreach and Events

Outreach efforts remain a high priority for the small and minority business community. Key events included:



February 4, 2010 – BRAC Small and Minority Business Advisory Board Informational Forum

The BRAC Small and Minority Business Advisory Board partnered with Microsoft, Aberdeen Proving Ground C4ISR, and Whiting Turner Construction Company to host an informational forum for members of the advisory board and the small and minority business community. The forum focused on how to become certified with Microsoft, C4ISR's transition to Aberdeen, and upcoming projects with Whiting Turner.

March 4, 2010 – Warrior Transition Unit Project Industry Day Opportunity Fair for Small and Minority Businesses

GOMA co-hosted a one day procurement fair with the Whiting Turner Construction Company, who was awarded a \$181 million dollar contract for the design and construction of the Warrior Transition Unit at the Walter Reed National Military Medical Center in Bethesda. There were over 200 representatives from various levels of small and minority firms that interviewed with Whiting Turner for subcontracting and teaming opportunities.



May 27, 2010 – Fort Meade Regional Minority and Small Business Government Contracting IT Forum

GOMA teamed up with the Fort Meade Alliance to host a half day government contracting information technology opportunity fair with an emphasis on business opportunities in the Fort Meade region for small and minority businesses that are BRAC and cyber ready. This first of its kind teaming event offered unprecedented access to top Fort George G. Meade tenants and government contractors for 250 small and minority firms. The focus was on delivering information technology services and products to the Fort George G. Meade area, how to do business with top federal agencies at Fort Meade, and how to partner with prime contractors on potential bidding opportunities.

June 11, 2010 – Aberdeen Proving Ground Military Installation Luncheon

GOMA partnered with the Army Alliance to host a luncheon for small and minority firms to interact with command staff and key personnel from Aberdeen Proving Ground (APG), U.S. Army Corps of Engineers, and representatives from APG general contractors, Raytheon and

Joint Research and Development, Inc. (JRAD). Over 75 participants were provided an overview of the BRAC transition at APG, how to access upcoming procurement opportunities, and how to connect with larger firms for potential partnering opportunities.

2011 Outlook and Primary Focus

In 2011 GOMA will:

- Partner with the National Security Agency (NSA) Joint Team Andrews, and major defense contractors, to host procurement fairs for small and minority businesses interested in doing business with the Department of Defense.
- Host with the BRAC Small and Minority Advisory Board, several teaming forums for small and minority firms.
- Continue to work with TargetGov on tracking contract awards to small and minority firms.
- Continue collaboration efforts with GOMA's current partners and work to expand new partners.

Maryland Higher Education Commission (MHEC)



2010 Challenges and Accomplishments

MHEC continues to implement programs and projects aimed at meeting the advanced educational/training needs of the current BRAC workforce while also developing the knowledge pipeline of future employees to sustain and support the military missions here in Maryland. In 2010 MHEC administered the third year of the successful BRAC Higher Education Investment Fund. To date, this program has been able to support 2100 participants in receiving targeted training for BRAC jobs in the state.

In addition to specific skills education and training, both federal and private sector employers have expressed the need for employees that can receive security clearances as well. Depending on the level of clearance, the process to clear an employee may take up to two years, leading to possible delays in projects and cost increases. To address this issue, many BRAC employers offer internships that allow an intern to be sponsored by the employer for a

security clearance while the intern completes his or her course of studies. These internships are a win-win for both employers and students as a student can graduate from college with their degree, a security clearance and most likely a job in hand.

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

MHEC continued to monitor the 12 recipients of \$864,700 in grants awarded in 2010. Midterm reports showed all projects were on time and within budget. Projects are to be completed by December 31, 2010. The grants covered a wide range of topics, such as geospatial technology training, a cyber battle laboratory, and engineering software skills certification. Round 2 grant recipients produced approximately 1,000 participants in direct workforce development programs.



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

In 2010, MHEC received a further allocation of \$864,700 in Higher Education Investment Funds to be awarded through a competitive grants process. Twenty-two responses were received, and are being reviewed by the grants panel. The awardees will be announced the first week in December, 2010. Emphasis in 2010 will continue to be on proposals that meet identified and projected workforce needs, such as administrative and lab support personnel.

Internship Information Center

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

Northeast Maryland Higher Education Summit

With the sponsorship of Lt. Governor Brown and the BRAC Subcabinet, a higher education summit and subsequent meeting were held to address the higher education needs around Aberdeen Proving Ground. Representatives from the military missions on APG, the Maryland Higher Education Commission, as well as representatives from higher education institutions that serve the northeast Maryland region were involved in these discussions to move plans forward for a regional higher education center that would meet the needs for 4-year and graduate degree programs in the region. A comprehensive higher educational plan, which will include funding and future expansion requirements, is currently underway. Maryland's colleges and universities continue to consider proposals for new academic degree programs on a regular basis to fulfill the higher educational needs in northeast Maryland.

2011 Outlook and Primary Focus

In the coming year, MHEC will focus on the following activities:

- MHEC will evaluate the effectiveness of the Round 2 Grants, set to be completed by December 31, 2010, in meeting their stated goals support BRAC activities.
- Monitor the completion of Round 3 Grants, to be effective January 1, 2011, throughout the year.
- MHEC will facilitate actions on the part of students and participating organizations to create a dynamic and effective internship website.
- MHEC will collaborate with leaders from the higher education community, the military, government representatives, and contractor community to develop and implement plans for short and long-term solutions to meet higher education needs in the northeast Maryland area.

STATE OF MARYLAND

Governor's Subcabinet on Base Realignment and Closure



Martin O'Malley, Governor
Anthony G. Brown, Lieutenant Governor

Asuntha Chiang-Smith
Executive Director

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December 29, 2010

Lieutenant Governor Anthony G. Brown
State of Maryland
100 State Circle
Annapolis, Maryland 21401

Dear Lieutenant Governor Brown:

On behalf of the Governor's Subcabinet on Base Realignment and Closure (BRAC), I am pleased to report that in 2010, Maryland has commendably worked towards full implementation and completion of many of the items contained in the State's BRAC Action Plan that was issued in 2007. In our 2010 BRAC Progress Report, we have provided a "dashboard" that updates the progress for each specific action item and labels the status of each item as (1) "Green" for on time/budget, (2) "Yellow" for delayed or (3) "Red" for significant delays that may prevent completion by the current projected deadline. Out of the 353 action items detailed in our State BRAC Action Plan, there are only two that remain red. These items have been identified in past reports as difficult to achieve in the BRAC timeframe due to the unprecedented national economic downturn and significant budget constraints. Further information on these two items is detailed below:

(1) Maryland State Retirement Agency (MSRA) to evaluate pension policy procedures that encourage highly qualified teacher relocation to Maryland. (Statewide Matrix – Workforce Development & Education/ Section IX, Item 2)

- Initial Timeframe: This item is listed as an ongoing action that would extend through 2015.
- Due to current budget constraints, MSRA does not anticipate any movement in the pension policies that would result in Maryland assuming financial responsibility of the pension of teachers who taught in other states and subsequently move to Maryland.

(2) Department of Housing and Community Development (DHCD) to assess the feasibility of using the Maryland Housing Fund (MHF) to leverage private investment in a BRAC mortgage product. (Statewide Matrix – Infrastructure & Housing/ Section II, Item 6d)

- Initial Timeframe: This item was scheduled to begin in 2008 and terminate in 2010.
- This item was not achievable in the timeframe designated due to the current national volatile and unpredictable financial market, especially surrounding the housing arena. Should economic and budgetary conditions improve, DHCD may be able to make progress with new loan products using MHF.

The respective state agencies assigned the action items listed above will continue to consider these action items and engage in ways to move these items forward, as the financial market improves. Please be assured that the BRAC Subcabinet will continue to track these and all other BRAC Action Plan items through the BRACStat process. Should you have further questions, please do not hesitate to contact me. As we enter the last year of implementation of the 2005 BRAC implementation, the members of the BRAC Subcabinet and I look forward to engaging with you and the many incoming BRAC households who will call Maryland home in the coming year.

Sincerely,



Asuntha Chiang-Smith
Executive Director,
Governor's Subcabinet on Base Realignment and Closure



BRAC

State of Maryland
BRAC Action Plan

**State Action Plan Matrix of the
BRAC Subcabinet 2010 Progress Report**

LEGEND

SYMBOL DESCRIPTION	PRIMARY (BLACK) *	SECONDARY (GREY)*
Action that extends to 2015		
Action that terminates prior to 2015		
Ongoing action beyond partial completion that extends to 2015		
Ongoing action beyond a milestone that extends to 2015		
Ongoing action beyond a milestone that extends to 2015		

*Secondary action support primary objective/program.

DASHBOARD COLOR DESCRIPTION	
Project is on track and ongoing at this time	
Project is off track or delayed	
Project has significant delays that may prevent completion by the projected completion date	

