

1.0 Executive Summary and Introduction



1.1 Executive Summary

Over the next four years, the State of Maryland will expand its role and responsibility in support of our nation's defense and security efforts. Through the 2005 Base Realignment and Closure (BRAC) decisions, the State will receive the tremendous honor of accommodating a significant expansion of the United States military installations located here, and of becoming home to thousands more of our country's federal civilian and military families. With the arrival of new residents, jobs, and national defense and security activities that will accompany this expansion, Maryland has both an enormous opportunity and a substantial obligation. BRAC will bring to the State the myriad of benefits that flow from significant job growth, increased economic activity, and the enrichment of our communities by new workers and families. At the same time, it will pose the challenges of providing the additional infrastructure, housing, education, and economic development necessary to support BRAC, and of reaping the benefits of expansion without compromising Marylanders' quality of life.

Maryland is ready for these challenges. We look forward to our heightened role in support of our nation's defense and security, and we are prepared to do everything possible to facilitate a successful BRAC transition. With creative vision and careful planning, the State stands ready both to assume the new responsibilities and to take advantage of the wealth of opportunities afforded by BRAC. Most important, we

are poised to warmly welcome all the men, women and children who, over the next four years, will come to live and work in Maryland and make our State their home.

Challenges: While poised to reap the tremendous benefits of BRAC, Maryland also faces some challenges posed by the expansion. The State has begun efforts to address these obstacles, and will continue to seek innovative and effective solutions to ensure a fully successful transition.

In partnership with the General Assembly, Governor Martin O'Malley created the Governor's Subcabinet on Base Realignment and Closure to coordinate activities horizontally across State agencies and vertically with the federal and local governments to prepare for BRAC. This BRAC State Action Plan represents the culmination of information from this continued collaborative process. It is not intended to serve as the State's final word on actions it will take to accommodate BRAC relocations, but rather will be a dynamic document that will be revised over the course of the next four years, as more specific information regarding BRAC needs and requirements are identified, collected and analyzed. This iterative process will be assisted with the initiation of "BRACStat."

As the State gears up to accommodate the thousands of employees and families moving to the state, Maryland must use this unusual opportunity to plan for growth by thinking through the full ramifications of where it should



be allowed to occur. From 1973 to 2003, Maryland's population grew about 30% and yet the amount of new developed acreage grew 100%. With the level of growth anticipated from BRAC, the State must confront its limited land resources and rein in land consumption by promoting Smart Growth. Controlling sprawl will enable the State to ensure that sprawl will not compromise the integrity of our infrastructure, our ability to sustain BRAC growth or our cherished quality of life.

Despite the State's superior transportation network, the substantial increase in workers and residents relying upon the transportation system will strain its current capacity. Because the system must be able to accommodate these increased demands, the State will not only have to augment capacity for existing modes of transportation, but will also have to engage in innovative



planning and judicious decision-making with respect to the allocation of resources. Aligning increased needs with limited resources will require creative, cutting-edge approaches that merge planning for development with planning for transit, ensuring that they complement and enhance one another wherever possible.

Maryland is fortunate to enjoy a low unemployment rate which, at 3.8%, is well below the national average. While generally a positive sign of Maryland's healthy economy, it sounds a cautionary note that the State may need more employees to fill the jobs generated by BRAC. Moreover, many of the jobs associated with the military installations and the BRAC transition generally will require specialized or technical training. The State must, therefore, ensure that it establishes adequate workforce development and education programs capable of producing a pipeline of future workers with the skills necessary for BRAC-related employment. This goal may be more difficult to achieve in certain areas of the State, such as in the Aberdeen Proving Ground area, that do not have the same abundance of higher education options as those available in the Washington and Baltimore regions.

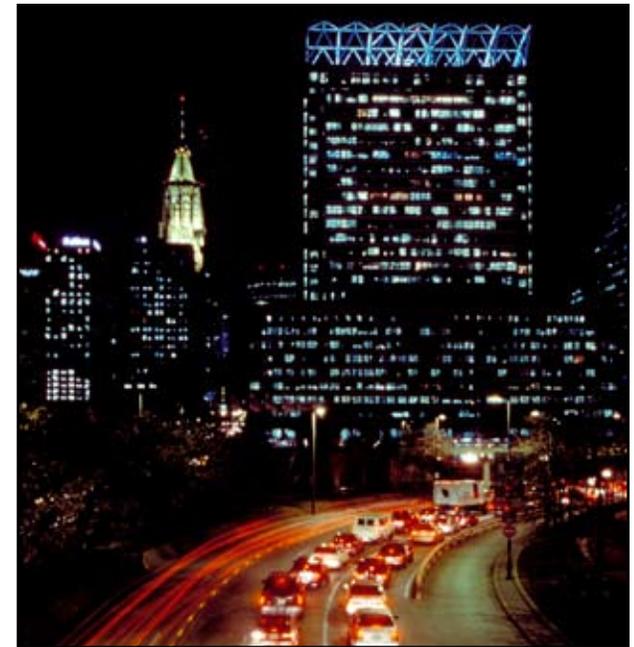
Highlights: As outlined in the BRAC Action Plan that follows, Maryland is ready to meet these challenges and ensure that implementation of the 2005 BRAC transition is successful. We will undertake and sustain over time a comprehensive approach to providing the support and improvements to the State's infrastructure, workforce, and engines of economic development necessary to enable BRAC to realize its enormously positive potential, both for those who will make Maryland their new home,

