

BPAC CHAIRMAN'S REPORT

Initial Findings and Recommendations



BPAC CHAIRMAN S REPORT

August 22, 2006

The Honorable David R. Craig
Harford County Executive
Harford County Government
220 S. Main St.
Bel Air, MD 21014

Dear County Executive Craig:

Thank you for the opportunity to serve the Citizens of Harford County as Chair of the BRAC Planning and Advisory Commission (BPAC). It has been an honor to work with the many talented and dedicated county and community representatives on your BRAC planning and implementation team.

The BRAC process brings significant opportunities and challenges to our region. The enclosed report, which is the result of committed deliberation among business, community, and government leaders, outlines key recommendations for the County's response to the Department of Defense's directives.

I am confident that under your leadership the County will accomplish successful BRAC implementation and continued progress.

Regards,



J. Thomas Sadowski
BPAC Chair

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COMMITTEE MEMBERS

Sadowski, J. Thomas, Commission Chair,
Executive Vice President
Economic Alliance of Greater Baltimore

Bair, Albert, Chief
Abingdon Volunteer Fire Department

Caplan, Audra, Director
Harford County Public Library

Carey, David E., Chairman
Bel Air Town Commissioners

Chance, Mary F., ex officio, Director
Harford County Dept. of Community Services

Chenowith, Veronica, Council Member
Harford County Council, District B

Colclasure II, Wyatt, President, Army Alliance
Booz Allen Hamilton

Cooper, Robert B., ex officio, Director
Harford County Dept. of Public Works

Correri, John P., Mayor
The City of Havre de Grace

Costello, Lorraine, Director
Harford County Administration

Crist, Ernest L. ex officio, Director
Harford County Emergency Management

Ertwine, Dean BG (Ret), Citizen
Battelle (BEST) Center

Galbreath, David, Citizen

Glassman, Barry, State Delegate
Maryland House of Delegates, District 35A

Golding, R. Thomas, Sheriff
Harford County Sheriff

Guthrie, Dion, Council Member
Harford County Council, District A

Haas, Jacqueline C., Superintendent
Harford County Public Schools

Henderson, Deborah, ex officio, Director
Harford County Dept. of Procurement

James, Mary-Dulany, State Delegate
Maryland House of Delegates, District 34A

Kingston, Shawn A., ex officio, Director
Harford County Housing Agency

Kohl, Sheryl Davis, State Delegate
Maryland House of Delegates, District 34A

LaCalle, James, Ed.D., President
Harford Community College

Lynch, Richard D., ex officio, Director
Harford County Inspections, Licenses & Permits

McClune, Anthony, ex officio, Acting Director
Harford County Dept. of Planning & Zoning

McCord, Robert S., ex officio, County Attorney
Harford County Law Department

Pfaff, Joseph E., ex officio, Director
Harford County Parks & Recreation

Rice, Sue, Citizen
Friends of Harford

Rich, Ruth R., President
Harford County Board of Education

Schaech, Thomas G.
Bel Air Fire Department

Scotten Jr., John R., ex officio, County Treasurer
Harford County Treasury

Securro, William B., President/CEO
Harford County Chamber of Commerce

Sheldon, Lyle, President/CEO
Upper Chesapeake Health

Simmons, S. Fred, Mayor
City of Aberdeen

OED Staff

Bittner, Rita
Business Retention Manager

Carnaggio, Denise B.
Technology Development Manager

McNutt, Melissa
Project Development Associate

Richardson, Bill
Military Affairs Director

Vanden Eynden, Sharon L.
Secretary to the Director

Wajer, Kathy
Chief Financial Manager

Webb, Lisa
Project Development Manager

EXECUTIVE SUMMARY

Upon its creation in November of 2005, the County Executive's Base Realignment and Closure Planning Advisory Commission (BPAC) has proceeded with its primary goal of helping Harford County respond to the tremendous economic and social opportunities that BRAC affords while sustaining and, where possible, enhancing the quality of life. Since the first meeting in November, there have been a number of extremely productive and intense discussions among the full BPAC Board and its various subcommittees. The BPAC was broken down into four working subcommittees:

- Land Use
- Transportation and Infrastructure
- Education and Workforce Readiness
- Public Safety and Health

Each of these subcommittees was charged with investigation, study and deliberation of the many aspects and issues involving their respective area of concern. An Office of Economic Development staff member was assigned to each of these subcommittees in order to assist each Subcommittee Chair manage meetings, schedule, record minutes and provide a report of findings and recommendations in time for submittal to the County Executive in July of 2006. The chair was provided an opportunity to include additional members to their subcommittee to assist in the compilation and recommendations for the report. These findings and recommendations were to focus on how Harford County should move forward with further evaluation of the impact of BRAC on the community and ultimately, how to foster the successful implementation of the Department of Defense (DoD) 2005 BRAC recommendations affecting Aberdeen Proving Ground (APG).

To help in these discussions, several presentations were given for the benefit of the entire board. Presentations from the APG Garrison Commander, Col. John Wright, U.S. Office of Economic Adjustment Project Manager John Leigh, comments from members of the Maryland State Delegation, representatives of the APG Army Alliance Inc., and select staff contributed significantly to the collective efforts. Attendance of Harford County Government staff and BPAC members at the May 2006 U.S. Office of Economic Adjustment (OEA) Conference in Atlanta, Georgia provided a comprehensive look and understanding of the various sources of federal assistance available to help communities implement and address the 2005 BRAC recommendations. Of particular interest were various case studies of gaining communities from around the United States who were successful in their implementation of past BRAC recommendations.