STATEWIDE – INFRASTRUCTURE & HOUSING

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
I. ENHANCE INFORMATION												
1) Study supply and demand of BRAC-related housing market										DHCD	■	DHCD completed an internal analysis to evaluate the impact on single family and multi-family programs. In addition, DHCD participated in a review panel overseeing a housing market study on the Fort George G. Meade region which was completed in 2009.
2) Develop timeline for arrival of jobs and estimates of when housing/revitalization/business assistance will be needed										DHCD, DBED	■	DBED developed timelines for the arrival of jobs for each military installation. Multi-family and revitalization projects were evaluated based on timing. Resource needs will be more acute for businesses and single family activities as the relocation of positions increases in 2010 and 2011.
3) Increase data and marketing of Rental Housing Locator: www.MDHousingSearch.org										DHCD	■	This is an ongoing activity.
a. Work with property and landlord associations to expand listings in BRAC areas										DHCD	■	DHCD has worked with landlord associations to advertise the rental housing locator.
b. Incorporate into BRAC-related marketing efforts										DHCD	■	Rental housing locator information is available at the Maryland Transition/One-Stop Career Center in Fort Monmouth, New Jersey and in the Kiosks located at DISA in Northern Virginia. Postcards are also provided at relocation events.
4) Support Local Governments' efforts to market their priority housing and neighborhood opportunities										DHCD	■	DHCD participated in locally organized relocation events.
a. Support LIVE Baltimore marketing efforts										DHCD	■	DHCD participated in "LIVE Baltimore's" April 12, 2008 "Green Light" tour of Baltimore City. DHCD has also created a match of the \$4,000 provided by Baltimore City to 100 households annually as part of the "LIVE Baltimore" and Baltimore City "Buy into Baltimore" tours. To be eligible for State funds, households are required to participate in the Maryland Mortgage Program.
b. Leverage outside organizations to help promote activities (HBAM, MNCBIA, MAR, NARB)										DHCD	■	The Secretary has met with MAR, HBAM, MNCBIA and other real estate and housing organizations to discuss BRAC. DHCD has also partnered with the realtors and homebuilders on BRAC marketing and outreach.
c. Incorporate local efforts in other DHCD marketing outreach										DHCD	■	DHCD regularly helps direct households in need to available resources including local housing programs
5) Promote MMP and down payment assistance efforts to relocating personnel										DHCD	■	Since September of 2007, DHCD participated in 28 BRAC relocation events attended by an estimated 11,100 individuals.
6) Market affordable rental housing finance programs to Local Governments and housing agencies										DHCD	■	This effort is ongoing as part of DHCD daily activities through one-on-one meetings, presentations, seminars, and briefings.
a. Outreach to Local Governments providing training to planning and land use officials and building permit officers										DHCD	■	DHCD regularly promotes rental housing programs as part of ongoing meetings, trainings, and outreach to local government officials.
b. Outreach to Local Governments explaining BRAC enhancements and appropriate programmatic changes										DHCD	■	DHCD works regularly with local government representatives to communicate BRAC enhancements and ongoing activities.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
c. Leverage annual housing conference to promote programs and BRAC response	---	---	---	●					DHCD	■	DHCD housing conferences in 2007 and 2008 featured a BRAC components and presentations on BRAC activities. A conference was not held in 2009, but it returned in 2010 and included content and discussions about DHCD programs and activities.
d. Outreach to real estate development professionals including land use attorneys, architects, and engineers through national professional associations such as ULI, NAA, NAHB, etc.	---	---	---	●					DHCD	■	DHCD works regularly with real estate development professionals to inform them of programs, resources, and active initiatives including BRAC.
7) Develop a multimedia outreach campaign to communicate BRAC activities	—●—	—	—	—●—					DHCD	■	DHCD has created a BRAC Web page, advertised in various relocation guides, and used radio talk shows to discuss BRAC. The Department has also sponsored BRAC-related relocation and business events.
II. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPPORTUNITIES											
1) Expand resources for MMP, multi-family construction and rehab programs, and down payment assistance programs to meet BRAC housing needs								●	DHCD	■	DHCD has employed a range of new resources, in addition to funds allocated by the state budget, federal formulas, and private capital, to address housing needs in Maryland. The Department was awarded \$4.5 million from the McArthur Foundation for a BRAC Rental Preservation Initiative. DHCD has also received and awarded Federal Reinvestment and Recovery Act funds which has supported a range of housing activities across Maryland and in BRAC communities. In addition, DHCD has also leveraged additional resources including an increased allocation of Low Income Housing Tax Credits and Mortgage Revenue Bonds, as well as, Neighborhood Stabilization Program funds and New Issue Bond Program funds.
2) Coordinate with Local Governments to identify BRAC-related affordable/workforce housing priorities	—●—	—	—	—●—					DHCD	■	DHCD works regularly with local government representatives to gauge BRAC housing needs and priorities.
3) Expand employer participation in the House Keys for Employees/Smart Keys Program								●	DHCD	■	Outreach activities are underway.
a. Target defense contractors, Federal agencies/military personnel, and businesses that provide supportive service workers								●	DHCD	■	Outreach activities are underway.
4) Encourage Local Governments to adopt inclusionary zoning solutions and expand rental housing opportunities	—●—	—	—	—	—	—	—	—	DHCD	■	DHCD seeks to expand homeownership and multi-family housing as an ongoing department activity. The recently completed report on Ft. Meade Housing recommends that area local governments adopt inclusionary zoning to help address housing needs.
5) Implement the Workforce Housing Grant Program				—●—	—	—	—	—	DHCD	■	DHCD is focused on preserving resources for existing programs due to economic and fiscal challenges. Evaluation of program may occur in 2010 if financial feasible.
6) Assess feasibility of new tools and programs to meet BRAC and other affordable housing needs	—●—	—							DHCD	■	DHCD is continuously working to expand affordable housing opportunities in Maryland by enhancing existing tools and programs. Recent initiatives include the new BRAC Match downpayment assistance, ongoing efforts to preserve rental housing, mitigating foreclosures, and targeting programs for BRAC.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
a. Assess feasibility of developing "mixed income/mixed use" financing tool/ approach in partnership with Enterprise Housing Equity Fund and conventional banks										DHCD	■	Tool is not currently feasible because of instability in the financial and real estate markets.
b. Assess feasibility of nonprofit arm to enhance DHCD capacities (new market tax credits)										DHCD	■	DHCD has worked internally to determine the best approach to leverage New Market Tax Credits to support projects in Maryland. Currently DHCD is partnering with developers who have been allocated credits to expand their use and impact in Maryland.
c. Assess feasibility of expanded resources through the creation of an Affordable Housing Trust Fund or Workforce Housing Fund										DHCD	■	Funds to support the Maryland Affordable Housing Trust were expanded during the 2010 legislative session.
d. Assess feasibility of using the Maryland Housing Fund to leverage private investment in a BRAC mortgage product										DHCD	■	Due to challenges in the financial markets, in 2008 DHCD suspended the use of the Maryland Housing Fund to support single family loans.
7) Preserve existing affordable housing in BRAC areas and target troubled rental housing development for improvement through redevelopment										DHCD	■	DHCD received \$4.5 million in funds from the MacArthur Foundation to support the Maryland BRAC Preservation Initiative and Loan Fund. This is an effort to preserve an estimated 9,000 affordable housing units in Maryland over 10 years.
8) Prioritize rental housing funds/LIHTC to reflect BRAC projects										DHCD	■	DHCD updated the Qualified Allocation Plan to include extra points for BRAC-related projects in the award of Federal Low Income Housing Tax Credits.
III. STRENGTHEN NEIGHBORHOODS												
1) Leverage key redevelopment and Smart Growth tools such as Community Legacy, Neighborhood Business Works, and Community Investment Tax Credits with enhanced resources to meet BRAC needs										DHCD	■	BRAC was a special theme for the FY 2008, 2009, 2010 and 2011 rounds of Community Legacy Grants. Other programs are being leveraged in an ongoing manner to expand capacity at the local level on a project by project basis. Expanded resources are limited in this fiscal environment.
2) Support BRAC-related projects' financial assistance from DHCD's Division of Neighborhood Revitalization										DHCD	■	Effort is ongoing.
3) Coordinate with Local Governments to identify priority existing communities in which to target revitalization and housing funding										DHCD	■	DHCD works regularly with Local Governments to identify local revitalization needs and these efforts will be aided by the realignment of revitalization programs through the passage of the Sustainable Communities Act of 2010. Additional examples include programs like BRAC Zones and the Neighborhood Conservation Initiative.
4) Assess feasibility of implementing targeted housing acquisition/rehabilitation financing tools										DHCD	■	DHCD is in the process of administering \$26 million new federal funds to acquire and rehabilitate vacant foreclosed homes in local communities in partnership with Local Governments.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
a. New Homeowner Lending Product (Pending)										DHCD	■	DHCD has developed two different acquisition/rehabilitation lending products that would help a homebuyer purchase a home and obtain funds needed for repairs at the same time. Lenders were not interested in the first lending product which was developed in 2008. DHCD modified the lending product in 2010 and is currently working to identify lenders that would help administer the loans.
b. Nonprofit Redevelopment Lending Product (Under Study)										DHCD	■	DHCD provided financial support to nonprofit home acquisition rehabilitation activities through the Community Legacy Program. A more structured activity is deferred.
5) Expand Main Street Program										DHCD	■	DHCD announced new "Main Streets" in June 2008.
a. Assess feasibility of expanding eligible program areas to include adjacent residential areas near Main Streets										DHCD	■	DHCD announced in June 2008 the new "Maple Street" Initiative and four communities have been chosen to participate.
b. Finance market studies in proposed new Main Streets										DHCD	■	Grants to support market and economic development studies were awarded to Havre de Grace, Bel Air, and Dundalk in 2008 and 2009.
c. Support capital investments in Main Streets										DHCD	■	DHCD announced in June 2008 roughly \$300,000 in grants for the Main Street Improvement Program Fund (MIP). In addition, various Community Legacy awards have been made between FY 2007 and FY 2011 to support Main Streets.
d. Replenish Main Street improvement fund to support operating costs										DHCD	■	DHCD announced in June 2008 roughly \$300,000 in MIP grant.
6) Use the LGIF Program for infrastructure improvements in redevelopment areas										DHCD	■	DHCD financed two infrastructure projects in BRAC jurisdictions in FY 2008 including a water/sewer project in Aberdeen and a range of activities in Laurel. The program was restructured during the 2009 Legislative Session and returned in 2010 helping three BRAC communities access \$9.5 million in resources.
7) Use state-owned property for redevelopment/TOD/mixed income housing										DHCD, MDOT, DBED, MDP, DGS	■	DHCD is a partner in the redevelopment of State Center. DHCD and DBED are also working with MDOT to initiate and promote TOD projects. Recent legislation aligned DHCD's revitalization programs to more seamlessly integrate with designated TOD sites.
a. Create TOD Closing Cost Assistance Product										DHCD	■	Down payment assistance tool is available for launch but resource availability is a concern due to current economic climate.
8) Collaborate with Smart Growth Sub-cabinet to assess feasibility of new tools and programs to meet BRAC needs										DHCD, MDOT, DBED, MDP, MDE	■	This effort is ongoing. The Sustainable Communities Act of 2010 worked to align several reinvestment programs under the Smart Growth Sub-Cabinet including BRAC Revitalization and Incentive Zones. BRAC Revitalization and Incentive Zone Program is one key Smart Growth tool that has been launched.
a. Assess feasibility of Greyfields Program to reposition and transform underutilized older commercial properties into new mixed-use facilities										DHCD	■	DHCD's Community Legacy and Neighborhood BusinessWorks Programs are available to help spur revitalization and small business growth in select older shopping centers. DHCD was a partner in Baltimore City's pilot Shopping Center Transformation Initiative. Budgetary constraints limit the feasibility of a new program, but DHCD is continuing to look at greyfield redevelopment opportunities in Maryland.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
b. Assess feasibility of Multi-Department Community Action Teams to provide revitalization project design and technical assistance									DHCD	■	DHCD has implemented the Smart Sites Program and announced two rounds of awardees. In addition, DHCD helped launch The Multi-Department Sustainable Communities Initiative launched to provide targeted municipalities resources for local planning activities.
c. Assess feasibility of DHCD role in utilizing TIF to meet local revitalization needs									DHCD	■	The structure and commitment of State resources for infrastructure improvements in BRAC Zones is intended to help provide additional capacity to support innovative financing tools including the use of TIFs.
d. Assess feasibility of Rent Where You Work Program to encourage renters to live close to their employment									DHCD	■	"Due to fiscal and budget conditions, new programs are not feasible at this time. However, DHCD continues to support exemplary Smart Growth mixed-use projects that achieve this objective.
IV. SUPPORT ENVIRONMENTAL BRAC PROCESSES											
1) Provide guidance and conduct timely reviews of all local water resources elements in BRAC jurisdictions as part of the local comprehensive planning process									MDE	■	Project is on schedule – MDE reviewed comprehensive plans for 25 BRAC-impacted jurisdictions. (Note: approval authority is at the local level with all WREs to have been legally adopted by October 9, 2009 unless MDP granted an extension.)
2) Provide guidance & conduct timely reviews of local water/sewer plans in BRAC jurisdictions									MDE	■	Project is on schedule – During 2010, MDE reviewed and approved a total of 19 local water/sewer plans or plan amendments for BRAC-impacted jurisdictions.
3) Give priority review to all state-funded local water and wastewater infrastructure studies that support decision-making in BRAC jurisdictions									MDE	■	MDE did not fund any local studies during 2010. (Note: previously, MDE received state-level OEA funds for a comprehensive regional analysis of water and wastewater system capacity in the APG Region and for major aquifer studies applicable to both the APG and Ft. Meade Regions; the \$1.8M federally funded effort concluded in 2009; regional/local entities received separate funding directly from OEA)
4) Conduct timely processing of all permits and approvals required for BRAC-related infrastructure and development projects									MDE	■	MDE continued to encourage DoD use of the Agency's Sediment Control and Stormwater Management Expedited Review Process to ensure timely review of submissions. Numerous permits/approvals were issued during 2010. One stop-work order on a BRAC/EUL project at APG was necessary; the matter was resolved; MDE conducted additional outreach to Services, including the Army Corps of Engineers, to ensure compliance with new requirements at all permitted construction sites going forward.
5) Process all BRAC-related grant/loan requests in a timely manner, providing applicant assistance as necessary									MDE	■	Throughout 2010, MDE continued to assist 35 water infrastructure projects in BRAC jurisdictions. 7 drinking water and 28 wastewater projects received state grants and/or loans within existing eligibility guidelines. Included are federal ARRA funds for four of these projects. MDE continues to work with Local Government to utilize funds in a timely manner, reporting details to BRACStat.
6) Undertake timely air quality conformity review of any BRAC-related project deemed regionally significant by Local Governments									MDE	■	Project is on schedule – Air "general conformity" requirements related to BRAC 2005 have been fully addressed as part of the federal NEPA review process.
7) Review all BRAC-related local landfill or transfer station expansions & new sitings, providing regulatory assistance as needed									MDE	■	Project is on schedule – During 2010, MDE received/reviewed a total of three proposals for new or expanded landfills in Anne Arundel and Cecil Counties (two rubble landfills and one municipal landfill). Approvals of the landfills will be determined during 2011.
8) Support local initiatives to create waste-to-energy projects by fostering technology transfer and then undertaking timely review of projects that come to fruition									MDE	■	Project is on schedule – Based on 2010 discussions with Frederick County, MDE anticipates receiving the County's WTE application in January 2011 with a permit review time of 12 months.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
9) Process all BRAC-related VCP applications in a timely manner										MDE	■	Project is on schedule – For prior-approved Voluntary Cleanup Program (VCP) remedial action plans, work is actively underway to remediate property associated with Westport, Odenton, and Frederick BRAC-impact areas. One new application for an MTA transit-oriented development project in Laurel was received during 2010 and is undergoing review. If the remedial action plan is approved, work should begin next year.
V. SUPPORT LAND USE AND PLANNING												
1) Develop BRAC data information package for Local Governments in updating their land use plans										MDP, MDE	■	MDP collected housing sales, school projections and permit information through the BRACSTAT Process. This information has been provided to BRAC-impacted jurisdictions as they update their Comprehensive Plans.
2) Provide flexible “mixed-use” zoning tools that would promote redevelopment of areas in need of revitalization										MDP	■	MDP provided mixed use zoning information in support of TOD and Transfer of Development Rights concepts to support land preservation and to direct growth into Priority Funding Areas (PFAs).
3) Create visualization and information tools that enable and assist BRAC communities to create innovative design standards										MDP, MDOT, DBED, MDE, DHCD	■	MDP worked on measure however, budget constraints restrict future funding.
4) Provide incentives to focus and target BRAC growth into PFAs (BRAC Zones)										DBED, MDP, DHCD	■	DBED coordinated the designation of eight BRAC Zones, amendments to the BRAC Community Enhancement Act legislation, filing of Annual BRAC Zone Reports, notifications to Legislators and the distribution of the initial funds in support of local communities.
5) Review and assist BRAC jurisdictions in development of zoning and subdivision regulations that support Smart Growth										MDP	■	MDP provided information as requested through outreach efforts.
6) Monitor and participate in development of Census 2010 programs to ensure accuracy for existing population and BRAC growth										MDP	■	MDP has been engaged in the 2010 Census update since late 2009. MDP continues to be the lead State agency working with the Census 2010 staff.
7) Develop metrics to track performance of state agency BRAC initiatives (BRACSTAT)										MDP	■	MDP developed several BRAC metrics that are now being used as part of MDP’s BRACSTAT. Separating building permits by inside and outside of the County PFAs has been a challenge that MDP continues to work on. MDP has provided permit information inside and outside the PFA for six of 10 Counties. MDP continues to monitor its BRAC Metrics and is continuing to work with Prince Georges and Montgomery County in developing a metric that includes permitting inside and outside of their respective PFA’s.
8) Coordinate with regional MPOs to monitor growth impact patterns and update cooperative forecasting process (including vacant land inventory and land use update) taking BRAC into account										MDP, MDOT	■	MDP is meeting on a monthly basis with our regional planning organizations including the Baltimore Metropolitan Council and the Washington Area Council of Governments. These two organizations cover most of the BRAC-impacted jurisdictions. MDP continues to support the CSSC Regional GIS mapping effort that once implemented in 2009, will allow Local Governments to evaluate land use and vacant land both locally and on a regional basis. Nothing has changed regarding this since last year.

