

# FREDERICK REGIONAL BIO-MEDICAL RESEARCH & DEFENSE EXPANSION AND BRAC ACTION PLAN



May 2007 (Original)  
Updated September 2009

# Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan

## Introduction

*In May 2007, the Frederick County Board of County Commissioners (BoCC) established the Frederick Regional Expansion at Detrick (FRED) Commission to assist the County and the region in an effort to respond to the changes that will accompany the Department of Defense Base Realignment and Closure (BRAC) and the Bio-Medical Research & Defense Expansion of Fort Detrick. The BoCC asked the Commission to establish and update an Action Plan and evaluate the implementation of this plan quarterly. Successful implementation of the plan will require cooperation among, city, county, regional, state and federal agencies and private sector partners. It is important to note that the Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan is a working document as actions and priorities will change and be updated as more information becomes available.*

**Historical Perspective.** Frederick County has a long-standing history of involvement with the Maryland Department of Business and Economic Development's (DBED) Military Strategic Council, which deals with BRAC and other Military related issues for the state. With Fort Detrick as the primary economic engine in the county, this active participation has been of paramount interest to the county's Office of Economic Development (OED).

In support of Fort Detrick and Frederick County's continued growth and vitality, OED has worked to develop critical economic infrastructure over the past several years, including, but not limited to: creation and support of the Fort Detrick Alliance, the Frederick Network of the Technology Council of Maryland, the Frederick Innovative Technology Center, Inc. (FITCI), the Fort Detrick Technology Transfer Initiative (FDTTI), and the Fort Detrick Business Development Office (FDBDO). A federal earmark funded, and has refunded, two of these initiatives, the FDBDO and the FDTTI. The positive economic benefits of these programs have spread far beyond Frederick County's borders, benefiting the regional economy and regional businesses.

After the September 11, 2001 attacks and the October 2001 anthrax letters, the President and Congress determined that the federal government needed to improve its Biodefense capabilities, and that a new National Interagency Biodefense Campus (NIBC) would significantly support those improvements. Furthermore, it was decided that the NIBC should be constructed at Fort Detrick because of the other unique resources already in place at the installation, most notably the Army's Medical Research Institute of Infectious Diseases (USAMRIID).

To sustain the new NIBC, Fort Detrick is constructing an additional access control point near Nallin Farm as well as improved facilities for emergency services. All of this activity is not projected growth – it is occurring now, and it is already impacting our local economy in positive, and yet sometimes challenging ways. In total, more than 1,400 new jobs are projected from Fort Detrick and its Mission Partners over the next 3-5 years. More than 400 of them will be in place by summer 2008, which underlines the fact that these are immediately pressing changes in our local economy. These new jobs at Fort Detrick are in addition to the approximately 3% annual job growth rate Frederick County currently enjoys.

On top of the NIBC improvements, there are also BRAC 2005 related changes happening at Fort Detrick that are valued at nearly \$100M. From a regional perspective and of significant interest to Frederick County, are the changes occurring with the redevelopment efforts at Fort Ritchie, which is located in Washington County near the Frederick/Washington County

border. Both BRAC and the subsequent job creation related to Fort Detrick have the potential to greatly enhance Washington County's economy as well as impact the County's residential growth. Frederick and Washington County governments are collaborating to prepare for the regional impact of this exciting opportunity.

## **The BRAC/Expansion Environment at Fort Detrick**

**Federal BRAC Status.** Any residual concern that Base Realignment and Closure 2005 (BRAC) will be overturned, reduced, or delayed, would be significantly unfounded. BRAC 2005 has the stature of federal legislation; its deliberation is past, and the Army is well into implementing its requirements.

BRAC 2005 impact at Fort Detrick is as follows. The Flair Armory building on Site B is being replaced; the new building will serve as a Joint Armed Forces Reserve Center. This project, valued at \$13.8M, is currently in the design phase with a delivery schedule of summer 2009. BRAC 2005 named Fort Detrick home of 2 of 6 Army Centers of Excellence. They are the Joint Center of Excellence in Regulated Medical Product Development and Acquisition, valued at \$7.8M, and the Joint Center of Excellence in Biomedical Defense Research, valued at \$77M. Both of these Centers will consolidate existing activities under Fort Detrick commands.

**Federal Installation Growth – The National Interagency Biodefense Campus (NIBC).** The NIBC will be a secure, fenced, pedestrian campus within the gated perimeter of Fort Detrick with three USDA anchor tenants. The primary tenant will be a newly recapitalized USAMRIID building; the Department of Homeland Security's (DHS) National Biodefense Analysis and Countermeasures Center (NBACC) and the Department of Health and Human Services' (DHHS) National Institute of Allergy and Infectious Diseases (NIAID) will serve as the two other campus anchors. In addition, other federal agencies such as the Centers for Disease Control (CDC) and the Department of Agriculture Agricultural Research Service (USDA ARS) are expected to build facilities within this secure campus. The USDA an anchor on the campus, is also considering additional secure lab space. Construction of the NBACC and NIAID buildings are underway; both buildings are to be delivered in the winter of 2009, adding 320 jobs to the local economy. The new USAMRIID building is in the construction phase, with expected completion in 2013.