and for all of us who will welcome them. Some highlights of the BRAC State Action Plan are as follows:

Smart Growth and Transportation: The Maryland Department of Transportation (MDOT) has established a comprehensive plan to meet the State's increased needs for transportation capabilities. This plan uses an approach to project funding and delivery in which shorter-term, lower-budget items are targeted for funding and completion prior to 2011, and longer-term, high-budget items will come online over time to sustain BRAC growth.

First, Maryland will invest \$370 million over the next five years to increase capacity on the Maryland Rail Commuter (MARC) system to accommodate BRAC growth. It will add seats and trips to MARC lines, and will include other conveniences for commuters such as wireless Internet access. By 2015, the State will invest a total of approximately \$1 billion for expansion of MARC service to meet and sustain the long-term transportation needs of Marylanders commuting to jobs throughout the broader region, eventually extending MARC lines through Maryland to Northern Virginia and Delaware.

Second, to promote optimal use of the Maryland's mass transit options, the State will consider the development of BRAC Zones that will provide incentives for both employers and workers to relocate to areas of the State, such as Baltimore City, with ample, existing infrastructure and transportation capabilities. In keeping with a



main tenant of Smart Growth to accommodate and encourage growth without contributing to sprawl, BRAC Zones will also provide local jurisdictions with incentives to enhance public infrastructure, such as streets, utilities and recreation venues, in designated revitalization and redevelopment areas. These incentives will reduce development pressures outside Priority Funding Areas (PFAs), while motivating BRAC employers and workers to relocate to desired areas.

Workforce Development: The BRAC Action Plan also addresses the critical issue of ensuring that the



State has a workforce pipeline adequate to meet the immediate and future needs of the incoming military missions and other BRAC-related employers. From elementary school through post-secondary education and entry into the workforce, the State has begun putting into place the necessary components of the training and educational services BRAC will require.

For example, because many of the career paths linked to BRAC jobs require scientific, technology, engineering or mathematical (STEM) education and training, Maryland has awarded local school systems \$3.6 million in STEM curriculum planning and implementation grants over the past two years. With that funding, more than 60 schools have implemented rigorous STEM programs and dozens more are in the planning process. In addition,



Maryland has made a five-year, \$3.8 million investment in Career and Technology Education (CTE), putting pre-engineering, biomedical, and other BRAC-related career pathway programs in 58 schools throughout the State. Through this substantial investment, Maryland is ensuring that students who so choose will be ready to become the next generation of engineers, physicists, scientists or related professionals.

Maryland's commitment to preparing its existing, emerging, and incoming workforce does not end with secondary education. As students move from secondary schools or from out-of-state to attend Maryland's institutions of higher education, the State will take steps to facilitate that transition and to ensure that the education offered meets the needs of BRAC-related careers. For example, in order to make higher education more accessible, the University System of Maryland and Morgan State University have waived the residency requirement for in-state tuition for BRAC employees and their families relocating to Maryland. In addition, a BRAC Higher Education Fund will be developed to assist institutions of higher education in staying current and competitive in technology, R&D and related fields. Institutions will be able to compete for additional funding for BRAC-related training and educational programs. They will have the flexibility to develop new programs collaboratively with military partners, and to offer them through distance education in order to maximize accessibility for BRAC personnel. The Fund will also be available for infrastructure

improvements such as the development or expansion of regional centers of higher education.

Business and Economic Development: With a strong interest in maintaining the health and vibrancy of its small and minority business community, the Action Plan also addresses the multiple efforts the State will undertake to ensure that its small and minority businesses will be positioned to take advantage of both the State and federal procurement opportunities presented by BRAC, and the openings for entrepreneurship attendant upon the services and other support industries required by BRAC. Often serving as innovators and engines of the economy, small and minority businesses will in turn be pivotal in helping the State meet the procurement and service needs of the BRAC transition. As such, the State will conduct an economic development opportunities study to examine whatever barriers to access may exist for the small and minority business community, and to develop the tools necessary to promote and sustain the community's full access to BRAC-related economic opportunity.