STATEWIDE – INFRASTRUCTURE & HOUSING (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS	
	2008	2009	2010	2011	2012	2013	2014	2015				
VI. REVITALIZE COMMERCIAL CORRIDORS												
1) Provide flexible mechanisms such as form-based codes and collaborative design processes to promote redevelopment within BRAC communities										MDP, DBED	■	MDP met with several jurisdictions to discuss areas targeted for revitalization and necessary zoning to support effort. DBED discussed use of BRAC zone designation with several jurisdictions. MDP is continuing to provide this as technical service. Working with Baltimore City in the update of their Zoning Ordinance.
VII. SUPPORT FOR SCHOOLS												
1) Assess feasibility of incorporating Smart Growth principles in school construction priority evaluation process										MDP, IAC	■	MDP completed geographic analysis of State Capital Improvement Program (CIP) funded school construction projects located within a PFA and within a 10-mile radius of a BRAC installation and/or 20-minute travel time to a BRAC installation. Analysis to be used in the prioritization of BRAC-related public school construction projects. This is completed and in use.

STATEWIDE – TRANSPORTATION

ACTION						RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012			
I. PROMOTE TRANSPORTATION ALTERNATIVES – TRANSIT, CARPOOL AND VANPOOL								
1) Implement MARC Growth and Investment Plan, improving service for existing customers and expanding capacity and service						MTA	■	MDOT programmed \$109 million for six year FY 2011-2016 Capital Programming period. Funds will purchase new railcars, improve station facilities and rail infrastructure, and expand parking at stations. Design underway for Aberdeen parking expansion; planning underway for improvements to Penn Line track, and Penn Station improvements. (See p. MTA-7 of the Draft FY 2011-16 CTP.)
2) Promote seamless transit connections and customer convenience to and on military installations						MTA	■	Discussions with local jurisdictions, service providers and installations are continuing.
a. Develop MOUs to address security issues of direct service						MTA	■	Draft MOU's have been distributed for comment and resolution.
b. Coordinate with APG on internal mobility for transit riders						MTA	■	Discussions with local jurisdictions, service providers, and installations are continuing.
3) Complete Smart Card implementation to provide seamless connections between MTA transit services, WMATA, and LOTS						MTA	■	Project on schedule.
4) Provide continual ride-share coordination, promoting transit options, cost-effective carpooling and van pooling						MTA	■	MTA's rideshare and marketing of local programs were funded. Transportation demand management efforts continue in coordination with local jurisdictions and installations. A Ft. Meade Regional Ridesharing Coordination Center Advisory Board has been established.
a. Add temporary coordinators for one-on-one support during BRAC influx						MTA	■	To be implemented in FY 2011 to meet major BRAC movements. MOUs to advance TDM programming executed by state, local and federal partners at FGGM and APG.
b. Explore "flex-car" service options						MTA	■	Discussions are continuing with local Rideshare programs.
5) Assess feasibility in BRAC corridors for revitalizing communities through transportation improvements with emphasis on mass transit						MDP, DHCD, DBED, MDOT	■	Feasibility study is underway with participation from MDP, DHCD and DBED.