The NIBC will leverage and expand key competencies in biomedical research, and will facilitate collaboration between tenant agencies. This unique co-located environment will foster information, technology, and expertise sharing among partners, increasing efficiency and reducing redundant research efforts.

**Regional Considerations.** Fort Ritchie is in Cascade, Maryland, just over the Frederick County line in Washington County Maryland. The Fort closed in 1995 under the BRAC law, which resulted in a loss of more than 3,000 jobs in the region. Corporate Office Properties Trust (COPT) purchased Ft. Ritchie in 2006 and is redeveloping the 591-acre property into a mixed-use community. The redevelopment plan calls for a mix of high-end office space, support buildings, residential units as well as recreation and woodland areas. COPT plans to construct 1.7 million square feet of office space at the site with 673 residential units. COPT will invest more than \$256M in infrastructure replacement and new construction. COPT hopes to create more than 4,500 jobs over the next 15 years by attracting new tenants and workers to the newly developed property. A redeveloped Fort Ritchie will be a logical choice for both military and civilian facilities supporting the expanded operations at Fort Detrick as well as other BRAC installations in Maryland. Regional planning between Frederick and Washington Counties is occurring to facilitate required infrastructure improvements to support this growth, as well as to ensure that regional businesses are aware of, are ready to capitalize on, and benefit from this impending business opportunity.

## The Nature of this Plan

This document should be considered 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 for at least the near term, the plan should be reviewed for update quarterly. Characteristics of the information on the following pages include –

- The FRED Commission has four areas of focus – land use; transportation and infrastructure; education, technology, and workforce development; and public safety, health and citizens services.
- Timelines are shown as the calendar years anticipated to be required for accomplishment of the action.
- Primary and secondary funding sources are identified 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 to be made at the state or even federal level, the local agency is responsible for ensuring that all possible efforts are done to make the action occur.
- Priorities are assigned on the basis of high, medium, or low. 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.
- Items marked with a  $\Delta$  have been completed.
- See Attachment B for Washington County, MD Action Items and Attachment B-1 for a Washington County, MD Glossary.

**NOTE: This BRAC Action Plan was updated by members of the FRED Commission in July 2008 and again in September 2009. Items that are shown in RED are “Complete”; items in GREEN are “Ongoing”; items in BLUE are “Completed Action Item, but Ongoing”; and items in BLACK have not yet taken place.**

## Land Use

The Land Use element of this plan addresses both broad and explicit land use policy and implementation strategies through specific action recommendations. These action recommendations are drawn from the County's 2007-2011 Strategic Plan.

The County recognizes that Development Regulations and Master Plans require review and updates to address the action items identified in this plan. Through careful review of the impacts of BRAC-related development, regional federal installation growth, changing demographics and the increased demand for employment and housing opportunities, the County will position itself in managing the anticipated growth and fostering sustainable development.

**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**

**Land Use**

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>LU.1</b>	<b>Review and update the County’s Development Regulations and Comprehensive, Regional and Functional Plans to ensure orderly, responsible growth while preserving healthy communities, our cultural heritage and natural environment.</b>												
	a) Examine the zoning ordinance, determine priorities for changes, and initiate a phased approach for zoning text amendments. Evaluate incorporation of Leading Environmental Design (LEED) standards into the County’s zoning ordinance. <b>Complete – phased approach underway to implement.</b>			▲							County, City	<b>DPZ, DPDR</b>	High Complete – phased approach underway to implement.
	b) Institute changes to the Adequate Public Facilities Ordinance (APFO) roads standards to address segment adequacy, evaluate the addition of public safety, and examine school adequacy provisions and other provisions. <i>Partially completed (schools, roads) – public safety currently under review.</i>										County, City	<b>DPDR, DPZ</b>	High, Ongoing
	c) Work collaboratively with municipal governments and the State to initiate the preparation of amendments to county/municipal comprehensive plans required by HB 1141 and HB 2. These include the following four elements: 1. The Water Resources Plan Element 2. The Municipal Growth Element, required in municipal comprehensive plans only. 3. The Priority Preservation Area Element 4. The Workforce Housing Element <i>Underway – significant progress made.</i>										County, City, State	<b>DPZ, DPDR, DUSWM, CS, DPW</b>	High, Underway/Ongoing

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Evaluate the existing policies and programs contained in the 2005 Recreation, Parks and Preservation Plan relating to parkland preservation and identify additional tools to address identified parkland acreage and deficiencies. <b>Underway as part of County's Comprehensive Plan update &amp; City's Land Management Code update</b>				→						County, City, State	Parks & Rec	High
	e) Enhance protection of the environment by developing plans, and where appropriate, adopting ordinances to extend provisions of the county's Forest Resource Ordinance (FRO), to codify environment goals expressed in the comprehensive plan, and to implement green infrastructure.		→	△							County	DPZ, DPDR	Complete
	f) Review federal requirements for contracts (within "x" minutes or "x" distance) that may require Land Use Classification changes.				→						Federal, State	OED, DED	Medium
<b>LU.2</b>	<b>Promote and enhance the use of the County and City's economic and administrative tools available in the development process.</b>												
	a) Create marketing package for Fort Detrick Region highlighting job opportunities and communities				→						Federal, State, County, City	OED	Medium, Ongoing
	b) Market TIF districts and redevelopment tax credits				→						Federal, State, County, City	OED	Medium, Ongoing
	c) Promote the use of grant and loan programs to assist in redevelopment & revitalization – focusing on priority funding areas near Fort Detrick and Fort Ritchie				→						Federal, State, County, City	OED	Medium
	d) Develop County policy for TIF to encourage commercial and industrial development in priority funding areas	△									County	BoCC, OED	Completed in 2006