Finally, to assist not only BRAC businesses but also BRAC workers, the State is establishing "One-Stop" employment centers at military facilities in New Jersey and Northern Virginia where employees can receive comprehensive information on Maryland's job opportunities. The State is also streamlining its occupational licensing requirements to provide additional assistance to individuals and their family members making the transition to Maryland.

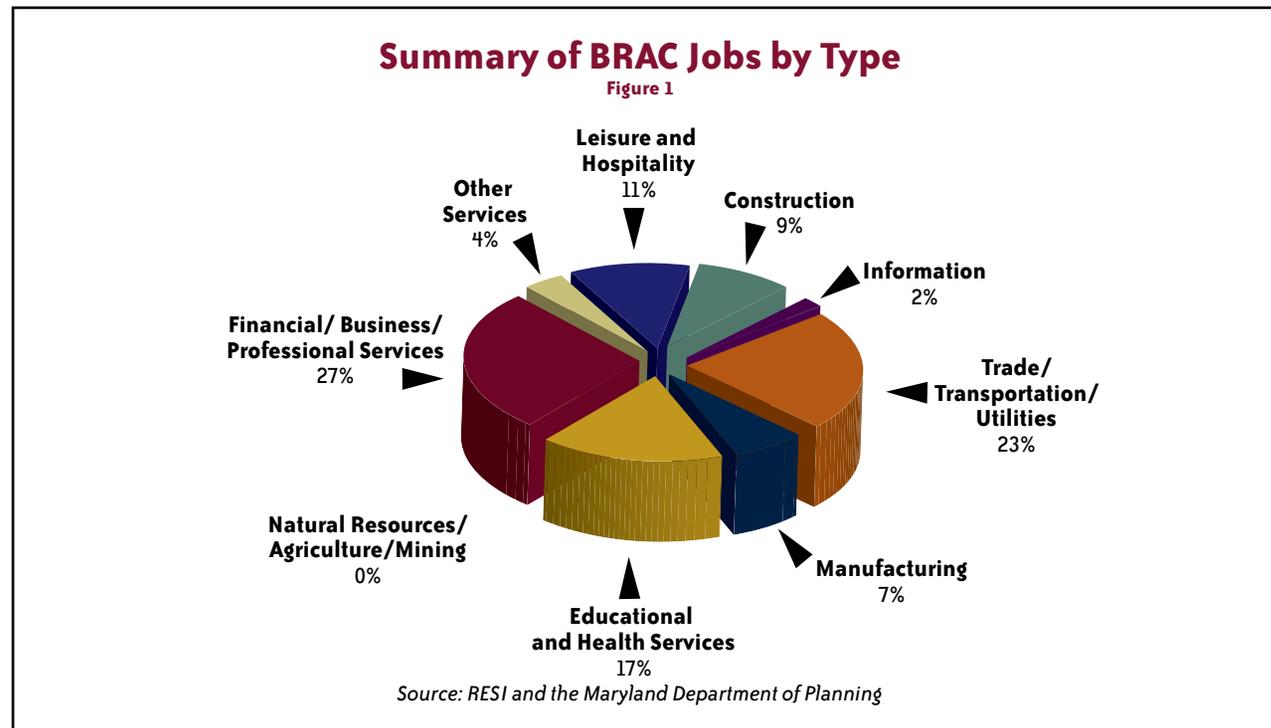


These highlights constitute only a few of the many innovative programs and initiatives the State has undertaken and will continue to develop to render BRAC 2005 an unqualified success in Maryland. The State seeks to do everything possible to achieve and surpass the three goals it perceives to be paramount: rising to the honor of a heightened role in the defense and security of our country, making Maryland as wonderful a place to live and work for incoming BRAC personnel and their families as it is for those who live here already, and ensuring that Marylanders continue to enjoy their cherished quality of life while sharing in the benefits to be gained from BRAC. With these aspirations within reach, Maryland is ready for BRAC.

1.2 Introduction

The BRAC decisions enacted into law in November 2005 have resulted in the State of Maryland assuming a greater role in assisting the U.S. Department of Defense (DoD) mission requirements of achieving operational efficiencies in our country. Concurrently, by generating the single largest job growth in the State since the end of World War II, Maryland will seek to optimize the benefits resulting from this realignment and consolidation of military missions and activities.

