

# BPAC ACTION PLAN



## **MEMORANDUM**

TO: BRAC Planning Advisory Commission (BPAC) Members

FROM: J. Thomas Sadowski, BPAC Chair  
James C. Richardson, Executive Director, Harford Co. Office of Economic Dev.

DATE: January 30, 2007

SUBJECT: BPAC Action Plan

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As a member of the BRAC Planning Advisory Commission (BPAC), please find an attached copy of the final draft of the BPAC Action Plan. The Executive Committee has worked diligently over the last several months to incorporate the BPAC recommendations into a comprehensive working plan of action. Please read through the overview provided on this page prior to review of the attached document. You'll find a timeline for the rollout of the plan which includes opportunities for further feedback. Thank you again for your commitment to this process as we support Harford County and the APG region as a quality locale to live, work, and play!

### **Harford County Office of Economic Development BRAC Planning Advisory Commission Action Plan**

#### **HISTORICAL PERSPECTIVE**

In November 2005, the County Executive's Base Realignment and Closure Planning Advisory Commission (BPAC) was established to help Harford County respond to the economic and social opportunities eminent with the BRAC law that deemed Aberdeen Proving Ground a predominant gainer with missions relocating to the installation from Ft. Monmouth, NJ; Alexandria, Falls Church, and Langley, VA; Glen, OH; Redstone, AL, Fort Huachuca, AZ, and San Antonio, TX. The committee is comprised of a diverse array of business, community, and government leaders, both public and private sectors.

The BPAC put forth more than 70 recommendations in its Chairman Report issued to the County Executive in August 2006 -the result of four subcommittees' findings in the areas of land use; transportation and infrastructure; education, technology, and workforce development; and public safety, health, and community services. As a follow up, the BPAC Executive Committee, which continued to meet monthly, drafted a working action plan to consolidate the recommendations, identify timelines and lead agencies responsible for each action, and establish priorities for the next phase of BRAC's implementation to occur between 2007 and 2011.

Early in the committee's efforts it was recognized that a regional approach throughout Northeastern Maryland would be necessary to best meet BRAC military directives, capitalize on legislative collaboration, and coordinate resources on issues such as infrastructure related to transit, road improvements, and US Rt. 40 corridor redevelopment. Economic development representatives from Baltimore County and Cecil County were asked to serve as ex officio members of BPAC to bring regional perspective to the plan.

Also during this time frame, the Harford County Office of Economic Development applied for, and was awarded, a \$1.7 million planning grant from the Secretary of Defense's Office of Economic Adjustment (OEA). OEA's mission is to help plan and carry out local adjustment strategies and assist communities to partner with military departments in support of the DoD mission. These monies hired a BRAC manager, established a regional BRAC office to focus on communities impacted by APG's BRAC activity- Harford, Cecil, Baltimore Counties and Baltimore City. The BRAC Office is located at the Higher Education Conference Center at HEAT in Aberdeen, (approximately 4 miles from the Aberdeen Proving Ground gate) with staffing to ensure impacted communities within the Northeast Region are included in the growth management plan. The grant will also fund studies to address initial areas that require attention including water, waste to energy, land use and recreation, and a demographics study which will enable us to "drill down" to provide local data at the municipal level.

#### **A PLAN OF ACTION**

Per the County Executive's direction, a status report is required in January 2007 and thus the Harford County BPAC Action Plan will be formally presented based upon the following timeline:

- **1/10/07:** BPAC Executive Committee met; reviewed draft of the Action Plan.
- **1/17/07:** Full BPAC membership receives copy, opportunity to recommend further considerations to the Harford County Office of Economic Development (OED).
- **1/25/07:** Deadline to submit further considerations to OED.
- **1/29/07:** Full BPAC convenes at HEAT Center at 10:00 a.m. to review final draft of the Harford County Action Plan.
- **1/30/07:** Final copy of the plan presented to County Executive David Craig.

#### **NEXT STEPS**

BPAC, in addition to establishing priorities for Harford County's Action Plan for BRAC, serves as an umbrella entity for regional coordination efforts throughout the Chesapeake Science and Security Corridor. It is anticipated that Baltimore and Cecil Counties will develop similar plans prioritizing action steps in their own jurisdictions and, through a Memorandum of Understanding; a capstone document will integrate the individual plans and align a regional approach. This regional approach will drive future funding requests as we transition from BRAC planning to implementation. A cooperative effort among municipalities, counties, state, and federal agencies is imperative to ensure success for the Chesapeake Science and Security Corridor.

It is important to note that the Harford County Action Plan is a working document, designed to guide our efforts as we move forward to full BRAC implementation by 2011. Unforeseen dynamics associated with BRAC 2005 could shift priorities identified in the plan or drive additional BRAC actions that are not noted at the time of publication. The BPAC Executive Committee will continue to monitor activity and timelines within the Action Plan. Town Hall meetings, to be held in April, August, and November with advanced public notice, will provide progress reports and presentations as appropriate to inform all stakeholders on the status of the BRAC implementation plan within the Chesapeake Science and Security Corridor.

For more information, contact the BRAC Office at 410-273-5708 or [klholt@harfordcountymd.gov](mailto:klholt@harfordcountymd.gov).

