

## 2.0 Departmental Statements



## 2.1 Department of Business and Economic Development



### Mission Statement

*The Department of Business and Economic Development (DBED) will help Maryland meet the challenges and embrace the opportunities presented by BRAC through support of both the Military Installation Council and the BRAC Subcabinet. It will build on lessons learned from previous successful BRAC decisions, coordinate with State agencies and local jurisdictions, and partner with the military installations and alliances. It will establish partnerships with the private sector as appropriate, and will continue to provide coordination*

*for regional alliances, military facilities, county and local BRAC coordinators, and other participants as needed. DBED will strive to maintain and enhance the significant role played by our military bases in the State's economy. This comprehensive statewide approach to BRAC will enhance Maryland's position in the new global economy, create new higher-paying jobs of the future, and spawn a more creative, diversified and productive economy.*

### Overview

With one of the most vibrant economies in the nation, Maryland is ready for the many opportunities that BRAC will bring. With a host of corporate and cultural amenities, Maryland offers companies a dynamic and diverse business environment in which to grow and thrive. Forbes Magazine recently rated Maryland's economic climate 8th best in the country and included the State among the "Best States for Business." Maryland's strategic location along the Mid-Atlantic corridor provides access to markets of more than 90 million people and one-third of the nation's effective buying income. According to the U.S. Census Bureau, the median household income of Maryland residents, \$65,144, is the highest in the nation. At the same time, Maryland enjoys the lowest poverty rate in the country and consistently posts unemployment rates well below the national average.

Maryland has a diverse, knowledge-based economy with a strong focus on technology. More than 160,000 private sector employers, 70 of the top 100 federal contractors and over 50 federal agencies and facilities call Maryland home. With almost 20% of its residents employed in the government sector, Maryland has become a national leader in homeland security and defense. Nearly 400 federal, academic and private research centers, including NSA, FDA, NIH and NASA, are located within Maryland, with the State leading the nation in the amount of per capita federal R&D funding obligated each year. With over 380 bioscience companies, Maryland is also home to the fourth largest cluster of biotechnology companies in the U.S., employing approximately 30,000 skilled workers and generating over \$2 billion in revenue annually.

Maryland's highly-educated workforce consistently ranks among the best in the country, with Forbes

Magazine rating it 3rd this past July. More than 60 academic institutions, including the renowned Johns Hopkins University and the University System of Maryland, prepare Maryland students for the high-tech career opportunities of today and tomorrow. Maryland is also renowned for its world-class medical facilities, with U.S. News and World Report consistently ranking Maryland hospitals among the best in the nation.

Once described by National Geographic magazine as "America in Miniature," Maryland also boasts a wealth of high-quality, diverse and vibrant communities throughout the State. While the Baltimore-Washington Metro region is the fourth largest retail market in the nation, Maryland still enjoys a strong, yet affordable housing market. Baltimore, Maryland's largest city, was ranked seventh among large metro areas in a 2006 "Best Cities for Relocating Families" survey by Worldwide ERC, a national association for global employee



relocation. Maryland's second largest city, Annapolis, was recently named by National Geographic as one of the best places to live and play in the country.

Through the creation of thousands of jobs and additional economic opportunities for Marylanders, BRAC will build upon and enhance further this thriving economic and social environment. Estimates indicate that BRAC will generate as many as 60,000 direct and indirect jobs over the next decade, representing the largest single employment growth activity since World War II. Marylanders could fill as many as two-thirds of these new well-paying, high-tech jobs.



### Strengths/ Challenges

Despite the tremendous opportunity BRAC will afford Maryland, it will also present significant challenges. While many such challenges must be addressed successfully for the State to take full advantage of the opportunities, several stand out as among the most important.

Timing will be critical to the BRAC process. Congress mandated that all BRAC relocations must be completed by 2011, so the affected installations and the Department of Defense are moving quickly to design and implement effective relocation timelines, all of which are fully dependent upon the availability of federal resources. Maryland's challenge is to remain engaged and educated on proposed timelines and potential issues, many of which are still evolving, in order to ensure that necessary preparations are in place for each installation.

Through DBED's Office of Military and Federal Affairs, Maryland has forged strong partnerships with the State's military installations and base-affiliated alliances, the Department of Defense and a host of regional partners. Maryland also receives strong support from its focused and engaged Congressional delegation. These invaluable relationships will allow Maryland to respond quickly when BRAC timeline and funding decisions are being considered. Similar partnerships were key to Maryland's highly successful implementation of previous BRAC decisions.

Historically, only 25-30% of employees at BRAC-affected defense organizations relocate with the mission. If those percentages recur, Fort Monmouth, the Defense

Information Systems Agency (DISA) and the other relocating defense organizations will need Marylanders to fill the lion's-share of new jobs. Maryland's challenge in this regard is two-fold: it must attempt to attract and retain as many existing Fort Monmouth and DISA employees as possible, while it also explores creative ways to fill thousands of additional positions with Maryland residents.

Maryland's unbeatable location, picturesque beauty, rich history and highly regarded quality of life make it a very attractive place to live, work and raise a family. Access to quality employment and healthcare, a strong public school system, and the availability of comparatively affordable housing in quality communities keep Maryland competitive as a relocation destination. Maryland's workforce is consistently ranked among the best in the nation and is uniquely well-suited to handle the influx of new high-tech jobs. Maryland currently has the highest percentage of professional and technical workers in the U.S. (25.7%), and the State's workforce has grown steadily over the last decade (9.4%). Maryland's established and growing network of community colleges, four-year institutions and post-graduate programs, as well as a host of strong business incubators, will help ensure that Marylanders are fully prepared for 21st century careers.

Additional support from the State Department of Education, the Maryland Higher Education Commission, the Governor's Workforce Investment Board, and the Department of Labor, Licensing and Regulation will be key to educating and preparing young Marylanders for these "new economy" opportunities.



In addition to the tens of thousands of jobs coming to Maryland, BRAC will surely attract a significant number of new defense and non defense-related companies to the State. The State must work closely with local elected officials and county economic development partners to help identify existing business sites, build new sites, and market developable land to regional and national companies seeking to take advantage of BRAC.

The challenge will be to locate suitable sites within the designated growth communities and to accommodate the relocating businesses without having a negative impact on Maryland’s outstanding quality of life. Due to its prime Mid-Atlantic location, vibrant and diversified economy, highly-trained workforce and competitive business climate, Maryland is, and will continue to be, a very attractive business address. To maximize their efforts, State economic development officials have forged solid relationships with county economic development offices, commercial real estate and local and national site selection professionals. These partnerships, along with Maryland’s aggressive local, regional and national business attraction and expansion efforts, will continue to help build capacity by providing qualified business prospects to the affected counties.

DBED officials will continue to work closely with the Maryland Departments of Transportation and Planning to target State intervention and investment to projects that leverage and support local and regional efforts to attract and promote business. Maryland is also home to a strong and diverse community of small and minority-owned businesses, eager to take advantage of the significant amount of BRAC-related contracting opportunities and indirect business demands that will surely arise in and around the BRAC growth areas.

### Maryland’s Positive Economic Conditions

	Unemployment Rate <sup>1</sup> (1 = lowest)	Household Income <sup>2</sup> (1 = highest)	Poverty Rate <sup>3</sup> (1 = lowest)	Labor Rank <sup>4</sup> (1 = highest)	Cost of Doing Business <sup>5</sup> U.S. AVG = 100 (1 = highest)
<b>Maryland</b>	<b>3.9% (2)</b>	<b>\$65,144 (1)</b>	<b>7.8% (1)</b>	<b>1</b>	<b>103 (5)</b>
Massachusetts	5.0% (9)	\$59,963 (3)	9.9% (5)	7	115 (1)
Minnesota	4.0% (3)	\$54,023 (6)	9.8% (4)	5	98 (8)
New Jersey	4.6% (5)	\$64,470 (2)	8.7% (2)	4	109 (4)
New York	4.5% (4)	\$51,384 (8)	14.2% (9)	10	111 (3)
North Carolina	4.8% (7)	\$42,625 (10)	14.7% (10)	8	85 (10)
Pennsylvania	4.7% (6)	\$46,259 (9)	12.1% (7)	9	102 (6)
Virginia	3.0% (1)	\$56,277 (5)	9.6% (3)	3	93 (9)
Washington	5.0% (9)	\$52,583 (7)	11.8% (6)	2	101 (7)
California	4.9% (8)	\$56,645 (4)	13.1% (8)	6	112 (2)

Maryland’s unemployment rate is consistently below the national average.

Maryland has the lowest poverty rate in the nation.

Maryland’s cost of doing business is very competitive with many Northeast and West Coast states.

Maryland has the highest median household income in the country.

Maryland’s workforce is rated the best among “New Economy” states.

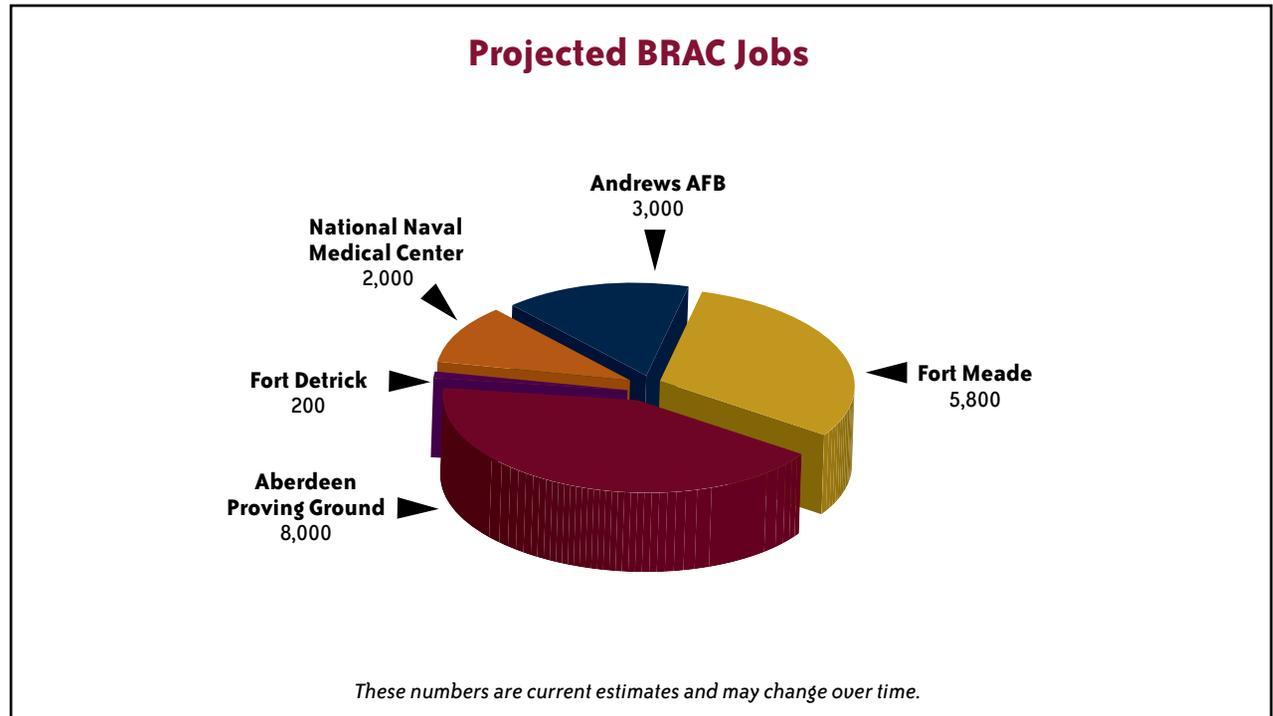
1. Source: U.S. Department of Labor; 2006 data  
 2. Source: U.S. Census Bureau; 2006 inflation-adjusted dollars  
 3. Source: U.S. Census Bureau; 2006 data  
 4. Source: Forbes Magazine July, 2006  
 5. Source: Moody’s Economy.com, Regional Financial Review; 2005 index



### Plan of Action and Methodology

Through the Office of Military and Federal Affairs, DBED is currently engaged in a host of BRAC-related initiatives to help the affected military installations and defense organizations effectively coordinate their relocations to Maryland. DBED’s Plan of Action includes: 1) leading outreach efforts to the relocating defense organizations; 2) providing ongoing technical and financial support for Maryland’s eight base-associated military alliances; 3) providing continued coordination with and among eleven county and city BRAC coordinators statewide; 4) engaging in frequent, ongoing communication with our many regional BRAC partners, including 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 BRAC Coordinating Committee and the Frederick County delegation; and 5) organizing meetings of the Maryland Military Installation Council to provide up-to-date information for all BRAC partners statewide, as well as staff, and to support the efforts of Maryland’s BRAC Sub-cabinet.

**Workforce Development:** To attract existing federal employees to Maryland and to prepare Marylanders for the thousands of new high-paying BRAC-related jobs, DBED will continue implementation of the existing State’s BRAC Outreach Plan. This involves scheduling interaction with the appropriate military leadership, coordinating BRAC marketing and promotions efforts for State agencies, and taking a lead role in BRAC media and public relations outreach. To date, DBED staff has prepared and delivered more than 130 public BRAC



presentations. The Department will also develop and implement a comprehensive Statewide Marketing Strategy, including a state-of-the-art web portal for resident and business attraction. Through workforce training grant programs and other tools, DBED will also help improve the skills of workers in the defense industry, so that today’s workforce can keep pace with tomorrow’s technology.