In order both to fulfill these obligations and to reap these benefits by 2011, within the BRAC timeline, the State has begun and will continue the collaborative work necessary to ensure appropriate regional and statewide planning. This planning will be incorporated into the preparation the State will undertake for the



anticipated and substantial growth that will be realized by 2011. With the relocation of these activities to Maryland, as many as 60,000 jobs will be created in the State, making Maryland the largest beneficiary per capita of employment growth of any state affected by the 2005 BRAC process.

Based on conservative estimates, the State will experience an increase of almost 15,500 direct jobs from the federal government (including embedded contractors), approximately 23,000 indirect jobs consisting primarily of federal contractors, and more

than 7300 induced jobs that are related to services to support employees and their families (Figure 1: Summary of BRAC Jobs by Type for Maryland). Induced jobs speak to the heart of entrepreneurship and range from restaurants and retail to teachers and law enforcement to daycare centers to drycleaners – any type of business or service that helps build a more vital and robust community.

It is anticipated that the majority of these jobs—approximately 94% of the cumulative direct, indirect and induced jobs—will be located in nine jurisdictions



in the central Maryland region: Anne Arundel, Baltimore City, Anne Arundel, Baltimore, Cecil, Frederick, Harford, Howard, Montgomery and Prince George’s counties. These jurisdictions will each realize a significant increase in the number of jobs and residents (Figure 2: Summary of BRAC Jobs by Jurisdiction for Nine Jurisdiction Study Area). Preliminary analysis indicates that within these counties, about 10,000 jobs will be located near Ft. Meade in Anne Arundel County, and about 13,000 will be clustered around Aberdeen Proving Ground in Harford County. Yet other parts of the State,

including the areas around Ft. Detrick, the National Naval Medical Center (Bethesda Naval Hospital) and Andrews Air Force Base, will also see growth that will be significant to the respective surrounding communities. As direct-job employees actually begin transitioning to Maryland, the numbers will be more refined for direct, indirect and induced jobs.

In addition, BRAC is expected to cause the relocation of more than 25,000 new households to Maryland, again with most settling in the nine central Maryland counties (Figure 3: BRAC Household Demand by

Jurisdiction). Based on past development patterns, 85% of BRAC households will likely locate within Priority Funding Areas (PFAs) by 2015. PFAs, a tool of Maryland’s renowned Smart Growth program, constitute geographic focus areas for the State’s investment in growth-related infrastructure. Under Smart Growth, the State targets programs and funding to support established communities and locally-designated growth areas.

1.3 State Overview

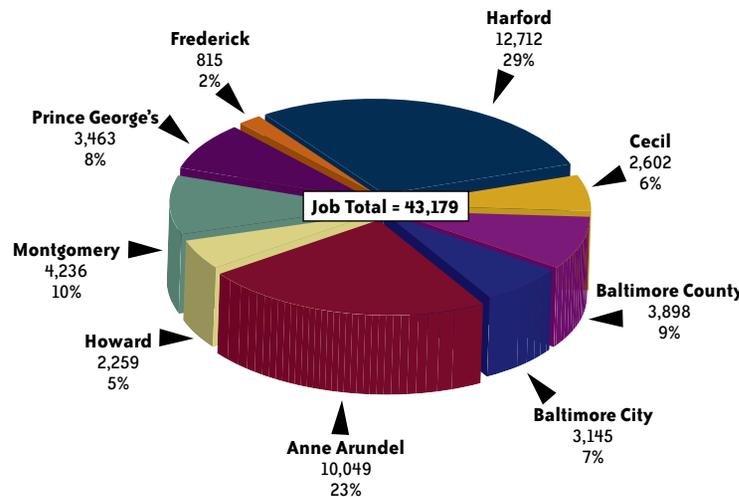
America in Miniature

Described once as “America in Miniature,” Maryland enjoys a wealth of natural, human and economic resources that make it a wonderful place to live, work, and raise families. With a wide range of diverse and vibrant urban, suburban and rural communities, the State offers a full range of educational, professional and recreational opportunities well suited for almost any lifestyle.

First, Maryland enjoys a diverse and beautiful natural landscape, preserved by the State’s nationally renowned efforts in environmental protection. Spanning only 200 miles from the Appalachian Mountains to the Atlantic Seacoast, the State boasts 17,000 miles of waterways and 450,000 acres of public lands, all of which support active commercial and recreational fisheries, boating opportunities, and safe beaches. In addition, the State has the enormous economic and environmental asset of the Chesapeake Bay, long recognized as a national treasure.