# Harford County BPAC Action Plan

## Revised May 1, 2008

### Introduction

County Executive David R. Craig established the Base Realignment and Closure Planning Advisory Commission (BPAC) in November 2005 to assist the County in responding to the significant economic and social changes that will accompany BRAC actions at Aberdeen Proving Ground. The Commission was tasked to address measures to sustain and where possible enhance the quality of life in the area. In August 2006, the BPAC presented a report of initial findings and recommendations to County Executive Craig. County Executive Craig accepted the report and requested the BPAC provide a Status Report/Action Plan in January 2007. The original version of this plan was published on January 30, 2007 in response to that request. This edition updates the plan to reflect accomplishments since that date and progress in addressing the numerous action items. This plan is a working document, designed to guide our efforts as we move forward to full BRAC implementation by 2011, and additional revised editions will be published as we progress through the required actions.

### The BRAC Environment

**Federal BRAC Status.** Army implementation of the mandated BRAC actions is proceeding on schedule. In coming weeks the Army Corps of Engineers plans to award contracts of approximately \$500 million to begin construction of facilities to house incoming communications and electronics organizations. The US Senate recently approved a 2008 military construction budget that includes an additional \$275 million for BRAC construction at APG. Some incoming organizations have begun to place small numbers of personnel at APG to facilitate relocation actions. The change in projected on-post jobs has varied, and it will continue to vary until BRAC is complete, but a net increase of 8,200 on-post civilian, military, and contractor positions continues to be a reasonable planning estimate. The required completion date for BRAC actions remains September 15, 2011.

**Role of the Office of Economic Adjustment.** The Department of Defense Office of Economic Adjustment has been and continues to be a source of valued counsel and of vital economic assistance for planning to meet the needs imposed by BRAC. Thus far, the OEA has provided grant funding of \$1.7 million for such things as establishment of the BRAC manager's office and studies of water resources, a waste-to-energy facility, demographic changes, and analysis of land use, public facilities, and recreation. The "funding source" sections of this document include numerous items for which shared OEA funding has been provided or has been suggested.

**Regional considerations.** The BPAC was constituted by a Harford County executive order, and this action plan necessarily focuses on Harford County requirements and actions. Most BRAC-induced needs, however, must be addressed on a regional basis that encompasses Harford County, Cecil County, Baltimore County, Baltimore City, York and Lancaster Counties in Pennsylvania, and Newark County in Delaware. Cecil and Baltimore Counties and Baltimore City have now developed plans similar to this one. Collectively these plans, coordinated by means of a capstone document, will provide a means of tracking regional requirements and actions. In this Harford County plan, the CSSC (Chesapeake Science and Security Corridor) partnership is noted in the Responsible Agency column when regional action is appropriate. It should also be noted that successful accomplishment of most of the actions and timelines shown in this plan is dependent on a cooperative effort among county, state, and federal agencies.

## The Nature of this Plan

This document should be considered as a status report that will in successive iterations become more detailed and precise with continued attention to intermediate milestones, funding estimates, and priorities. The broad scope of the plan dictates that the status of actions addressed in it will be constantly changing, and the plan will be reviewed for update periodically. Characteristics of the information on the following pages include:

- The BPAC organized itself into four subcommittees and reported its findings in four areas – land use; transportation and infrastructure; education, technology, and workforce development; and public safety, health, and community services. Those four categories of activity are retained here. The recommendations and actions shown here for each of those areas are largely a direct copy of those reported by the BPAC in its August 2006 report. They are the basis for all of the other planning information.
- Timelines are shown as the calendar years anticipated to be required for accomplishment of the action.
- Primary and secondary funding sources are shown where appropriate.
- “Responsible Agency” assigns a County office or other local office as focal point for the action. While the accomplishment of many actions hinges on decisions that will be made at the state or federal level, the local agency is responsible for ensuring that all possible efforts are done to make the action occur. Other involved offices are shown parenthetically.
- Priorities are assigned on the basis of high, medium, or low. That relatively few items are shown as “low” is due in part to the fact that many low priority items were eliminated in the course of BPAC deliberations. Some actions are assigned a high priority because of the long lead time required to secure funding and to design and build infrastructure improvements. Other actions are rated medium because they are currently in progress or the need is not as immediate as many of the infrastructure issues.

## **Land Use**

The Land Use Subcommittee developed observations and recommendations that were specific to its three areas of discussion: Revitalization of Route 40, Commercial and Retail Land Use and Residential Land Use. However, there were also several observations that resulted in general recommendations. Each is important to the challenges and opportunities of BRAC-related growth.

The County must recognize the critical role that legislative and policy needs play in planning and managing growth and, to that end, should cohesively promote both Comprehensive Rezoning and Zoning Code revisions to address the items identified in the Action Plan. The County should assure that existing land use policies, and the models upon which they are based, are updated and adjusted to reflect a BRAC growth environment. Growth development policy should be reflected in the County's projections, and the pace of projections should reflect the anticipated pace of growth.

Several Land Use issues are highlighted within this plan that the County should review and make consideration for; particularly for the increase demand of Class A office space for defense-related contractors as well as expanding resident businesses. This Subcommittee encourages examination of land use issues, such as the Transfer Development Rights program, with its relationship to and effect on BRAC-related growth. Further evaluation of the County's land use issues would be necessary as more definitive BRAC-related numbers become available.