**Business Development:** To attract and support an influx of federal contractors and other related businesses to

the State, DBED will engage in a variety of activities. First, it will continue to support county partners technically and financially in their efforts to identify and develop new business sites and aggressively market those sites to regional and national prospects. DBED will provide dedicated staff support to Anne Arundel, Harford and other counties to assist small and minority-owned businesses looking to locate or expand near Fort Meade and Aberdeen Proving Grounds.





Second, DBED is financing a BRAC small business opportunity study to better understand the volume and type of small business opportunities on the horizon. Building on Maryland's effective MBE program and the State's long history of strong minority participation in contracting and procurement opportunities, DBED's Division of Small Business will also continue to partner with the Governor's Office of Minority Affairs and Small Business Development Centers to present a series of "BRAC and Your Bottom Dollar" small business workshops statewide. These workshops help identify opportunities for minority participation and educate and inform the small business community about BRAC.

Third, DBED will continue to work closely with the Maryland Departments of Planning and Transportation to target State intervention and investment in projects that leverage and support local and regional efforts to attract and promote business. Specifically, DBED will

explore the feasibility of creating targeted investment zones to connect BRAC-related personnel moves more effectively with redevelopment opportunities and transit-oriented development sites. The goal of these "BRAC Zones" is to build business capacity by attracting defense contractors, tertiary support businesses and residents to locate near BRAC-affected bases. DBED will also provide financial support, including loans, grants and a host of income, property, job creation and enterprise zone tax credits, to qualified new and expanding BRAC-related businesses. In addition, to build upon the exciting research and development opportunities coming to Maryland, the Maryland Technology Development Corporation (TEDCO), DBED's partner agency, has authorized \$375,000 in additional funding for entrepreneurs who are transferring or commercializing technology from Fort Monmouth, DISA or other BRAC-related defense organizations.

In summary, as the 2011 implementation deadline approaches, Maryland is preparing well for the challenges and opportunities that a BRAC of this magnitude presents. State officials are building on the lessons learned from previous successful BRAC decisions, working closely with the military installations, alliances, regional partners and a host of federal, State and local officials to accomplish the many missions outlined in this report. Maryland's comprehensive, collaborative and statewide approach will ensure that BRAC decisions better position Maryland in the new global economy and help build a more vibrant, diversified and productive workforce.

## 2.2 Governor's Office of Minority Affairs



### Mission Statement

*The Governor's Office of Minority Affairs (GOMA), in collaboration with its partners, will work to extend the economic benefits of BRAC to Maryland's small and minority businesses by: creating access to BRAC business opportunities; providing information about BRAC contracts and*

*procurements; increasing awareness of the resources that are available to assist firms seeking BRAC-related work; and expanding outreach to connect small and minority firms with military buyers and decision-makers for both federal and State BRAC activity.*

### Overview

Maryland leads the country as the State with the greatest per capita number of minority-owned firms and a wealth of nationally-recognized small and minority business policies and initiatives. The success of Maryland's economy is tied to the success of its small and minority businesses. Half of all those employed in Maryland work for small businesses, and over half of the State's 500,000 small businesses are minority or women-owned. According to the latest U.S. Department of Commerce figures, of the nearly half million small firms in Maryland, 140,000 are women-owned, African American firms are at 70,000, Hispanic firms number 15,000, and Asian-owned firms stand at 26,000. Moreover, these numbers are rising.

BRAC provides Maryland with an unprecedented opportunity to expand the State's economy by creating workforce and business development growth and further fostering an environment where small and minority businesses can thrive. BRAC offers three distinct avenues for small and minority business

growth: new federal procurements, incremental State and local government infrastructure-related contracting activity, and a host of entrepreneurial ventures.

Due to Maryland's close proximity to Washington, D.C., a majority of its small and minority firms do business with the federal government. As such, these firms are better prepared for the work involved in BRAC-related business than their counterparts in other states. In addition, BRAC will benefit from the fact that industries with the highest concentration of small and minority firms in Maryland are those in construction and the provision of professional, scientific and technical services, which are the industry segments most in demand for BRAC-and military-related activity. Both federal and State infrastructure projects related to BRAC will produce substantial increased activity in these industries through 2011.

Maryland has all the right ingredients for its small and minority businesses both to contribute to and benefit from BRAC's success. It offers a strong business base, a solid environment for economic growth, accessible

small business support services and committed political leadership. These factors working together will ensure that Maryland's small and minority firms are prepared for their pivotal role in BRAC.

### Strengths/Challenges

Maryland has several key strengths which will provide critical support and enhancement to a mutually successful partnership between its small and minority-owned business community and BRAC. First, Maryland's positive small and minority business legal and political climate is one of its greatest strengths. It is the only State in the nation with a Minority Business Enterprise (MBE) law which requires all State agencies to strive to meet a minimum goal of 25% minority participation in all contracting and procurement opportunities. This and other progressive MBE laws and policies, along with strong political support, will apply to and enhance all State-controlled BRAC infrastructure work.

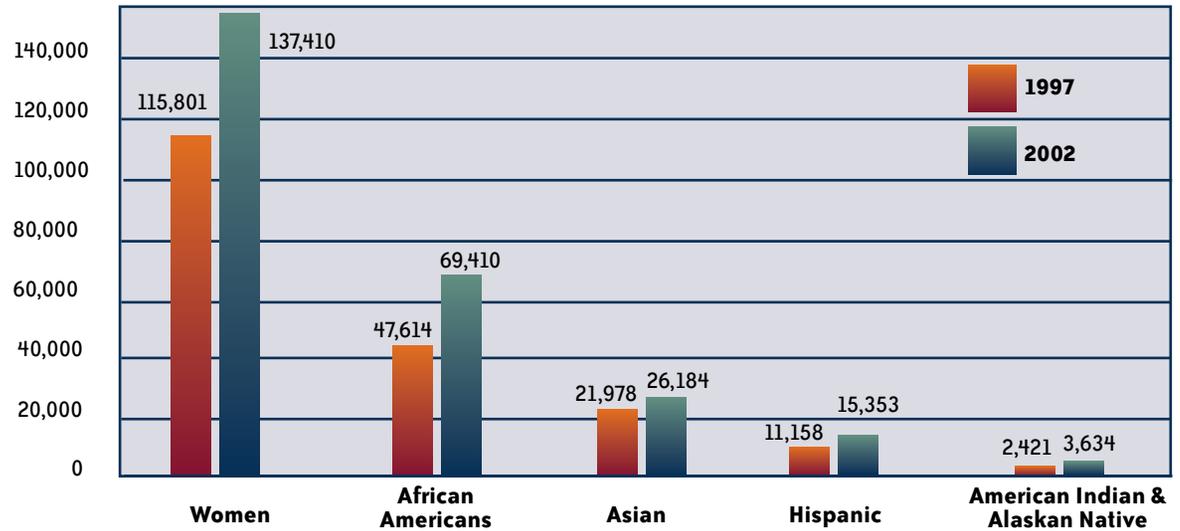


Second, Maryland has a dedicated agency, GOMA, which acts as a critical advocate for the nearly half a million small and minority-owned firms in the State. As part of the executive branch, GOMA is ideally positioned to carry out the Administration’s commitment to achieving greater inclusiveness and vendor diversity. GOMA plays a vital role in providing “One-Stop” shop referral and assistance to this important sector of Maryland’s business community. GOMA’s influence and impact will help Maryland’s small and minority business community become an integral part of the State’s efforts to grapple with and make BRAC successful.

Third, GOMA’s partner State-funded small and minority business support programs—the Department of Business and Economic Development’s Division of Small Business Development; the Maryland Small Business Development Center Network (SBDC) and the Maryland Small Business Development Financing Authority (MSBDF/A)/Meridian Management—will work to assist in the coordination and execution of “Maryland’s Small and Minority Business BRAC Readiness” plan. The combined resources of these programs will create a strong foundation on which to launch and support this mission.

Along with these strengths are several challenges facing small and minority firms. The most important are obtaining information on the multitude of direct and indirect business and contracting opportunities generated by BRAC, including information on the timing and other complex components of these opportunities, and helping minority and women-owned businesses gain access to capital and build capacity.

### Maryland Minority & Women-Owned Small Businesses 1997 & 2002



The complexities and urgency of BRAC contracting and procurements opportunities present a variety of challenges for small and minority businesses. Estimated to exceed \$10 billion, federal contracts are currently being awarded for the renovation, expansion and construction of facilities to accommodate personnel and related services. These contracts will be awarded by the U.S. Army Corps of Engineers and Naval Facilities Engineering Command and will utilize multiple acquisition methods.

Privatized activity in the form of Enhanced Use Leases (EULs) will also enter the picture as federal agencies make awards to developers for mixed-use projects on or adjacent to military installations. Identifying the timing and critical details surrounding this BRAC business activity is difficult and will require significant effort and outreach. The State must ensure that it creates awareness and disseminates useful and timely information to the small/minority business community.



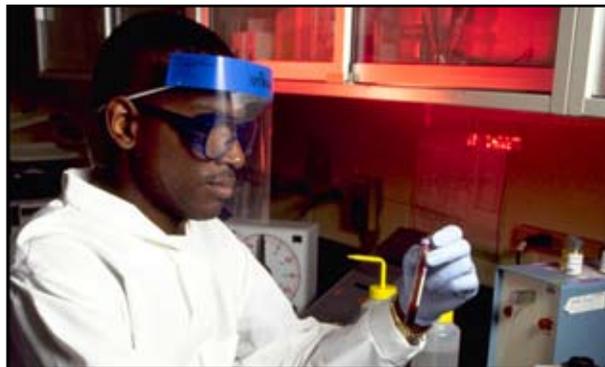
Also, having adequate access to capital is central to the ability of small and minority-owned businesses to build and expand capacity. This is vitally important particularly in the construction industry, where surety bonding and financing are essential to any firm's ability to compete and deliver successfully on large-scale contracts. BRAC small and minority business readiness efforts will need to address this pervasive issue.

While not insurmountable, these challenges will require significant planning and cooperation on the part of State, local, and federal agencies/authorities. Coordination among the State's collective small and minority business programs and advocates will also determine the level of success for BRAC readiness efforts. The Administration's commitment to maximizing opportunities for small and minority firms, along with concrete, affirmative steps toward BRAC readiness, will generate the momentum needed to overcome obstacles.

### Plan of Action and Methodology

Given the challenges of the current BRAC environment weighed against the potential for significant outcomes, the Small/Minority Business BRAC Readiness Plan (BRAC Readiness Plan) will focus on addressing the critical needs that provide the greatest opportunities to share the benefits of BRAC to all sectors of Maryland's business community. GOMA, along with its partner agencies will collaborate in implementing this plan of action.

The strategy behind the BRAC Readiness Plan of action addresses three key areas: (1) research and information gathering around BRAC/military decision-making and acquisition process; (2) information dissemination; and (3) facilitating access for small and minority firms seeking relationships with federal and State BRAC project directors and contractors. GOMA has, and will continue, to put in place initiatives which will use these strategies to support and facilitate the BRAC readiness effort. It will seek to unlock the challenges surrounding BRAC and to remove the barriers to increasing small and minority business participation and capacity.



**BRAC Coordinator:** GOMA has designated a "BRAC" coordinator who has met with various federal, State and local representatives to better understand and address BRAC-related issues and questions. As a result of these discussions and preliminary BRAC assessments, GOMA is preparing a targeted range of actions to address BRAC opportunities and challenges. These activities align with the major areas of the BRAC Readiness Plan.

### Economic Development Opportunities Study:

To assess BRAC's impact, GOMA will work with the Department of Business and Economic Development (DBED) to conduct an economic development opportunities study. This study, entitled "BRAC and Small Business: A Study on Small and Minority Businesses and Maryland, federal and Military Procurement Opportunities" will address the following core areas: (1) assessments of current federal, military and State procurement activity in comparison with potential future impact, along with assessments of the current level of small and minority business participation; (2) analysis of the current capacity of Maryland's small, disadvantaged and minority businesses in the fields of technology, construction, and R&D; (3) resource allocation assessment to enable Maryland's small, disadvantaged and minority business service providers to set priorities in providing services and assistance to small business sectors around BRAC; and (4) methodology for tracking small and minority business participation before and after BRAC, and for providing small and minority business equal access to procurement/business opportunities.

**One-Stop Shop Website:** Another key initiative is to design GOMA's website as a one-stop shop for BRAC success. The site will provide comprehensive links to significant BRAC-related procurements and respond to relevant small, disadvantaged and minority business needs as identified by local, federal, State and private BRAC partners. Links will include workforce development and training resources, including a wide range of local/regional advocacy and business



networking, and technical assistance groups.

**Outreach Efforts:** Disseminating critical information to the small and minority contracting community is of paramount importance. GOMA outreach activities will be expanded to include working with DBED and various federal agencies and alliances on BRAC-related issues specifically. GOMA will coordinate statewide BRAC meetings with various contracting organizations and create alliances with the defense industry to make formal their connections to small minority and women-owned businesses. A Private-Sector BRAC Advisory Group will be formed to assist small and minority firms seeking access to the BRAC military and contractor community.

**Business Development Offices:** In addition, GOMA, in partnership with DBED and the Military Alliances, will promote further outreach by creating two Business Development Offices (BDO) located outside the gates of Aberdeen Proving Grounds and Ft. Meade. These BDO offices will provide valuable information on base-controlled BRAC spending while providing access for small and minority firms seeking introductions to key base spending decision-makers. The BDO concept

is patterned after a successful model at Ft. Detrick in which the base's business development officer and the local economic development office share space. The partnership provides improved accountability and information flow, and it connects the base's procurement outreach efforts to the small and minority business community and local government.