With the benefit of this experience and information, review of the continuing flow of data relative to the proposed impact on gaining installations throughout Maryland (available from the Maryland Department of Business and Economic Development as well as the Maryland Department of Labor, Licensing and Regulation), and after careful consideration of the BPAC subcommittees' findings and recommendations, the following recommendations are offered:

- Continue the formal existence of BPAC by way of Executive Order to further study and address BRAC's impact on APG and the community, pursue federal assistance and help facilitate continued communications and community awareness until such time as final 2005 BRAC recommendations are implemented.
- In formalization of BPAC, create a BPAC Executive Committee (comprised of BPAC Chair, County Administrative Officer, Director of Economic Development and Subcommittee Chairs and Co-Chairs) to act as a standing, steering committee to administer and audit prospective grant funds awarded from the various federal agencies, to assign various subcommittee responsibilities to further evaluate areas and/or issues of ongoing concern, and to assure community and county-wide stakeholder participation.

EXECUTIVE SUMMARY

- With Harford County Government serving as the formal grant applicant, establish a smaller “Application Committee” from BPAC to develop a specific scope of services for the various applications to be filed, performance of final consultant selections to conduct required study work (working in concert with Harford County Procurement Office) and finally, represent the will of the County and its Municipalities in determination of specific staffing assignments such as the hiring of a BRAC Manager.

Members of this Application Committee include:

- Harford County Director of Economic Development
 - Harford County Director of Planning
 - Harford County Executive Military Liaison
 - Mayor Of Aberdeen
 - BPAC Chair
- Inclusion of neighboring county representatives to BPAC Executive Committee (ex-officio) to assure coordination of capital budgeting, land use planning, policy and legislative efforts related to BRAC implementation.
 - Discontinue full BPAC Monthly meeting schedule, but hold Executive Committee meetings on a regular and/or as-needed basis to keep communication lines open and adapt to new BRAC-related developments.
 - Organize public educational meetings via full BPAC to present Commission findings, increase community awareness and solicit public input. Suggest one such public meeting per quarter at rotating locations throughout the County.

These insights are intended to help in the organization of Harford County’s efforts related to the process and involvement of the federal, state and local governments, community representatives and private sector stakeholders. The subcommittee reports that follow will detail specific findings and recommendations. Highlights of these findings and recommendations include:

- **Land Use** - Need for sustained promotion, incentives and implementation of land use strategies that encourage infrastructure utilization within the County’s designated development envelope and along the U.S. Route 40 Corridor. In addition, where possible, foster mixed-used developments offering a variety of housing types, services and office/flex space.
- **Transportation and Infrastructure** - Pursuit of specific road, water and sewer system improvement projects along with infrastructure projects addressing longer range needs to include projected water and sewer capacity demand, as well as multi-modal transportation (rail and bus) service.
- **Education and Workforce Readiness** - Sustain commitment to improvement of K-12, post-secondary, higher education and workforce development facilities and programming, in particular, those initiatives emphasizing science and math, health care services, information technology and engineering to address not only current employment, reemployment, and professional development needs, but to prepare future generations for new and emerging employment opportunities.
- **Public Safety and Health** - Continue review of demographic information to adequately plan for public safety, health, criminal justice, community service personnel and infrastructure in order to maintain safe and healthy communities throughout Harford County.

Ultimately, additional information, study and debate of the various issues involved is required. Despite the ever-changing facts regarding BRAC’s projected impact and the means available to implement the final recommendations, the foresight and leadership that went into creation of this dynamic board puts Harford County in the best position possible to maximize the prospective gains to result from BRAC, while minimizing any potential strains placed on public services and infrastructure. Harford County, in its preparation and now in its implementation of BRAC, stands ready to take the steps necessary to ensure the preservation and enhancement of quality of living factors and provide for meaningful community involvement going forward.

SUBCOMMITTEE MEMBERS

Eric McLaughlin
Chair

Hon. Roni Chenoweth

Bob Cooper

Hon. John Corrieri

David Galbreath

Pete Gutwald

Debbie Henderson

Shawn Kingston

Melissa McNutt

Robert McCord

Tony McClune

Joseph Pfaff

Sue Rice

John Scotten

Richard Streett, VMD

BPAC LAND USE SUBCOMMITTEE FINAL RECOMMENDATIONS

The BRAC Planning and Advisory Commission's Land Use Subcommittee is comprised of employees of the Harford County Government as well as representatives from the three municipalities, elected officials, The Friends of Harford, and private citizens. In addition to the full BPAC meetings, the Subcommittee has met a total of eight times since given the task by the County Executive to make recommendations on land use issues throughout the County.

The need for more information is imperative for all BRAC subcommittees. There should be a consistent source of information about the number of jobs and residents likely to move to Harford County. Continuation of this Commission is imperative to ensure that the County continues to evaluate their readiness to respond to BRAC-related issues over time, land use and otherwise.

All members of the Committee were given a continuing opportunity to provide input and make recommendations about the group's work. At the outset, the subcommittee acknowledged that it would not be possible, given constraints in time and the evolving nature of BRAC-related information, to fully develop or explore all aspects of the County's land use planning needs. However, through initial discussions, the Subcommittee established three general areas of concentration:

- Revitalization of Route 40
- Commercial/Retail Land Use
- Residential Land Use

Two meetings were scheduled on each of the topics and, based on recommendations from the group, speakers were asked to attend according to their expertise and experience on the respective topics.

A format was developed for members of the subcommittee to track the work of the group. The format followed the directive in the Executive Order to identify key challenges and opportunities, identify and prioritize useful resources and potential tools to address them, and make recommendations to better prepare the County for the land use needs created by BRAC-related growth. During each meeting, the Subcommittee focused on the featured topic and analyzed its key challenges according to this developed format. The recommendations follow that format and come directly from the work and materials shared at the Subcommittee meetings. The Subcommittee developed observations and recommendations that were specific to its three areas of discussion. There were also several general observations that resulted in general recommendations regarding BRAC-related growth.