**Initial BPAC Action Plan for Harford County  
Land Use**

	Action	Timeline										Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15				
<b>LU.1</b>	<b>Revise and update Harford County’s Development Regulations and Comprehensive Element Plans to include state-of-the art zoning and subdivision practices and principles.</b>													
	a) Rewrite and adoption of Zoning Code, Sign Code and Subdivision Regulations	→	→	→								OEA/ County	P&Z	High Underway
	b) Complete Preservation Priority Plan	→	→									County	P&Z	High Begin ASAP
	c) Water Resource Element Plan (House Bill 1141)	→	→	→								OEA / County	P&Z	High Begin ASAP
	d) Provide flexible “mixed-use” zoning tools that would promote the redevelopment of areas in need of revitalization	→	→	→								County	P&Z	High
	e) Incentivize the combination of small, contiguous lots into larger parcels	→	→	→								County	P&Z (OED)	High
	f) Conduct a study of the Rt. 40 Corridor to correlate development and use constraints with more effective land use patterns	→	→	→								OEA/County	P&Z/CSSC	High OEA Grant anticipated 9/07
	g) Implement recommendations of “Builders for the Bay”	→	→	→								County	P&Z	High
<b>LU.2</b>	<b>Promote and enhance the use of the County’s economic and administrative tools available in the development process.</b>													
	a) Create marketing package for redevelopment & revitalization - Focusing on the Rt. 40 Corridor	△										County	OED (Community Services)	Action completed
	b) Review & revise Commercial Revitalization District Regulations	→	→	→								County	P&Z	High
	c) Review & revise Edgewood Neighborhood Overlay District Regulations	→	→	→								County	P&Z	High

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Fund and promote the use of grant and loan programs to assist in redevelopment & revitalization – focusing on the Rt. 40 corridor.	→									County	OED	High
<b>LU.3</b>	<b>Analyze land use and socio-economic data and activities to identify development opportunities or deficiencies.</b>												
	a) Regional growth Projections - Quality of life / evaluation of community / human service needs										OEA / County match Task I & Task III	P&Z, (Procurement, Parks & Recreation)	High Demographic Study completed, analysis underway
	b) Study fiscal impact of new development and annexation on municipal governments.										OEA	P&Z (Aberdeen)	High RFP awarded, completion anticipated 10/07
	c) Update vacant land inventories	Δ									County	P&Z	Medium Public Facilities/ Land Use Inventory Analysis (TischlerBise), completed Dec. '07
	d) Cooperative forecasting process										County	P&Z	Medium ongoing
	e) Analyze implementation through a regional data network to assist in prioritizing land use and policy			→							OEA	Administration /CSSC (Aberdeen)	High OEA grant anticipated 9/07
<b>LU.4</b>	<b>Promote revitalization of older areas throughout the County.</b>												
	a) Create marketing package for redevelopment & revitalization - Focusing on the Rt. 40 Corridor	Δ									County	OED, (Community Services)	Complete
	b) Implement design standards into Commercial Revitalization District (CRD) legislation			→							County	P&Z	High
	c) Promote Enterprise Zone as an incentive										State & County	OED/Treasury	High Edgewood & Joppa EZ ends in 2014; HdG & Aberdeen ends in 2016

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Fund and promote the use of grant and loan programs to assist in redevelopment & revitalization – focusing on the Rt. 40 corridor.	➔									County	OED	High
<b>LU.5</b>	<b>Create a mechanism that requires coordination between capital improvement program priorities with land use activities and policies.</b>												
	a) Infrastructure Review Subcommittee will establish policy and process			➔							County	Administration /CSSC	High Data collection and process underway refer to Public Facilities/ Land Use Inventory Analysis ( <i>TischlerBise</i> ), completed Dec. '07

## **Transportation and Infrastructure**

The transportation and infrastructure portion of the plan addresses actions in the areas of roads, transit, water and sewer utilities and waste-to-energy conversion.

The Maryland Department of Transportation has completed the Consolidated Transportation Plan (CTP). Although Harford County will receive a significant amount of funding from the State of Maryland, additional funding is required to make the necessary improvements to the roads and intersections throughout the County.