**Communications:** GOMA and the SBDC will also collaborate on several outreach and communications efforts, like the successful SBDC series, "BRAC and the Bottom Line," to inform and engage small and minority firms in BRAC contracting opportunities. The SBDC will also expand its Procurement Technical Assistance Program (PTAP) to assist small, disadvantaged and minority businesses interested in obtaining and successfully performing on BRAC-related contracts.

**Access to Capital:** Improving access to capital is critical to GOMA's BRAC Readiness Plan. This effort will include partnering with MSBDFA, the Maryland Department of Housing and Community Development (DHCD) and TEDCO (Maryland's Technology Development Corporation) to promote existing loan and venture

capital funds for small and minority businesses. Further, GOMA will explore with DBED and the Maryland Department of Transportation (MDOT) new funding sources to increase capital available to minority businesses for bonding and business expansion.

**MBE Goals and BRAC Stat:** As part of Maryland's BRAC Readiness efforts, the State will undertake billions of dollars worth of infrastructure projects which range from roadway improvements to environmental testing and public school construction. In keeping with existing State MBE laws, GOMA will work with various agencies to ensure the consistent application of MBE guidelines and goals. GOMA will also provide input in the development of BRAC Stat, the statewide measurement and accountability tool that will be used to track overall BRAC progress.

In conclusion, the BRAC Readiness Plan will help guide GOMA's activities over the next several years. This plan is a culmination of the shared vision, expertise and commitment on the part of the collaborative partners who will ensure that Maryland's small and minority businesses are "BRAC Ready."



## 2.3 Maryland Department of Planning



### Mission Statement

*The Maryland Department of Planning (MDP) will provide information and services that improve the ability of Federal, State and local government to support BRAC-related growth in Maryland that is consistent with Smart Growth policies. MDP seeks to ensure that BRAC-related growth occurs in a manner that will enhance the State's ability to preserve our natural resources,*

*enhance the vitality of older neighborhoods, increase the State's return on infrastructure investment by encouraging new development within Priority Funding Areas, and provide web-enabled, BRAC-related information and services to the public.*

### Overview

Maryland is nationally known as a leader in planning and Smart Growth policy and practice. It is one of only a handful of states that has a statewide planning agency to coordinate land-use policies that in Maryland include strong support for Smart Growth and its principles. These principles include providing a mix of land uses—creating places for people to live, work and play within easy walking distance. Maryland Smart Growth principles also encourage communities to provide a range of housing opportunities, including multi-family, townhouses and single-family homes in a manner that truly promotes the development of diverse communities.

Unique to Maryland's Smart Growth program is the ground-breaking use of Priority Funding Areas (PFAs). Through partnerships with State and local governments, the local governments throughout the state designate areas where there is existing or planned infrastructure to concentrate future development. In turn, the State

will only provide growth-related funding to projects located inside of these areas designated by the local governments. This contributes to the reduction of development pressure on the State's remaining farmland and other environmentally sensitive lands. It is anticipated that approximately 85% of the households moving to Maryland due to BRAC are expected to locate within areas designated as PFAs by 2015. The PFA approach, provides a powerful tool to help the State protect its natural resources while focusing the development of diverse communities in areas where appropriate and desired.

BRAC represents a significant number of new jobs and households over the next four years. In general, Maryland has been planning for projected growth of over 500,000 households and an increase in population of over 1,100,000 between 2005 and 2030. BRAC influx into the state will bring the first pieces of this anticipated growth. BRAC represents approximately 13% of the anticipated household growth from 2005 through

2015 for the nine BRAC jurisdictions. Maryland is poised to leverage this opportunity by revitalizing its existing neighborhoods and building new vibrant communities where residents can take advantage of nearby public transportation and walking to work.

Maryland is working to ensure that the opportunity that BRAC presents will be sustainable and supportive of statewide economic development that further improves our quality of life and stands the test of time. Our State will continue to support strong land use principles that will in turn make BRAC growth "smart growth".

### Strengths/Challenges

Maryland's exceptional quality of life was a significant factor in the 2005 BRAC decisions. The State has continued to prepare for the expected influx of more BRAC-related jobs than any other State. The majority of these jobs (94% or 15,300 direct jobs and 27,000 indirect and induced jobs) are expected to be located within the



10 jurisdictions that make up the BRAC-impacted areas. While it is not certain at this time exactly how many total jobs will be generated, some estimates indicate that the number could vary between 40,000 and 60,000. The sheer number of those moving to Aberdeen Proving Ground, Fort George G. Meade, Andrews Air Force Base, and the National Naval Medical Center in Bethesda, as well as those moving to Fort Detrick into non-BRAC jobs, will present a number of planning opportunities and challenges to Maryland.

With its solid relationships with county and municipal governments and the State's solid Smart Growth policies, the State and local governments have been able to focus new development into areas where public services and infrastructure already exist. Knowing where growth is planned presents the State with the opportunity to evaluate and plan for where most of those relocating to Maryland will want to live, shop and send their children to school. State agencies are working in partnership to ensure that the needs for schools, roads, housing and redevelopment are being addressed as part of the State's BRAC Plan of Action.

MDP offers expertise to local government in the form of data, analysis and technical planning assistance through its professional planning staff. These services support land-use planning, zoning, and urban design. MDP maintains data resources for housing, population and socio-economic and analysis tools. MDP will provide accurate and timely data and information to key decision makers, stakeholders and the public to ensure that growth (including BRAC-related growth) occurs in a manner that does not overwhelm our roads, schools

and public facilities. State agencies will also develop the means to measure performance as it relates to BRAC readiness through a "BRACStat" process modeled after StateStat.

BRAC impact on school capacities are another challenge that Maryland will face and these potential impacts are already being addressed. The State has developed and continues to evaluate a well rounded approach to addressing BRAC impacts on Maryland's schools. As more information becomes available regarding federal agency movements local jurisdictions, as well as State agencies, are evaluating steps that may need to be taken



to assist the Local Educational Agencies (LEA's). One of the top priorities is the equitable distribution of Capital Improvement Project (CIP) funding throughout the State and fulfillment of State commitments for providing equal educational opportunities. Maryland State agencies and the LEAs are committed to effectively analyzing BRAC-related enrollment increments and to phase enrollment and capacity needs over several years in order to meet projected school needs brought on by BRAC.

## Plan of Action and Methodology

The Maryland Department of Planning has developed a strategy for accommodating and sustaining the incoming BRAC growth for the State. This plan of action will support local governments in a manner that is consistent with Smart Growth and will contribute to creating sustainable communities while measuring the impact of BRAC on our local jurisdictions.

**BRACStat Metrics:** The State will develop the metrics in order to measure its performance as it relates to BRAC readiness through a "BRACStat" process. BRACStat is an accountability tool utilizing data, information, computer mapping and accountability sessions to define and refine methods that ensure efficient, responsive and effective government.

**Utilization of Smart Growth Tools for BRAC:** BRAC provides local jurisdictions with economic opportunities to revitalize older areas and promote higher density development near public rail transportation. The State will provide a flexible mechanism such as form-based codes, which are a mechanism for regulating development to achieve a specific urban design. The State will also provide other Smart Growth tools such as Design Teams that are available to work with local BRAC-impacted communities in demonstrating design options for lands under consideration for high density, pedestrian and transit oriented development.

The State will also utilize other tools to address growth issues such as the Governor's Smart Growth Subcabinet, which is chaired by the Secretary of Planning.





The Smart Growth Subcabinet assists in coordinating Smart Growth activities of multiple state agencies and expediting projects that are consistent with the State's Smart Growth goals.

**BRAC Zones:** The Departments of Planning, Business and Economic Development, Housing and Community Development and others will work together to explore the feasibility of creating targeted investment zone strategies. BRAC Zones are being developed to better connect BRAC-related personnel moves with redevelopment opportunities and transit oriented development sites. The review will include participation by BRAC impacted communities, and the approach will encourage overall BRAC-related infrastructure investment consistent with broader smart growth policies and initiatives.

**Planning for School Construction:** The growth of BRAC-related jobs may have a significant impact on school construction funding. The State is working with LEAs

to develop a mechanism to effectively analyze BRAC-related enrollment increases and to phase enrollment and capacity needs over several years in order to meet projected school needs in 2015. The State will work with the IAC and consult with the LEAs to develop a feasibility analysis of the school construction priority process that includes Smart Growth principles as part of the evaluation process.

**Interactive Schools Website:** In addition, the Maryland Department of Planning has created an interactive web site for schools as part of the State's efforts to provide easy access to vital information for those moving to Maryland from other locations <http://www.mdp.state.md.us/brac.html>. This site will allow the user to see on a map the list and location of every public K–12 schools in Maryland as well as important information about that school. This information includes national test scores, SAT scores or other national standard test information. In addition, the site has other layers that allow a user to see the surrounding communities and get information such as housing values for the surrounding communities.

Maryland stands ready to address the needs associated with BRAC population growth while protecting Maryland's quality of life and resources. By employing the state's Smart Growth principles and utilizing defined metrics for growth to measure and recalibrate the state's action plan, Maryland is confident that it will be able to sustain and improve its coveted quality of life for all its residents.

## 2.4 Maryland Department of the Environment



### Mission Statement

*The Maryland Department of the Environment (MDE) will support BRAC 2005 and related defense-growth in Maryland by promoting environmental preservation and resource conservation. MDE will identify water and wastewater capacity limitations in coordination with county and municipal governments, complete timely environmental regulatory reviews and*

*approvals, and provide timely water and wastewater infrastructure financing to eligible local governments for planned defense growth. MDE will foster a strong sense of stewardship for Maryland's air, water and land resources among those seeking to implement defense-related growth projects today and in the future.*

### Overview

Maryland is a national leader in environmental protection – its programs for air, water and land restoration are well recognized as among the most protective of public health and natural ecosystems in the Nation. Maryland packs a diverse and beautiful environment into a compact state – a veritable “America in Miniature.” Spanning 199 miles wide and 126 miles long, Maryland reaches from the Appalachian Mountains to the Atlantic Seacoast. Nineteen percent of Maryland is water. The State boasts 17,000 miles of waterways and 450,000 acres of public lands providing highly valued environmental, economic and quality of life benefits for its citizenry. Every Marylander lives within 5 miles of a stream or river. Waterways are vital to the State's heritage, supporting a vibrant Port of Baltimore, active commercial and recreational fisheries, numerous recreational boating opportunities, and safe public bathing beaches.

The Chesapeake Bay is Maryland's greatest economic and environmental asset and a recognized national treasure. Maryland leads the region in efforts to protect and restore the Bay. Maryland will fully implement enhanced nutrient removal programs at all major public-owned wastewater treatment plants. Furthermore, it will achieve one of the most significant Bay protective accomplishments in a quarter century, as it continues to track and reduce water pollution through ongoing water quality monitoring, tree and native plant shoreline restoration, wetland preservation and restoration; and green building practices. With respect to air quality, the State's environmental workforce, housed within the MDE, pioneered the nationally recognized ozone color-code warning system. Using this system, Maryland applies the highest-level technology and best practices to warn citizens of potentially harmful air pollutants or difficult breathing conditions. In the last 20 years, the number of poor air quality days has dropped dramatically. Implemented in 2006, the

Maryland Clean Power Rule, the most sweeping air pollution control measure in Maryland history, will ensure that Maryland air quality continues to improve.

As Maryland prepares to absorb those relocating to Maryland as part of the BRAC process, the State's environmental expertise will enable it to grow wisely in ways that do not out-pace existing infrastructure capacity and that continue to be protective of public health and environmental quality.