STATEWIDE - TRANSPORTATION (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
II. ENCOURAGE SMART GROWTH TRANSPORTATION POLICIES AND PROJECTS												
1) Revive the Community Safety and Enhancement Program										MDOT	■	MDOT programmed \$92 million in the Draft FY 2011-2016 Draft Consolidated Transportation Plan (CTP) for highway transportation projects in designated revitalization areas (See p. SHA-SW-2 of the FY 2011-16 Draft CTP.)
2) Expand pedestrian and bicycle access										MDOT	■	Effort is ongoing.
a. Emphasize inclusion of sidewalks and bicycle lanes in SHA projects										MDOT	■	Bicycle and Pedestrian Access remain a key component of SHA initiatives.
b. Target potential BRAC transportation enhancement program funding for bicycle and pedestrian improvements										MDOT	■	MDOT is considering the implementation of this program.
3) Promote TOD projects along MARC and WMATA system, targeting mixed-use and walkable, vibrant communities										MDOT	■	MDOT, WMATA, and MTA are actively engaged in effort.
4) Promote growth in targeted municipalities and growth areas through investments such as evaluation of additional MARC stations										MTA	■	Activity underway as part of the MARC Growth and Investment Plan (See p. MTA-7 of the FY 2011-16 Draft CTP.)
III. PROVIDE CUSTOMER SERVICE												
1) Assess feasibility of new air service options at BWI Airport to serve BRAC employees, contractors, and families										MAA	■	Feasibility to be considered in FY 2011 in concert with major BRAC movements and population increases.
2) Deploy MVA Mobile Vehicle for vehicle registration, licensing, and other services for relocating employees at BRAC installations										MVA	■	Deployment to be implemented in FY 2011 to meet major BRAC movements.
3) Participate in relocation fairs to promote transportation services for workers and families										MTA	■	MDOT and MTA participated in Baltimore City's Greenlight Baltimore Fair and Tour, Harford County Relocation Fair, and DISA Employee Picnic. Pending available travel funds, MDOT and MTA will continue to assist in future outreach efforts.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. CUSTOMIZE, CREATE AND EXPAND WORKFORCE PROGRAMS											
1) Obtain job qualifications and specifications from incoming BRAC-related employers	■	■	■	■	■	■	■	■	DLLR, DBED	■	DLLR and DBED obtained and distributed job skill requirements of incoming agencies and contractors.
2) Expand services within One-Stops to serve needs of BRAC-related companies (specialized recruitments, pre-screening and referrals, job fairs, and customized training solutions)	■	■	■	■	■	■	■	■	DLLR, DBED, MHEC	■	DLLR, DBED and MHEC expanded efforts to include services for veterans and those seeking BRAC-related information. To date, there have been over 55,000 attendees at BRAC-related recruitment events throughout the State.
a. Coordinate with state workforce systems in providing business services to BRAC-related employers	■	■	■	■	■	■	■	■	DLLR	■	Project has accomplished required milestone and will continue to engage in ongoing activities through 2015.
b. Develop a Defense Worker Exchange Program for BRAC-related agencies	■	■	■	■	■	■	■	■	DLLR	■	DLLR is working with BRAC-related agencies and Federal officials to identify obstacles for job-seekers and actions that the State can assist. Currently, this program is on hold due to federal personnel policies which prevent the transfer of employees amongst agencies. DLLR continues to engage with OPM to hopefully develop a solution to these issues.
c. Increase MHEC-approved training vendors within One-Stop system to train more job seekers for BRAC-related jobs	■	■	■	■	■	■	■	■	DLLR, MHEC	■	MHEC increased connectivity to One-Stop system for community colleges, public and private universities. DLLR and MHEC have held joint higher education symposiums to highlight the educational opportunities associated with BRAC careers.
3) Provide employment assistance to relocating BRAC spouses and other family members (such as One-Stop services, career consultation, resume assistance, and customized recruitment opportunities)	■	■	■	■	■	■	■	■	DLLR, MHEC, MSDE	■	DLLR sponsored transition fairs for both DISA and C4ISR command from Fort Monmouth. To date, these One-Stop centers have provided services to over 15,000 clients.
4) Develop inter-state commuter incentive program for non-Maryland workers commuting to BRAC employment locations in Maryland	■	■	■	■	■	■	■	■	DLLR, MDOT	■	DLLR is providing information on current Federal transportation incentives to personnel through the Maryland Transition/One-Stop Career Centers at Fort Monmouth and DISA. DLLR continues to coordinate with MDOT on promoting transit ridership to out-of-state commuters. Efforts are focused now on improving transit access to the installations.
5) Expand current veterans programs and other resources for veterans in One-Stops	■	■	■	■	■	■	■	■	DLLR	■	Project has accomplished required milestone and will continue to engage in ongoing activities through 2015.
6) Provide targeted outreach to qualified job seekers for BRAC-related positions	■	■	■	■	■	■	■	■	DLLR, MHEC, MSDE, DBED	■	Project is on schedule. Agencies marketed and promoted job fairs. DBED launched CyberMaryland website which included job listings and links to BRAC-related agencies and contractors. DBED assisted with obtaining Internship postings for the MHEC BRAC Internship Website.
7) Create workforce training programs focused on BRAC-related jobs for emerging, existing and under-utilized workforces (Construction, IT, service industry, etc.)	■	■	■	■	■	■	■	■	DLLR, MHEC, MSDE	■	DLLR is identifying obstacles for the traditionally underutilized workforces.
8) Coordinate BRAC-related workforce development through Workforce ONE Maryland program (\$4M DOL Grant)	■	■	■	■	■	■	■	■	DLLR	■	Project is on schedule.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
9) Assess and streamline 20+ occupational licensing requirements to create smooth transitions for employees relocating to Maryland										DLLR, MHEC	■	In 2009, 23 license waivers were administratively approved by the DLLR. The remaining four licenses were approved through legislation during the 2009 Legislative Session.
10) Assess PWQ eligibility for small and mid-sized manufacturing and technology companies										DLLR, MHEC, DBED	■	While budget restrictions have limited the availability of PWQ funds, limited funds were granted to BRAC-related contractors. This program is currently being administered by DBED.
11) Expand capacity of MWE to provide premium service to job seekers and employers										DLLR	■	Project is on schedule.
a. Establish link to employment/workforce development opportunities for each military installation										DLLR	■	Project is on schedule.
II. BRIDGE EDUCATIONAL SYSTEMS WITH BRAC WORKFORCE NEEDS												
1) Integrate 21st Century Workplace Survival Skills programs into P-20 educational institutions										DLLR, MSDE, MHEC	■	Project is on schedule.
2) Assess preparedness of Maryland educational institutions to meet educational requirements of BRAC jobs										DLLR, MSDE, MHEC	■	Project is on schedule.
3) Align adult education programs, TANF employment programs, and mature worker programs in workforce development										DLLR, MSDE, MHEC, DHR	■	Project is on schedule.
4) Facilitate articulation of military and immigrant work experience and education into Maryland education standards										DLLR, MHEC	■	DLLR developing program with U.S. Veterans Administration.
5) Identify, develop and implement 2+2+2 educational for BRAC-related occupations										DLLR, MSDE, MHEC	■	The Teacher Academy of Maryland (TAM), a statewide 2+2+2 program, has significantly increased enrollment. A second statewide 2+2+2 program has been established in 2009 for Transportation Technology Programs.
III. FACILITATE GROWTH OF HIGHER EDUCATION BRAC PROGRAMS												
1) Create competitive grant program to fund BRAC-related higher education initiatives (BRAC Fund)										MHEC	■	Grant program in its third year. Applications currently under review. Funds slated to be distributed Dec 1-4, 2010.
2) Develop MOUs between Maryland IHEs & NJ/VA/DC IHEs to transfer academic credit for BRAC-related students especially graduate level credit										MHEC, USM, IHEs	■	In lieu of each Maryland school establishing MOU's with all schools in surrounding states, MHEC has obtained permission from the University of Maryland, College Park, to allow transferring students to use the university's Transfer Credit Center. The center has information on transferring credits from most of the colleges and universities in surrounding states.
3) Assess capacity of educational facilities to accommodate BRAC workforce needs										MHEC, USM, IHEs	■	MHEC continues to monitor BRAC educational needs through communication with IHEs, civilian contractors and the military.
4) Evaluate BRAC-related program proposals from IHEs										MHEC	■	MHEC, through its program approval process, continues to monitor BRAC-related programs.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
IV. IDENTIFY AND PRIORITIZE SCHOOL-RELATED CAPITAL IMPROVEMENT PROGRAMS												
1) Review and assess facility needs and enrollment projections set forth in K-12 educational facilities master plan	—●—									IAC (MDP)	■	MDP is in the process of reviewing all Educational Facilities Master Plans (EFMPs) submitted in July 2009, and will assess them relative to the CIP requests to be submitted in October 2009. Consistency between the EFMP and the local comprehensive plan is discussed at CIP meetings with Local Education Agencies (LEAs) throughout October.
2) Explore public/private partnerships and alternative financing for school construction needs	—●—									IAC	■	The Public School Construction Program (PSCP) disseminated an annual report on Alternative Financing in September 2009 and led a meeting among facility planners at which the Alternative financing of a major project was presented by an LEA. In the past, the PSCP reviewed proposals and interpreted procedures for LEAs pursuing these financing methods. Interest has not been strong. There is considerable interest and a growing body of experience using alternative project delivery methods, particularly Construction Management At-Risk.
3) Assess feasibility of flexible procedures and funding sources for LEA to proceed with BRAC-related projects outside of annual CIP funding schedule	—●—									IAC	■	The IAC had no requests for approval of BRAC-related projects outside of the normal CIP funding schedule. The IAC has reviewed its policy to allow LEAs to submit projects outside of the normal deadlines.
V. SUPPORT SCIENCE TECHNOLOGY ENGINEERING AND MATHEMATICS (STEM) PROGRAMS												
1) Conduct bi-annual STEM Coordinators meetings	—●—									MSDE	■	MSDE's STEM Coordinators met for the spring meeting on April 26, 2010.
2) Conduct annual STEM Conference	—●—									MSDE	■	MSDE will work to plan a STEM Conference when the STEM Coordinator position is filled.
3) Create STEM website and disseminate information such as grant opportunities and best practices	—●—									MSDE	■	MSDE website has been accessible since April 2008: www.marylandpublicschools.org/MSDE/programs/stem . The website contains the list of identified STEM schools by LEA.
a. Link MSDE STEM initiatives and each LEA STEM website	—●—									MSDE	■	MSDE established links to all LEAs through the MSDE STEM website.
4) Investigate best practices nationwide and gather information on STEM programs with a focus on elementary and middle schools	—●—									MSDE	■	MSDE sought guidance from the Mid-Atlantic Regional Education Laboratory (REL) to explore STEM best practices nationally. The REL lab researched and shared STEM practices in multiple states.
5) Provide technical assistance to local school systems	—●—									MSDE	■	MSDE responded to local school system requests and needs through site visits, phone calls, and emails. Effective July 1, 2009, due to budget constraints, MSDE lost the one full time STEM position. Critical responsibilities will be covered by the Coordinator of Math & STEM.
a. Best practices in STEM education	—●—									MSDE	■	MSDE provided best practices through the STEM website and briefings.
b. STEM grant application, management, and implementation	—●—									MSDE	■	MSDE's final reports for FY 2009 were due December 2009. Interim reports for FY 2010 were collected in July 2010. The Mid-Atlantic REL reviewed three years of STEM grants to identify the strengths and weaknesses. This information was incorporated into the FY 2011 grant application along with their suggested critical success factors.
6) Award yearly State STEM Planning/ Implementation Grants to local school systems	—●—									MSDE	■	MSDE's FY 2011 grants were awarded in fall 2010. The award for FY 2010 was cut \$1 million (50 percent). Funds for FY 2011 remain at that same level. Future grant awards will depend on fund availability.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
7) Strengthen professional development for teachers in STEM and special education	→	→	→	→	→	→	→	→	MSDE, MHEC	■	MSDE supports professional development at the LEA level that is being provided through the STEM grant process.
8) Promote Regional STEM Initiatives	→	→	→	→	→	→	→	→	MSDE	■	MSDE's STEM coordinator supports LEAs as they coordinate regional STEM initiatives.
a. Create STEM career pathway from middle school through graduate studies	→	→	→	→	→	→	→	→	MSDE, MHEC	■	MSDE has created a State STEM Advisory Committee. The Committee met three times in 2010 to provide feedback on the state STEM initiative in relationship to Race to the Top and Maryland's 3rd Wave of Reform.
b. Coordinate among K-12, community college and university partners to develop STEM curriculum and programs	→	→	→	→	→	→	→	→	MSDE, MHEC	■	MSDE's Interdivisional STEM planning committee met monthly. The Superintendent's STEM Advisory Team will include higher education partners.
VI. SUPPORT CAREER AND TECHNOLOGY EDUCATION (CTE) PATHWAY PROGRAMS											
1) Target federal Perkins funding to expand CTE programs in BRAC local school systems	→	→	→	→	→	→	→	→	MSDE, MHEC	■	MSDE leadership funds continue to be distributed through competitive grants targeted at BRAC/STEM-related programs. (BRAC initiatives are a priority in the selection process.)
2) Expand PLTW high school and Gateway to Technology middle school program availability and student enrollment	→	→	→	→	●				MSDE, MHEC	■	MSDE's BRACSTAT reflected expansion by school and school districts. In BRAC-related local school systems, there are 59 Project Lead the Way (PLTW) pre-engineering academies in high schools, 21 Gateway to Technology (GTT) Programs in middle schools and 11 PLTW Biomedical Sciences programs in high schools.
3) Expand professional development for CTE teachers and guidance counselors	→	→	→	→	→	→	→	→	MSDE, MHEC, DLLR	■	MSDE's leadership funds continue to be targeted by career cluster and support BRAC-related programs and teachers.
4) Provide assistance to local school systems and community colleges for expanding CTE pathway programs leading to industry certifications	→	→	→	→	→	→	→	→	MSDE, MHEC	■	Statewide Advisory Group met three times to support students earning industry certification. More than 3,800 high school graduates earned industry certification related to their CTE program of study. Most of these are in BRAC-related areas, such as, IT, manufacturing, and construction.
5) Provide assistance to local school systems and IHEs implementing articulated homeland security programs	→	→	→	→	→	→	→	→	MSDE, MHEC	■	MSDE's leadership funds were targeted to support expansion of homeland security programs. There are now three Homeland Security Academies, one each in Harford, Baltimore, and Allegany Counties. We expect in 2010-2011 planned expansion in these LEAs and new academies in Baltimore City and Howard County.
6) Promote Regional CTE Initiatives	→	→	→	→	→	→	→	→	MSDE	■	MSDE promoted Career and Technology Education (CTE) initiatives. In addition, the Governor's P-20 Leadership Council of Maryland CTE Task Force issued its report in support of expansion of CTE.
a. Support development of strong mathematics and science curricula through CTE programs	→	→	→	→	→	→	→	→	MSDE	■	MSDE expanded PLTW pre-engineering and additional support is given to Stevenson University which serves as the program affiliate for Biomedical.
b. Provide and implement PLTW/GTT pre-engineering programs in middle and high schools	→	→	→	→	→	→	→	→	MSDE	■	MSDE leadership funds continue to be targeted to support expansion of PLTW/GTT programs. 2010 enrollment has increased across the state to more than 6,000 students.
VII. ESTABLISH INNOVATIVE SCHOOLS AND RIGOROUS PROGRAMS											
1) Support and expand charter schools through the award and monitoring of \$18 million Federal grant	→	→	→	→	→	→	→	→	MSDE	■	Maryland opened nine (eight in Baltimore City and one in Anne Arundel County) additional charter schools in 2009-2010 for a total of 42 Charter schools (41 in BRAC LEAs).