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	e) Pass companion legislation for TIF special taxing districts	△									County	BoCC, OED, Frederick County Delegation	Completed in 2006
<b>LU.3</b>	<b>Analyze land use and socio-economic data and activities to identify development opportunities or deficiencies.</b>												
	a) Include human-services component addressing the needs of that region as part of future Comp Plan updates. <b>Underway as part of County's Comprehensive Plan update.</b>										County	CS, DPZ	Medium
	b) Prepare Fiscal Impact Study Cost of New Growth Study. <i>BOCC decided not to pursue</i>										County	Finance, DPZ	Medium/Remove
	c) Complete GIS parcel project.		△								County, City	DPZ, IIT	High/Complete
	d) Update residentially-zoned vacant land inventories.										County, City	DPZ	High, Ongoing
	e) Update commercial/industrial land inventory	△									OED, County	DPZ, OED	Completed in 2006/Ongoing
	f) Participate in MWCOG cooperative forecasting process										State, County	DPZ	Medium/Ongoing
	g) Update commercial/industrial land inventory	△									OED, County	DPZ, OED	Completed in 2006/Ongoing
	h) Participate in MWCOG cooperative forecasting process										State, County	DPZ	Medium/Ongoing
	i) Update commercial/industrial land inventory	△									OED, County	DPZ, OED	Completed in 2006/Ongoing

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
	j) Update commercial/industrial land inventory	▲	→									OED, County	DPZ, OED	Completed in 2006/Ongoing
	k) Participate in MWCOG cooperative forecasting process		→									State, County	DPZ	Medium/Ongoing
<b>LU.4</b>	<b>Promote Fort Detrick Region redevelopment and development opportunities.</b>													
	a) Implement and market tax credits and opportunities for redevelopment	▲	→									County, City	OED	Completed in 2006/Ongoing
	b) Develop media blitz and ongoing PR to communicate Fort Detrick contributions to community emergency preparedness		→									County, City	OED, EPMD	Medium, Ongoing
	c) Promote HubZone as an incentive		→									Federal, County, City	OED	Medium, Ongoing
	d) Promote the use of TIF, grants, tax credits and loan programs to assist priority funding areas development and redevelopment in support of Fort Detrick Region		→									County, City	OED	Medium, Ongoing
	e) Evaluate Fort Detrick Region growth effect on current projections for housing, population, employment forecasts including 'secondary' jobs		→									County, City	OED, DPZ	High, Ongoing
<b>LU.5</b>	<b>Enhance the coordination between CIP priorities and regional plan policies and recommendations</b>													
	a) Evaluate the Current CIP Process and identify areas of improved coordination and review		→									County	DPZ, Finance	Medium/Ongoing
	b) Develop priority projects to be reviewed yearly for inclusion into the six-year CIP request. <b>As part of County's Comprehensive Plan update.</b>		→								County	DPZ, Finance	Medium/Ongoing	
	c) Produce a GIS Map of CIP projects each year by planning region. Long term.		→									County, City, State	DPZ, Finance	Low/Ongoing

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

This education, technology and workforce development section addresses the new skills that will be required for the incoming Fort Detrick 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 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 Fort Detrick employees, Maryland certification requirements compared to the state holding their current credentials. Outreach efforts are essential to first, understand the differences, and second, to explain them to families migrating to the area.

**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**

**Education, Technology and Workforce Development  
(E = Education, T = Technology, W = Workforce Development)**

	Action	Timeline										Potential 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 high school for magnet STEM program. The program to include a 2+2+2 concept involving partners, to include: FCPS, FCC, Fort Detrick and the Frederick County Government as appropriate. Completed STEM programs at some high school sites											Pending Fort Detrick, FCC, County, State, & Federal approval	FCPS, County, FCC, Fort Detrick	Multiple school sites are anticipated for STEM programs.
	b) Establish STEM Magnet Task Force. STEM Steering Committee established and working to develop systemic vision, mission and goals.													
	c) Study Expansion of FCPS/Career Technology Center											FCPS	FCPS, County, FCC, Fort Detrick	High/priority location pending
<b>E.E.2</b>	<b>Seek funding for STEM magnet construction</b>													
	a) <i>Implement long-range capital plan FCPS has chosen not to pursue this project at the present time.</i>											County, State and Federal	FCPS, County, FCC, Fort Detrick	Pending
<b>E.E.3</b>	<b>Develop plan to implement educational system for STEM magnet programs. High school and post secondary programs.</b>													
	a) Hire STEM coordinator and staff to initiate, market and coordinate curriculum development and implementation of program											FCPS, State	FCPS, County, FCC, Fort Detrick	High