The featured presenters on the Revitalization of Route 40 included: Pete Gutwald, Director of the Harford County Department of Planning & Zoning; Tony McClune, also of the Department of Planning & Zoning and co-chair of this Subcommittee; Fred Simmons, Mayor of the City of Aberdeen; and Clark Turner, developer of Bulle Rock, Water's Edge and President of Clark Turner Signature Homes. The group compared the County's existing Commercial Revitalization District (CRD) legislation with other design standards including, for example, those required by the City of Aberdeen in its Code. The group also acknowledged that planning for the Route 40 Corridor includes coordination with municipalities as well. The group discussed development constraints and costs, existing zoning and development regulations. There was also discussion of how the quality of development along the Route 40 corridor can affect the quality of life in the County.

The featured presenters on the topics of Commercial and Retail Land Use again included Pete Gutwald; along with David Baird of Trammel Crow; Laurie Altman, General Manager of Harford Mall; and Beetle Smith, principal of RKS Reality. With the assistance of these presenters, the group compared the perspectives and needs of the local developer and the national developer where commercial, retail and office space are concerned. Many of the challenges that were identified were generally similar to those with revitalizing the Route 40 Corridor. However, the Subcommittee noted that the opportunities for commercial, retail and office development and redevelopment should exist throughout the County and not just along Route 40. In that regard, the Subcommittee members had previously been provided with the *Harford County Retail Growth Analysis* and the *Harford County Industrial Land Study*. The subcommittee discussed types of commercial, retail and office products and what new and existing businesses may want or need in renting space or purchasing land.

The featured presenters on the topics of Residential Land Use included Tricia Howard, President of the Harford County Realtors Association; Don Sample, Immediate Past President of the Home Builders Association of Maryland, a former home builder, and current owner of Land Development Services; Joseph Cronyn, a partner of Lipman, Frizzel & Mitchell, LLC; and Joseph Pfaff, Director of Harford County Parks and Recreation. The group, through these presentations and its own discussions, considered local and national builders, the demographics of the County's changing population and job growth, housing demand, housing affordability and the availability and location of vacant land. In that regard, the Subcommittee members had previously been provided with the *Harford County Residential Vacant Land Inventory*. It was agreed that the housing supply and demand will be directly affected by BRAC, and that the County should strive to assure a sufficient and affordable housing stock. It was also agreed that infrastructure will impact the County's ability to do so.

Ultimately, the implementation of the group's recommendations will require further examination and will require some forum to do so. For that reason, this committee urges the continuation of BPAC in some form, and encourage an examination of land use issues as further information develops. Perhaps following the examples of past gaining BRAC communities, BPAC may recommend that the County procure the assistance of a national consultant to implement some of the key priorities. For now, based on the discussions and presentations and based on a review of the comments that were compiled from the Subcommittee's meetings, the following prioritized Challenges and Opportunities, Needs, Recommendations and Constraints are offered:

- I. **Key Challenges and Opportunities:** (Identify and prioritize key challenges and opportunities that need to be addressed)
 - Sustain and enhance the County's quality of life and establish standards to improve long term development while meeting the residential and non-residential impacts of the BRAC initiative
 - Improve the overall image of the Route 40 corridor
 - Capitalize on existing infrastructure and "hubs" of activity while creating a sense of community
 - Attract diverse residential and non-residential land uses consistent with the County Land Use policies
 - Effectively manage balanced growth opportunities that complement the County's revitalization efforts
 - Coordinate growth opportunities with the municipalities in an effective and efficient manner

II. Identify Needs: (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above.)

- Necessary planning and zoning tools to establish quality standards in our communities
- Promotional resources and opportunities to educate the development community as well as property owners on redevelopment and revitalization opportunities within the County
- County, State and National programs which sustain, enhance and expand new and existing non-residential and residential development
- Ability to enhance evaluation and monitoring of land opportunities and constraints for residential and non-residential development
- Ability to institute a mechanism for intergovernmental coordination on planning and economic development activities

III. Recommendations: (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above.)

- Revise and update Harford County's Development Regulations and Comprehensive Element Plans to include state-of-the-art zoning and subdivision practices and principles
- Promote and enhance the use of the County's economic and administrative tools available in the development process
- Continue to proactively monitor land use and socio-economic data and activities to identify development opportunities or deficiencies
- Continue to promote revitalization of older areas throughout the County
- Encourage public-private partnerships both for the purposes of innovative development and redevelopment and for the purpose of promoting the positive aspects, image and vision of the Route 40 corridor
- Create a mechanism that requires coordination between capital improvement program priorities with land use activities and policies
- Enhance coordination of intergovernmental communication and public input on BRAC-related growth and development issues

IV. Challenges/Constraints: (Please list challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns.)

- Limitations caused by inherent physical and economical constraints
- The ability or inability to balance new growth opportunities without sacrificing revitalization efforts
- The traditional consensus building process is time consuming

SUBCOMMITTEE MEMBERS

Bob Cooper
Chair

Hon. David Carey
Mary Chance

Wyett Colclasure

Hon. John Correrri

Lorraine Costello

Del. Barry Glassman

Del. Sheryl Davis Kohl

Del. Mary-Dulany James

Tony McClune

Robert McCord

Eric McLaughlin

Larry Mabe

John Scotten

Hon. Fred Simmons

Lisa Webb

BPAC TRANSPORTATION & INFRASTRUCTURE SUBCOMMITTEE FINAL RECOMMENDATIONS

The BRAC Planning and Advisory Commission's Transportation and Infrastructure Subcommittee is comprised of Harford County Government employees, representatives from the three municipalities, elected officials and private citizens. The Subcommittee has met six times since charged by the County Executive to provide recommendations on transportation and infrastructure issues throughout the County.