**BPAC Action Plan for Harford County  
Transportation & Infrastructure (T)**

**(R = Roads, T = Transit, U=Water & Sewer Utilities, E = Waste to Energy, P = Power/Communications)**

	Action	Timeline										Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15					
<b>T.R.1</b>	<b>Identify existing capacity and safety conditions of all roadways and prioritize improvements</b>														
	a) Gain State recognition and funding of all identified projects and linkages												OEA grant to assist in identification process	DPW (P&Z/CSSC)	High/Ongoing
	b) Include identified projects within the CTP												n/a	P&Z (DPW)	High/Ongoing
	c) Coordinate CTP with municipalities												n/a	DPW (P&Z), municipalities, CSSC)	High/Established 9/07
<b>T.R.2</b>	<b>MD715 Extension/Alternate Access to I95</b>														
	a) SHA study completed and released.												SHA/CTP	DPW (SHA, P&Z)	High/Not Funded
	b) Feasibility study for extension to include alternatives and concepts.												SHA	DPW (SHA, P&Z, OED)	High
	c) Engineering/Design/Construction												SHA/CTP	DPW (SHA, P&Z, OED)	High/Ongoing/Not Funded
<b>T.R.3</b>	<b>MD715/RT40 Improvements</b>														
	a) Engineering/Design/Construction												SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.4</b>	<b>US40/MD22</b>														
	a) Engineering/Right of Way/Construction												SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.5</b>	<b>MD22/MD132</b>														
	a) Engineering/Right of Way/Construction												SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>T.R.6</b>	<b>MD22/Beards Hill Rd</b>												
	a) Engineering/Right of Way/Construction										SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.7</b>	<b>US40/MD543</b>												
	a. Engineering/Right of Way/Construction										SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.8</b>	<b>US40/MD155/MD7</b>												
	a) Engineering/Right of Way/Construction										SHA/CTP	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.9</b>	<b>US40/MD222</b>												
	a) Engineering/Right of Way/Construction										SHA	DPW (SHA, P&Z)	High/Ongoing/Not Funded
<b>T.R.10</b>	<b>MD159/MD7</b>												
	a) SHA Study completed and released	Δ									SHA	DPW (SHA)	High Pending
	b) Design, drafted and approved by County	Δ										DPW	High/Pending
	c) Construction										Public/Private		High/Pending
<b>T.R.11</b>	<b>Funding &amp; completion of Phase 2 of MD 755 Streetscape Improvements to service Edgewood Train Station and access gate</b>												
	a) Community plans have been approved.										County	P&Z, (OED, CSSC)	Medium/Pending

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>T.R.12</b>	<b>Educate public officials to the needs and requirements of the County's transportation and Infrastructure system.</b>													
	a) Meet with Council to discuss the Priority Funding letter request											n/a	Harford County Cabinet (OED, Army Alliance)	Medium/ Ongoing/Met with Council
	b) Brief elected officials on key issues											n/a	Harford County Cabinet (OED, Army Alliance)	Medium/Ongoing/Met with Lt Gov Brown & BRAC Sub-Cabinet, County Delegation
<b>T.T.1</b>	<b>Identify funding sources available for these opportunities, such as Tax Increment Financing (TIF) or private development.</b>													
	a) Secure State authorization and County legislation for special assessment districts compliment the TIF district; outline possible areas to include within a district											n/a	Harford County Treasury (DPW, OED)	High/in process
<b>T.T.2</b>	<b>Short -Term Transportation Projects</b>													
	a) Identify additional parking areas around the County where bus shuttle service can be used to transport people from parking area to Aberdeen Train Station.											County	County	High, in process
	b) MARC/Edgewood Train Station Design/Construction. Construction will begin 2009 and completed 2011.											SHA/CTP	P&Z, (MDOT, MTA, OED, DPW, CSSC)	High/Ongoing/Funded
	c) Multi-Modal Transportation Center Amend OEA grant request to study feasibility of building MTC station at the current Aberdeen Train Station and/or reuse project for the current train station.											OEA	BRAC Office/OED Paid Consultant	High/Ongoing/Not Funded/MTC task force formed
	d) Coordinate with City of Aberdeen and APG about shuttle system to meet on post transit needs.											APG/Public Private Partnership	Aberdeen/APG (OED), MTA,	High/in process/Not Funded/MTC task force formed

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	e) Support extension of MARC train service levels Northbound/Southbound.										n/a	P&Z/OED (MTA, Amtrak, CSSC)	High/ongoing
	f) Support extension of Purple Line as identified in the Baltimore Regional Rail Plan (BRRP)										n/a	OED, Transit, P&Z, CSSC, MTA, Amtrak	Medium/ongoing
<b>T.T.3</b>	<b>Long-Term Transportation Projects</b>												
	a) Multi-Modal Transportation Center										Private/public partnership/SHA	APG, Aberdeen, MTA, DPW, SHA, MDOT, P&Z	High/Ongoing/Not funded
	b) Road & Intersection Improvements										SHA, MDOT, Public/Private Partnerships	MDOT,SHA, Harford County DPW	High, Ongoing/Partially Funded
<b>T.T.4</b>	<b>Support Implementation of mass transit program between APG, Harford County, Cecil County, Baltimore City/Baltimore County</b>												
	a) Identify status of funding to develop regional mass transit										Share of 1.5M study funds provided for Odenton and APG	Harford County Transit (P&Z, OED, CSSC)	High
	b) Develop regional consortium										OEA	Harford County Transit (P&Z, OED, CSSC)	
	c) Coordinate Transportation Element Plan to include redevelopment study and travel corridor plan.										P&Z	Harford County Transit (P&Z, OED, CSSC)	