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
2) Support expansion of Advanced Placement courses	-	-	-	-	-	-	-	-	MSDE	■	Based on 2009 AP results, Maryland ranked #1 nationwide in AP performance. For 2010 results, Maryland increased AP participation by almost 7.8% from 2009 with an additional 3,564 students taking one or more AP exams. Since last year, students scoring a three or better has increased by 4%.
3) Support expansion of International Baccalaureate Schools	-	-	-	-	-	-	-	-	MSDE	■	In 2009-2010, there were 34 IB schools in BRAC-related LEAs (two primary, 10 middle, 22 diploma).
4) Support expansion of child care access	-	-	-	-	-	-	-	-	MSDE	■	MSDE continues to support child care access. The economic situation has affected growth in early care and education programs. Across all BRAC jurisdictions, there has been a total increase of five percent in the number of public Pre-K programs. Licensed child care program capacity levels in BRAC jurisdictions were generally flat, increasing by a total of just one percent.
5) Improve quality of child care by increasing pre-K education programs in accredited child care centers	-	-	-	-	-	-	-	-	MSDE	■	There was an overall increase of 3% across all 10 BRAC jurisdictions in the number of accredited early care and education programs.
VIII. INCREASE COLLEGE PARTICIPATION AND ACHIEVEMENT											
1) Increase dual enrollment opportunities	-	-	-	-	-	-	-	-	MSDE, MHEC, DLLR	■	MSDE continues to be challenged in seeking data collection on dual enrollment programs.
2) Increase number of 2+2+2 programs	-	-	-	-	-	-	-	-	MSDE, MHEC, DLLR	■	The Teacher Academy of Maryland (TAM), a statewide 2+2+2 program, has significantly increased enrollment.
IX. PROMOTE TEACHER RECRUITMENT AND CERTIFICATION PROGRAMS											
1) Support alternative teacher certification programs (New Teacher Project, Teach for America, Troops to Teachers, and Transition to Teaching)	-	-	-	-	-	-	-	-	MSDE	■	MSDE has noted a decrease in the demand for teachers except for those in the STEM areas, special education, and ESOL. While recruitment of alternatively prepared teachers remained steady in the two most high-need districts in the State, most recruitment seeks to fill hard to fill positions. However, 600 teachers did enter the workforce through Maryland Approved Alternative Preparation Programs. Decreased need may also be reflective of the economy as well as high retention (70%) of alternatively-prepared teachers through the last ten years.
2) Evaluate pension policy procedures that encourage highly qualified teacher relocation to Maryland	-	-	-	-	-	-	-	-	MSRA	■	Maryland State Retirement Agency (MSRA) continues to defer action based on current budget constraints and the economic downturn, compounded by the State's obligation for current retirees' pension benefits and unfunded long-term health benefits for retirees.
3) Evaluate teacher certification procedures that encourage highly qualified teacher relocation to Maryland	-	-	-	-	-	-	-	-	MSDE	■	MSDE has increased its interest in enhancing licensure mobility both through the regulatory changes mentioned in 2008, and also through the 2009 collaboration with the National Association of Directors of Teachers Education and Certification (NASDTEC) and Macro International in producing a nationwide database of licensure mobility requirements for teachers prepared through alternative and distance learning programs.
4) Revise teacher certification regulations to facilitate process for new and relocating teachers	-	-	-	-	-	-	-	-	MSDE	■	MSDE has established a single point of contact for BRAC teachers who are moving to Maryland to assist with certification. In addition, MSDE and the Maryland Association of School Personnel Administrators (MASPA) offer a yearly statewide recruiting consortium for teachers interested in teaching in Maryland schools.
5) Expand Associate of Arts in Education programs	-	-	-	-	-	-	-	-	MSDE, MHEC	■	MSDE continues in its participation in the AAT oversight committee with the goal of continuing to improve programs and expand participation.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
X. EXPAND BRAC-RELATED EMPLOYMENT OPPORTUNITIES FOR MARYLAND STUDENTS											
1) Expand partnerships with businesses, apprenticeship programs, and industry associations to create internships and employment opportunities for Maryland high school students									MSDE	■	MSDE CTE State Advisory groups include representation from industry, higher education, and government agencies (including GWIB, DLLR); the Governor's P-20 CTE Task Force supports partnerships for expansion of internships, apprenticeships and employment opportunities.
2) Expand BRAC-related work-based learning experiences for high school students									MSDE	■	MSDE includes work based learning experiences in CTE programs. In 2010, more than 7,000 students participated in a work based learning experience.
3) Provide students with information about security clearance requirements/processes and the impact of student behavior on the ability to obtain a security clearance									MSDE	■	Fort George G. Meade Alliance developed the Security Clearance Overview and Preparation Education (SCOPE) Program which is linked from the MSDE website. Packets were shared with all middle and high school principals in the state.
a. Work with BRAC-related agencies to identify and address security clearance issues									MSDE, DLLR, MHEC	■	MSDE in partnership with CyberWATCH, Educational Technology Policy and Research and Lockheed Martin Technology Council of Maryland co-sponsored an all day seminar for counselors, administrators, and STEM coordinators and participated in multiple events which bring together business leaders from Information Assurance, Information Security, Digital Forensics, Engineering of all genres, Biotechnical Engineering, Information Management, to speak on career opportunities, the academic preparation necessary to compete for these positions, and the level of security clearance that must be attained to allow employment. The CTE Program Manager for IT-related areas will serve as a member of the GWIB Cyber Security Steering Committee.
b. Embed student behavior linkage and security clearance information in character education newsletter and handouts									MSDE	■	Several Character Education newsletters entitled <u>Character Matters</u> contain pertinent information about security clearances and can be found on the MSDE website.
c. Encourage local school systems to include student behavior and security clearance linkage as part of their character education message									MSDE	■	During Character Education site visits, information about the BRAC initiative is shared with coordinators across the state.
d. Incorporate student behavior and security clearance linkage as part of the message of speakers from the Speakers Bureau and Ethics Speakers									MSDE	■	Character Education is continuing to provide BRAC information about security clearances to the Ethics Speakers' Bureau participants who discuss ethical issues with high school students across the state.
e. Develop financial literacy awareness among students through the development of a personal resource management course									MSDE	■	MSDE worked with representatives from LEAs and financial organizations to develop a Financial Literacy State Curriculum which the State Board approved in January 2010. The State Board also adopted COMAR so that all schools will provide a program on instruction in financial literacy at elementary, middle and high school levels. Lastly, MSDE is partnering with multiple organizations to provide professional development to teachers on implementation of financial literacy instruction.
f. Develop a Security Clearance Education Website									MSDE	■	MSDE continues to add security clearance information to the MSDE BRAC website.

STATEWIDE – WORKFORCE DEVELOPMENT & EDUCATION (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
XI. ENHANCE INFORMATION ABOUT MARYLAND PUBLIC SCHOOLS											
1) Develop communications and marketing plan including informational pamphlets designed to assist BRAC students and families									MSDE, MHEC, DLLR		MSDE information materials have been developed and distributed at all outreach opportunities.
2) Participate in relocation fairs for DISA, Fort Monmouth, ATEC and other relocating agencies									MSDE, MHEC, DLLR		MSDE continued to participate in relocation fairs in Virginia and Fort Monmouth, New Jersey.

STATEWIDE – ECONOMIC DEVELOPMENT AND SMALL MINORITY BUSINESS

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
I. PROVIDE SMALL AND MINORITY BUSINESSES EQUAL ACCESS TO PROCUREMENT/BUSINESS OPPORTUNITIES												
1) Conduct and update an Economic Opportunities Study to identify BRAC business opportunities for small, minority, and women-owned businesses	■	■	■	■	■	■	■	■	●	GOMA, DBED, DHCD	■	GOMA coordinated the completion of the Maryland BRAC Small and Minority Business Opportunities Study in October 2008. In further support of this effort, DBED produced an updated 2010 Business Resource Guide for Contracting with Maryland's Federal Facilities.
a. Conduct a contracting needs assessment to identify contracting opportunities and contractor requirements (security clearances, skill level, capacity, size, special skill set, certifications)	■	■	■	■						GOMA, DBED	■	GOMA completed assessment.
2) Coordinate statewide meetings with contracting organizations and alliances to identify BRAC opportunities for small, minority, and women-owned businesses	■	■	■	■	■	■	■	■	■	GOMA, DBED	■	GOMA presented at Baltimore Washington Corridor Chamber of Commerce meeting October 2008 and participated in procurement fairs. DBED participated in 19 procurement/contracting presentations and launched a website – B2G – Maryland's Hub for Business to Government in November and produced a Contracting Do's and Don'ts publication.
3) Coordinate with SBDC, advocacy groups, legislators, and all levels of government to organize BRAC procurement and outreach fairs	■	■	■	■	■	■	■	■	■	GOMA, DBED	■	GOMA partnered with SBDC and PTAP to present BRAC Small and Minority Business Opportunities Study to State legislators and continued support at procurement and outreach fairs.
4) Identify and disseminate statewide best practices for providing minority business access to DoD procurements	■	■	■	■						GOMA	■	GOMA completed project. In further support of this effort, DBED developed and distributed a 2010 Do's & Don'ts of Contracting guide.
5) Participate in relocation fairs for DISA, Fort Monmouth, ATEC and other relocating agencies	■	■	■	■	■					GOMA, DBED, DHCD	■	Agencies supported three relocation fairs and expanded to contractors based in northern Virginia and New Jersey.
6) Facilitate SBDC and PTAP implementation of strategy for improving minority business access to BRAC contracting opportunities	■	■	■	■	■	■	■	■	■	GOMA, DBED	■	GOMA organized outreach to small and minority business liaisons of SBDC.
7) Assist minority businesses to take advantage of mentoring programs and security clearance best practices	■	■	■	■	■	■	■	■	■	GOMA, DBED	■	GOMA provided workshop information offered by SBDC and PTAP to small and minority businesses.
8) Create BRAC Small and Minority Business Advisory Group to assist MBE's in gaining access to DoD opportunities	■	■	■	■						GOMA	■	Project complete.
9) Create partnerships with defense industry to formalize connections with small, minority, and women-owned businesses	■	■	■	■	■	■	■	■	■	GOMA, DBED	■	GOMA met with installation commanders and contracting officers to bridge partnerships for opportunities. DBED compiling information on Contractors Small Business Offices to be included in the DBED Procurement website launched in October 2010. Additionally, DBED initiated Contract Connections Event, December 2010.
10) Track BRAC-related minority business outcomes to measure minority business BRAC success	■	■	■	■	■	■	■	■	■	GOMA	■	GOMA has developed a method for "Tracking" the utilization of small and minority business by the DoD. TargetGov is working with GOMA on a statistical analysis of the contracting activity for these firms.

STATEWIDE – ECONOMIC DEVELOPMENT AND SMALL MINORITY BUSINESS (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
II. APPLY MBE REQUIREMENTS TO ALL STATE BRAC PROJECTS												
1) Improve access to school construction projects by minority business	-	-	-	■	-	-	-	-	→	GOMA	■	GOMA hosted a workshop with MDE at the lower shore on September 2008.
2) Improve access to transportation-related projects statewide by minority business	-	-	-	■	-	-	-	-	→	GOMA, MDOT	■	GOMA and MDOT presented before the United Metropolitan Truckers Association on October 2008.
3) Improve access to water and waste water-related projects statewide by minority business	-	-	-	■	-	-	-	-	→	GOMA, MDE	■	MDE implemented new required federal approaches including improved documentation; pursuant to new state law, updated agency guidance and payment reporting forms to increase access, participation and data capture; attended 20 pre-bid meetings, an increase of 500%; proposed changes to the Nonpoint Source Trust Fund to require "good faith" MBE solicitation efforts; began reporting results via BRACSTAT.
4) Assess feasibility of creating reciprocal MBE certification process with State, Federal, and Local Governments	●			■						GOMA	■	GOMA completed Memorandum of Understanding with Disadvantaged Business Enterprises (DBE), District of Columbia, Maryland and Virginia– Modified Certification Reciprocity Program, September 2008.
III. IMPROVE ACCESS TO CAPITAL												
1) Increase capital available to minority businesses for bonding and business expansion	-	-	-	■	-	-	-	-	→	GOMA, DBED, MDOT	■	GOMA coordinated with Meridian Management Group to begin accessing capital for small and minority business enterprises. DBED's MIDFA and MEDAFF programs are designed to assist with capital availability to all businesses including small and minority businesses and strive to assist companies externally with other institutions.
2) Promote Hub Zones and Enterprise Zones	-	-	-	■	-	-	-	-	→	GOMA, DHCD, DBED	■	GOMA transmitted HUB zone information to businesses.
IV. ENHANCE BRAC PROCUREMENT INFORMATION DISSEMINATION												
1) Use GOMA website to provide comprehensive links to significant BRAC-related procurements	→	-	-	■	-	-	-	-	→	GOMA	■	GOMA coordinated with DBED to post available opportunities on website.
2) Provide access to MBE procurement and certification training programs via GOMA website	→	-	-	■	-	-	-	-	→	GOMA	■	GOMA posted of website and participated in event with MDOT in October 2008.
V. ENHANCE ECONOMIC DEVELOPMENT ASSISTANCE/OUTREACH												
1) Coordinate grant assistance provided by DoD OEA	-	-	-	■	●					DBED	■	Since 2007, DBED managed the multi-year \$5.3 million OEA Grant that provides funding to four State Agencies for projects in support of BRAC-related growth.
2) Develop and coordinate BRAC marketing plan with local, regional, and private sector entities	→	-	-	■	-	-	-	-	→	DBED, DHCD, DLLR, MHEC, GOMA, MSDE, MDOT, MDP, MDE	■	DBED coordinated marketing activities with local, regional, and private sector ongoing in support of Marketing Plan.
a. Disseminate Maryland relocation information package	-	-	-	■	-	-	-	-	●	DBED, DHCD, DLLR, MHEC, GOMA, MSDE, MDOT, MDP, MDE	■	Relocation information produced and distributed as needed. Example: Fort Meade Region Workforce Assessment, Business in Maryland publications.