During the Office of Economic Adjustment's Growth Management Planning Session held on December 7, 2005, the Subcommittee was provided possible goals and objectives covering five initial areas of concentration: Roads, Water, Sewer, Solid Waste, and Energy. The Subcommittee met on January 6, 2006 to further refine and identify the total infrastructure of Harford County and established the following areas of concentration: Roads, Rail/Bus Service, Water and Sewer, Solid Waste/Waste to Energy, and Power/Communications. The Subcommittee then evaluated each area of concentration, developed topics, and invited the appropriate speakers based on their experience and expertise to provide information on the various topics.

The subcommittee's initial findings were submitted to the BPAC members on April 21, 2006 and included the following abbreviated findings:

Roads

- MD 715 Extension from APG Gate to I-95 area
- Improve linkages from APG Gate to I-95 and also U.S. Route 40 along MD 22, MD 543, MD 24, MD 7, and MD 152 (APG siting study will determine the priority, extent, and order of these projects)
- Expedite upgrading the I-95 corridor from White Marsh to the Susquehanna River
- Examine safety and access issues at I-95 and MD 155 interchange
- Improve coordination between County, State, and APG

Rail/Transit Service

- Aberdeen multi-modal facility along AMTRAK line (train and bus service)
- Enhance local bus and train service to provide access to/from Cecil County and Baltimore City/County
- Improve MARC train station in Edgewood

Water & Sewer

- Continue expansion of Abingdon Water Treatment Plant (WTP) to meet regional needs of Harford County, City of Aberdeen, and APG (Aberdeen and Edgewood Area)
- Ensure Bay Restoration improvements and funding remain a priority

Solid Waste/Waste To Energy

- Determine the size of the facility to meet the needs of BRAC based on the siting study to provide steam and electricity to APG

Power/Communications

- Encourage better coordination between utility companies and APG
- Support a BRAC Coordinator position to serve as a point of contact for all utility providers

This format has been established by BPAC for analyzing each of the five infrastructure areas and is further detailed on the following pages:

- The key challenges and opportunities to be addressed;
- Identification of resources and tools necessary to meet the challenges;
- Recommendations for meeting the needs; and
- Identify possible challenges and constraints that may impact or affect these recommendations.

Roads

Craig Ward, President and Ed Steere, Senior Planner, of Frederick Ward Associates, made presentations pertaining to the BRAC Transportation Requirements completed for the Army Alliance, Inc. Discussions as well as the examination of several studies among representatives from APG, State Highway Administration (SHA), Harford County personnel, municipal leaders, delegates, and the Harford County Council regarding BRAC-related transportation needs provided an overview of the infrastructure from I-95 onto APG.

- I. **Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
 - Lack of direct access from I-95 to MD 715 gate (main access for BRAC related activities as well as Enhanced Use Lease (EUL) Government And Technology Enterprise (GATE) project, further exacerbated by commercial activity on Perryman Peninsula)
 - Poor linkages from I-95 interchanges to all gate access points (U.S. 40, MD 152, MD 22, MD 543, MD 24, MD 7)
 - MD 22 improvements from I-95 to MD 543
 - I-95 Section 200 scheduled for completion after majority of movement has already occurred
 - Examine safety and access issues at I-95 and MD 155 interchange
 - Evaluate capacity of bridges

- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Army Installation Move Schedule
 - SHA Comprehensive BRAC study results
 - Additional information needed to identify and prioritize linkage improvements
 - Work with State to fast track I-95 Section 200 to complete as soon as possible
 - Coordination between APG and all transportation authorities
 - Support and funding of projects

- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - Proceed with construction of MD 715/U.S. 40 improvements
 - MD 715 Extension must be either constructed or an alternate access to I-95 provided
 - Funding and completion of Phase 2 of MD 755 streetscape improvements to service Edgewood Train Station and access gate
 - Educate public officials to the needs and requirements of the county's roadways
 - Proceed with improvements at MD 159/MD 7
 - Immediate state recognition and funding of all identified projects and proposed linkages addressed under "Key Challenges"
 - Harford County to identify existing capacity conditions of roads and prioritize improvements in the capital program

IV. Challenges & Constraints (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):

- Funding
- Governmental support and cooperation
- Environmental
- Public communication and understanding
- Army Installation's move schedule

Rail/Transit Service

Presentations regarding Rail/Transit service were made by Jim Lee, President, and Geoff Lilja of OPUS East, LLC with further discussion with representatives from MDOT, SHA, MARC Train, and Mike Hannon, Director, Harford County Transit.

I. Key Challenges & Opportunities (Identify and prioritize key challenges and opportunities that need to be addressed):

- Edgewood MARC Train Station improvements
- Relocation of existing Aberdeen train station to accommodate multi-modal facility along AMTRAK line (provide train and bus service)
- Lack of parking on APG at MD 715 (primary site for job locations)
- County transit hubs, connection and linkage improvements

II. Identify Needs (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):

- Multi-modal station at vicinity of MD 715 gate
- State concurrence on Edgewood MARC Train Station improvements already funded
- Mass transit plan

III. Recommendations (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):

- Implement Edgewood MARC Train Station improvements
- Coordinate with APG and City of Aberdeen in addressing multi-modal site to ease congestion at MD 715 gate due to BRAC, Perryman access and GATE project to include parking and bus service
- Identify funding sources available for these opportunities, such as Tax Increment Financing (TIF) or private development
- Coordinate with City of Aberdeen and APG shuttle system to meet transit needs
- Support implementation of mass transit program among APG, Harford County, Cecil County, Baltimore City/Baltimore County
- Increase MARC train service levels northbound/southbound
- Support the extension of Purple Line as identified in the Baltimore Regional Rail Plan (BRRP)

- IV. Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
- Funding
 - Governmental support and cooperation
 - Environmental
 - Public Communication and Understanding
 - Army Installation's move schedule

Water and Sewer

Presentations regarding Water and Sewer were made by Joel Caudill, Deputy Director, and Jackie Ludwig, Chief of Engineering of the Harford County Division of Water and Sewer with further discussion including representatives from the Cities of Aberdeen and Havre de Grace.