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>T.U.1</b>	<b>Establish Inter-governmental group to coordinate and meet future water challenges as a comprehensive body</b>													
	a) Identify regional water needs											DPW	DPW (P&Z, OED, CSSC)	High/pending approval Analysis of water sources pending 4 <sup>th</sup> submission of OEA Grant
	b) Identify additional sources of water											DPW	DPW (P&Z, OED)	High/in progress
<b>T.U.2</b>	<b>Determine cause/effect of Bay Restoration initiatives (TMDL and House Bill 1141)</b>													
	a) Complete the Water Source Element Plan											DPW	P&Z (DPW, OED, CSSC)	High
<b>T.U.3</b>	<b>Identify additional sources/capacity</b>													
	a) Secure agreement with Baltimore City											n/a	DPW (Baltimore City, MDE, SRBC)	High/no agreement signed at this time.
	b) Design expansion and construction of Abingdon WTP from 10 mgd to 20 mgd.											DPW	DPW	High/in progress completion 2011. Upgrade to 40mgd on hold until APG & Aberdeen find money to buy capacity from HC.
<b>T.E.1</b>	<b>Educate public officials to support WTE needs in County.</b>													
	a) Cabinet meetings with council to keep them updated on issues and progress.											n/a	DPW (APG)	Ongoing
	b) Visit/Tour Montgomery County Facility expansion	Δ											DPW	complete
<b>T.E.2</b>	<b>Upgrade to WTE facility to meet County's needs (schools, libraries) as well as APG needs.</b>													
	a) Secure funding, permits and agreements for steam and/or electricity with Northeast Maryland Waste Disposal Authority.											Northeast Maryland Waste Disposal Authority	DPW (APG)	High/preliminary discussions/ongoing
	b) Construct facility													

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>T.E.3</b>	<b>Hire BRAC Manager to assist in communications between APG, Harford County and other service providers.</b>												
	a) Establish regional BRAC Office	Δ									OED	OED/CSSC	Completed

## **Education, Technology and Workforce Development**

This education, technology and workforce development section addresses the new skills that will be required for the incoming Aberdeen Proving Ground organizations and their contractors, the increase in population that will occur, additional educational infrastructure requirements, and an array of studies and coordination efforts to better define the issues.

Public and non-public education students and their families moving into the area will be looking for information comparing their current schools to those in the region, information about credit transfer and graduation requirements changes that may exist, and for teaching spouses of APG employees, Maryland certification requirements compared to the state holding their current credentials. Outreach efforts to first, understand the differences, and second, to explain them to families migrating to the area are both essential.

**BPAC Action Plan for Harford County  
Education, Technology and Workforce Development  
(E=Education, T=Technology, W=Workforce Development)**

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>E.E.1</b>	<b>Coordinate land acquisition activities to secure inventory for future school construction</b>													
	a) Locate sites for elementary, middle and high schools due to BRAC											Harford County and State of Maryland	<b>HCPS</b> (HC Govt., HC Council)	High Two elementary school site selected: 1 elementary & 1 middle under consideration
	b) Expansion of Harford Technical HS capacity											Board of Ed		High
	c) Review of the Board's Balancing Enrollment Policy for sensitivity to BRAC decision making											HCPS	<b>HCPS</b>	Immediate
<b>E.E.2</b>	<b>Seek additional state funding for school construction and modernization</b>													
	a) Implement HCPS long-range capital plan											Harford County and State of Maryland	<b>HCPS</b>	High Seeking funds in FY 09
<b>E.E.3</b>	<b>Develop communication and marketing plan to promote educational system for both public and private schools</b>													
	a) Develop marketing materials and marketing displays to use in all outreach activities											Public and Private Schools' budgets	<b>HCPS</b> (HCPL, CSSC, H/C NPSC: Harford/Cecil Non-Public School Council)	Medium Grant proposal to be developed FY08 Operational budget includes funds for display board
	b) Develop public and private school programs and inventory list for inquiries from relocating families											Public and Private Schools' budgets	<b>HCPS, H/C NPSC, CSSC</b>	Medium Under development

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Create a data base with comprehensive comparison of programs offered by HCPS and other school systems sending families to APG area	→									OEA	HCPS, H/C NPSC, CSSC	High Public school curriculum/program analysis tables; OEA deferred to DOE
	d) Support transition of students and families with comparison and analysis of school performance, graduation requirements, and teacher certification requirements	→	→	→	→	→					OEA	HCPS, H/C NPSC	High Public school curriculum/program analysis tables; OEA deferred to DOE
<b>E.E.4</b>	<b>Implement Career Pathways model</b>												
	a) Match career pathways models and articulation agreements with HCC	→	→	→	→	→					HCPS	HCPS (Board of Education, HCPL, CSSC)	Medium Career Path Models operational in all HS International Baccalaureate recruitment begins 9/07 Homeland Security recruitment begins 9/08
<b>E.E.5</b>	<b>Educate Harford County students/parents/guardians on changes in job fields, security clearances, and career choices</b>												
	a) Annual PTA-sponsored sessions; develop an informational brochure	→	→	→							HCPS, H/C NPSC	NMTC/HCPS (HC Chamber, HCPS, HCPL, CSSC)	Medium/Low a). Anticipate Fall 07 b). Under development
	b) Integrate security clearance requirements into Maryland Business Roundtable (Achievement Counts) presentations	→	→	→							In-kind services from MBRT, NMTC, HC Chamber		
	c) Establish work experience opportunities for high school education students;	→	→	→							HCPS	HCPS (Board of Education, County)	Medium/Low