STATEWIDE – ECONOMIC DEVELOPMENT AND SMALL MINORITY BUSINESS (continued)

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS	
	2008	2009	2010	2011	2012	2013	2014	2015				
3) Assist BRAC-related companies locating in Maryland	-	-	-	-	-	-	-	-	→	DBED, GOMA, DLLR	■	OMFA supported the DBED's Business Development Team to assist BRAC-related companies locating in Maryland. Support included presentation, outreach activities, networking and private meetings.
a. Coordinate key site location for BRAC-related businesses	-	-	-	-	-	-	-	-	→	DBED	■	OMFA coordinated with the DBED's Office of Business Development and Research & Business Resources Teams to update available properties for prospective businesses.
4) Assist expanding current Maryland-based operations	-	-	-	-	-	-	-	-	→	DBED, GOMA, DLLR	■	OMFA, Business Services, and Business Development Teams coordinated team visits to expanding companies and formal presentations at contractors events.
5) Implement and evaluate BRAC Zones to provide local jurisdictions incentives to redevelop areas that can be utilized for BRAC employer and residential locations within PFAs	→	-	-	-	-	-	-	-	→	DBED, MDP, DHCD	■	DBED tracked the activity of the seven designated Zones and coordinated the initial disbursement of funds by the State Department of Assessment and Taxation.
6) Support technology transfer and commercialization activity by funding entrepreneurs collaborating with BRAC affiliated researchers	→	-	-	-	-	-	-	-	→	DBED, TEDCO	■	TEDCO supported three BRAC-related companies in 2010 through the MTTCF fund for a total investment of \$175,000.

ABERDEEN PROVING GROUND – INFRASTRUCTURE & HOUSING

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
I. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPPORTUNITIES												
1) Prioritize rental housing funds/LIHTC to reflect BRAC projects (FY 2007 awards below)										DHCD	■	DHCD updated Qualified Allocation Plan to include extra points for BRAC-related projects in the award of Federal Low Income Housing Tax Credits.
a. Cherrydale Apartments										DHCD	■	DHCD completed 2007 Award.
b. Poppleton Phase II										DHCD	■	DHCD completed 2007 Award.
c. Francis House aka Jenkins House										DHCD	■	DHCD completed 2007 Award.
d. Pennrose New East Baltimore										DHCD	■	DHCD completed 2007 Award.
2) Determine and implement appropriate BRAC-related incentives for Baltimore City										DHCD	■	DHCD has created a match of the \$4,000 provided by Baltimore City to 100 households annually as part of the "Buy into Baltimore" tours. To be eligible for state funds, households are required to participate in the Maryland Mortgage Program.
II. STRENGTHEN NEIGHBORHOODS												
1) Leverage Community Legacy to achieve Local Government revitalization goals (FY 2007 awards below – FY 2008 pending)										DHCD	■	DHCD's FY 2007-2011 Community Legacy awards have been made.
a. Harford – 5 Projects										DHCD	■	DHCD completed 2007 Award.
b. Baltimore Co. – 2 Projects										DHCD	■	DHCD completed 2007 Award.
c. Baltimore City – 18 Projects										DHCD	■	DHCD completed 2007 Award.
2) Assist local economic and small business development through Neighborhood BusinessWorks (2007 projects reflected)										DHCD	■	Ongoing effort based on the feasibility of project.
a. Washington Village/Pigtown Neighborhood Planning Council										DHCD	■	DHCD completed 2007 Award.
b. Federal Hill Main Street, Inc.										DHCD	■	DHCD completed 2007 Award.
c. Govanstowne Business Association										DHCD	■	DHCD completed 2007 Award.
d. Waverly Main Street										DHCD	■	DHCD completed 2007 Award.
e. Fell's Point Development Corporation										DHCD	■	DHCD completed 2007 Award.
f. Pennsylvania Avenue Redevelopment Collaborative, Inc.										DHCD	■	DHCD completed 2007 Award.
g. Jonestown Entrepreneur Center										DHCD	■	DHCD completed 2007 Award.

ABERDEEN PROVING GROUND – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
III. IMPLEMENT FY '08 REGION-SPECIFIC DRINKING WATER & WASTEWATER TREATMENT CAPITAL PROJECTS												
1) Aberdeen WWTP – Enhanced Nutrient Removal										MDE	■	Construction is underway.
a. Design engineering												
b. Construction												
2) Back River WWTP – Enhanced Nutrient Removal										MDE	■	Project is on schedule.
a. Design engineering												
b. Construction												
3) Back River WWTP – Gravity Sludge Thickeners										MDE	■	Project is complete.
a. Design engineering												
b. Construction												
4) Chesapeake City Water Storage Tank										MDE	■	Project is complete.
a. Design engineering												
b. Construction												
5) Elkton WWTP – BNR/ENR Upgrade										MDE	■	Project is complete.
a. Construction												
6) Havre de Grace WWTP – BNR/ENR Upgrade										MDE	■	Project is complete.
a. Construction												
7) Joppatowne WWTP – Enhanced Nutrient Removal										MDE	■	Project is delayed by the County – MDE may incorporate the new schedule in the County's discharge permit.
a. Design engineering												
b. Construction												
8) North East Water System Improvements										MDE	■	Project is complete.
a. Construction												
9) Port Deposit existing Water Treatment and Intake										MDE	■	Project is complete.
a. Construction												
10) Rising Sun WWTP – Upgrade										MDE	■	MDE approved the planning to replace the existing lagoon system with an activated sludge system in to meet the new discharge limits.
a. Design engineering												
b. Construction												

ABERDEEN PROVING GROUND – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
11) Sod Run WWTP – Biological Nutrient Removal	■	■	■	■	●					MDE	■	Project is delayed by the County – MDE may incorporate the new schedule in the County's discharge permit.
a. Design engineering	■	●										
b. Construction		■	■	■	●							
12) Perryville Drinking Water System Improvements	■	■	●							MDE	■	Project is complete.
a. Design engineering	■	●										
b. Construction	■	■	●									
IV. SUPPORT ENVIRONMENTAL BRAC PROCESSES												
1) Complete BRAC-related elements of Coastal Plain aquifer assessment	■	■	■	●						MDE	■	Project is complete.
2) Complete BRAC-related elements of Piedmont aquifer assessment	■	■	■	●						MDE	■	Project is complete.
3) Complete engineering technology assessments of local water & wastewater treatment systems	■	■	■	●						MDE	■	Project is complete.
4) Develop and document a state financing strategy in support of adequate local water and wastewater infrastructure	■	■	●							MDE	■	Project is complete.
V. SUPPORT LAND USE AND PLANNING												
1) Provide technical assistance in updating Baltimore City's zoning code through comprehensive rezoning process	■	■	■	■	●					MDP	■	MDP will continue to provide assistance to the City Planning staff as they continue to update their Zoning Ordinance.
2) Provide technical support for creation of TOD zoning and incentive programs for transit nodes throughout Baltimore City	■	■	■	■	●					MDP, MDOT	■	MDP will be providing assistance through the BRAC Zone process.

ABERDEEN PROVING GROUND – TRANSPORTATION

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS	
	2008	2009	2010	2011	2012	2013	2014	2015	2016				
I. PROMOTE TRANSPORTATION ALTERNATIVES - TRANSIT, CARPOOL, AND VANPOOL													
1) Evaluate additional direct transit service to APG through the Local Bus (LOTS) Harford and Cecil transit development plans				●							MTA	■	MTA funded the Harford Transit Development Plan (TDP) in 2008. An amended TDP was completed in Summer 2009 and is being reviewed and approved by Harford County, with some specific BRAC routes recommended (none accessing APG). Cecil County's TDP was completed in FY 2010.
II. IMPLEMENT STRATEGIC ROADWAY INVESTMENTS: NEAR-TERM TRANSPORTATION IMPROVEMENTS													
1) Identify and implement key intersection improvements				●	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	SHA	■	SHA completed Traffic Study. There were six intersections near APG prioritized for project development based on proximity to the base and projected future traffic operations. Currently in Construction: MD 715 @ US 40; Currently in Design: US 40 @ MD 159/MD 7, MD 22 @ Old Post Road and MD 22 @ MD 462. Design has been deferred for MD 22 @ Beards Hill Road and US 40 @ MD 155/MD 7A, (See p. SHA-SW-7 of the FY 2011-16 Draft CTP.)
a. Conduct traffic study to identify potential intersection improvements.	●											■	Project completed in 2007.
b. Implement intersection improvements identified in the traffic study (US 40/MD 715 interchange – \$8M earmarked)				●	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -		■	US 40/MD 715 project currently in Construction phase.
2) Implement bridge replacement construction for MD 7 structure over Cranberry Run				●							SHA	■	Project is complete.
III. IMPLEMENT CTP TRANSIT PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)													
1) Implement ADA improvements and build station at Edgewood MARC Station				●	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	MTA	■	Improvements underway. (See p. MTA-6 of the FY 2011-16 Draft CTP.)
a. Planning and engineering				●								■	Engineering complete for Phase II station building and ADA Access Improvements.
b. Construction												■	Phase I complete. Phase II to be complete by the end of 2012.
2) Planning and Engineering for assessment of transit needs for BRAC: APG-related studies					- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	MTA	■	Planning is underway. (See p. MTA-38 of the FY 2011-16 Draft CTP.)
a. Aberdeen MARC station parking expansion					- - - - -	- - - - -	- - - - -	- - - - -	- - - - -	- - - - -		■	Planning is complete. Phase 1 is progressing into final design. A CE will cover both phases. ROW acquisition and easement discussions ongoing.
b. Aberdeen MARC station relocation study				●								■	MTA initial railroad operations study completed. MDOT Phase I Market Analysis Study draft completed March 09. Harford County Phase II OEA Grant findings report completed and approved. MOU executed between City and County to maintain current station location, and explore options to improve.
c. MARC layover and maintenance facility												■	Planning ongoing. Project not funded for design, right-of-way, or construction.
d. Conduct BRAC commuter bus study (to assess direct routes into APG and associated Park & Ride lots)				●								■	MTA study completed April 2008. Implementation on hold.
3) Support LOTS for Cecil and Harford Counties (FY 2008-2010)				●							MTA	■	MTA awarded funds based on annual application cycle. (See p. MTA-29 of the FY 2011-16 Draft CTP.)