### Strengths/ Challenges

Maryland is a highly knowledgeable and innovative state, working aggressively to maintain its rich environmental heritage and at the same time work to accommodate projected BRAC growth. As stewards of Maryland's natural environment, MDE's highly technical workforce has expertise to lend to local

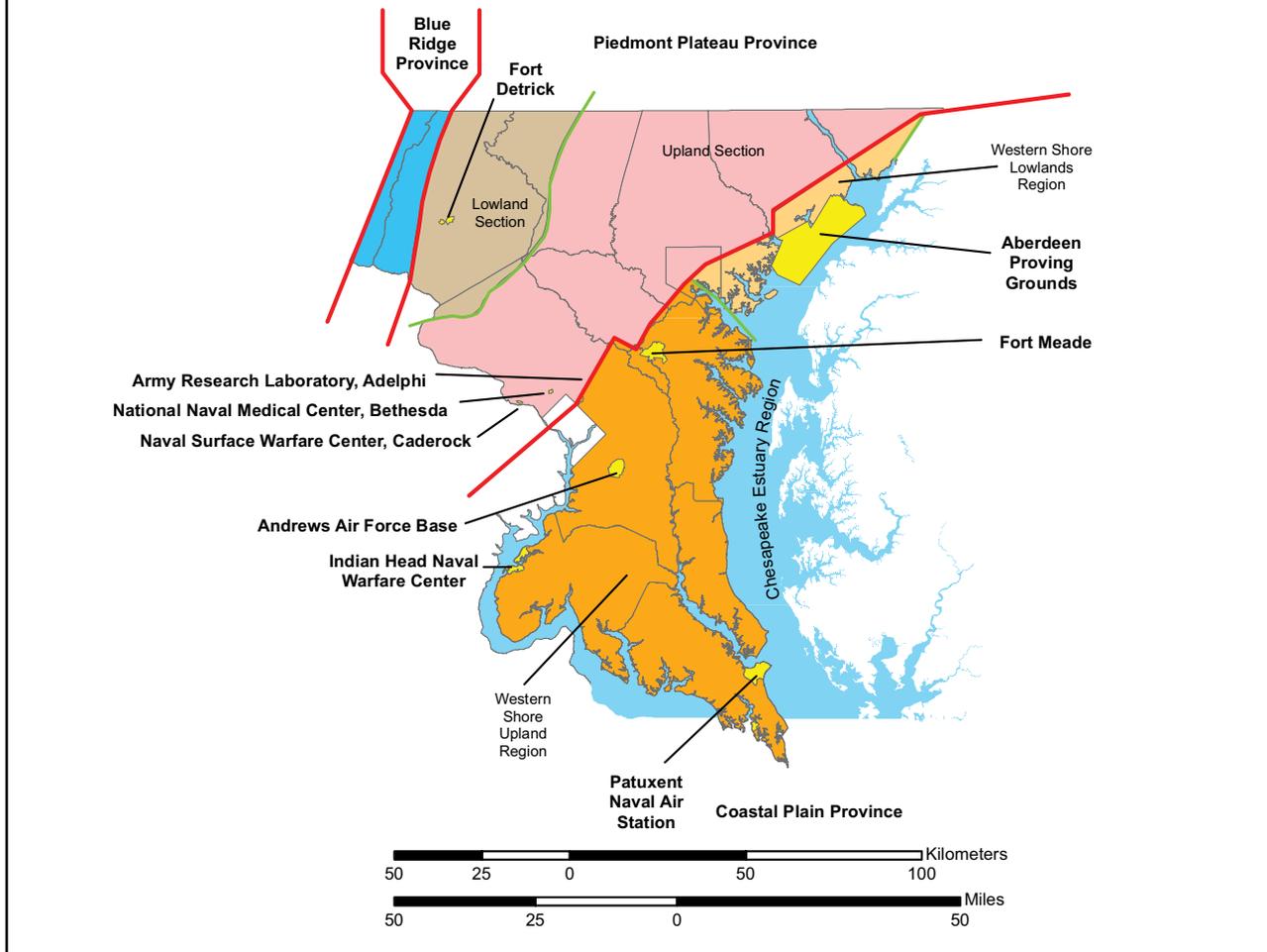


governments faced with certain challenges as a result of the federal BRAC decisions. These include ensuring that: (1) local drinking water supplies are sufficient, (2) locally generated domestic and industrial wastewater is adequately treated and properly discharged in a manner highly protective of Chesapeake Bay and local waters, (3) the State progresses in its efforts to improve air quality and safeguard human health, (4) redeveloped contaminated property, whether on or off military property, meets federal and State standards, and (5) there is no net loss of State wetlands which are highly valuable as pollution filters and wildlife habitat.

Maryland benefits from a highly efficient local government structure comprised of 23 county and 157 municipal governments that work together with MDE on the common goals of environmental protection and restoration. Today, as never before, Maryland is poised to achieve success through regional coordination that will greatly facilitate BRAC implementation. Through regionalism, the State intends to succeed in addressing those issues that go beyond the boundaries of any one political subdivision. In this way, Maryland intends to tackle the more difficult air and water pollution control challenges that require regional cooperation to safeguard the integrity of the State's valuable waterways and airsheds.

Maryland and its subdivisions cannot make progress alone. This is why the State has forged strong partnerships with its Bay neighbors (Pennsylvania, Virginia, West Virginia, Delaware and the District of Columbia) and with an array of federal partners, among these the Department of Defense. Maryland recently

### Military Installation Locations within Maryland's Physiographic Provinces



joined the Northeast Regional Greenhouse Gas Initiative (RGGI), a cooperative effort of nine states to address broad regional air quality concerns. The State also has a strong network of river-keeper and land trust organizations as well as other environmental advocacy groups that fulfill important roles in helping to ensure public health and environmental protection.

From an environmental standpoint, BRAC-related growth presents a number of changes. Geographically, BRAC growth will exert pressure throughout Central Maryland where communities are currently facing drinking water quantity as well as wastewater treatment capacity issues. Community and regional wastewater treatment systems in Central Maryland are challenged to meet demands for more capacity due to quantitative limits placed on nutrient loadings in State-issued federal discharge permits. Once a nutrient “cap” is reached, it can hinder growth unless the responsible local or regional authority develops a new strategy and possibly new facilities for treatment. In addition to the nutrient cap, two other federal Clean Water Act programs may restrict locally generated pollutant discharges: “total maximum daily loads” (TMDLs) for pollutant-impaired water bodies throughout the State and anti-degradation requirements to protect designated high quality waters.

In addition, urban places throughout Central Maryland face challenges regarding the management of rainfall and snow melt that runs off rooftops and streets into storm drains and then directly to streams, contributing to degradation of the Chesapeake Bay. By law, all local governments must regulate stormwater management



for new development and redevelopment, but existing urban areas are difficult to retrofit. Green building practices and environmental site design are therefore playing an increasing role.

Wetlands protection and enhancement is also critical to Maryland’s water quality and habitat restoration goals, yet the proposed construction activity related to BRAC may pose challenges to accomplishing these goals. MDE and the Army Corps of Engineers jointly administer development permit programs. As such, each agency will be diligent in enforcing requirements related to wetland preservation; namely, minimizing impacts and, where required, enforcing required mitigation efforts. Given that BRAC in Maryland is Army-driven, the Army Corps of Engineers will play a very active role in working closely with applicants and MDE to ensure that the process is diligently carried out and, where possible, wetland acreage is actually increased.

The federal Clean Air Act ensures that actions taken by federal agencies in air quality non-attainment zones do not undermine air quality improvement efforts at the state level. As locally significant projects in support of BRAC growth seek federal/State/local approval, air quality concerns are addressed as part of the Environmental Impact Statement process. Many activities at federal facilities that are expected to involve increases in emissions that impact air quality, including defense activities such as air ground-based operations, flight landings and takeoffs, and construction, require a special environmental analysis. The federal regulations establish emission thresholds and specific requirements for projects that exceed those thresholds. MDE works with federal installations, helping identify emission mitigation alternatives to ensure projects will not adversely impact air quality.

The 2005 BRAC round is not anticipated to involve heavily contaminated military properties that would require extensive environmental remediation before redevelopment. To the extent that BRAC-related growth relies on redevelopment of brownfields outside the military fence line, MDE welcomes the opportunity to provide assistance to project sponsors regarding the incentive-based State Voluntary Cleanup Program. Concerning local solid waste management, MDE stands by to advise those jurisdictions seeking innovative approaches to reduce the demand on landfill capacity. Techniques to convert waste to energy are receiving increased attention in this regard.



## Plan of Action and Methodology

The MDE is working closely with local governments, reviewing each local BRAC action plan, and identifying those items that require specific action by MDE. The agency is aligning its efforts to facilitate prompt MDE response to local government regarding water and wastewater infrastructure planning and, where desired, to assist in local efforts to reduce landfill capacity through innovative approaches. In addition, MDE is geared to work with BRAC-related project sponsors (i.e. the Army or defense contractors) to ensure timely processing of environmental reviews that may involve air quality analysis, wetlands and stormwater approvals, wastewater discharge permitting, brownfields cleanup or hazardous materials approvals.

### Water and Wastewater Infrastructure Planning:

To assist local authorities responsible for public drinking water and wastewater treatment infrastructure, MDE has secured federal funding to obtain analytical information in support of decisions the agency will



need to make as BRAC implementation unfolds. This information will be used by the local jurisdictions as they undertake State-mandated water resources planning which must address the need for developing new or expanded infrastructure. In an effort to increase the efficiency of this process, MDE has created a website to provide one-stop assistance to applicants through MDE's existing Permit unit with expertise in the process: <http://www.mde.state.md.us/Permits/busGuide.asp>. Additionally, the State of Maryland provides one-stop assistance to applicants through MDE's Customer Service site, <http://www.mde.state.md.us/BusinessInfoCenter/enviroPermits/index.asp>. The State BRAC-related investigations are focused on the Coastal Plain and Piedmont regions as these regions encompass all of Maryland's military installations. Of these installations, Ft. Meade and Aberdeen Proving Ground are of primary concern in regard to the federally-funded studies MDE is conducting.

**Technical Assistance:** MDE is also providing guidance to local governments on how to prepare the required water resources documentation that must be included in local comprehensive plans by October 1, 2009. Recent changes to State planning laws require local jurisdictions to take a much more rigorous approach to evaluating, in advance, both the engineering capacities of their water and wastewater systems and the natural capacities of their local drinking water sources. In addition, MDE is preparing to work with local governments on special air quality reviews related to transportation and other projects that have local or regional effects.



MDE is also working directly with the Army on projects impacting military property. It has also made available the *Business Guide to Environmental Permits and Approvals* which contains a comprehensive summary of all State environmental permits and approvals along with information on turnaround times, fees and regulatory program contact information to assist Army and local project sponsors. Additional assistance is available through MDE's Permitting and Customer Services (PACS) office, the non-regulatory arm of MDE responsible for maintaining the Guide. Project sponsors are advised to approach MDE at the earliest possible stage regarding their regulatory needs.

**Clearinghouse Review:** MDE's State Clearinghouse review of BRAC-related projects is ongoing with a total of nine projects having been reviewed to date. This activity will continue throughout the early stages of implementation. MDE works diligently to ensure that reviews are coordinated and that all of the agency's substantive comments become part of the official record submitted to the Maryland Department of Planning (MDP).



MDE will work in partnership with other agencies to meet the challenges of BRAC. At a minimum, these partnerships include: BRAC Subcabinet member agencies, impacted local governments, and the U.S. Environmental Protection Agency/Region 3. MDE will need to reach out to other state and federal agencies involved in Chesapeake Bay restoration and protection. Also, the Department of Housing and Community Development and other partners will be needed to help finance critical water and/or wastewater projects that go beyond what MDE's existing programs can support. Enhanced partnership with the U.S. Department of Defense is critical in terms of supporting MDE's BRAC mission goal regarding stewardship.



Maryland has a rich environmental heritage that has prompted decisive action over many decades regarding the adoption of laws, regulations and policies that are protective of that heritage from the shores of the Atlantic

Coast and Chesapeake Bay to the majestic mountains of the west. Absorbing BRAC-related growth will not be accomplished without challenges but the goal can be achieved through cooperative interaction of local government, BRAC project sponsors, and federal and State agency partners working in concert with the State's environmental regulatory experts at MDE.

Maryland will draw on its strengths of environmental expertise, leadership and innovation, regional approaches, and federal/State/local partnerships to meet the BRAC challenges ahead. These challenges include ensuring that local drinking water supplies and wastewater treatment infrastructure are up to the task, supporting local governments in their efforts to find alternative ways to manage solid waste, and ensuring that all BRAC-related projects measure up to federal and State environmental legal requirements geared to protect and restore Maryland's precious air, water and land resources for the benefit of Marylanders today and in the future.

The State's BRAC environmental action plan calls for use of additional federal resources already programmed; an innovative state regulatory tool to guide local water resources planning; existing air, waste, wetland, stormwater and other regulatory programs; diligent use of the State Clearinghouse for early exchange with BRAC project sponsors; and aggressive partnership at all levels. The leadership and tools are in place to ensure that BRAC implementation in Maryland is an environmental success.

## 2.5 Department of Housing and Community Development



### Mission Statement

*The Department of Housing and Community Development (DHCD) works and coordinates 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 and the resources that are available for homeowners and renters.*

### Overview

Maryland is fortunate to have a strong and diverse housing market and is well positioned to prosper from BRAC-related growth. From the Eastern Shore to the mountains of Western Maryland, and the urban centers and small towns in between, Maryland has it all. Historical communities along main streets, golf course developments, tranquil estates along the Chesapeake Bay, and waterfront condominiums in Downtown Baltimore – all are examples of Maryland's housing options from which BRAC households can choose. These vibrant and diverse areas provide a range of options where families can raise their children, shop in local markets, and find entertainment in local and national sports venues, theaters and concert halls.

Maryland's excellent housing stock and strong communities are good news for BRAC families. Although average home sales prices more than doubled between 2000 and 2006 in many jurisdictions, the recent market slow down pushed October home sales down 33.5% over last year. This has facilitated an

increase in available housing stock of more than 20% statewide, suggesting additional capacity for further growth. Together these trends help to shore up housing affordability and suggest that BRAC-related demand may drive a housing market rebound. Overall, BRAC is projected by the Maryland Department of Planning to add 25,000 new households to Maryland— 84% of those households are estimated to be homeowners.

Between 2000 and 2006, Maryland's strong economy helped to create an average of 19,400 new households annually. Of these, 13,850 or 71.3% were new homeowners, while 5,600 or 28.7% were new renters. New housing construction, as measured through permits, kept pace with this growth as more than 198,000 new housing units were created over that time.

Moving forward as BRAC appears on the horizon, Maryland is fortunate to have in place mechanisms that help channel and direct new growth and development. Through Smart Growth, Maryland helps foster economic growth and the development of livable and sustainable communities while preserving and enhancing natural and cultural resources. This is achieved by targeting

State investment resources into designated priority funding areas such as Baltimore City, Maryland's 157 municipalities, and areas inside the Baltimore and Washington beltways. A range of community development areas provide an additional framework to encourage directed growth and revitalization. These include Main Streets, targeted neighborhoods, and designated communities within urban centers. Together, these policies and investment strategies help to ensure that BRAC growth and housing market activity are connected to areas where there is both need and capacity. This ultimately serves to protect the cultural and natural resources that makes Maryland attractive for such growth and development.