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Continue to respond to charter school applications as received.										HCPS	HCPS (Board of Education, County)	Medium/Low d). One new HS application to be submitted Fall 2007
	e) Create Science Center at Edgewood Public Library										HCPL/Science Foundation	HCPL	e). High Grant received, underway
<b>E.E.6</b>	<b>Expand magnet programs to complement economic expansion</b>												
	a) Increase student slots for current magnet programs										HCPS	HCPS	High New magnet programs under development
	b) Identify new career and skill sets												
	c) Expand magnet programs based on incoming employer needs												
<b>E.E.7</b>	<b>Complete a Needs Assessment for higher education and degree programs</b>												
	a) Establish Higher Education Center Advisory Council and develop strategic plan for the Higher Education Center										n/a	HCC (CCBC, CCC and regional Universities, CSSC)	High Advisory Council established; engaged in strategic planning process anticipate completion 12/07
	b) Meet with NJ college presidents (Monmouth University, Brookdale CC, Stephens Institute, Princeton and Rutgers University among others) re specialty programs										OEA (funded)	HCC, (CCBC, CCC and regional universities)	High Met with Brookdale CC president Future dates under consideration to meet later this year

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Outreach to other BRAC tenants regarding higher educational needs	→									OEA Travel Funds	HCC, (CCBC, CCC and regional universities)	High Participated in meetings with BRAC tenants Attended CERDEC University Day
<b>E.E.8</b>	<b>Develop new and modify existing undergraduate and graduate programs based on Needs Assessment</b>												
	a) Do assessment based on needs and current offerings.	→									HCC (CCBC, CCC, regional universities)	HCC; HCC partners; out-of-education partners, MHEC)	High a). Regional community college program analysis tabled; OED deferred to DOL b). STEM division formed; discussions underway with other universities; HEAT Center program considerations underway c). Towson University building at HCC RFP underway
	b) Work with all universities on future advanced degree and doctoral needs.	→											
	c) Continue development of higher education facilities particularly Towson University	→											
<b>E.T.1</b>	<b>Review technology infrastructure and needs assessment including wireless network.</b>												
	a) Identify government needs countywide, industry/small business needs countywide and residential needs countywide	→									OEA	MIS of HC Govt. (HCPS; HCPL, municipalities, NMTC, business and industry groups)	Medium Public Facilities/Land Use Inventory (TischlerBise) – completed Dec. '07; Data collection and assessment underway

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>E.W.1</b>	<b>Provide single point of contact for a Jobs Bulletin Board specific to BRAC-related positions</b>												
	a) Secure funding for consolidation of Workforce Centers and related services										DLLR	OED, SWN (US Dept. of Labor, CSSC,	High Site location ongoing
	b) Expand current business service functions in SWN/DLLR; consolidate existing workforce centers and dedicate area in consolidated facility to BRAC recruiting/ training;	△									DLLR	OED, SWN, CSSC)	High Completed
	c) Determine/obtain job qualifications and specs from incoming government BRAC tenants and defense contractors;	△									SWN/DLLR	OED, SWN (CSSC)	High Completed Defense contractor links for MWE BRAC button in process
	d) Seek new ways to inform local residents and employers re skill sets; additional info needed	△									employer fees	OED, SWN, CSSC	Medium Completed
	e) Provide spousal/ dependent employment and related assistance for relocating family workers										SWN/DLLR	OED, SWN, MD DLLR, CSSC	High In process with BRAC community
<b>E.W.2</b>	<b>Refine outreach to defense-related contractors to inform them of SWN/DLLR services</b>												
	a) Continue to invite Ft. Monmouth, other BRAC tenants, and other defense-related employers to participate in Job Fairs;										SWN/DLLR/OED	OED, CSSC	High Ongoing, expanding reach to defense contractors
	b) Develop formal agreements with regional workforce partners for recruitment (Lancaster, PA, New Jersey and Delaware)										DOL BRAC planning grant	OED, SWN (MD DLLR, OED, CSSC)	Medium In planning process Regional discussions occurring
	c) Promote and customize SWC/MWE job posting and matching capabilities and database.	△									SWN/DLLR	OED, SWN	High Completed
	d) Promote SWN Workforce Center improvements (including BRAC information in offerings)										Existing operating budget and local/state/federal	OED, SWN	Medium Study completed, ongoing

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
											funding		implementation of recommendations SWN BRAC Marketing Committee
	e) Increase defense-related Job Fairs as needed										DLLR	OED, SWN	High APG Job Fair 7/07 Harford County Job Fair 10/07
<b>E.W.3</b>	<b>Seek information on regional workforce</b>												
	a) Conduct Outcommuter Laborshed Study	Δ									SWN/DLLR	OED, SWN, CSSC	High Completed
	b) Develop and implement Laborshed recommendations										DLLR	OED, SWN, (CSSC)	High Ongoing, committee formed to explore/implement recommendations
<b>E.W.4</b>	<b>Involve APG representatives and large defense contractors in workforce development assessment</b>												
	a) SWN outreach to CPOC, other tenants' personnel functions, and incoming defense-related contractors										n/a	OED, SWN, MD DLLR, APG, CSSC	High Ongoing
	b) Link with all BRAC tenants' CPOC agencies										n/a	OED, SWN, MD DLLR, APG, CSSC	High Ongoing
<b>E.W.5</b>	<b>Enhance workforce information on <a href="http://www.apg-cssc.com">www.apg-cssc.com</a> website for BRAC-related positions</b>												
	a) Develop direct links to MWE job listing (Md. DLLR)/ matching capabilities and information products	Δ									U.S. Dept. of Labor/ DLLR	OED, SWN, DLLR	High Completed
<b>E.W.6</b>	<b>Assist with educational systems to begin dissemination of information relative to employment opportunities</b>												
	a) Review grant opportunities re curriculum for science/ math/technology/engineering (STEM)										U.S. Dept. of Labor	OED; SWN; HCC; HCPS; DLLR; CSSC; H/C NPSC	High