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

ABERDEEN PROVING GROUND – TRANSPORTATION (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS	
	2008	2009	2010	2011	2012	2013	2014	2015					
IV. IMPLEMENT CTP HIGHWAY PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)													
1) Concept development for Perryman access study to provide improved access to MD 159/ US 40	■	●									SHA	■	Planning complete. Engineering underway. (See p. SHA-H-4 of the FY 2011-16 Draft CTP.)
2) Interchange improvements for US 40 at MD 715	■	■	■	■	■	■	■	■	■		SHA	■	Construction underway. (See p. SHA-H-3 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	■	■	■	■								■	Project Construction commenced in Fall 2010.
b. Future project phasing												■	This project will not be phased.
3) Interchange improvements and Express Toll Lanes for I-95 Section 100, from north of the I-895 Split to north of MD 43	■	■	■	■	■	■	■	■	■		MDTA	■	Improvements are underway. (See p. MDTA-1 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	■	■	■	■								■	Project is on schedule.
b. Right-of-way	■	■	■	■								■	Project is on schedule.
c. Construction	■	■	■	■	■	■	■	■	■	■	■	■	Construction underway, anticipated completion 2014.
4) Planning study for I-95 Section 200, from north of MD 43 to north of MD 22	■	■	■	■							MDTA	■	Planning to complete in Fall 2010. Project not funded for design, right-of-way, or construction. (See p. MDTA-29 of the FY 2011-16 Draft CTP.)
5) I-95/MD 24 interchange improvements at MD 24/MD 924/Tollgate Road	■	■	■	■	■	■	■	■	■		MDTA	■	Construction is underway. (See p. MDTA-2, SHA-H-1 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	■	■	■	■								■	Design is complete.
b. Construction	■	■	■	■	■	■	■	■	■	■		■	Construction completion date is Fall 2011.
6) JFK (I-95) Park & Ride facilities, new lots at MD 152 and MD 24	■	■	■	■							MDTA	■	Project was incorporated into I-95 Section 200 Project.
7) JFK (I-95) toll plaza planning study	■	■	■	■							MDTA	■	May 2010 Study Results and Recommendations released.
8) Expand and improve the MD 152 Park & Ride lot	■	■	■	■							MDTA	■	Project is complete.
a. Construction												■	Project is complete.
9) US 40 Hatem bridge deck replacement, including the US 40 at MD 222 intersection break-out project	■	■	■	■	■	■	■	■	■		MDTA	■	Construction underway. (See p. MDTA-20 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	■	■	■	■								■	Project is complete.
b. Construction	■	■	■	■	■	■	■	■	■	■		■	Project is on schedule.
10) MD 132 resurfacing, MD 462 to Beards Hill Road	■	■	■	■	■	■	■	■	■		SHA	■	Resurfacing work continues, and is anticipated for completion in 2011.
11) Construction of MD 755 Community Safety and Enhancement, MD 24 to Willoughby Beach Road (Phase I)	■	■	■	■							SHA	■	Construction complete. Streetscape improvements continue. (See p. SHA-H-9 of the FY 2011-16 Draft CTP.)

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

ABERDEEN PROVING GROUND – WORKFORCE DEVELOPMENT & EDUCATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. CUSTOMIZE, CREATE AND EXPAND WORKFORCE PROGRAMS											
1) Establish Transition/One-Stop Career Center at Ft. Monmouth, New Jersey to provide employment and transition assistance									DLLR		DLLR established Maryland Transition/One-Stop Career Center in April 2008.
II. FACILITATE GROWTH OF HIGHER EDUCATION BRAC PROGRAMS											
1) Conduct feasibility study of creating regional higher education and research and development center to serve APG community									MHEC		Combined study completed, published 10/9/09.

ABERDEEN PROVING GROUND – ECONOMIC DEVELOPMENT AND SMALL MINORITY BUSINESS

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. PROVIDE SMALL AND MINORITY BUSINESS EQUAL ACCESS TO PROCUREMENT/BUSINESS OPPORTUNITIES											
1) Dedicate staff to interface with APG in business development capacity	●								GOMA, DBED	■	GOMA –DBED provided small business assistance through individual meetings and promotion of specialized programs. DBED participated in 19 Procurement/Contracting Events, launched Procurement website – B2G – Maryland’s Hub for Business to Government and prepared Contracting Do’s and Don’ts publication.
II. ENHANCE ECONOMIC DEVELOPMENT ASSISTANCE/OUTREACH											
1) Participate in relocation fairs for Fort Monmouth and other relocating agencies	●	●	●	●					DBED, MSDE, DHCD, MHEC, DLLR, GOMA	■	DBED coordinated participation of State agencies in relocation fairs. Attended events, disseminated Maryland information, answered questions and provided materials.
2) Coordinate with APG to update BRAC movement timelines as well as personnel changes and profiles	●	●	●	●					DBED, MDP	■	DBED updated timelines, personnel changes and profiles ongoing.
3) Review and process MEDAF applications resulting from Route 40 redevelopment and transit analysis	●	●	●	●					DBED, DHCD, MDP, MDOT	■	DBED, MDP and MDOT engaged in local studies of Route 40 redevelopment that will be used for applicability of MEDAF program.

JOINT BASE ANDREWS – INFRASTRUCTURE & HOUSING

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. STRENGTHEN NEIGHBORHOODS											
1) Leverage Community Legacy to achieve Local Government revitalization goals (FY 2007 awards below – FY 2008 pending)									DHCD	■	DHCD's FY 2007-FY 2011 Community Legacy awards have been made.
a. Prince George's –14 Projects									DHCD	■	2007 awards completed.
II. IMPLEMENT FY '08 REGION-SPECIFIC DRINKING WATER & WASTEWATER TREATMENT CAPITAL PROJECTS											
1) Blue Plains WWTP Enhanced Nutrient Removal									MDE	■	Project is on schedule.
a. Design engineering											
b. Construction											
2) Piscataway Enhanced Nutrient Removal									MDE	■	Project is delayed for one-year – WSSC is re-evaluating alternatives.
a. Design engineering											
b. Construction											

JOINT BASE ANDREWS – TRANSPORTATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. IMPLEMENT STRATEGIC ROADWAY INVESTMENTS: NEAR-TERM TRANSPORTATION IMPROVEMENTS											
1) Conduct traffic study to identify potential intersection improvements	—●								SHA	■	Study complete. Priority intersections identified for Design at MD 337 @ I-495/I-95 NB Off-Ramp and MD 337 @ Suitland Rd/Westover Dr. Survey work underway in Fall 2010. (See p. SHA-SW-8 of the Draft FY 2011-16 CTP.)
II. IMPLEMENT CTP TRANSIT PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)											
1) Planning and engineering for assessment of BRAC transit needs	—	—	—	—●					MTA	■	Project continuing. (See p. MTA-38 of the FY 2011-16 Draft CTP.)
2) Planning for Southern Maryland mass transportation analysis	—	—	—	—	—	—	—	—	MTA	■	Corridor preservation study completed during FY 2010. (See p. MTA-40 of the Draft FY 2011-16 CTP.)
3) Support LOTS for Prince George's County and Prince George's County Local Bus Program (FY 2008-2010)	—	—	—	—●					MTA	■	Support underway and continuing. Funds awarded on an annual basis. (See p. MTA-40 of the Draft FY 2011-16 CTP.)
III. IMPLEMENT CTP HIGHWAY PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)											
1) Construct new interchange at MD 4 and Suitland Parkway	—————●								SHA	■	Project deferred due to national economic conditions. (See p. SHA-PG-10 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	—	—	—	—●						■	Planning complete. Engineering underway. Additional monies required to complete design.
b. Right-of-way	—	—	—	—●						■	Right-of-way acquisition of properties underway.
c. Construction		—————●								■	Construction deferred due to national economic conditions.

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

NATIONAL NAVAL MEDICAL CENTER (BETHESDA NAVAL HOSPITAL) – INFRASTRUCTURE & HOUSING

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPPORTUNITIES											
1) Prioritize rental housing funds/LIHTC to reflect BRAC projects (FY 2007 awards below)									DHCD	■	DHCD updated the Qualified Allocation Plan to include extra points for BRAC-related projects in the award of Federal Low Income Housing Tax Credits.
a. Dale Drive									DHCD	■	2007 Awards completed.
b. Wheaton Metro Kiss and Ride Development									DHCD	■	2007 Awards completed.
c. Takoma Park Preservation									DHCD	■	2007 Awards completed.
II. STRENGTHEN NEIGHBORHOODS											
1) Leverage Community Legacy to achieve Local Government revitalization goals (FY 2007 awards below – FY 2008 pending)									DHCD	■	DHCD's FY 2007-FY 2011 Community Legacy awards have been made.
a. Montgomery – 5 Projects									DHCD	■	2007 Awards completed.

NATIONAL NAVAL MEDICAL CENTER (BETHESDA NAVAL HOSPITAL) – TRANSPORTATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS	
	2008	2009	2010	2011	2012	2013	2014	2015				
I. PROMOTE TRANSPORTATION ALTERNATIVES – TRANSIT, CARPOOL AND VANPOOL												
1) Conduct feasibility study for new Medical Center metrorail station entrance				●						MTA	■	Study underway, completion Fall 2009.
2) Emphasize transit improvements, given a heavily urbanized setting				●						MTA	■	Discussions with local and regional partners continuing.
a. Evaluate potential WMATA bus service adjustments and improvements				●						MTA	■	Evaluation completed.
b. Support local evaluation of direct shuttle service on base				●						MTA	■	MDOT is actively engaged with the Navy in evaluating and improving shuttle bus service from Medical Center Metro Station.
II. IMPLEMENT STRATEGIC ROADWAY INVESTMENTS: NEAR-TERM TRANSPORTATION IMPROVEMENTS												
1) Conduct traffic study to identify needed intersection improvements	●									SHA	■	Study complete. Four intersections near NNMC were prioritized for project development based on proximity to the base and projected future traffic operations, and are currently in design: MD 355 @ Cedar Lane; MD 355 @ Jones Bridge Road; MD 185 @ Jones Bridge Road; MD 187 @ Cedar Lane. (See p. SHA-SW-6 of the FY 2011-16 Draft CTP.)
a. MD 355 @ Cedar Lane	●										■	Traffic study complete. Currently 65% designed with Partial right-of-way and construction funding.
b. MD 355 @ Jones Bridge Road	●										■	Traffic study complete. Currently 90% designed with no right-of-way and construction funding.
c. MD 355 @ South Wood Road	●										■	Traffic study complete. Intersection not identified as priority for improvement.
d. MD 185 @ Jones Bridge Road	●										■	Traffic study complete. Currently 65% designed with partial right-of-way and construction funding.
e. MD 187 @ Cedar Lane	●										■	Traffic study complete. Currently 90% designed with no right-of-way and construction funding.
III. IMPLEMENT CTP TRANSIT PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)												
1) Planning and engineering for assessment of BRAC transit needs	■	■	■	■	■	■	■	■	■	MTA	■	Project continuing. (See p. MTA-38 of the FY 2011-16 Draft CTP.)
2) Support LOTS for Montgomery County and Montgomery County's Local Bus Program (FY 2008-2010)	■	■	■	■	■					MTA	■	Support underway. Funds are awarded on an annual basis. (See p. MTA-29 and MTA-32 of the FY 2011-16 Draft CTP.)
IV. PROVIDE TECHNICAL ANALYSIS												
1) Review locally-proposed Capital Beltway access improvements, including feasibility and operational issues	●									SHA	■	Project complete.

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

NATIONAL NAVAL MEDICAL CENTER (BETHESDA NAVAL HOSPITAL) – ECONOMIC DEVELOPMENT & SMALL MINORITY BUSINESS

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. ENHANCE ECONOMIC DEVELOPMENT ASSISTANCE/OUTREACH											
1) Assess need for off-site lodging to support NNMC accommodations									DBED		In concurrence with local jurisdiction, assessment of lodging not currently needed. Monitoring of need to be reviewed annually.