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Identify STEM program curricula for High School and post secondary STEM programs to address workforce needs and increased student population  Analyze new career skill sets										FCPS, FCC, Higher Education business partnerships, State	FCPS, County, FCC, Fort Detrick	High
	c) Create comprehensive county-wide STEM education plan that will address other similar workforce needs in County										State	FCPS, County, FCC, Fort Detrick,	High
	d) Develop marketing materials and marketing displays to use in all outreach activities										FCPS, Fort Detrick, FCC, State	FCPS, County, FCC, Fort Detrick, OED	High
<b>E.E.4</b>	<b>Implement Career Pathways model</b>												
	a) Align career pathways models and articulation agreements among FCPS and FCC										FCPS, FCC, Higher Education	FCPS, County, FCC, Fort Detrick	Medium, Ongoing
	b) Expand model to include elementary, secondary, college and technical schools with articulation agreements										FCPS, FCC, Higher Education	FCPS, County, FCC, Fort Detrick	Medium, Ongoing
<b>E.E.5</b>	<b>Educate Frederick County students/parents/guardians on changes in job fields, security clearances, and career choices</b>												
	a) Develop and implement marketing plan including annual PTA-sponsored sessions; develop an informational brochure and other PR initiatives										FCPS	FCPS, Chamber of Commerce, Fort Detrick, FCC	Medium, Ongoing
	b) For students – integrate into Maryland Business Roundtable (Achievement Counts) presentations										FCPS/business partnerships	FCPS, Chamber of Commerce, Fort Detrick, FCC	Medium, Ongoing
<b>E.E.6</b>	<b>Complete a Needs Assessment for higher education and degree programs</b>												
	a) Establish Higher Education Advisory Council												
	b) Meet with local college presidents (Hood, Mount Saint Mary's, FCC, University of MD, Shepherd and others) re: specialty programs										Higher Education	FCC and regional Universities	Ongoing

	Action	Timeline										Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15				
	c) Outreach to other base tenants regarding higher educational needs											Higher Education	FCC and regional Universities	High, Ongoing
<b>E.E.7 Develop new and modify existing undergraduate and graduate programs based on Needs Assessment</b>														
	a) Do assessment based on needs and current offerings.											FCC, regional Universities, FCPS	FCC, partners, higher education partners, FCPS	High, Ongoing
	b) Work with all universities on future advanced degree and doctoral needs of the 2+2+2 program													
	c) Continue development of higher education facilities, particularly FCC/Hood													
	d) Continue to partner with FCPS Curriculum Specialist to develop seamless transitions between the 2+2+2 continuum													
												FCC, regional Universities, FCPS	FCC, partners, higher education partners, FCPS	High, Ongoing
<b>E.T.1 Review technology infrastructure and needs assessment including wireless network (also part of County's Strategic Plan). Ensure that providers know where areas of demand are identified.</b>														
	a) Identify government needs countywide.											County	IIT, FCPS, FCPL, municipalities	Medium, Ongoing
	b) Identify industry/small business needs countywide.											County	OED, IIT, Frederick Network of TCM, Frederick Chamber, other business groups	Medium, Ongoing
	c) Identify residential needs countywide.													
<b>E.T.2 Enhance Regional Technology Business Environment in support of Fort Detrick</b>														

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
	a) Establish and grow an advanced technology business incubator, FITCI, to support the development of new high growth business ventures focusing on biotechnology and information technology.	△	→									County, City of Frederick, DED OED, DBED, corporate sponsorships	<b>OED, DED, DBED, TEDCO</b>	High/Complete & Ongoing
	b) Establish and operate a Fort Detrick Technology Transfer Initiative (FDTTI) to promote commercialization of Fort Detrick inventions and discoveries	△	→								Federal Earmark	<b>OED, TEDCO, USAMRMC</b>		
	c) Establish and operate a Frederick Network of the Tech Council of MD to provide educational and networking opportunities for the regional technology business community, and to annually recognize outstanding businesses and executives	△	→								OED, DED, Corporate sponsors	<b>OED</b>	High/Complete & Ongoing	
	d) Establish a Fort Detrick Alliance organization to advocate for Fort Detrick within the Frederick Regional community	△	→								City, County, State economic development organizations, corporate sponsors	<b>OED, DED, DBED</b>	High/Complete & Ongoing	
	e) Establish a Fort Detrick Business Development Office (FDBDO) to act as a liaison between vendors and Fort Detrick Mission Partners, and to promote business opportunities at Fort Detrick	△	→								Federal earmark	<b>OED, USAMRMC</b>	High/Complete & Ongoing	
	f) Collaborate on a regional conference and subsequent regional workshops to help businesses prepare for and capitalize on Fort Detrick growth and BRAC-related growth in the State	△	→								Small Business Development Center, OED, DED, and corporate sponsors	Small Business Development Center, OED, DED	High/Complete & Ongoing	

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status		
		07	08	09	10	11	12	13	14	15					
<b>E.W.1</b>	<b>Provide a single point of contact for a Jobs Bulletin Board specific to Fort Detrick-related positions.</b>														
	a) Determine/obtain job qualifications and specs from incoming government BRAC tenants and defense contractors.												DLLR	OED, DLLR, FCWS	High, Ongoing
	b) Seek new ways to inform local residents and employers of required skills sets <b>FCWS now offers a continuously updated RSS newsfeed featuring job opening at Fort Detrick.</b> <b>FCWS created a banner ad featured on the Frederick News Post on-line classifieds directing job seekers to the Ft. Detrick Employment Guide.</b>														
	c) Provide spousal/dependent employment and related assistance for relocating family workers.			△									FCWS, DLLR	OED, DLLR, FCWS	High, Ongoing
<b>E.W.2</b>	<b>Refine outreach to defense-related contractors to inform them of FCWS/DLLR services.</b>														
	a) Invite Fort Detrick tenants, and other related employers, to participate in Job Fairs. <b>Hosted Federal Jobs Lunch &amp; Learn.</b>	→	△										FCWS/employer fees	FCWS	High, Ongoing
	b) Develop agreements with regional workforce partners for recruitment. <b>MOUs with Fort Detrick and NCI</b>		△										US DOL BRAC planning grant	FCWS, DLLR	Medium