### Strengths/Challenges

Maryland brings many tools, assets, and strengths to the table to help households and communities respond to BRAC-related opportunities and challenges. As noted above, the variety of choices households have in selecting where they want to live as well as the role



Smart Growth plays in helping guide new development set the framework for BRAC growth in Maryland. BRAC does bring with it challenges in the housing arena including concerns that the growth will exacerbate concerns about housing affordability. In addition, connecting BRAC developments to areas that are seeking revitalization is a challenge but Maryland has programs in place to assist in this effort.

Between 2000 and 2006, 15 out of 20 Maryland jurisdictions for which home price data is available, saw average home prices grow by more than 100%. In the same time period, according to the Maryland Department of Planning, the average household income in Maryland grew only by 25%. In the face of these challenges, Maryland is projected to have a shortage of affordable/workforce rental housing of more than 157,000 units statewide by 2015. While a market slowdown will ease some current concerns about affordability, BRAC-related growth of 25,000 new households may help drive a market rebound and serve to elevate affordable housing concerns. The direct increase in housing demand from the military and associated contractor jobs could spur a housing market that has already experienced considerable price growth in recent years. In turn, this could impact Maryland's existing communities and households and serve to push housing affordability and homeownership further out of reach.

Maryland does have a variety of resources and tools for households and communities to respond to affordable/workforce housing needs. The Department of Housing and Community Development, which is Maryland's housing and community development finance agency,

### Projected Statewide BRAC Household Demand by Jurisdiction

Jurisdiction	Number of Households	Percentage of Total	Type of Cost/Quality Housing		
			Low	Medium	High
Harford	6,533	25.8%	773	1,734	4,026
Anne Arundel	4,457	17.6%	728	992	2,737
Baltimore	3,653	14.4%	674	969	2,010
Baltimore City	2,549	10.1%	498	590	1,461
Montgomery	2,274	9.0%	633	1,023	618
Cecil	1,998	7.9%	465	560	973
Prince George's	1,996	7.9%	476	845	675
Howard	1,853	7.3%	327	477	1,049
<b>Total</b>	<b>25,313</b>	<b>100.0%</b>	<b>4,574</b>	<b>7,190</b>	<b>13,549</b>

Source: Maryland Department of Planning Report: Planning for BRAC, Status, Background and Next Steps, May 2007

manages nationally recognized programs to help individuals and communities prosper. The Department administers a range of mortgage and down payment assistance programs and participates in financing the construction of affordable rental housing opportunities for seniors, families, and individuals with special needs through a range programs that leverage federal, State, local and private resources. In fiscal year 2007, DHCD helped 3,900 households buy a home and financed 2,800 rental housing opportunities.

Partnerships are key to meeting the housing and community development challenges arising from

BRAC. DHCD is striving to work seamlessly in a lateral fashion with its sister agencies and vertically with federal, local, private, and nonprofit partners. Expanding on strong working relationships with real estate industry groups such as the homebuilders and realtors, affordable housing advocates, nonprofit actors, local government housing and redevelopment agencies, and the lender communities will be critical. State housing and community development resources can serve as a catalyst, but private and other investment is necessary for success.



Connecting BRAC-related growth to community revitalization will be a challenge but an important opportunity to funnel market forces into areas where there is capacity for growth and development. Data suggests that growth from the jobs at Aberdeen Proving Grounds may cause housing demand to outstrip supply in suburban jurisdictions. In addition, the Maryland Department of Planning's December 2006 report found that nearly 15% of the statewide BRAC growth will locate in areas outside of the states' priority funding areas. On the other hand, opportunities abound in Baltimore City and in areas such as the Route 40 corridor which several BRAC jurisdictions have targeted for redevelopment. Making these connections will be aided by Smart Growth as well as DHCD's compendium of community development and revitalization programs geared to assist local projects. These programs help steer investment to areas where growth is desired, such as revitalizing neighborhoods and main streets. In fiscal year 2007, 216 community development projects were assisted through DHCD loans, grants, and tax credits. Further, in total, all of DHCD's programs served to stimulate more than \$1.5 billion in investment in Maryland's communities in 2006.

### Plan of Action and Methodology

DHCD's action items in Maryland's BRAC Action Plan will guide the Department's activities over the next 8 years. The Plan leverages a strong portfolio of programs and partnerships to serve the populations directly and indirectly impacted by BRAC. It sets out several new affordable housing initiatives linked to the Maryland

Mortgage Program, works to improve rental housing opportunities, expands employer assisted housing, and establishes a framework to connect BRAC growth to redevelopment opportunities. The actions below incorporate local government plans, use existing tools to connect growth to revitalization, and set forth new initiatives to confront the emerging housing and community revitalization agenda facing Maryland.

**Marketing and Outreach:** An important step in the Action Plan is marketing and outreach. DHCD will be marketing programs and resources to households, businesses, and communities to convey the availability of housing and community development resources to individuals in need and in areas of opportunity. Further, it will continue to expand the Department's tools to assist in the creation of homeownership opportunities. Maryland Department of Planning projects that 47% of BRAC households will be seeking low and moderate cost/quality housing types. Reaching this segment will be a focus of DHCD's efforts.



**Homeownership Programs:** The Maryland Mortgage Program, which has competitive mortgage rates, a variety of mortgage products, and range of down payment assistance options, is an important tool in DHCD's BRAC response. Particularly efforts related to the mortgage program will include incorporating BRAC businesses into the "House Keys for Employees" program which matches down payment assistance provided by participating businesses to their employees. The program is enriched by its Smart Growth incentive – "Smart Keys" – which provides additional down payment assistance if the participating household lives within 10 miles of their employer or within the same county.

**Rental Housing Programs:** In addition to the homeownership activities, rental housing is also a focal point of DHCD activities. It is projected that 14% of BRAC households will be renters. DHCD will use the compendium of rental tools it has available and prioritize resources for BRAC to provide for the construction and rehabilitation of affordable rental housing. Rental housing can take a variety of forms and will be primarily needed for households with family members employed in lower paying BRAC jobs, as well as jobs in the service sector or that provide support services to BRAC related businesses. A secondary need for affordable rental housing encompasses the development of new senior housing that, when built, can serve to open-up existing single family homes previously occupied by a senior, who choose to move to the new senior development. A related tool that will assist on the rental side is a recently launched



apartment housing locator or service, [MDHousingsearch.org](http://MDHousingsearch.org). The rental locator is a free resource for both landlords and tenants and provides real-time information on rental housing opportunities throughout Maryland to support the relocation of BRAC households and the related workforce.

In the future, there are other products and tools which are still under development that Maryland can leverage to assist in expanding affordable/workforce housing opportunities. One such tool is the Workforce Housing Grant Program. The program was created by the General Assembly in 2006 to provide flexible housing grants to local governments to meet local housing needs. In return, local governments will need to match the funds and better incorporate housing needs into their planning activities.

**Neighborhood Revitalization Programs:** While enhancements to housing programs will serve to assist direct and indirect populations in need of housing assistance, DHCD's neighborhood revitalization



programs will play a key role in shaping the location and quality of BRAC-related growth. DHCD's investment programs provide critical resources to spur redevelopment to support residential opportunities as well as revitalize commercial corridors and older retail shopping centers that provide key services for BRAC households.

One important action item to help direct BRAC related growth includes fully utilizing the flexible Community Legacy program that provides grants and loans to local governments and communities to achieve their revitalization priorities. Since FY 2002, when Community Legacy was created, the Program has provided \$42 million dollars in funds catalyzing \$233 million in investment in 390 local revitalization and community development projects across Maryland. Areas abutting Ft. Meade and Aberdeen Proving Grounds, areas near the Route 40 corridor, as well as large portions within Baltimore City, have already been designated as priorities by local applicants. The designation of these targeted areas reinforces that BRAC growth can be connected to areas seeking redevelopment and revitalization and that DHCD's programs are poised to play a catalyzing role in that effort.

**Main Streets, Neighborhood Business Works:** Additionally, as part of its efforts to connect BRAC opportunities to existing communities, DHCD will be expanding its Main Streets program on two fronts. One aspect will be to add new Main Streets in impacted BRAC areas to help the existing business communities and small towns serve as opportunity areas to attract growth. These new Main Streets, in conjunction with



Neighborhood Business Works, will provide enhanced opportunities to connect new and growing small businesses to BRAC and community redevelopment. In fact, over the last ten years, the Neighborhood Business Works program has helped establish or expand more than 400 small businesses in targeted revitalization areas. A second aspect of enhancing Main Streets that DHCD is seeking to accomplish is to expand the resources it devotes to Main Streets by adding a residential initiative. This effort, to be leveraged through greater connection with the Maryland Mortgage Program, will seek to add a new acquisition rehab purchasing option and other housing assistance to the residential areas adjacent to Main Streets.

Through DHCD's rich tool box of programs and resources, and in partnership with government, nonprofit, and private entities, Maryland is positioned to respond to BRAC housing and community development challenges and opportunities.



## 2.6 Maryland Department of Transportation



### Mission Statement

*The Maryland Department of Transportation's (MDOT's) Mission for BRAC is to facilitate the safe and efficient movement of people and goods to support Maryland's military installations while sustaining and enhancing the quality of transportation and Maryland's communities throughout the State. This mission will be achieved through the collaborative work of MDOT's modal agencies: the Maryland Transit Administration, State Highway Administration, Motor Vehicle Administration, Maryland Port Administration, Maryland Aviation Administration and the Maryland Transportation Authority.*

### Overview

Maryland has a world-class transportation network supporting the State's economy and its high quality of life. A historical commitment to quality in building and maintaining Maryland's transportation infrastructure means the State is well prepared to address the growth associated with BRAC.

Maryland is one of the few states that includes all modes of transportation under the umbrella of a centralized department. As a result, Maryland does not have institutional barriers to coordination, inherent in states that have separate transportation-related agencies. The State is also one of the few that uses a consolidated Transportation Trust Fund to finance all of its programs, which is separate from Maryland's general fund. Under this structure, the Secretary of Transportation, in concert with the Governor, makes policy and funding decisions that ensures funding is allocated to priorities across the State, no matter where that priority may be or what mode of transportation that priority may involve. In a

dynamic, competitive economic climate, this flexibility is essential. New funding recently approved by the General Assembly, at the request of the Governor, allows for additional investments in a balanced transportation system.

Transit systems, primarily in the Washington and Baltimore regions, provide roughly 95 million trips each year supporting Maryland residents and businesses. The Washington Metro system operates the second largest rail transit system and the fifth largest bus system in the country. Maryland's MARC commuter rail operates between the Baltimore Region and Washington, DC, providing 30,000 trips a day. Furthermore, Maryland is nationally recognized for integrating Smart Growth and transportation and is aggressively pursuing a portfolio of quality transit oriented development projects designed to promote housing, office and retail space around key transit centers and boost transit ridership.

The State's highways carry 70 percent of the traffic flowing through Maryland, fueling the State's economy

and meeting the needs of its citizens. Major construction mega-projects like the new Woodrow Wilson Bridge and the Intercounty Connector will increase safety and capacity on the region's roadways. Safety is Maryland's top highway priority; a significant portion of new funding will go towards enhancing safety and maintaining the State's existing roads and bridges.

Baltimore Washington International Thurgood Marshall Airport (BWI) and the Port of Baltimore are Maryland's gateways to the world. Serving 21 million passengers annually, BWI is one of the nation's premier low fare airports serving 21 million passengers annually. It is ranked as one of the top 10 most convenient airports at which to arrive in the United States, earning the distinction of being among the airports that make it, "easy to skip cab lines, traffic, and high fares."

A quality labor force, excellent location, and strong management have propelled The Port of Baltimore into the position of being one of the top ports in the United States. Baltimore is ranked number one in the country



for import and export of cargo and number one for the import of forest products. By virtue of Maryland's excellent location, highway network and rail connections, products coming into the Port of Baltimore can reach two-thirds of the U.S. population, literally, overnight.

For generations, Maryland has recognized the importance of a solid transportation network. An investment in transportation is an investment in Maryland residents and their future. With a strong transportation vision in place, Maryland is poised to capitalize on the opportunities that lie ahead.

### Strengths/ Challenges

Maryland is well positioned to address BRAC and other statewide transportation challenges, due to the unique strengths of MDOT. As discussed above, the structure of MDOT – combined with its integrated Transportation Trust Fund – provides for a high-level of flexibility and coordination in the State's response to its



challenges. Additionally, in the case of BRAC, it provides the Department of Defense with a “One-Stop” shop for customer service. Aside from highway and transit service, MDOT provides customer service to relocating employees with mobile Motor Vehicle Administration (MVA) services; supports troops deploying overseas by shipping personal vehicles and belongings in and out of the Port of Baltimore; and provides low-cost commercial air service options at BWI for troops, their families and the defense contracting community.

MDOT also has a well-established consultation process with local governments to identify priority projects. First, the vision and policy objectives of MDOT are defined in the Maryland Transportation Plan. MDOT's six-year capital program—the Consolidated Transportation Program (CTP)—then implements the vision. The process of prioritizing is accomplished in collaboration with the local governments and MDOT's staff. The Secretary presents the draft capital program annually to each county and the city of Baltimore on MDOT's annual Transportation Tour. Additionally, there are pre-tour meetings of technical staff.

Not only does MDOT have vast experience in the planning, design, construction, operation and maintenance of a multi-modal transportation system, it also has successfully met the challenges of a BRAC consolidation previously. The consolidation of 6,800 jobs at the Patuxent River Naval Air Station in St. Mary's County during the 1990s provided many lessons learned for MDOT that are useful in addressing the current round of consolidations.