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Prepare regional proposal encompassing 4 to 5 states	Δ									U.S. Dept. of Labor	SWN; OED	High Federal WIRED Grant submitted – <b>request not funded</b>
	c) Coordinate and integrate with Career/Guidance Depts., Training Institutions, Career Cluster framework, magnet and academy offerings										HCPS/HCC	OED; SWN; HCC; HCPS; CSSC; H/C NPSC	High In progress

## **Public Safety, Health & Community Services**

Sheriff Jesse Bane is the Chair and Ernie Crist and Lyle Sheldon are Co-Chairs. After careful review, it was agreed that the sub-committee will continue to meet to formulate next-steps in moving toward a Comprehensive Master Plan for all related services. The plan will require further discussion, analysis, formulation, implementation and on-going monitoring and review from Criminal Justice, Health Care, Community Services, Fire Suppression Services, Code Enforcement Services and Emergency Ops and Emergency Management.

Each key area in public safety, health, and community services is relying heavily on the local demographic study funded by OEA to refine the state-provided demographic data, while recognizing that numbers related to BRAC are always in flux. In some cases, agencies have already built some staffing upgrade into their agency budgets and have conducted preliminary studies out of their own budgets.

**BPAC Action Plan for Harford County**  
**Public Safety, Health & Community Services (PS)**  
(S = Public Safety, H = Health, C = Community Services, D=DILP)

	Action	Timeline										Funding Source	Lead County Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15					
<b>PS.S.1</b>	<b>Review demographic information to adequately plan for public safety personnel and infrastructure</b>														
	a) Data and needs analysis of demographics and impact on core functions for all Criminal Justice Services	➔											Office of Economic Adjustment/ Operating Budget for individual services	Harford Co. Govt., <b>Harford Co. Sheriff's Office (L.E. &amp; Corrections),</b> Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High a). Underway b). Completed c). Underway d). Underway  Public Facilities/Land Use Inventory Analysis ( <i>TischlerBise</i> ), completed December '07
	b) Examine formulas/process for determining staffing needs	➔													
	c) Examine formulas/process for determining facility needs	➔													
	d) Identify system issues  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.	➔													
<b>PS.S.2</b>	<b>Develop comprehensive master plans for new and expanding law enforcement, correctional facilities, fire, and EMS stations, based on data and needs analysis</b>														
	a) Identification of goals, objectives & key milestones	➔➔➔											Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High Refer to Public Facilities/Land Use Inventory Analysis ( <i>TischlerBise</i> ), completed December '07.
	b) Identify operating and capital budget needs	➔➔➔													
	c) Identify alternative funding strategies	➔➔➔													
	d) Develop system modification planning  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.	➔➔➔													

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>PS.S.3</b>	<b>Develop staffing/recruitment plans specific to each agency</b>												
	a) Plan implementation including review and adjustment of annual staffing analysis models and reports for all identified services  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., <b>Harford Co. Sheriff's Office (L.E. &amp; Corrections),</b> Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High Refer to Public Facilities/Land Use Inventory Analysis ( <i>TischlerBise</i> ), completed December '07.
<b>PS.S.4</b>	<b>Identify methods to generate funds for public safety operations and programs</b>												
	a) Identification of goals, objectives & key milestones										Operating & Capital Budget for individual services	Harford Co. Govt., <b>Harford Co. Sheriff's Office (L.E. &amp; Corrections),</b> Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
	b) Identify operating and capital budget needs												
	c) Identify alternative funding strategies  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												
<b>PS.S.5</b>	<b>Enhance educational opportunities available in high schools and post-secondary institutions with respect to law enforcement, fire, and EMS programs</b>												
	a) Review existing programs and curriculums										Operating & Capital Budget for individual services	Harford Co. Govt., <b>Harford Co. Sheriff's Office (L.E. &amp; Corrections),</b> Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	Medium
	b) Identify existing and future joint programs, including Harford County Public Schools  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>PS.H.1</b>	<b>Review demographic information to adequately plan for health service personnel and infrastructure.</b>													
	a) County to commission a comprehensive study of the status of health services with recommendations for the future											OEA	<b>Upper Chesapeake Health System (UCHS)</b>	High/study underway. Public service sector study tabled; OEA deferred to DOL
<b>PS.H.2</b>	<b>Assess future health care needs for the projected increase in population.</b>													
	a) Upper Chesapeake Health (UCH) to conduct formal BRAC demand study for hospital services areas											UCH/OED	<b>UCHS</b> (Harford Co. Govt., APG, P&Z, Community Services, Municipalities)	High/Preliminary work completed
<b>PS.H.3</b>	<b>Develop master plans for new and expanding health service facilities</b>													
	a) UCH to update master facility and campus plans											UCH	<b>UCHS</b> (APG, P&Z, Community Services)	High/Preliminary work completed
<b>PS.H.4</b>	<b>Develop staffing/recruitment plans specific to health services.</b>													
	a) Comprehensive team member & physician recruitment & retention plan to be developed											UCH	<b>UCHS</b> (Community Services., Health Dept., Municipalities)	Medium/ongoing
<b>PS.H.5</b>	<b>Identify methods to generate funds for health and medical services delivery programs.</b>													
	a) UCH to investigate alternative sources of capital to fund future expansion & medical staff recruitment											Investigative efforts: UCH; capital funding: operating earnings, debt, philanthropy and potential state, federal & other private entities	<b>UCHS</b> (Harford Co. Govt., APG, P&Z, Community Svc., Municipalities)	High