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Promote and customize FCWS/MWE job posting and matching capabilities and database. <b>FCWS' Fort Detrick Employment Guide is now accessible through BRAC section of MWE statewide employment database.</b>		△	→							FCWS, DLLR	OED, FCWS	High, Ongoing
	d) Promote Business & Employment Center (include Fort Detrick & BRAC information in offerings)	→							→	Existing operating budget and local/federal funding	OED, FCWS	Medium, Ongoing	
	e) Increase defense-related job fairs as needed	→							→	DLLR	OED, FCWS	High	
<b>E.W.3</b>	<b>Seek information on regional workforce.</b>												
	a) Conduct Out-Commuter Laborshed Study. DLLR completed study.	→	△								DLLR, GWI	FCWS, DLLR	High
	b) Develop and implement Laborshed recommendations			→							DLLR	OED, FCWS	High
<b>E.W.4</b>	<b>Involve Fort Detrick representatives and large defense contractors in workforce development assessment.</b>												
	a) FCWS outreach to tenants' personnel functions, and incoming defense-related contractors.		△								N/A	OED, DLLR, FCWS, Fort Detrick	High

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	<b>b) Link with all Fort Detrick tenant agencies.</b>		△								N/A	<b>OED, DLLR, FCWS, Fort Detrick</b>	High
<b>E.W.5</b>	<b>Enhance workforce information on <u>www.marylandready.com</u> website for Fort Detrick-related positions. (Link to FCWS websites.)</b>												
	a) Develop direct links to MWE job listing (DLLR)/matching capabilities and information products	→	△								US DOL	FCWS, DLLR	Medium, Ongoing
<b>E.W.6</b>	<b>Assist with educational systems to begin dissemination of information relative to employment opportunities</b>												
	a) Conduct community-wide session to prepare plan for STEM programs	△											
	b) Review grant opportunities re: curriculum for STEM Local WDB awarded 3 STEM scholarships to County students in 2009. Local WDB raised over \$30,000 to sponsor JHU Engineering Innovations summer program in Frederick County for 24 local students.	→									County	FCPS, Fort Detrick, FCC, City, County, State, OED, FCWS, Fort Ritchie, employers	Ongoing
	c) Coordinate and integrate with career/guidance depts, training institutions, career cluster framework, magnet and academy offerings FCWS, FCC, FCPS Adult Ed and Fort Detrick participated in GWIB Targeted Sector academy. FCWS devempoeed and implemented Career Explorers Summer Camp at Fort Detrick.	→									US DOL, MSDE, local STEM business community	OED, DLLR, FCWS, FCPS, FCC	High, Ongoing

## Transportation and Infrastructure

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

The transportation and infrastructure actions are drawn from the County's Six-Year Capital Improvement Program (CIP) as well as the Annual Transportation Priority Reports. Frederick County's Annual Transportation Priorities Review includes the State Primary and Secondary Highway Priorities Listing review, conducted annually, with a review of other transportation needs and priorities. This annual review:

- Provides a multi-modal approach to identifying transportation needs and priorities,
- Establishes priorities for County highway projects.
- Establishes priorities for State primary and secondary highway projects,
- Establishes priorities for transit and bicycle/pedestrian projects,
- Identifies support for funding for the Frederick Municipal Airport,
- Assesses the implementation of the MTP's action recommendations.
- Identifies funding allocations for the excise tax revenue.

The County's Six-Year CIP not only focuses on existing major public assets (parks, infrastructure, schools and other buildings, etc.), but also considers the pressures of anticipated growth and provides a plan for satisfying expanding demands for public services. Striking a balance between the purchase/construction of new assets, due to community growth (both countywide and BRAC related), and the maintenance and renovation of existing assets, presents a serious challenge to be undertaken.

**Roads.** Assuming that the 1425 new jobs at Fort Detrick would mean that each individual would be coming to work, leaving work and making one trip off and back on to the Fort Detrick area, this would result in an overall ADT increase of approximately 6000 vehicles per day accessing Fort Detrick. This is based on the idea that each individual coming to work and leaving work and making one trip off and back on to Fort Detrick. This would also include trip due to additional deliveries and other needed support services associated with additional jobs. Individuals coming from PA, northern Frederick County, Washington D.C. and points from I-70 East and West would most likely access Fort Detrick from US Route 15. Individuals from the western part of the County would use Route 40/Bowers Rd/Kemp Ln/Rocky Springs Rd/Montevue Ln/Shookstown Rd. Individuals coming from the eastern part of the County would use Gas House Pike, Monocacy Blvd, US Route 15/Hayward Rd/Opossumtown Pike. In addition, we anticipate the need to work with COPT and Washington County to improve Route 550 to support the growth of the newly redeveloped Fort Ritchie property

**Transit.** Demand for public transportation in, and around, and to Fort Detrick will increase with the employment and growth at Fort Detrick. Some percentage of the employment growth will include out-of-county commuters as well as employees who relocate to the Frederick area. Commuter traffic will increase between Frederick, Fort Meade, and the Baltimore area, as well as between Frederick and the Washington D.C. metropolitan area.