MDOT's nationally recognized Smart Growth policies will also help Maryland respond to BRAC. MDOT recognizes the importance of linking transportation and land use, so that our transportation investments support revitalizing existing communities and encouraging growth in targeted areas. The BRAC consolidations provide several transportation challenges. The most obvious are the challenges of time and funding. With the jobs arriving in the next three to four years, there is little time to build large transportation projects. A major highway project may typically take 10-15 years to plan, design and build. National and State environmental and transportation policies require methodical review of major projects, to minimize impacts on the natural and man-made environment and meet other policy goals.

Funding for transportation projects will need to be balanced. The additional revenues proposed by Governor O'Malley and approved by the Legislature for the Transportation Trust Fund during special session this past fall will allow Maryland to maintain our legacy transportation systems, promote safety and make targeted investments in a balanced transportation system. However, requested projects will continue to outstrip resources, requiring careful prioritization and staging of projects. With projections for the Federal Highway Trust Fund showing funding shortfalls as early as 2009, MDOT will work closely with Maryland's Congressional delegation to address this need.

BRAC challenges the local collaborative process for project prioritization; while BRAC creates new transportation needs, there are no separate BRAC

funding sources. BRAC must be considered in the context of the other long-standing priorities of local governments, addressing congestion, mobility, economic development, revitalization and other goals. Quick technical analysis is needed to consider the feasibility and evaluate the costs and benefits of BRAC projects, for policy makers to consider when setting local priorities. Additionally, while the BRAC consolidations have regional impacts, there is a need for an established mechanism in regional prioritization, in the BRAC-impacted areas of the State.

Another BRAC challenge is the growth in developed areas, where the options are limited for widening roads. This is particularly significant for the consolidation at the Bethesda National Naval Medical Center, situated along Wisconsin Avenue inside the Capital Beltway. This necessitates an emphasis on transit, to improve mobility and add transportation capacity.



### Plan of Action and Methodology

MDOT has taken a proactive approach to meet the projected increased demand on the State's transportation network as a result of the 2005 BRAC decisions. This started in 2006 with the publishing of a "lessons learned" white paper of MDOT's experiences with the consolidation at the Patuxent River Naval Air Station.

MDOT's approach is two-fold. The Department will work through the established transportation process for planning and local government consultation and collaboration, to develop the CTP. MDOT has identified projects in the DRAFT Fiscal Year 2008-2013 CTP that will serve BRAC. This is a starting point for an ongoing BRAC planning process. Transportation planning studies underway will provide additional information and analysis, which will be helpful in establishing priorities. With the increase in State funding, continued input will be needed to update the CTP as funds become available. Local government prioritization is critical. Input from the BRAC Subcabinet Local Government Committee will also help establish regional BRAC priorities.

#### High/Low Infrastructure Investment Strategy:

In response to the dual challenges of time and funding, MDOT relies on a high/low investment strategy. MDOT will identify lower cost improvements, which can be implemented quickly (low strategy). The Department will continue to develop the higher-dollar, higher-capacity projects which take significantly longer to plan, engineer and construct (high strategy). These projects will assist with BRAC while also serving broader regional needs.



The low strategy includes several steps underway. Studies are evaluating direct commuter and local bus/shuttle services. Traffic impact studies have already been initiated at the affected military installations to analyze potential impacts within the next 5-7 years. These studies will be used as a basis for identifying intersection improvements and other minor projects to provide relief in the near term, as funding becomes available. Near-term actions also include exploring bicycle and pedestrian improvements, access improvements to our transit systems and promotion of car and vanpools, teleworking and existing transit options.

**MARC Growth and Investment Strategy:** Work will continue on the longer-term highway and transit projects that will take more time to implement. The "MARC Growth and Investment Strategy" is a wonderful example that will ease transportation congestion at both Ft. Meade and Aberdeen Proving Grounds. This strategy provides a plan strategy to triple MARC capacity by the year 2035, outlining staged improvements – some

immediate, some long-term. This requires substantial capital investment and collaboration with AMTRAK and CSX. For highway projects, opportunities will be explored to build projects in phases. Bicycle and pedestrian improvements will be included in these projects where appropriate.

**Transit Oriented Development and Smart Growth:**

MDOT is striving to restore a balanced approach to transportation, emphasizing the expansion of transportation choices through improved transit and Smart Growth. MDOT aggressively promotes Transit Oriented Development (TOD) projects – jobs, housing and retail within walking distance of transit stations. MDOT markets its property surrounding stations for TOD projects, which is important given the role that MARC will play in serving BRAC-impacted communities. MDOT also works with the Washington Metropolitan

Area Transit Authority to promote development at Maryland's Metro Stations. The design of our highway system also provides opportunities to promote Smart Growth; engineers include pedestrian and bicycle access improvements and design highway projects to fit into the context of the community, often promoting local revitalization plans.

MDOT will take a series of actions over many years, working with local partners, the military bases, the General Assembly and the State's legislature and our Congressional delegation to ensure that Maryland is BRAC ready. This approach – a multi-year strategy focusing on transit, Smart Growth, strategic capital investments and demand management will enable Maryland to preserve its quality of life, support the military installations and capitalize on long-term economic opportunities of BRAC.



## 2.7 Maryland State Department of Education



### Mission Statement

*The Maryland State Department of Education (MSDE) will provide leadership, support and accountability for effective systems of public education, library services and rehabilitation services in support of BRAC-related growth and development. MSDE will develop and implement standards and policy for education programs from pre-kindergarten through high school; build educators' capacities to improve student achievement through an understandable system of instruction, curriculum, and assessment; attract highly qualified teachers for all core academic courses, including the BRAC-related priority courses of science, technology, engineering and*

*mathematics (STEM); foster positive school environments; provide adequate school facilities and classrooms to accommodate BRAC families; and involve all families in education. MSDE will provide BRAC families with excellent educational opportunities for their children and will respond to the highly skilled workforce needs that must be met as BRAC-related jobs relocate to Maryland. MSDE will support the Interagency Committee on School Construction (IAC) in the IAC's review and approval of school construction projects and in support of the IAC mission to ensure equity of school facilities across the State.*

### Overview

With a public education system that is consistently ranked among the nation's best, Maryland is graduating students who are ready for the high-skill, high-wage, high-demand jobs that BRAC will generate. From preschool through high school, Maryland's rigorous academic standards and its tightly aligned system of curriculum, instruction, and assessment are producing students primed for BRAC opportunities. In fact, Education Week, the nation's leading education newspaper, has said that in examining key indicators all along the school continuum, children in Maryland have the nation's fifth-best shot at adult success.

Maryland educates more than 1 million students, 85% of whom attend public schools. The state houses 24 school systems, divided along county (and Baltimore City) lines.

Each is led by a local superintendent and a school board which administer the public education program.

In its 1,400 public schools, Maryland employs nearly 60,000 teachers, half of whom hold advanced certificates. The State is a leader in National Board–certified teachers, and 8 in every 10 classes are taught by teachers highly qualified in the subject. Maryland is removing artificial barriers that hinder out-of-state teachers from coming to Maryland and has significantly streamlined its certification system.

Maryland is the only state in the nation to have consolidated all its early childhood programs at the State Department of Education, a move that eases children's transition from child care or home care to school. It has helped more than two-thirds of all incoming kindergarteners start school ready to learn.

Not surprisingly, Maryland ranks 3rd among states in the number of nationally accredited family child care providers and 3rd in child care standards and oversight.

Maryland is also a national leader in Advanced Placement (AP), rigorous coursework and exams that can earn high school students college credit. The State ranks first in AP participation—jumping 80% in just five years—and second in AP performance. These kinds of achievements earned Maryland students \$500 million in college scholarships last year and led the National Center for Public Policy and Higher Education to rank Maryland among the country's top seven states in preparing students for college.

With BRAC promising tens-of-thousands more jobs in the science, technology, engineering, and math (STEM) sectors, Maryland has invested heavily in preparing



students for these careers. Sixty-two schools statewide have implemented STEM programs and dozens more are planning programs based on this curriculum. Maryland has 48 Career and Technology Education pathways, several in the STEM disciplines (e.g., pre-engineering, aerospace engineering, biomedical sciences, homeland security). These programs continue their unabated growth; 19 of Maryland's 24 school systems now offer at least one program, and student enrollment in the world-class pre-engineering program is up 79% over last year alone.

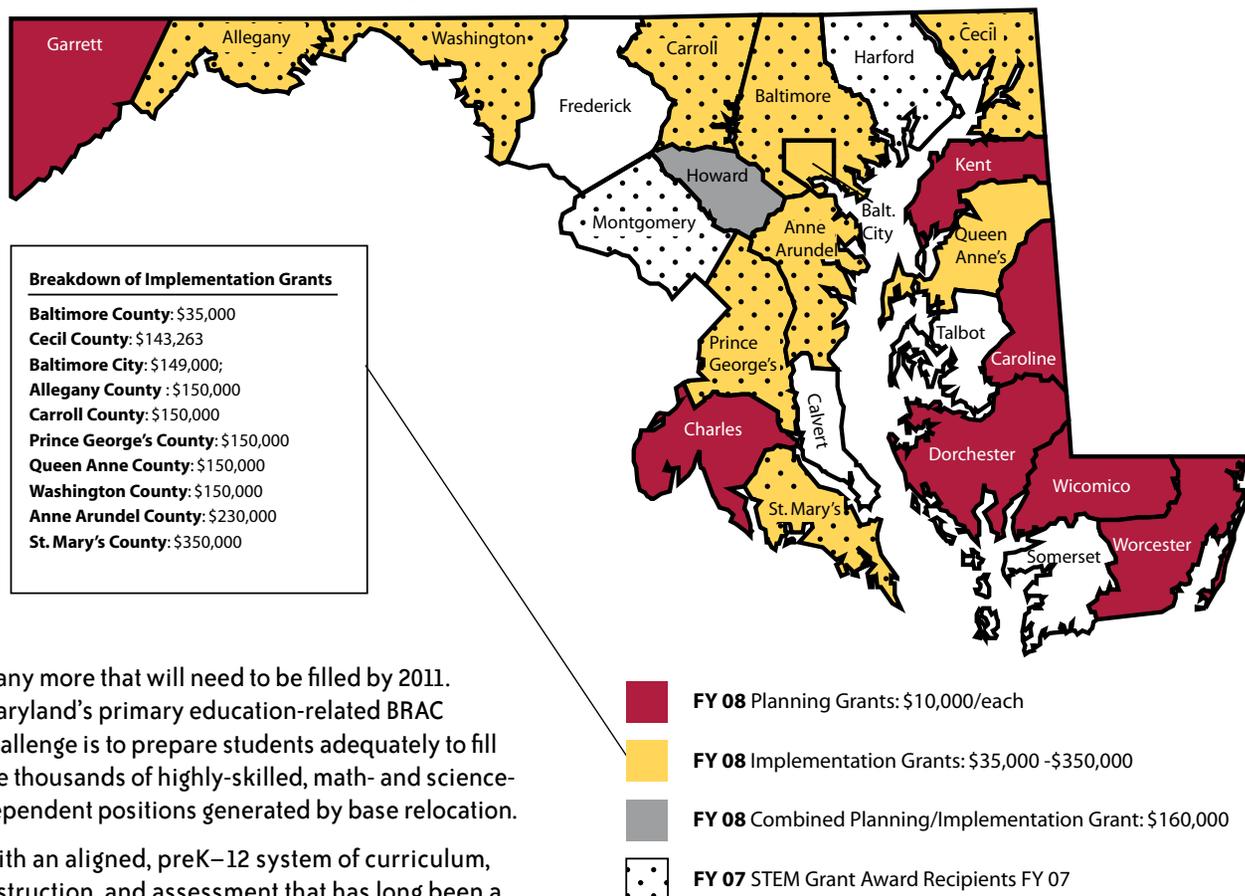
Maryland has 23 charter schools and, with more opening every year, will see unprecedented enrollment in the years to come. This trend will continue, particularly since Maryland won an \$18.2 million federal grant to open as many as 30 more charter schools over the next three years.

With a track record of excellence, a corps of highly qualified, highly dedicated teachers, an unprecedented investment in STEM instruction, and a scaling-up of innovative schools and programs, Maryland is producing graduates fully ready to compete and thrive in the BRAC marketplace.

### Strengths/Challenges

With Maryland on the leading edge of economy-driving industries like aerospace, defense, systems engineering, bioinformatics, biotechnology, computer science, telecommunications and information technology, and with nearly 400 federal, academic and private research centers in the State, students graduating from Maryland schools must be prepared to take on these jobs and the

## Maryland School Systems that Received STEM Grants for FY '08



many more that will need to be filled by 2011. Maryland's primary education-related BRAC challenge is to prepare students adequately to fill the thousands of highly-skilled, math- and science-dependent positions generated by base relocation.

With an aligned, preK-12 system of curriculum, instruction, and assessment that has long been a national model, Maryland offers a proliferation of programs that specifically prepare students for science, technology, engineering, and math (STEM) careers. These are the same lines of study that are essential for

- FY 08 Planning Grants: \$10,000/each
- FY 08 Implementation Grants: \$35,000 - \$350,000
- FY 08 Combined Planning/Implementation Grant: \$160,000
- FY 07 STEM Grant Award Recipients FY 07

succeeding in BRAC careers. In 2005, Maryland began participating in the American Diploma Project, agreeing to articulate high school and post-secondary standards



more effectively and to define explicitly the knowledge and skills students need to succeed in college and in high-growth industries. From this agreement, Maryland has worked to ensure that students at every grade are getting the academic rigor that will prepare them for the coursework ahead.