- I. Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
- Existing water system has been identified in need of upgrade
 - Pursue increasing the current planned improvements and upgrades due to increases associated with BRAC
 - Pursue alternative waste treatment solutions
 - City of Aberdeen is moving forward with own water source
 - Implementation of Harford County Water Resource Protection Plan
- II. Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
- Additional funding will be necessary to upgrade current Water Treatment facility
 - Cohesive approach needed to address both water and sewer needs for the next 25 years
- III. Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
- Establish inter-governmental group to coordinate and meet future challenges as a comprehensive body
 - Bay Restoration improvements and funding remain a priority
 - Pursue agreements for additional capacity from Baltimore City
 - Identify alternative funding sources
 - Identify regional water needs
 - Identify additional sources of water
- IV. Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
- Funding
 - Governmental support and cooperation
 - Environmental
 - Public communication and understanding
 - Army Installation's move schedule

Solid Waste/Waste to Energy

Presentations were given by Chris Skaggs and Robin Davidov of Northeast Maryland Waste Authority with further discussion from representatives from Harford County Department of Public Works, the Town of Bel Air, and Cities of Aberdeen and Havre de Grace.

- I. **Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
 - Operations relocating to APG due to BRAC have a significant energy need
 - Determining the size of the Waste Energy facility to meet the needs of BRAC based on the siting study to provide steam and electricity to APG
 - Continue development of Waste Disposal Center through Maryland Department of Environment (MDE) permit process

- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Determination of energy requirements and steam/electricity generation for both Aberdeen and Edgewood areas APG
 - Additional recycling materials needed to meet energy requirements

- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - Educate public officials to support these needs
 - Upgrade Waste to Energy (WTE) facility to meet county's needs (schools, libraries, etc.) as well as BRAC needs
 - Hire BRAC Coordinator to assist in communications among APG, Harford County and other service providers

- IV. **Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
 - Funding for upgrade
 - Governmental support and cooperation
 - Lack of information, determination as to energy requirements
 - Environmental
 - Public communication and understanding
 - Army Installation's move schedule

Power/Communications

Representatives from Verizon, Comcast and BGE/Constellation discussed their tactical plans, position and preparedness for BRAC implementation.

- I. **Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
 - Inability to gain knowledge of locations of specific services
 - APG proposing to privatize much of their infrastructure needs
- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Level of communication among service providers, APG and Harford County personnel
- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - BRAC Coordinator position to be point of contact for utility companies that service the Harford County
- IV. **Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
 - Funding
 - Governmental support and cooperation
 - Environmental

SUBCOMMITTEE MEMBERS

Dr. James LaCalle
Chair

Rita Bittner
Audra Caplan
Hon. Roni Chenoweth
Hon. John Corrieri
Lorraine Costello
Dean Ertwine
Hon. Dion Guthrie
Dr. Jacqueline Haas
Robert McCord
Rick Pernas
Robin Rich
Dr. William Seccurro

BPAC EDUCATION, TECHNOLOGY & WORKFORCE DEVELOPMENT FINAL RECOMMENDATIONS

Education

- I. **Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
 - Continue to monitor and refine growth projections
 - Allocate school construction funding based upon capital priorities and fiscal constraints
 - Continue aggressive recruitment in anticipation of increased demand
 - Develop curriculum to meet workforce requirement/needs
 - Maintain continuous system-wide improvements for all educational components

- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Acquire land for future school construction
 - Construct elementary and secondary schools
 - Modernize and expand schools in growth areas
 - Update/streamline curriculum and services for workforce development

- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - Coordinate land acquisition activities to secure inventory for future school construction
 - Continue to seek state funding for school construction and modernization
 - Apply local funding to meet priorities in updated Capital Improvement Plan
 - Develop communication and marketing plan for educational opportunities
 - Expand knowledge of Career Pathways model
 - Educate parents on changes in job fields, security clearances, and career choices
 - Continue to expand magnet programs to complement economic expansion
 - Complete a Needs Assessment for higher education and degree programs
 - Develop new and modify existing undergraduate and graduate programs based on Needs Assessment
 - Explore alternative educational instruction

- IV. Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
- Leverage state funding to maximize local funding efforts
 - Collect data and periodically revise demographic projections and methodologies
 - Continue advocacy for construction funding and educational training

Technology

- I. Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
- Provide increased support for telecommuting and on-line education
 - Provide equitable technology access throughout educational system
- II. Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
- Expand on-line education and training opportunities
 - Assess infrastructure to support telecommuting, education and training
 - Monitor employer requirements for technology interfaces
- III. Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
- Conduct review of technology infrastructure and needs assessment including consideration of wireless network
 - Provide point of contact for employers to express their needs and requirements
- IV. Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
- Choose cost effective technology solutions to meet diverse needs for a reasonable service-life of the technology
 - Invest in technology that will be flexible enough to adapt to evolving needs