**Water Supply.** The County's water supply system predominately serves the non-municipal portions of the County and by agreement, the City of Frederick. The County's Division of Utilities and Solid Waste Management is currently completing a major \$100 million expansion to its water supply system. These improvements include the construction of 98,000 feet

of large diameter water transmission line, a 14 MGD booster pump station and an 18 MGD expansion of its Potomac River water treatment plant. Contingent upon necessary State & local approval, the water system capacity provided by the system could be used to supply Fort Detrick through a water system interconnection.

**Wastewater Capacity Development.** The County's wastewater collection system and its allied treatment facilities serve both the non-municipal and some of the municipal (City/Towns) portions of the County. The northern portion of the City of Frederick and the Town of Walkersville are provided sewer service by the County. The County's Division of Utilities and Solid Waste Management is currently completing a \$68 million expansion to its Ballenger-McKinney WWTP to both increase its capacity and incorporate Enhanced Nutrient Removal (ENR) capabilities to meet Maryland's Chesapeake bay restoration initiatives. These improvements include the expansion of the Ballenger Creek-McKinney WWTP from 6 MGD to 15 MGD. Although this expansion will not provide capacity directly to Fort Detrick, it will provide sewer system capacity for the Frederick metropolitan area, which provides allied employment, housing and services for Fort Detrick.

**Solid Waste Disposal - Waste-to-Energy.** The County's solid waste disposal systems serve the entire County except Fort Detrick. The County's solid waste disposal infrastructure, which includes the existing 521 acre Reich's Ford Landfill, which is being augmented by a new 40,000 square foot transfer and processing facility, serves both incorporated and unincorporated areas of the County. Other than Fort Detrick's solid waste disposal systems, there are no other solid waste disposal facilities in Frederick County. Although this expansion will not provide solid waste capacity directly to Fort Detrick, it does serve the Frederick metropolitan area, which provides allied employment, housing and services for Fort Detrick. The existing landfill and waste transfer system is considered an interim operation until a more permanent and sustainable waste management disposal systems are developed. The County is currently pursuing a Waste-to-Energy facility as a permanent sustainable option. This option also has the potential to provide both electrical energy and steam to major energy users within the County, including Fort Detrick.

**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan  
Transportation (T) and Infrastructure (I)**

**(R = Roads, T = Transit, WS = Water Supply, WW = Wastewater Treatment and Disposal, SW = Solid Waste Disposal)**

	Action	Timeline										Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15					
<b>T.R.1</b>	<b>Proceed with construction of US Route 15, Monocacy Boulevard interchange</b>														
	a) Pull US 15, Monocacy Blvd & Christopher's Crossing Full Access Interchange out of Multi-Modal Corridor Study for priority funding	△											OED, City, County, FDA	Federal Delegation, OED	Completed in 2006
	b) City, County, MDOT each fund \$2M for planning MOU has been drafted for City & County to contribute \$2M each to fully fund preliminary engineering. County has provided comments; awaiting comments from the City.	△	→										City, County, MDOT	City, County, MDOT	Ongoing
	c) US 15 at Monocacy Blvd - Study/Engineering Design/Construction. Est. \$84M cost. Preliminary engineering underway	→										MDOT-CTP County/City/ Developer	MDOT	Preliminary engineering underway	
<b>T.R.2</b>	<b>Proceed with upgrade of County's portion of Christopher's Crossing</b>														
	a) Complete public input process	→	△										County	DPW	High
	b) Present to BoCC for final decision on whether or not to proceed	→											County	DPW	High
	c) If BoCC decides to proceed, complete engineering design and construction			→									County	DPW	High
<b>T.R.3</b>	<b>Proceed with upgrade of Yellow Springs Road</b>														
	a) Complete public input process	→											County	DPW	Medium
	b) Present to BoCC for final decision on whether or not to proceed	→											County	DPW	Medium

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) If BoCC decides to proceed, complete engineering design and construction			→							County	DPW	Medium
<b>T.R.4</b>	<b>Coordinate with City of Frederick to review other possible County roads for update</b>												
	a) Proceed with Traffic Study to determine how County roads will interact with City's network to deliver traffic to Fort Detrick		→								County, City	DPW, City	Medium
	b) Analyze Traffic Study to determine other possible needed County road improvements		→								County, City	DPW, City	Medium
	c) Present findings to BoCC for further action		→								County	DPW	Medium
<b>T.R.5</b>	<b>Educate Public Officials to the priorities and needs of the County's transportation and infrastructure system</b>												
	a) Develop joint priority funding letter with Frederick County delegation		→								BoCC & Delegation, City	DPZ	High, Annual
	b) Hold Transportation Summit – Focusing on I-270	△									BOCC	BoCC, DPZ, TransIT, OED	High
	c) Facilitate regional meeting(s) focusing on I-70 development	△									OED	OED, DPZ	High/First meeting 4/07
<b>T.R.6</b>	<b>Implement other Fort Detrick Region growth related highway improvements</b>												
	a) I-70 – Phase 2B, 2C, and 3 to construct new interchange with East Street extended. Planned opening Fall 2009.		→								MDOT – CTP Federal	MDOT	High/Under construction
	b) I-70 Phase 2D to construct South Street interchange funded for construction (2011). Costs: \$59M construction, \$2.3M right-of-way, \$3.3M engineering and utility		→								MDOT – CTP Federal	MDOT	High/Partial engineering underway