As the only state in the nation that has consolidated all its early care and education programs in the State Department of Education, Maryland begins the alignment of curriculum, instruction, and assessment at an early age. Since children who begin late typically stay behind, this early coordination of services is critical to preparing all students for not only kindergarten, but also for all the grades that follow.

Maryland is also investing heavily in strengthening STEM instruction at every grade to prepare students for majors and careers in these fields. Over the past two years, the State has awarded school systems



\$3.6 million in STEM planning and implementation grants. More than 60 schools have used these funds to implement rigorous STEM programs, and dozens more are in the planning process.

Maryland has also made a five-year, \$3.8 million investment in Career and Technology Education pathway programs, which are flourishing throughout the State. The pre-engineering program is now in 58 schools, and the biomedical sciences program, launched this year, is already in seven schools. In addition, the State has initiated programs in middle and high schools to increase access to AP courses. These programs help students and their families see the value of AP courses and begin early preparation for AP coursework through challenging, aligned instruction.

Boasting a rigorous academic program that will enable many thousands of students to take advantage of advanced STEM programming, Maryland is up to the challenge of producing a workforce that is prepared for the jobs generated by BRAC.

### Plan of Action and Methodology

MSDE will continue to support ongoing programs and launch a variety of new initiatives to do everything possible to prepare Maryland’s workforce both for the highly skilled jobs already in the State and for those generated by BRAC.

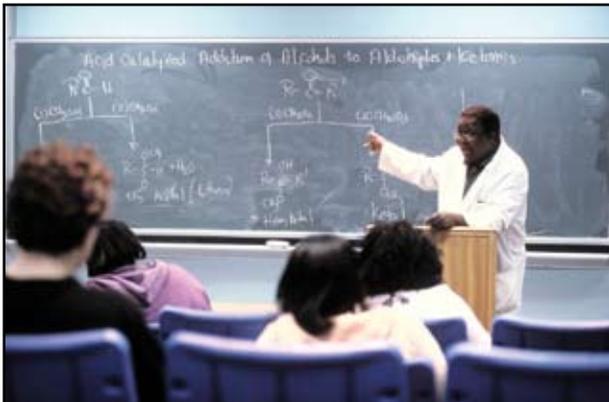
**Instruction and Curriculum Development:** Throughout the preK–12 continuum, Maryland will continue to increase instructional rigor and improve students’



capacity to succeed in challenging coursework. MSDE will scale up pre-kindergarten programs in child care centers and work with school systems to expand their charter and magnet schools. The State will support school systems as they increase AP course offerings and enrollment and open more International Baccalaureate schools.

MSDE will also invest in programs that prepare students specifically for college and careers, especially those in high-demand, BRAC-related industries. The State will aggressively support science, technology, engineering, and math (STEM) programs by conducting biannual





meetings with each school system's STEM coordinator, holding annual STEM conferences, developing an electronic network to share best practices, and advocating for additional STEM grants.

In addition, Maryland will partner with colleges and universities, as well as the business community, to develop and support high-quality Career and Technology Education pathway programs and clusters that lead to industry certification. Working with school systems and the business community, Maryland will facilitate industry partnerships and internship/apprenticeship programs that create pathways to

employment and offer high school students work-based learning opportunities. The State will support the expansion of dual-enrollment policies allowing high school students to take college courses, and will facilitate partnerships among school systems and two- and four-year colleges to improve student achievement, college enrollment, and teacher development.

**Teacher Recruitment:** Maryland will support school systems' efforts to aggressively recruit highly qualified teachers and will host a statewide teacher recruitment fair in spring 2008. The State will expand alternative certification programs, including the New Teacher Project, Teach For America, Troops To Teachers, and the Transition to Teaching program. Maryland will also expand the Associate of Arts in Teaching program, which creates a seamless transition from two-year to four-year teacher preparation programs, and will launch an adjunct teacher corps program capitalizing on the vast STEM knowledge and expertise of military professionals. MSDE will also work with the Maryland State Retirement Agency to convene an advisory council to consider legislative changes to the State Personnel and Pensions Article that would allow greater flexibility and portability of teacher pensions.

**Defense Industry-related Issues:** With the close collaboration and guiding expertise of the U.S. Department of Defense (DoD), the Maryland Higher Education Commission, and the Maryland Department of Labor, Licensing, and Regulation, MSDE will launch a program to educate students about security-clearance expectations and processes, and DoD's security needs and clearance-eligibility criteria. A comprehensive communications plan, including a security-clearance web site, will support the education program.

**Capital Needs:** In conjunction with the Interagency Committee on School Construction (IAC), MSDE will work with local school systems to identify and set priorities for capital improvement projects related to BRAC growth.

Through our experience in providing a record of academic excellence, our highly qualified teachers and investments in programs and facilities that will prepare our students to excel in careers related to BRAC, MSDE stands ready to provide quality education for the families that will call Maryland home in the coming years.



## 2.8 Maryland Higher Education Commission



### Mission Statement

*The Maryland Higher Education Commission (MHEC) will provide leadership, coordination, and support to Maryland's institutions of higher education in meeting the needs for post-secondary education arising from the BRAC 2005 decisions. MHEC's focus is on the undergraduate and graduate instruction, continuing education, and customized training needs of the military*

*personnel stationed in Maryland, their families, military-related contractors and businesses, and the communities in which they live. In consultation with the higher education community, MHEC will adopt a regional approach to the delivery of educational services, including instructional delivery, financial assistance to students, capital facilities, and regional coordinating entities.*

### Overview

The State of Maryland's higher educational system is extraordinary in its bold and forward-looking vision. Featuring outstanding institutions of post-secondary education, it offers potential and transferring students alike a wide array of choices among 14 public and 31 independent Maryland-based colleges, 16 community colleges, eight higher educational centers, and more than 160 private career schools. These institutions offer invaluable, award-winning higher education experiences and opportunities for all students, with everything from large research universities to small liberal arts colleges offering diverse and dynamic programs ranging from art to zoology, English to engineering, and an array of nationally and internationally ranked programs in fields of primary importance in the 21st century, i.e., medicine,

engineering, nano-science and nano-technology, biotechnology, information technology, and coastal and environmental science.

The strength, vitality, innovation, and creativity of Maryland's research universities make them natural partners for the many federal agencies in nearby Washington, D.C. and the State's military installations. For example, Maryland is home to world-renowned Johns Hopkins University, which leads the list of recipients of federal research dollars. The State is also home to five colleges—Capitol College; Johns Hopkins University; Towson University; University of Maryland, Baltimore County; and University of Maryland, University College—that offer National Security Agency (NSA) Centers of Academic Excellence in Information Assurance Education Programs. The NSA selected these institutions for demonstrating their rigorous commitment to academic

excellence in information assurance education.

In addition, the University of Maryland, University College (UMUC) is the pace setter in rigorous distance education. Most military personnel, active and retired, are aware of the excellent reputation of UMUC, which has served the educational needs of the U. S. military for over 50 years. A globally-focused university serving working adults, military personnel, and other students around the world, UMUC pioneered many of the delivery systems now emulated by others. The university is a world leader in delivering education through online instruction, accelerated academic programs, and classroom-based courses taught during the daytime, nights and weekends.

Maryland's overwhelming success in higher education has not gone unnoticed. Enrollment in the State's colleges and universities rose for the 11th straight year in 2007 to



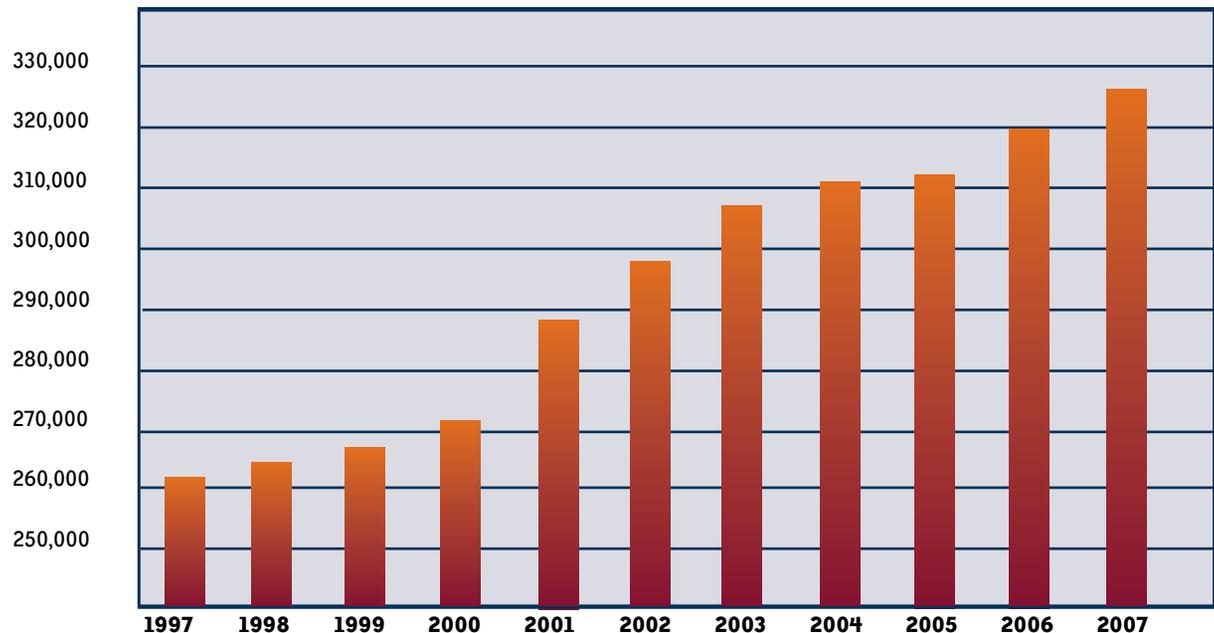
over 320,000 students. During the same period, graduate and professional enrollment reached a historic high of 65,000 students. Enrollment in independent colleges and universities alone rose by 23.5%.

Maryland’s community colleges also continue to grow in reputation and to provide model programs emulated nationally. An impressive number of community college graduates move on to attain four-year degrees and subsequent advanced degrees. The community colleges also provide quality workforce preparation and adult basic education to growing numbers, with enrollment increasing by nearly 18%.

Committed to making higher education possible for its residents, the State provides \$110 million in student financial assistance. Financial aid is provided for low-income students, high academic achievers, students interested in certain specific careers, veterans of the Afghanistan and Iraq conflicts, and the sons and daughters of veterans who are deceased or disabled as a result of a service-connected incident. The State also provides tuition waivers for foster children and National Guard members, and also makes funds available to help pay off loans for graduates who will work in public service or in underserved geographic areas. Last year, almost 60,000 students benefited from this financial aid to pursue their educational goals.

With its internationally-renowned post-secondary education system, the State is eager to facilitate and support the transition of BRAC personnel and their families into Maryland.

### Trends in Enrollments at Maryland Colleges and Universities 1997 to 2007



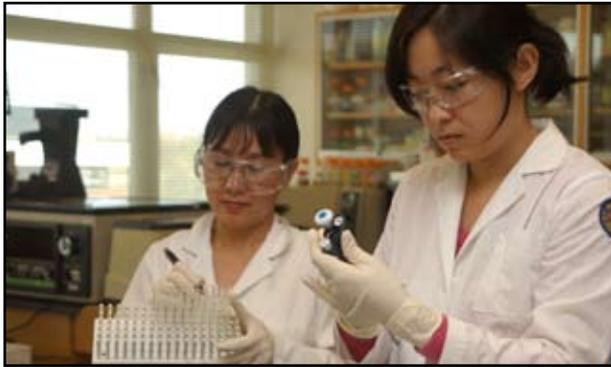
#### Strengths/ Challenges

Maryland’s exemplary system of higher education will be more than able to meet the workforce training and educational challenges posed by BRAC. Among these challenges will be the adequate preparation of the workforce for the kinds of jobs made available by BRAC, the need for the successful delivery of training

and higher education opportunities to underserved geographic areas affected by the BRAC relocations, and the seamless transfer of out-of-state students into Maryland institutions.

Maryland has a long history of collaboration among its institutions of higher education. In addition, there has been a strong, long-standing partnership between





higher education and the K-12 education system. These connections will be a key strength in providing the broad-based and specialized training and educational preparation required for ensuring the highly-skilled workforce needed by BRAC.

All segments of higher education have made strides in working with employers to identify the skills and training needed in graduates to supply a strong workforce generally, and they will continue to do so with respect to the needs generated by BRAC specifically. Maryland's highly accredited community colleges are key in providing short-term specific training, while colleges and universities serve business needs by providing entrepreneur training and conducting basic and applied research.

While Maryland, for its size, has a large number of institutions of higher education, at least half are clustered in the central region. One of the challenges of meeting the educational and training needs occasioned by BRAC, therefore, will be ensuring adequate

services in areas which have offered historically fewer opportunities. MHEC, which serves as the coordinating body for higher education in the State and develops the State Plan for Post-secondary Education, will provide guidance and set policies to address this challenge. It will work with both colleges and universities and the State's communities to coordinate the growth and direction of higher education in Maryland. For example, Maryland has had great success in meeting local educational needs through the development of regional higher education centers which deliver baccalaureate and graduate education. Replicating this approach may be a good option in meeting the BRAC educational needs.