Summary of BRAC Jobs by Jurisdiction for Nine Jurisdiction Study Area

Figure 2



Source: RESI and the Maryland Department of Planning



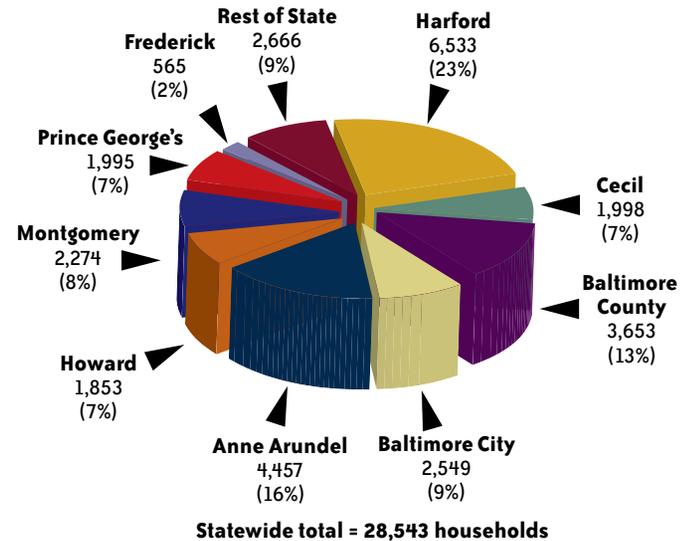
Second, the State offers an economically healthy environment with exemplary educational and professional opportunities. According to the U.S. Census Bureau, the median household income of Maryland residents is the highest in the nation, and the State's poverty rate is the lowest. Maryland's robust economy derives its strength from some of the best and brightest in America. The highly educated workforce ranks consistently among the best in the country, with *Forbes Magazine* rating it 3rd in July 2007. Marylanders lead the nation in the pursuit of higher education, with more than 15% holding an advanced degree and over 30% with at least a bachelor's degree.

With a diverse, knowledge-based economy strongly focused on technology, more than 160,000 private-sector employers, 70 of the top 100 federal contractors, and more than 50 federal agencies call Maryland home. Almost 20% of Maryland residents are employed in government, making the State increasingly a national leader in homeland security and defense, and fostering its reputation for successful, long-term relationships with federal partners. Nearly 400 federal, academic and private research centers, including the National Security Agency, Food and Drug Administration, National Institutes for Health and the National Aeronautic and Space Administration, are located in Maryland. This critical mass of research and development capabilities has in turn rendered Maryland a leading recipient of federal Research & Development (R&D) dollars. Over \$12 billion obligated each year places Maryland second in per capita R&D funding.

Third, Maryland has a strong and diverse housing market in dynamic communities spread across the State.

BRAC Household Demand by Jurisdiction

Figure 3



Source: RESI and the Maryland Department of Planning

From the inlets of the Eastern Shore to the mountains of Western Maryland, with all the urban centers and small towns in between, Maryland offers a full range of options for everyone including parents raising children, young professionals wanting proximity to cultural and sports entertainment, and consumers seeking goods in local markets. Examples include the main streets of historic communities, golf course developments, tranquil estates along the Chesapeake Bay, and waterfront condominiums in downtown Baltimore City.

Fourth, Maryland has led the way in innovative Smart Growth and planning policy. One of only a few states with a statewide planning agency to coordinate land use policies, Maryland has promoted principles which advance mixed land uses, create places for people to live, work and play within a single geographic area, and provide a range of multi-family, townhome and single-family housing options to strengthen the diversity of communities. This strategy also helps the State preserve farmland and protect its other environmentally sensitive lands and natural resources.



Fifth, Maryland has a world-class transportation network to support its vibrant economy and diverse communities. Its transit systems provide roughly 95 million trips in the Washington and Baltimore regions annually. Safety and capacity on the State’s highways, which carry 70% of all traffic through Maryland, will be increased in upcoming years by major construction projects like the new Woodrow Wilson Bridge and the Intercounty Connector. Baltimore Washington International Thurgood Marshall Airport serves 21 million passengers a year and is rated among the top ten most convenient airports in the country. As one of the few states to bring all modes of transportation under one agency umbrella, and to use a separate, consolidated transportation trust fund to finance its programs, the State avoids the institutional barriers and other obstacles to the coordination and flexibility necessary for setting optimal transportation policy and priorities. Already recognized nationally for integrating Smart Growth and transportation policy, Maryland is also pursuing a portfolio of development projects designed to promote housing, office and retail space around key transit centers and to boost transit ridership.

Finally, to enhance further this favorable climate in which BRAC workers, families and businesses can flourish, Maryland has experience and a positive track record with prior BRAC transitions. Through the 1995 BRAC experience at the Patuxent River Naval Air Station in Southern Maryland, the State learned valuable lessons about the need for intergovernmental coordination, the continuous monitoring of growth patterns, and long-term investments in infrastructure.