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>PS.H.6</b>	<b>Consolidate health department infrastructure into one centralized location.</b>													
	a) Conduct further discussions between Health Dept. and all related services	→										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., <b>Health Dept.</b> , Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High/Ongoing
	b) Data and needs analysis of demographics and impact on core functions for all Health Dept. services	→												
	c) Examine formulas/process for determining staffing needs	→												
	d) Examine formulas/process for determining facility needs	→												
	e) Identify system issues  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.	→												
<b>PS.H.7</b>	<b>Develop communications plan of health department services.</b>													
	a) Conduct further discussions between Health Dept. and all related services	→										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., <b>Health Dept.</b> , Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High Ongoing
	b) Review existing programs and delivery methods													
	c) Identify future joint program opportunities with all related services  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.													
<b>PS.C.1</b>	<b>Review demographic information to adequately plan for community service personnel and infrastructure needs.</b>													
	a) County to commission a Comprehensive Study of the status of community service personnel and infrastructure needs with recommendations for the future	→										OEA (funded)	<b>Community Services</b> (Harford County Government)	High/study underway. Public service sector study tabled; OEA deferred to DOL

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>PS.C.2</b>	<b>Develop master plans for new and expanding community service facilities.</b>													
	a) Conduct analysis of current demographic patterns	△										Community Development Block Grant (CDBG)	<b>Community Services</b> (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	High/Completed
	b) Formulate multi-agency committee to coordinate master plans for community service facilities.	➔										Each participating/responsible agency		Medium
<b>PS.C.3</b>	<b>Establish adequate staffing plan to service the anticipated increase in population.</b>													
	a) Annual staffing analysis completed by each agency	➔									Internally funded by each agency	<b>Community Services</b> (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Medium	
<b>PS.C.4</b>	<b>Coordinate programs &amp; program delivery for all sectors of community service.</b>													
	Form multi-agency committee to coordinate marketing and delivery of community service programs.	➔									OEA	<b>Community Services</b> (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Pending	
<b>PS.C.5</b>	<b>Identify methods to generate funds for community service programs – review funding &amp; program costs.</b>													
	County to commission analysis of alternative funding for community service programs, including fee for service approaches.	➔									OEA	<b>Community Services</b> (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Pending	
<b>PS.D.1</b>	<b>Review demographic information to adequately plan for issuance of Inspections, Licenses and Permits.</b>													
	County to commission a comprehensive study of the status of public safety services with recommendations for the future	➔										OEA (funded)	<b>DILP</b> (Harford County Government)	High/study underway. Public service sector study tabled; OEA deferred to DOL

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>PS.D.2</b>	<b>Establish adequate staffing plan to service the anticipated increase in population</b>													
	Annual staffing analysis completed by each agency											Internally funded by each agency	<b>DILP</b> (Harford Co. Govt., APG, P&Z, Community Services, Municipalities)	Medium

## Glossary

**BCC** Baltimore Community College

**BPAC** BRAC Planning and Advisory Commission

**BRAC** Department of Defense Base Realignment and Closure 2005 round

**BRRP** Baltimore Regional Rail Plan

**CCC** Cecil Community College

**CPOC** Civilian Personnel Operations Center

**CSSC** Chesapeake Science and Security Center

**CTP** Harford County Consolidated Transportation Plan

**DAR** Defend Access Road Program

**DLLR** Maryland Dept. of Labor, Licensing & Regulation

**DILP** Harford County Dept. of Inspections, Licensing & Permits

**DPW** Harford County Department of Public Works

**EZ** Enterprise Zone

**HC** Harford County

**HCC** Harford Community College

**HCPL** Harford County Public Library

**HCPS** Harford County Public School System

**MIS** Harford County Management and Information Systems

**MWE** Division of Workforce Development/DLLR

**MARC** Maryland Rail Commuter

**MDOT** Maryland Department of Transportation

**MTA** Maryland Transit Authority

**OEA** Department of Defense Office of Economic Adjustment

**OED** Harford County Office of Economic Development

**OPUS East** Developer of the G.A.T.E. enhanced use leasing project at Aberdeen Proving Ground

**P & Z** Harford County Department of Planning & Zoning

**SHA** Maryland State Highway Administration

**SWN** Susquehanna Workforce Network

**TDP** Transportation Development Plan

**TMDL** Total Maximum Daily Load

**US DOT** United States Department of Transportation

**WTE** Waste to Energy

**UCHS** Upper Chesapeake Health System