Maryland will also need to ensure that the transfer of students into the State's colleges and universities is as seamless as possible. Students who have started their undergraduate or graduate education elsewhere should not lose the college credits they have earned, and they should receive the support necessary to facilitate a successful transition to a new educational institution. With so much at stake, neither students, parents, potential employers, nor the State can afford otherwise.

### Plan of Action and Methodology

MHEC has developed a multi-pronged plan of action to address these challenges. To gather the information necessary to develop optimal initiatives, MHEC participated in numerous meetings around the State, as well as in Arlington, Virginia and Fort Monmouth, New Jersey, with military personnel, higher education officials, and business leaders. MHEC also surveyed

Maryland's institutions of higher education (IHEs) to solicit their input and their proposed BRAC initiatives. While some initiatives will receive State funding targeted for BRAC, others may still remain part of an individual institution's action plans even though they do not receive BRAC funding. Since the movement of BRAC employees into Maryland must be completed by 2011, the State must do everything possible to have these education and training services in place by that time.

**Aberdeen Proving Ground Feasibility Study:** MHEC will conduct a feasibility study for the creation of a regional higher education and research and development center to deliver higher education services to the Aberdeen Proving Ground military personnel, contractors, and the surrounding region. The center should be open to all Maryland higher education institutions offering programs needed in the region. The feasibility study will consider several models, including the general legal framework of the Southern Maryland Higher Education Center near Patuxent Naval Air Station.



It will consider a governing structure that may include representation of the regional local governments of Harford, Cecil, and Baltimore counties and Baltimore City. The study will also determine the facility needs



for the Aberdeen region, taking into consideration not only the need for instruction, but also the need for technology transfer and research and development activities linking public and independent universities to military contractors. All capital construction requests will be reviewed after the feasibility study is completed.

**Other Regional Higher Education Needs:** While not part of the Aberdeen feasibility study, MHEC will explore establishing a Frederick Regional Higher Education Center to assure the delivery of needed higher education services to the Ft. Detrick region. The creation of this center would recognize the growing importance of Ft. Detrick to the economy of Frederick County and western Maryland. It would also respond to the increasing importance of bioscience research and industry in the Frederick/Ft. Detrick region. In addition, MHEC will explore the need for and feasibility of expanding educational opportunities to serve Fort Meade's military personnel, contractors, and the surrounding region.

**Competitive Grant Program:** MHEC will also create a competitive grant program to fund various programmatic initiatives for BRAC-related personnel and the communities where they will reside. It will develop an RFP process to provide for an in-depth, careful and orderly review of each request so as to ensure the most appropriate and effective use of funds. Examples of initiatives that might be funded include projects that expand campus capabilities through the design and use of multimedia instruction and the development of Internet-based course offerings; projects that advance Maryland's competitiveness in the science-technology-

engineering-math (STEM) fields, projects that develop programs or courses directly related to BRAC educational needs, and other relevant issues.

**Memoranda of Understanding with NJ/VA/D.C. Institutions:** MHEC will also coordinate the development of memoranda of understanding between Maryland and New Jersey/Virginia/D.C. universities to facilitate the transfer of credit for incoming BRAC-related personnel in programs they have already begun, especially at the graduate level. MHEC will undertake these negotiations in order to address any concerns that employees will be reluctant to move to Maryland if they are required to begin their graduate education again because of the lack of transfer of academic credit. To make transfer for these employees easier, the University System of Maryland and its eleven universities and Morgan State University voluntarily have decided to waive non-resident fees for BRAC personnel and families as well as defense contractor employees and their families newly arrived in Maryland.

The ability to respond quickly and effectively to the challenges associated with BRAC will enable MHEC and the State to continue and improve upon Maryland's current educational excellence.



## 2.9 Department of Labor, Licensing and Regulation



### Mission Statement

*The Department of Labor, Licensing and Regulation (DLLR) will develop creative and innovative workforce solutions for jobseekers and employers that enable Maryland to meet the wide-ranging workforce development needs associated with BRAC job creation. Through an integrated regional workforce development, education, and economic development approach, DLLR will guide Maryland's workforce system to ensure that workforce supply meets*

*demand. In collaboration with the Governor's Workforce Investment Board (GWIB), DLLR will employ specific strategies to maximize the strengths of the existing workforce, to develop the emerging workforce, and to prepare traditionally untapped and underutilized populations to benefit from employment opportunities resulting from BRAC.*

### Overview

Maryland's robust and vibrant economy is driven by some of the nation's best and brightest workers – the kinds of workers who will make BRAC 2005 a success. The State leads the nation in advanced degree attainment, with more than 15% of residents over the age of 25 holding an advance degree. Nearly one-third of Maryland residents hold a bachelor's degree or higher, and unemployment consistently remains below the national average. Maryland is well prepared for the influx of jobs that BRAC will bring in the coming years.

The State ranks number one for the proportion of residents employed in management, business, financial, and professional occupations. These occupations account for more than 550,000 jobs in Maryland. Another 350,000 people work in education and health services, and more than 50,000 work in the information industry.

The job growth occasioned by BRAC 2005 will account for about 15% of the State's total job growth in coming years, with an estimated 45,000 to 60,000 jobs either created or moved here as a result of BRAC. Nearly 16,000 will be jobs related directly to BRAC and spread throughout five different military installations across the State. A second category of jobs will be created by sub-contractors choosing to locate near the bases that will increase operations and obtain additional units because of BRAC. The remaining growth will come from jobs in various service sectors, such as construction, retail, teaching and hospitality, which will support BRAC growth.

Scientists and engineers will constitute a significant portion of the BRAC workforce. Maryland is well equipped to prepare the highly-skilled workers these jobs will demand. A nationally recognized epicenter for higher education and workforce training, Maryland has 14 public colleges, universities and community colleges,

and 31 independent institutions, with major research and development facilities at the University of Maryland College Park, Johns Hopkins University, and the United States Naval Academy. Maryland also has eight regional higher education and workforce training centers, which offer training programs in a wide variety of fields, from customer service to advanced science and technology. Maryland's workforce system has "One-Stop" locations throughout the State that provide employment and training resources for jobseekers and employers.

These educational and training assets have helped make Maryland a leader in high growth, knowledge-based industries like biotechnology, infomatics, information technology and aerospace. Recognizing the quality of the State's workforce and the benefit of its proximity to Washington, D.C., these high-growth industries have clustered here in Maryland and have helped in turn fuel the further development of a



workforce with the advanced skills they require. Many of the jobs BRAC will bring to the State will require the same advanced skills. DLLR and GWIB are working to create seamless connections between the State’s academic institutions, job training system, the business community and government to align workforce training with these new workforce needs.

**Strengths/Challenges**

With its highly-skilled and highly-educated labor force, Maryland will be well positioned to meet the workforce challenges posed by BRAC. While this highly-qualified workforce has fueled the State’s vibrant economy and low unemployment numbers well below the national average, it has also created workforce shortages in a number of industries. Thus, the State must address this challenge both by giving the best preparation possible to young people who will be entering the workforce, and by attracting new workers with the requisite skills to Maryland.

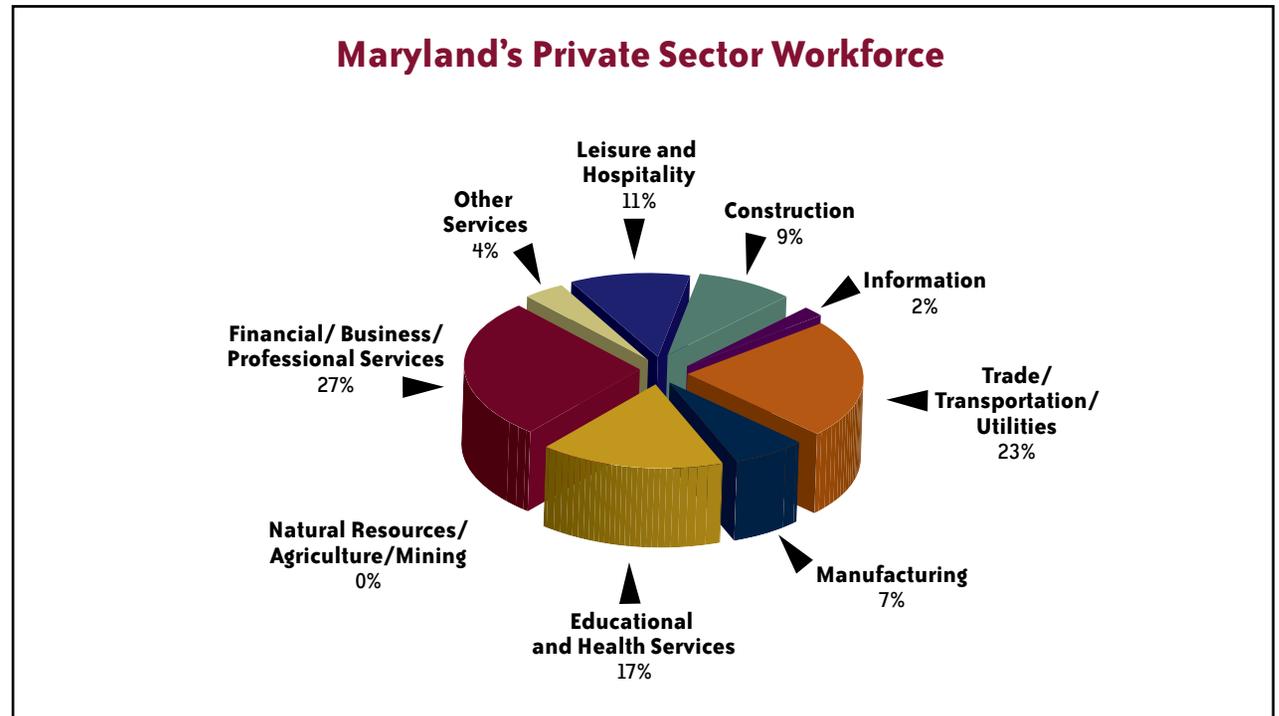
Maryland must maximize its human capital resources by ensuring strong, seamless connections between the K-12 education system, higher education and the State’s business and employer communities to ensure that young adults are prepared adequately to meet the State’s workforce needs. With many mature workers nearing the end of their careers, the State is working with public and private partners to build the pipeline of emerging workers with the skills necessary to meet the special demands of the high growth and BRAC-related industries locating here. In addition, as BRAC jobs move to Maryland, subcontractors and service industries to

support them will be needed. While this growth will create important opportunities for small and minority business owners, it will also increase the demand for adequately prepared Maryland workers.

Workforce shortages also mean that Maryland must attract new workers, particularly those that currently hold the BRAC jobs that will relocate here from other jurisdictions. DLLR is identifying and eliminating

barriers that stand in the way of a smooth transition for BRAC workers and their families.

BRAC growth will continue to strengthen an already robust economy in Maryland, and DLLR will take the actions necessary to accommodate that growth and ensure that Maryland’s labor force continues to be one of the nation’s best.





### Plan of Action and Methodology

DLLR is working hard to design and implement programs that will help address any challenges posed by BRAC-related growth. These strategies will help to ensure that BRAC employers have access to the workers they need.

**Worker Retention:** DLLR is putting several measures in place to maximize the number of workers that follow their jobs to Maryland through BRAC. It is funding “One-Stop” transition centers at Ft. Monmouth, N.J. and at the Defense Information Systems Agency (DISA) in Virginia. Workforce professionals staff each site and help with a range of services for workers who wish to transfer to Maryland, including spousal and family employment, education and training, housing and transportation information.

Since many of the workers considering relocation to follow their jobs have spouses and families, DLLR

is undertaking several initiatives to serve spouses and families as well as the transferees themselves. Collaborating with regional partners, DLLR will host Job and Spousal Reemployment Fairs, and will work to identify and break down obstacles to ease job transitions for spouses. For example, DLLR will make sure that a spouse who works in a profession that requires a license, such as cosmetology, architecture, engineering or home inspection, will be able to transfer that license to Maryland. The Department will designate a BRAC liaison who will assist these spouses with any licensing issues to ensure a streamlined process.

DLLR is also working to enhance the “BRAC button” on the Maryland Workforce Exchange Web site. The feature aims to make it easy for prospective BRAC workers and spouses to find information about BRAC jobs and other jobs in the geographic areas where BRAC growth will take place.

#### **Building Existing and Emerging Workforce:**

Meanwhile, DLLR has also begun working with other State agencies to undertake several initiatives to address workforce shortages in the State’s high-growth sectors. Various agencies are collaborating to create a comprehensive, strategic Science, Technology, Engineering and Math (STEM) agenda so that Maryland schools, both K-12 and higher education institutions, are preparing graduates with the skills sought by current and future employers to ensure Maryland’s workforce remains competitive in the global economy.

With its low unemployment, the State is also working to maximize the potential of its existing and emerging

workforce. DLLR is aligning its workforce creation programs with adult education and other human service programs to upgrade the skills of historically underutilized populations. This alignment will help Maryland workers take advantage of the opportunities BRAC will bring. Moreover, since the skills needed to participate in the economy evolve along with the economy itself, there will also be a focus on upgrading the skills of existing workers so they can continue to thrive.

Maryland officials want to make sure that the State’s existing workforce is aware of and able to tap into the opportunities associated with BRAC. DLLR’s statewide system of “One-Stop” centers will work with employers in the retail and service sectors to connect workers to those opportunities. Meanwhile, the Governor’s Office of Minority Affairs, in conjunction with DLLR, is working to assess the opportunities BRAC will bring for minority and women-owned businesses and to ensure those businesses are able to benefit from BRAC.