Workforce Development

- I. **Key Challenges & Opportunities** (Identify and prioritize key challenges and opportunities that need to be addressed):
 - Increase in workforce services as needed by expanding population to support BRAC related activities as well as incidental service needs
 - Shift training needs as necessitated by changes in industry
- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Expand facilities, services and staffing to adequately develop workforce
 - Provide informational products to market training opportunities
- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - Develop communication plan to make employers and employees aware of opportunities
 - Continue to seek employer input for training and development requirements
 - Seek involvement of APG representatives as well as large contractor representatives regarding ongoing workforce development assessment
 - Enhance workforce information on www.marylandready.com website for BRAC-related positions
 - Align workforce development efforts and assets with educational systems to begin dissemination of information relative to employment opportunities
 - Coordinate local efforts with Maryland Department of Labor, Licensing and Regulation to identify needs and meet demands
 - Establish workforce center for BRAC contractor positions
- IV. **Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and/or process-related concerns):
 - Identify additional/alternative funding support for Susquehanna Workforce Network
 - Monitor demographic and employment data and projections
 - Determine contractor needs and requirements
 - Coordinate information and requirements of APG's activities

SUBCOMMITTEE MEMBERS

Sheriff Tom Golding
Chair

Mary Chance
Hon. John Corrieri
Lorraine Costello
Ernie Crist
Richard Lynch
Rick Pernas
Robin Rich
Thomas Schaech
Lyle Sheldon
Kathy Wajer

BPAC PUBLIC SAFETY, HEALTH & COMMUNITY SERVICES SUBCOMMITTEE FINAL RECOMMENDATIONS

Public Safety

- I. **Key Challenges & Opportunities** (Identify and Prioritize key challenges and opportunities that need to be addressed):
 - Attract and retain highly qualified individuals to all law enforcement agencies and public safety services
 - Monitor projections regarding demographics on new residences and businesses
 - Adjust emergency preparedness planning to accommodate for the projected increase in population

- II. **Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
 - Develop of specialized resources that can be utilized cooperatively among law enforcement authorities
 - Assess public safety communications system
 - Assess technology infrastructure
 - Implement a central dispatch system for all law enforcement related calls
 - Identify hazardous materials associated with BRAC implementation
 - Prepare a comprehensive review of allotment system currently used to distribute funds to the various fire & Emergency Medical Services (EMS) stations

- III. **Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
 - Continue to review demographic information to adequately plan for public safety personnel and infrastructure
 - Develop comprehensive master plans for new and expanding law enforcement, correctional facilities, fire and EMS stations
 - Develop of staffing/recruitment plans specific to each agency
 - Review current 911 fee structure
 - Identify methods to generate funds for public safety operations and programs
 - Enhance educational opportunities available in high schools and post secondary institutions with respect to law enforcement, fire and EMS programs
 - Develop a regional approach to address the investigation of cyber crime, identity theft and white collar crime
 - Establish Regional Training Academy to serve public safety agencies and services

- IV. Challenges & Constraints** (List challenges that may impact or affect the recommendations listed above, including timing and / or process related concerns):
- Funding of facilities, infrastructure and staff
 - Competitive salaries and compensation packages are needed to recruit qualified staff in all areas of public safety
 - Legislative support

Health Services

- I. Key Challenges & Opportunities** (Identify and Prioritize key challenges and opportunities that need to be addressed):
- Attract and retain highly qualified individuals to all health services within the County
 - Monitor projections regarding demographics on new residences and businesses
 - Adjust emergency preparedness planning to accommodate the projected increase in population
- II. Identify Needs** (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):
- Coordinate with APG on plans to develop health care services on-post
 - Enhance programs and program delivery regarding drug control, STD and other public health issues
 - Increase fees for routine environmental inspections and services that reflect the true cost of the service
 - Seek adjustments and/or supplements to population-based funding sources that reflect shifts in population due to BRAC
- III. Recommendations** (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):
- Continue to review demographic information to adequately plan for health service personnel and infrastructure
 - Develop master plans for new and expanding health services facilities and future needs assessments
 - Consolidate Health Department infrastructure into one centralized location
 - Develop communication plan of services
 - Develop of staffing/recruitment plans specific to health services
 - Identify methods to generate funds for health and public safety operations and programs
 - Formally assess future health care needs for the projected increase in population

IV. Challenges & Constraints (List challenges that may impact or affect the recommendations listed above, including timing and / or process related concerns):

- Competitive salaries and compensation packages are needed to recruit qualified staff in all areas of health services
- Coordination with state and federal agencies to ensure that funding for the local health department is adjusted to accommodate the increase in population
- Adequate sites for consolidation of Health Department infrastructure
- Funding sources

Community Services

I. Key Challenges & Opportunities (Identify and Prioritize key challenges and opportunities that need to be addressed):

- Monitor projections regarding demographics on new residences and businesses
- Need adequate qualified staff and facilities to implement programs efficiently
- Adjust emergency preparedness planning to accommodate the projected increase in population

II. Identify Needs (Identify the resources and tools that may be needed in order to enhance the County's ability to meet the challenges and opportunities described above):

- Enhance programs and program delivery regarding aging and drug control issues
- Secure adequate funding for staff, facilities and programs

III. Recommendations (Create a prioritized list of recommendations for meeting the needs described above or addressing the key challenges and opportunities described above):

- Continue to review demographic information to adequately plan for community service personnel and infrastructure needs
- Develop master plans for new and expanding community services facilities
- Ensure that adequate staffing plans are created to handle the anticipated increase in population
- Enhance programs and program delivery for all sectors of community service
- Identify methods to generate funds for community service programs

IV. Challenges & Constraints (List challenges that may impact or affect the recommendations listed above, including timing and/or process related concerns):

- Funding resources to meet staffing and facility needs

APPENDIX

A. EXECUTIVE ORDER

B. ACRONYMS

EXECUTIVE ORDER 05-04

WHEREAS, Section 412 of the Charter of Harford County, Maryland provides that the County Executive may appoint temporary citizen advisory boards to assist in the consideration of county administrative policies and programs; and

WHEREAS, Harford County is proud to be the home of the Aberdeen Proving Ground (APG), the County's largest employer and one of the nation's premier technology and defense assets; and