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) I-70 Phase 4 to widen mainline to 3 lanes in each direction, no funding (2015). Project planning complete. Need \$6.5 M to complete engineering and \$600K for right-of-way. Construction estimate is \$61.5M.										MDOT – CTP Federal	MDOT	High/Partial engineering underway
	d) US 15 Northbound Access Ramp at MD 26 in CTP.	△									MDOT – CTP County/City	MDOT, City	High/Completed in 2006
	e) MD 85 English Muffin Way to North of Grove Rd. (3 phases). <ul style="list-style-type: none"> <li>Phase 1 to construct bridge @ I-270: Engineering \$6.8M, right-of-way \$11.9M, construction \$82.9M.</li> <li>Phase 2 to include Spectrum to north of Guilford: Engineering \$4.2M, right-of-way \$8.4M, construction \$27.9M.</li> <li>Phase 3 to include Crestwood to S. English Muffin Way: Engineering \$5.7M, right-of-way \$32.1M, construction \$38M.</li> </ul> Project planning for Phases 2 and 3 are completed.										MDOT – CTP Federal	MDOT	High/Engineering underway for Phase 1
	f) I-270/US15 Multi-Modal Corridor Shady Grove to Biggs Ford Rd. Highway improvements est. at \$3B										MDOT – CTP Federal	MDOT	High/Project planning underway
	g) MD 180/351 improvements partially funded for project planning. Interim improvements under review										MDOT – CTP County/City	MDOT	High/Project planning underway
<b>T.T.1</b>	<b>Identify additional transit needs</b>												
	a) Determine demand for additional local transit service to serve Fort Detrick. Sustainability workshop.		→								County, City SHA, MDOT	TransIT, MDOT, MTA	High, Ongoing

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Determine demand for on-post transportation service. Sustainability workshop.	→									County, City, SHA, Fort Detrick	TransIT, MDOT, MTA	High, Ongoing
<b>T.T.2</b>	<b>Expand transit services</b>												
	a) Increase TransIT's Connector Route service frequency to 30 minutes throughout the day to maximize system convenience as per the 2007 Transportation Development Plan <i>Funding requested in FY2010 grant application – not funded.</i>				→						County, City, State	TransIT, MDOT, MTA	High
	b) Provide regional reverse-commute services, including MARC train service, 991 Commuter bus service, and local TransIT service <b>Listed in County Transportation Priorities submitted to MDOT in 2009.</b>			→						County, City, State	TransIT, MDOT, MTA	High, Ongoing	
	c) Increase regional transit connections (Currently no funding to expand service (FY10) ).		→						City, County, State	TransIT, MDOT, MTA	High, Ongoing		
	d) Bicycle access <b>Bike racks currently being installed on buses. All transit routes will be accessible by Dec. 2009.</b>		→						City, County, State	MDOT, MTA	High, Ongoing		
<b>T.T.3</b>	<b>Encourage carpooling to and from Fort Detrick</b>												
	a) Establish park-n-ride lot on north side of Frederick, near Route 15/Route 26 interchange to reduce traffic congestion Park & Ride planned as part of the US15/Monocacy Blvd preliminary engineering study.				→						SHA, City, County, private developers	TransIT, MDOT, MTA	High
	b) Increase employer outreach efforts for the Fort Detrick community, including vanpool and carpool support			△	→						OED, Fort Detrick	TransIT, MDOT, MTA	High

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status		
		07	08	09	10	11	12	13	14	15					
<b>T.T.4</b>	<b>Frederick Municipal Airport</b>														
	a) Construct Control Tower											→	FAA, City, County	MDOT	High
	b) Expand runway											→	FAA, City, County	MDOT	High
	c) Increase hangover space											→	FAA, City, County	MDOT	High
<b>I.WS.1</b>	<b>Implement Potomac River Water Transmission Line</b>														
	a) Complete Corridor Alignment Study for Potomac River Water Transmission Line	△											County, City	DUSWM	Completed in 2001
	b) Design and permit Potomac River Water Transmission Line, Pump Station and Tank	△											County, City	DUSWM	Completed in 2003
	c) Construct Potomac River Water Transmission Line, Pump Station and Tank		△										County, City	DUSWM	Completed in 2008
<b>I.WS.2</b>	<b>Construct New Design Road (Potomac River) WTP</b>														
	a) Complete Phase 1 Design of the New Design Road (Potomac River) WTP (8.8 MGD)	△											County, City	DUSWM	Completed in 2006
	b) Construct Phase 1 of the New Design Road (Potomac River) WTP (8.8 MGD)	→	△										County, City	DUSWM	Completed Dec 2007
	c) Design and permit Phase 2 improvements for the New Design Road (Potomac River) WTP (25 MGD)	→	△										County, City	DUSWM	High/acquire MDE permit in 5/07
	d) Construct Phase 2 improvements for the New Design Road (Potomac River) WTP (25 MGD). \$121M total cost											→	County, City	DUSWM	25 MGD WTP construction 65% complete. Estimated completion for all work September 2010.