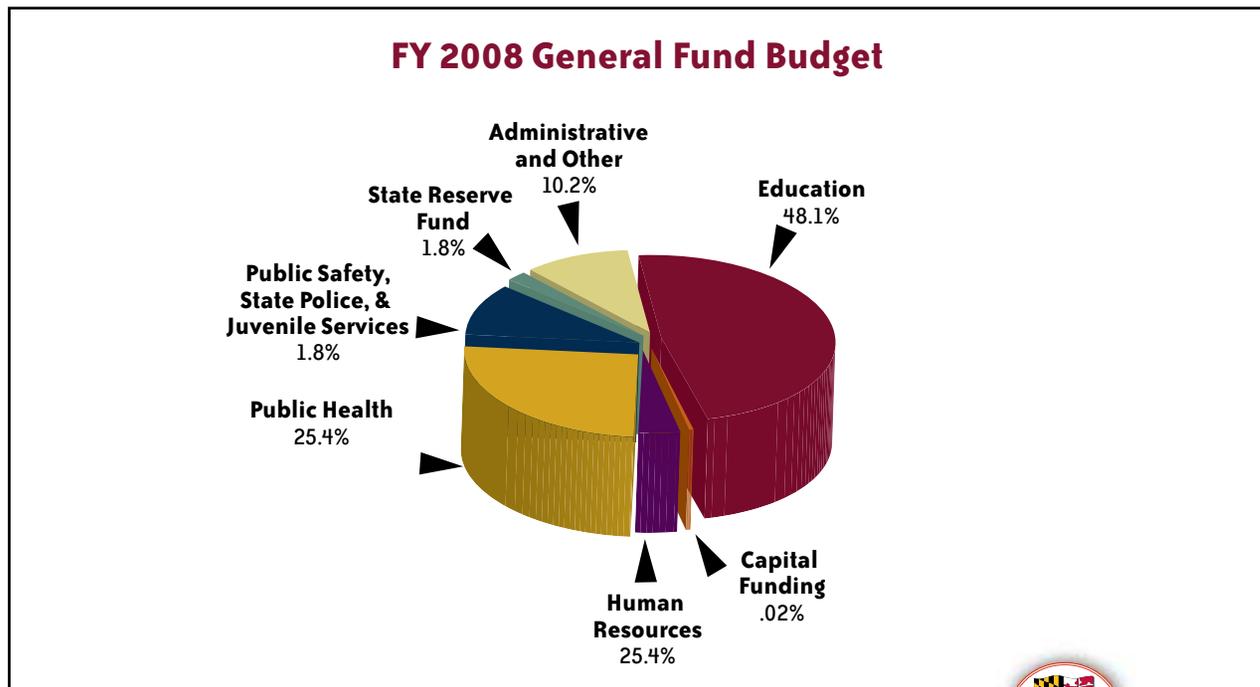
According to a study conducted by the Tri-County Council for Southern Maryland, by 2003 the highly successful 1995 BRAC transition had generated over \$80 million in annual State income and sales tax revenue created by the additional jobs in the region.

Fiscal Overview

The State of Maryland’s FY 2008 operating budget totals \$29.8 billion. Nearly half of the General Fund budget is allocated to K-12 and higher education. Primary and secondary education aid increased by \$689 million in FY 2008; \$566 million of this increase supports the Bridge to Excellence in Education program and \$120

million reflects enhancements to teacher pensions. The next largest expenditure category is public health, which accounts for one-quarter of the General Fund budget. Public safety, State Police, and juvenile services combine for 10% of General Fund expenditures.

In the fall of 2007, Governor O’Malley introduced a plan to resolve an inherited structural deficit and to provide adequate resources to invest in Maryland’s intellectual assets and physical infrastructure. The plan—which was passed during a Special Session of the Maryland General Assembly and signed into law by the Governor on November 19, 2007—resolved the State’s structural



deficit, estimated at \$1.7 billion in FY 2009, and provides the resources necessary to invest in BRAC-related projects, initiatives and programs. Legislation enacted during the Special Session provided an additional \$450 million for the Transportation Trust Fund, \$50 million to protect and restore the Chesapeake Bay, and funding to provide health insurance to 100,000 uninsured Marylanders. It also will allow \$55 million in dedicated funding for higher education.