WHEREAS, the President of the United States has recently approved the recommendations of the Department of Defense Base Realignment and Closure (BRAC) Commission that will substantially increase employment opportunities connected directly and indirectly to the operations, activities and mission of APG; and

WHEREAS, the BRAC recommendations are coming in addition to several enhanced use and special projects that have already been planned and have received approval to proceed on the installation at APG; and

WHEREAS, it is in the best interests of the County to involve representatives of the community stakeholders in the process of planning and preparing to meet the challenge of properly accommodating the increased activity that will be occurring both on the installation and throughout our County; and

WHEREAS, our success in meeting the challenges occasioned by the increased operational capacity and augmentation of mission due to BRAC and other enhanced uses BRAC gains at APG that will affect the quality of life for all citizens of Harford County for generations to come; and

WHEREAS, a commission needs to be established to assess the opportunities and develop strategies for meeting the challenges of the BRAC to gains in our communities; and

NOW, THEREFORE,

Section 1. Be It Ordered by the County Executive of Harford County, Maryland that a BRAC Planning and Advisory Commission (BPAC) shall be appointed to:

Identify the opportunities and challenges resulting from increased activities on and off of APG;

Identify the infrastructure needs required to support the increased activities;

Evaluate the ability of the County to meet the challenges of BRAC;

Make recommendations to the County Executive for appropriate ways to meet the challenges of BRAC, while enhancing the quality of life we enjoy in Harford County.

Section 2. Be It Further Ordered that the Commission shall consist of twenty one (21) members including:

The Chair, who shall be the Director of Economic Development, and shall have the authority to constitute subcommittees composed of commission members to address the following areas:

Public Health, Safety and Community Services;
Transportation, Utilities and Other Infrastructure;
Housing
Recreation and Open Space; Natural Resources, Recreation and Open Space

The Director of Administration, who shall be a member, and the following heads of County agencies who shall serve as ex officio members:

The Director of Public Works;
The Director of Planning and Zoning;
The Director of Parks and Recreation;
The Director of Community Services;
The Director of the Housing Agency;
The Director of Inspections, Licensing and Permits
The Director of Procurement
The Director of Emergency Management
The County Treasurer;
The County Attorney;
The Manager of Emergency Operations

Two members of the Harford County Council;

A member of the Harford County Board of Education;

The Director of the Harford County Public Library and/or designee;

The Superintendent of Schools for Harford County and/or her designee;

The President of Harford Community College and/or his designee;

A member of the Harford County Delegation and/or their designee;

The Sheriff of Harford County and/or his designee;

A representative from Upper Chesapeake Health System;

The Chief of the Volunteer Fire Service and/or his designee;

A member of the Army Alliance;

A member of the Harford County Chamber of Commerce;

A member of the Economic Development Advisory Board;

One representative from each of the three municipalities, Aberdeen, Bel Air and Havre de Grace;

And three (3) citizens of Harford County.

Section 3. Be It Further Ordered that this Executive Order shall take effect immediately upon the direction of the County Executive.

Section 4. Be It Further Ordered that the Commission shall submit a report of its activities to the County Executive on or before July 1, 2006.

ACRONYMS

The following are acronyms that seem most likely to be encountered by BPAC members in the course of their deliberations. The list is not intended to exhaustively cover all acronyms used by military organizations, but even for BPAC purposes it may be incomplete; as additional acronyms arise, let the BPAC secretary know and the list will be revised. A brief description of the organizations relocating to APG as a result of BRAC is also being provided separately.

AEC. Used as an acronym for each of two distinct organizations: (1) the US Army Environmental Center, relocating from the Edgewood Area of APG to Fort Sam Houston, TX, and (2) the Army Evaluation Center. Presently the Army Evaluation Center is partially co-located with HQ ATEC in Alexandria, VA and at APG; as a part of BRAC actions it will be consolidated at APG.

AMC. Army Materiel Command. Located in Alexandria, VA, HQ AMC is the higher HQ for several APG organizations and is to relocate to Redstone Arsenal, AL.

AMSAA. Army Materiel Systems Analysis Activity, located at APG. Its higher HQ is RDECOM.

APG. Aberdeen Proving Ground.

ARL. Army Research Laboratory. The HQ and some of its subordinate activities are located at Adelphi, MD; three directorates are located at APG, and the Vehicle Technology Directorate (VTD) now located at Glenn, OH and Langley, VA, will relocate to APG. ARL is a part of RDECOM.

ATC. US Army Aberdeen Test Center, located at APG. Its higher HQ is DTC, also at APG.

ATEC. US Army Test and Evaluation Command. Also sometimes used to refer only to the HQ of the command, HQ ATEC, which is located in leased space at Alexandria, VA and is to move to APG. Commanded by a general officer; ATC and DTC report to HQ ATEC, which in turn reports to HQ DA.

BRAC. Base Realignment and Closure.

C4ISR. Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance; C4ISR is not an organization, but a unifying concept of operations for the organizations involved in this broad area of activity.

CECOM. Communications-Electronics Command; a part of the CE LCMC located at Fort Monmouth and to be relocated to APG; CECOM performs what is generally known as sustainment, (the acquisition, logistics, maintenance, and repair of communications and electronics equipment and software).

CE LCMC. Also C-E LCMC; the Communications-Electronics Life Cycle Management Command; headed by a major general; located at Fort Monmouth and to be relocated to APG; serves as a unifying headquarters for CECOM, PEO C3T, and PEO IEW&S. Its higher HQ is AMC.

ACRONYMS

CERDEC. Communications-Electronics Research, Development and Engineering Center. A part of RDECOM and one of the organizations relocating to APG from Fort Monmouth; also considered to be a part of “Team C4ISR.”