FORT DETRICK – INFRASTRUCTURE & HOUSING

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
I. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPPORTUNITIES												
1) Prioritize rental housing funds/LIHTC to reflect BRAC projects (FY 2007 awards below)										DHCD	■	DHCD updated the Qualified Allocation Plan to include extra points for BRAC-related projects in the award of Federal Low Income Housing Tax Credits.
a. Frederick Revitalization										DHCD	■	2007 Award completed.
II. STRENGTHEN NEIGHBORHOODS												
1) Leverage Community Legacy to achieve Local Government revitalization goals (FY 2007 awards below – FY 2008 pending)										DHCD	■	DHCD's FY 2007 - FY 2011 awards have been made.
a. Frederick – four Projects										DHCD	■	2007 Award completed.
III. IMPLEMENT FY '08 REGION-SPECIFIC DRINKING WATER & WASTEWATER TREATMENT CAPITAL PROJECTS												
1) Ballenger Enhanced Nutrient Removal										MDE	■	Project is on schedule (4-year construction contract).
a. Design engineering												
b. Construction												
2) Frederick Enhanced Nutrient Removal										MDE	■	Project may be delayed.
a. Design engineering												
b. Construction												
3) Mount Airy Enhanced Nutrient Removal										MDE	■	Construction is underway
a. Design engineering												
b. Construction												
4) Taneytown Enhanced Nutrient Removal										MDE	■	Project is on schedule.
a. Design engineering												
b. Construction												
5) Westminster Enhanced Nutrient Removal										MDE	■	Project is on schedule.
a. Design engineering												
b. Construction												
6) Westminster Cranberry Drinking Water Treatment Plant										MDE	■	Project is complete.
a. Design engineering												
b. Construction												

FORT DETRICK – TRANSPORTATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. IMPLEMENT STRATEGIC ROADWAY INVESTMENTS: NEAR-TERM TRANSPORTATION IMPROVEMENTS											
1) Conduct traffic study to identify potential intersection improvements	■	■		■					SHA	■	Priority project identified at US 15/Monocacy Blvd.
2) Review signal system along US 40 from US 15 to Waverly Drive	■	■	■	■					SHA	■	Project is complete.
II. IMPLEMENT CTP TRANSIT PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)											
1) Support LOTS for Frederick County (FY 2008-2010)	■	■	■	■	■				MTA	■	Funds awarded based on an annual application cycle. (See p. MTA-29 of the FY 2011-16 CTP.)
III. IMPLEMENT CTP HIGHWAY PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)											
1) Planning and engineering for US 15 – New interchange at Monocacy Boulevard/ Christopher Crossing	■	■	■	■	■				SHA	■	Engineering underway and to continue through 2011. Project not funded for right-of-way and construction. (See p. SHA-F-10 of the FY 2011-16 CTP.)

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

FORT DETRICK – WORKFORCE DEVELOPMENT & EDUCATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. FACILITATE GROWTH OF HIGHER EDUCATION BRAC PROGRAMS											
1) Assess feasibility of creating regional higher education, and research and development center to serve Ft. Detrick community									MHEC	■	Combined study completed, published 10/9/09.

FORT GEORGE G. MEADE – INFRASTRUCTURE & HOUSING

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. ENHANCE INFORMATION											
1) Provide technical support and comments to Ft. Meade regional housing study									DHCD	■	DHCD participated in a review panel overseeing a housing market study on the Fort George G. Meade region which was completed in 2009.
II. EXPAND AFFORDABLE AND WORKFORCE HOUSING OPPORTUNITIES											
1) Prioritize rental housing funds/LIHTC to reflect BRAC projects (FY 2007 awards below)									DHCD	■	DHCD updated the Qualified Allocation Plan to include extra points for BRAC-related projects in the award of Federal Low Income Housing Tax Credits.
a. Annapolis Gardens – Bowman Court									DHCD	■	2007 Awards completed.
b. Cherrydale Apartments									DHCD	■	2007 Awards completed.
c. Poppleton Phase II									DHCD	■	2007 Awards completed.
d. Francis House aka Jenkins House									DHCD	■	2007 Awards completed.
e. Ellicott Gardens									DHCD	■	2007 Awards completed.
f. Steven's Forest Apartments									DHCD	■	2007 Awards completed.
2) Determine and implement appropriate BRAC-related incentives for Baltimore City									DHCD	■	DHCD announced a match of the \$4,000 provided by Baltimore City to 100 households each year as part of the LIVE Baltimore and Baltimore City "Buy into Baltimore" tours. To be eligible for the State funds, households would need to participate in the Maryland Mortgage Program.
III. STRENGTHEN NEIGHBORHOODS											
1) Leverage Community Legacy to achieve Local Government revitalization goals (FY 2007 awards below-FY 2008 pending)									DHCD	■	DHCD's FY 2007-FY 2011 Community Legacy awards have been made.
a. Baltimore City – 18 Projects									DHCD	■	2007 Awards completed.
b. Howard – 1 Project									DHCD	■	2007 Awards completed.
c. Anne Arundel – 3 Projects									DHCD	■	2007 Awards completed.
2) Assist local economic and small business development through Neighborhood BusinessWorks (2007 projects reflected)									DHCD	■	Ongoing effort based on the feasibility of project.
a. Washington Village/Pigtown Neighborhood Planning Council									DHCD	■	2007 Awards completed.
b. Federal Hill Main Street, Inc.									DHCD	■	2007 Awards completed.
c. Govanstowne Business Association									DHCD	■	2007 Awards completed.
d. Waverly Main Street									DHCD	■	2007 Awards completed.
e. Fell's Point Development Corporation									DHCD	■	2007 Awards completed.
f. Pennsylvania Avenue Redevelopment Collaborative, Inc.									DHCD	■	2007 Awards completed.
g. Jonestown Entrepreneur Center									DHCD	■	2007 Awards completed.

FORT GEORGE G. MEADE – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
IV. IMPLEMENT FY '08 REGION-SPECIFIC DRINKING WATER & WASTEWATER TREATMENT CAPITAL PROJECTS												
1) Annapolis WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Delayed; County extended design phase.
a. Design engineering	■	■										
b. Construction												
2) Bowie WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Construction is underway.
a. Design engineering	■	■										
b. Construction												
3) Broadneck WWTP Enhanced Nutrient Removal										MDE	■	Project is delayed – County extended design phase.
a. Design engineering												
b. Construction												
4) Cox Creek WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Project is delayed – County extended design phase to be followed by two construction contracts.
a. Design engineering	■	■										
b. Construction												
5) Dorsey Run WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Project is on schedule.
a. Design engineering	■	■										
b. Construction												
6) Mayo WWTP Biological Nutrient Removal	■	■	■	■	■					MDE	■	Project is delayed due to discussion of outfall location and public input.
a. Design engineering	■	■										
b. Construction												
7) Parkway WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Project is delayed – WSSC is re-evaluating the alternatives.
a. Design engineering	■	■	■									
b. Construction												
8) Patapsco WWTP Biological & Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Project is on schedule (three construction contracts to be completed in four years).
a. Design engineering	■	■										
b. Construction												
9) Western Branch WWTP Enhanced Nutrient Removal	■	■	■	■	■					MDE	■	Project is on schedule (three-year construction contract).
a. Design engineering	■	■	■									
b. Construction												

FORT GEORGE G. MEADE – INFRASTRUCTURE & HOUSING (continued)

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
10) Freedom District Enhanced Nutrient Removal										MDE	■	Project is on schedule.
a. Design engineering												
b. Construction												
V. SUPPORT ENVIRONMENTAL BRAC PROCESSES												
1) Complete BRAC-related elements of Coastal Plain aquifer assessment										MDE	■	Project is complete.
2) Complete BRAC-related elements of Piedmont aquifer assessment										MDE	■	Project is complete.

FORT GEORGE G. MEADE – TRANSPORTATION

ACTION										RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015				
I. PROMOTE TRANSPORTATION ALTERNATIVES - TRANSIT, CARPOOL AND VANPOOL												
1) Evaluate additional direct transit service to Fort Meade through Local Bus (LOTS) Anne Arundel and Howard transit development plans	■									MTA	■	Anne Arundel and Howard Transit Development Plans (TDP) completed.
II. IMPLEMENT STRATEGIC ROADWAY INVESTMENTS: NEAR-TERM TRANSPORTATION IMPROVEMENTS												
1) Conduct traffic study to identify potential intersection improvements	■									SHA	■	SHA completed study. Six intersections near FGGM were prioritized for project development based on proximity to the base and projected future traffic operations. Currently in design: MD 175 @ MD 713/Rockenback Road (Utility work has commenced); MD 175 @ MD 174 (Reece Road); MD 175 @ Mapes Road; MD 175 @ Disney Road. Design has been deferred at MD 174 @ Severn Road and MD 175 @ Max Blobs Park Road/Clark Road is developer driven. (See p. SHA-SW-5 of the FY 2011-16 Draft CTP.)
III. IMPLEMENT CTP TRANSIT PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)												
1) Planning for Odenton MARC Station – structured 2,500+ space parking garage	■									MTA	■	Project delayed until TOD projects are defined, as discussions are ongoing regarding private TOD development.
2) Planning for Baltimore Washington Investment Corridor Study, to include MARC market and capacity analyses (Greenbelt to BWI)	■									MTA	■	Draft report completed. (See p. MTA-46 of the FY 2011-16 Draft CTP). Additional evaluation to follow.
3) Central Maryland Transit Facility, Ft. Meade	■									MTA	■	Project planning and design continuing. Right-of-way to be acquired - Nov. 2010 (See p. MTA-37 of the FY 2011-16 Draft CTP.)
a. Planning and engineering	■									MTA	■	Howard County is leading the effort with assistance from MTA. Design underway.
4) Support LOTS for Anne Arundel and Howard counties (FY 2008-2009)	■									MTA	■	Funds awarded based on an annual application cycle. (See p. MTA-29 of the FY 2011-16 Draft CTP) Two buses to A.A. CO., via ARRA funding.
5) Planning and engineering for assessment of transit needs for BRAC: Ft. Meade-related studies	■									MTA	■	Project continuing. (See p. MTA-38 of the FY 2011-16 Draft CTP.)
a. Conduct BRAC commuter bus study (to assess direct routes into Ft. Meade and associated Park & Ride lots)	■									MTA	■	Study completed April 2008. Three buses to Fort George G. Meade from Gaithersburg via ICC route will be funded using ICC funds. Operations Plan being developed.
IV. IMPLEMENT CTP HIGHWAY PROJECT PIPELINE (FY2011-2016 DRAFT CTP*)												
1) Planning study for MD 175 from MD 170 to MD 295	■									SHA	■	Project Planning near completion; preliminary engineering underway, anticipated location/design approval in 2011. Not fully funded for design, right-of-way, or construction. (See p. SHA-AA-5 of the FY 2011-16 Draft CTP.)
2) Planning study for MD 198, from MD 295 to MD 32	■									SHA	■	Project Planning ongoing. Anticipated completion in Winter 2010/2011. Additional monies programmed to account for planned Cyber Command related growth at FGGM. Not funded for design, right-of-way or construction. (See p. SHA-AA-6 of the FY 2011-16 Draft CTP.)

*Time Frame for Project Pipeline is only from FY 2011-2016, the Draft CTP Period

FORT GEORGE G. MEADE – WORKFORCE DEVELOPMENT AND EDUCATION

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. CUSTOMIZE, CREATE AND EXPAND WORKFORCE PROGRAMS											
1) Establish Transition/One-Stop Career Center at DISA in Northern Virginia to provide employment and transition assistance	◆	◆	◆	●					DLLR	■	DLLR opened three Maryland Transition/One-Stop Career Center kiosks in 2008.
2) Assess feasibility of expanding higher education opportunities to serve Ft. Meade community	◆	◆	◆	●					MHEC	■	Combined study completed, published 10/9/09.

FORT GEORGE G. MEADE – ECONOMIC DEVELOPMENT AND SMALL MINORITY BUSINESS

ACTION									RESPONSIBLE STATE AGENCY	PROJECT STATUS	COMMENTS
	2008	2009	2010	2011	2012	2013	2014	2015			
I. PROVIDE SMALL AND MINORITY BUSINESS EQUAL ACCESS TO PROCUREMENT/BUSINESS OPPORTUNITIES											
1) Dedicate staff to interface with Ft. Meade in business development capacity									GOMA, DBED		DBED provided small business assistance through individual meetings and promotion of specialized programs. DBED participated in 19 Procurement/Contracting Events, launched Procurement website - B2G – Maryland’s Hub for Business to Government and prepared Contracting Do’s and Don’ts publication.
II. ENHANCE ECONOMIC DEVELOPMENT ASSISTANCE/OUTREACH											
1) Participate in relocation fairs for DISA, ATEC and other relocating agencies									DBED, MSDE, DHCD, MHEC, DLLR, GOMA		DBED coordinated participation of state agencies in relocation fairs. Attended events, disseminated information about Maryland, answered questions and provided materials.
2) Coordinate with Ft. Meade to update BRAC movement timelines as well as personnel changes and profiles									DBED, MDP		OMFA updated and disseminated BRAC movement timelines, personnel needs and profiles on regular basis.



Governor's Subcabinet on Base Realignment and Closure

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