The State's FY 2008 capital budget totals \$1.5 billion, 44% of which is allocated to construct new facilities and repair existing facilities for Maryland's elementary, secondary, and post-secondary students. The budget provides \$401 million in grants to local school systems in Maryland's 23 counties and Baltimore City, the largest amount ever allocated in a single year. In addition, \$252 million supports projects to modernize facilities and expand capacity at colleges and universities throughout the State. Health and environmental programs addressing land preservation, water quality, wastewater treatment, Chesapeake Bay restoration, waterway improvements, and hospitals and community health facilities, account for 40% of the FY 2008 capital budget. The remainder of the capital budget supports public safety, economic development, quality of life, and State and local government priorities. The State of Maryland is one of only seven states in the country that maintains a Triple A Bond Rating. This rating reflects the strength of our economy and the prudent and responsible management of our fiscal resources.

BRAC Funding

During the 2007 Regular Session of the General Assembly, the State committed almost \$2 billion for BRAC-related infrastructure improvements over the next five years. In FY 2008 alone, the State will invest \$785 million on K-12 public school and community college construction, highway improvements, transit, and wastewater treatment plants in communities that will experience the most significant BRAC-related growth. Of the nearly \$2 billion committed for BRAC-related projects during the 2007 Regular Session, the State has designated more than \$900 million for transportation projects and \$800 million for the construction of educational facilities. Funding for additional BRAC-related investments will be proposed during the 2008 Regular Session.

BRAC budget items and recommendations, including Local Government priorities and requests for FY 2009, are currently under consideration in conjunction with the Governor's budget development process. Generally, all operating and capital budget items proposed by the Governor for FY 2009 will require approval by the General Assembly during the 2008 Regular Session. A similar process will occur in each subsequent fiscal year and BRAC-related funding will be taken under consideration as the BRAC process continues in the coming years.

With respect to the State's capital budget, the proposed FY 2009 capital budget will include cash and bond funding for projects that will be underway in FY 2009 and plans for the specific projects the Administration



will fund in FY 2010 – 2013 Consolidated Transportation Program (CTP) and Capital Improvement Program (CIP). It is anticipated that substantial funding for BRAC-related transportation, school construction and other infrastructure needs will be included in the FY 2009 capital budget and the plan for subsequent fiscal years.

Specifically for funding school construction, the Interagency Committee on School Construction (IAC) also has a defined process. The IAC is composed of members from MSDE, MDP, Maryland Department of General Services (DGS), and appointees from both the presiding officers of the General Assembly. At the beginning of January 2008, the IAC will present to the Board of Public Works (BPW) their funding recommendations for 75% of the anticipated \$300 million for proposed by the Governor for FY 2009 school construction projects. After input from Local Governments and school systems, the BPW issue its decision towards the end of the month. (The remaining





25% of school construction funding will be presented to the BPW after the Regular Session adjourns in April 2008). The IAC includes BRAC enrollment projections in developing recommendations for the BPW.

1.4 Scope and Methodology

BRAC Subcabinet

In preparation for BRAC growth and development, the Governor proposed, and the General Assembly passed, legislation creating the Governor's Subcabinet on Base Realignment and Closure. As set forth in the law, the BRAC Subcabinet's mission is to "coordinate State activities and work with the federal and local governments to prepare for and accommodate incoming households and jobs while sustaining and enhancing the quality of life throughout the State." As one of its most essential mandates, the BRAC Subcabinet must "prepare and implement an action plan, in collaboration

with local jurisdictions, to identify and guide critical tasks, programs, projects, activities and initiatives that address the needs created by the arrival of residents and businesses." In addition, the law directs the BRAC Subcabinet to "supplement and disseminate information on programs and opportunities that will harmonize efforts to bring quality, long-term, Smart Growth associated with BRAC-related military installations."

In order to collaboratively address the immediate needs and requirements arising from the BRAC decisions, the law creating the BRAC Subcabinet specifically names the Lt. Governor as Chairman with Cabinet level secretaries of the nine State agencies most immediately involved in BRAC-related issues as members on the BRAC Subcabinet. The departments represented on the BRAC Subcabinet include:

- Department of Budget and Management (DBM),
- Department of Business and Economic Development (DBED),
- Maryland Department of Transportation (MDOT),
- Maryland Department of Planning (MDP),
- Maryland Department of the Environment (MDE),
- Department of Labor, Licensing and Regulation (DLLR),
- Maryland Higher Education Commission (MHEC),
- Maryland State Department of Education (MSDE), and
- Department of Housing and Community Development (DHCD)

Each department provides functional area expertise and a demonstrated track record of coordinating efforts with other State agencies, Local Government counterparts, Maryland's federal delegation, and the military installations.

The Special Secretary for the Governor's Office of Minority Affairs (GOMA) also is a member of the BRAC Subcabinet. GOMA's membership reflects the Governor's strong commitment to involving the State's small and minority business community in procurement opportunities related to federal and State contracts, as well as stimulating entrepreneurship arising from BRAC-related economic growth.