CHPPM. The US Army Center for Health Promotion and Preventive Medicine, located at the Edgewood Area of APG; not involved in BRAC changes.

CMA. Chemical Materials Agency, located at the Edgewood Area of APG with oversight of chemical weapons destruction; not involved in BRAC changes.

COE. Can have either of two distinct meanings: (1) sometimes used as an acronym for the US Army Corps of Engineers; (2) occasionally used as an abbreviation for “center of excellence,” a phrase the Army often uses to describe a massing of expertise and resources on some area of work at a single location.

DA. Department of the Army.

DOD. Department of Defense; also written as DoD.

DOL. Department of Labor.

DTC. Developmental Test Command. The HQ for DTC is located at the Aberdeen Area of APG and is a part of ATEC; headed by a general officer.

DTRA. Defense Threat Reduction Agency. The portion of DTRA HQ that deals with defense against chemical and biological weapons, located at Fort Belvoir, VA, is to relocate to APG. DTRA reports to OSD.

ECBC. US Army Chemical Biological Research, Development and Engineering Center; located at the Edgewood Area of APG and a part of RDECOM; not directly involved in BRAC relocations, but its missions are related to those of several incoming organizations.

FCS. Future Combat System; FCS is the Army’s largest and most complex development program, with an estimated cost of over \$130 billion and intended to provide a new generation of vehicles (including unmanned aerial vehicles as well as ground systems), communications, and command and control systems. It is not directly a factor in BRAC, but may arise in discussions because sub-elements of FCS are important activities for the Fort Monmouth organizations and the T&E organizations at APG.

HQ. Headquarters.

ICD. An acronym sometimes used in verbally referring to the US Army Medical Research Institute for Chemical Defense, located at the Edgewood Area of APG. Not involved in BRAC actions, but its activities are related to those of personnel relocating from Walter Reed Medical Center. Also sometimes called MRICD.

JPEO. Joint Program Executive Office, Joint Program Executive Officer. A PEO whose activities provide products for more than one of the services (the Army, Navy, Air Force, and Marine Corps). The JPEO for Chemical and Biological Defense (JPEO CBD) is to relocate from leased space in Alexandria, VA to APG.

ACRONYMS

LCMC. Life Cycle Management Command. A HQ, commanded by a major general, which oversees the activities of a grouping of PEOs and sustainment activities and reports to AMC. The intent of the LCMC concept is to provide “cradle to the grave” oversight for an area of Army materiel.

MILCOM. Literally a contraction of “Military Communications,” this is the title for a large symposium and display held each year for the broad C4ISR area, e.g., MILCOM 2005 was held in Atlantic City in October.

MILCON. Military Construction; may refer to construction projects, e.g., for buildings, but often refers to funding for those projects. MILCON funding is a distinct national budget appropriation, separate from other defense funding that is provided via the annual National Defense Authorization and Appropriation Acts.

OC&S. The US Army Ordnance Center and Schools; colloquially known as the Ordnance School, relocating from APG to Fort Lee, VA.

O&M. Operations and Maintenance; often refers to the category of funding that supports the broad range of activities in maintaining military bases and activities.

OEA. Office of Economic Adjustment; an OSD field agency that assists State and local governments in planning and carrying out community-based programs in response to DOD actions. The OEA provides planning grants to deal with BRAC gains as well as BRAC losses.

OSD. The Office of the Secretary of Defense.

PEO. An office managing a group of related program, project, or product offices which together represent significant levels of funding and complexity for development and procurement activities. The program executive officer is usually a brigadier general or equivalent level member of the civilian senior executive service.

PEO C3T. Program Executive Office Command Control and Communications Tactical; located at Fort Monmouth and part of the CE LCMC, to be relocated to APG.

PEO EIS. PEO Enterprise Information Systems; located at Fort Belvoir and will not move to APG. It provides business information systems and information technology support to the Army and addresses such areas as procurement, manpower, and force management software. It is not part of the CE LCMC, but is viewed as a strategic partner and part of the C4ISR team.

PEO IEW&S. PEO Intelligence, Electronic Warfare and Sensors; a part of the CE LCMC, to be relocated to APG.

PM. An acronym for program manager, project manager, or product manager; each of these manages the development and initial procurement of a set of related materiel programs, the largest and most complex being managed by a program manager, the smallest by a product manager. PM may refer either to the office or to the officer who heads it.

PM Guardian. Project Manager Guardian, manager for a large program providing US military installations protection against attack with chemical and biological weapons; reports to JPEO CBD.

ACRONYMS

RDE. Research, development and engineering.

RDEC. Research, development and engineering center; a generic term sometimes used in discussions of the centers, such as ECBC and CERDEC, that are a part of RDECOM.

RDECOM. The US Army Research, Development and Engineering Command. The HQ is located at the Edgewood Area of APG; headed by a major general, RDECOM includes ARL, AMSSA, ECBC, CERDEC, and five other RDECs across the country.

RDT&E. Research, development, test, and evaluation; a broad categorization of activities and funding, e.g., in contrast to procurement or O&M.

T&E. Test and evaluation.

Team C4ISR. Team C4ISR (command, control, communications, computers, intelligence, surveillance, and reconnaissance) is an operating concept, rather than a formal organization, that encompasses the three PEOs, CECOM, and CERDEC.

USAMRICD. US Army Medical Research Institute for Chemical Defense. See also ICD.

VTD. Vehicle Technology Directorate, an ARL directorate that is being relocated from Glenn, OH and Langley, VA to APG.

20th Support Command (CBRNE). The 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosives); located at APG and headed by a general officer, the Command is not involved in BRAC actions. It is a major subordinate command of the US Army Forces Command and manages technical assets for response to a wide variety of attacks.