The BRAC Subcabinet established a Local Government Subcommittee to assist in coordinating with local jurisdictions in identifying and prioritizing projects and evaluation studies. The Local Government Subcommittee is comprised of representatives from each of the nine counties in which much of the BRAC-related growth is anticipated, as well as representatives from nine municipalities, one from each BRAC-growth county.

BRAC Action Plan

One of the BRAC Subcabinet's primary responsibilities is to develop a statewide BRAC Action Plan. The Action Plan is intended to be a dynamic document that will continue to be developed and revised during the next four years, as new information regarding the needs and requirements associated with BRAC is identified, collected and analyzed.



The scope of the Action Plan presently covers the subject-matter expertise represented on the BRAC Subcabinet – primarily in the functional areas of infrastructure, workforce education and training, and economic development and opportunities. Although the BRAC Subcabinet was established to address certain needs of the BRAC relocations to Maryland, there are other areas that the State may research and track in the future to accommodate specific needs of Maryland's growing communities. These areas include health facilities and delivery capacity and accessibility, public safety, and the range of social services.

The BRAC Subcabinet was established to address certain needs of the BRAC relocations to Maryland, there are other areas that the State may research and track in the future to accommodate specific needs of Maryland's growing communities. These areas include health facilities and delivery capacity and accessibility, public safety, and the range of social services.

The BRAC Subcabinet undertook a comprehensive process of soliciting and compiling the input, research and expertise necessary to develop an optimal plan. First, it invited Local Governments and the public to participate in ten Subcabinet meetings held between June and October 2007. The first meeting of the BRAC Subcabinet was held at the Patuxent River Naval Air Station, where the BRAC Subcabinet learned how the Southern Maryland region prepared for and successfully accommodated the creation of jobs and arrival of residents from the 1995 BRAC decision. The other nine meetings were held in each of the counties experiencing the largest BRAC-related growth. The

BRAC Subcabinet also participated in the three public meetings of the Maryland Military Installation Council (MMIC) during the same time period. On November 19, 2007, the BRAC Subcabinet released a draft of the Action Plan to the public, conducted a public presentation, and solicited input for inclusion in the final Action Plan. The BRAC Subcabinet received extensive comments during the four weeks between release of the draft and completion of the final Action Plan.

Second, to learn more about the DoD's specific BRAC transition plans and to communicate the State's activities to assist this process, the BRAC Subcabinet also conducted meetings with the commands of the five gaining military installations: Aberdeen Proving Ground, Andrews Air Force Base, Fort Detrick, Fort George G. Meade and the National Naval Medical Center (Bethesda Naval Hospital). The BRAC Subcabinet also visited the U.S. Army Communications – Electronics Life Cycle Management Command (CECOM LCMC) at Ft. Monmouth, New Jersey and the Defense Information Systems Agency (DISA) in Northern Virginia. Ongoing meetings with the military installations and relocating commands will be part of the State's efforts to ensure that it has the most accurate metrics to plan for, implement and evaluate BRAC-related infrastructure and human capital requirements.

The Action Plan that the BRAC Subcabinet has produced includes this executive summary, introduction, overview, scope and methodology, and the following sections:



1. Departmental statements: This nine-part section sets forth the BRAC mission statement of each department represented on the BRAC Subcabinet, as well as an overview of some specific strengths and challenges that Maryland faces, as well as the methodology and plan of action that each department will use to implement the Action Plan.

2. Statewide action plan matrix: This section outlines specific actions that State agencies will undertake on a statewide basis to meet the needs of BRAC. A time frame and the designated state agency responsible for implementing the action are set forth for each action. Specific actions are grouped into four functional areas: (1) Infrastructure and Housing, (2) Transportation, (3) Workforce Development & Education, and (4) Economic Development & Small/ Minority Business.



**3. Individual military installation matrices:**

This section details actions specific to each of the five gaining military installations in the same functional areas and format as the statewide matrix reflects.

4. Fiscal Year 2008 (FY 2008) capital budget:

This section lists the capital projects for FY 2008 that support BRAC moves to Maryland. It shows State funding for transportation, schools, higher education and water and sewer projects in jurisdictions where most of the BRAC businesses and residents are anticipated to locate. The items in

the section are ongoing and demonstrate the State's commitment to moving the State forward in its BRAC implementation. Capital commitments for FY 2009 and beyond will be reflected in the Governor's Operating and Capital Budgets submitted to the General Assembly during the 2008 Regular Session.

5. BRAC legislative proposals: This section provides an overview of the specific initiatives recommended by the BRAC Subcabinet that will facilitate the implementation of the Action Plan.