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>I.WS.3</b>	<b>Establish Frederick County/Fort Detrick Water Supply Interconnection</b>													
	a) Frederick County/Fort Detrick Water Supply Interconnection Alignment Study	→	△									Fort Detrick	Fort Detrick, County	High/subject to BoCC approval
	b) Frederick County/Fort Detrick Potomac Water Supply Agreement. Indirect connection alternative proposed	→	△	→								N/A	Fort Detrick, County	BOCC/City approved concept in November 2008. Subject to WAUP increase approval by MDE. Request submitted.
	c) Design Frederick County/Fort Detrick Water Supply Interconnection	→										Fort Detrick	Fort Detrick, County	Pending outcome of WAUP increase from MDE.
	d) Construct Frederick County/Fort Detrick Water Supply Interconnection			→								Fort Detrick	Fort Detrick, County	Pending outcome of WAUP increase from MDE.
<b>I.WW.1</b>	<b>Expand Ballenger Creek-McKinney Wastewater Treatment Plan Facility</b>													
	a) Complete Ballenger Creek-McKinney Wastewater Treatment Plant Facility Plan	△										County	DUSWM	Completed in 2006
	b) Obtain NPDES permit for Ballenger Creek-McKinney Wastewater Treatment Plant	△										County	DUSWM	Completed in 2006
	c) Coordinate design of Enhanced Nutrient Removal with Maryland Department of the Environment (MDE) to secure ENR Grant funding. \$38M Total projected cost \$152M	→		△								County	DUSWM	Complete
	d) Design 15 MGD Ballenger-McKinney improvements	→		△								County, MDE, City	DUSWM	Complete Feb 2009
	e) Construct 15 MGD Ballenger-McKinney WWTP improvements. Projected completion January 2012			→								County, MDE, City	DUSWM	Design is 100% complete. Construction award estimated 9/09 with NTP 12/09.

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>I.SW.1</b>	<b>Expand Reich's Ford Road Landfill and include Solid Waste Transfer Station</b>												
	a) Design and construct cell 3 – Reich's Ford Road Landfill	Δ									County	<b>DUSWM</b>	Completed in 2006
	b) Pursue vertical expansion of the Reich's Ford Landfill	→	Δ								County	<b>DUSWM</b>	In April 2008, following Nov 2007 hearing, MD Office of Administrative Hearings decision, vertical expansion permit issuance was upheld and permit issued to Frederick Co.
	c) Design and permit a solid waste transfer station at Reich's Ford Road Landfill	→		Δ							County	<b>DUSWM</b>	Transfer Station construction completion was delayed due to floor construction problem, but project Completed March 2009.
<b>I.SW.2</b>	<b>Pursue Waste to Energy Disposal Facility or other long-term solid waste options</b>												
	a) In accordance with BoCC Resolution 06-05, WTE Disposal Facility, secure full service design-build and operate proposals for WTE project.	→	Δ								Frederick County and possibly Carroll County (regional option)	<b>BoCC, DUSWM, Northeast NMWDA</b>	Dec 2009 Best & Final proposals were received/evaluated. Feb 2009 recommended proposal was presented to the BOCC.

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
	b) BoCC determines long-term solid waste disposal option and pursues permitting. Began October 2007											Frederick County and possibly Carroll County (regional option)	<b>BoCC, DUSWM, Northeast NMWDA</b>	July 2009 the BOCC approved MOU with NMWDA and Carroll County for the construction of a 1500 TPD Regional WTE facility in Frederick County at McKinney Industrial Park. Both Boards (Frederick & Carroll) also executed their Energy Recovery Agreements with the NMWDA. Permitting may begin by vendor (Wheelabrator) by Dec 2009. Permitting timeframe: 2 years (2011), construction: 3 years (2015).

## **Public Safety, Health and Citizens Services**

This Public Safety, Health and Citizens Services section addresses planning for adequate public services to serve the increased population expected due to federal installation and BRAC related growth in the region. Comprehensive Master Plans will be developed which include growth strategies for law enforcement, correctional facilities, fire and EMS stations, Emergency Operations and Management, Public Health Care and other citizen services. These plans will be based on demographic information, needs analyses, and other resources. Departmental programs, staffing levels and funding sources will be developed and explored as part of this process.

Strategic planning is crucial to any region's ability to successfully absorb an influx of new residents. Our proximity to the Washington, D.C. and Baltimore metropolitan areas, and the national importance of Fort Detrick's and the NIBC's mission make our careful attention to this aspect of the Action Plan paramount for regional security.

**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan  
Public Safety, Health & Citizens Services (PS)  
(S = Public Safety, H = Health, C= Citizens Services)**

	Action	Timeline									Potential Funding Source	Responsible 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 public safety services		→								City, County, State & Federal	County, Sheriff's Office, municipal police depts., State's Attorney, Courts, Parole & Probation, FCFRS, CS	High
	b) Examine formulas/process for determining staffing needs		→										
	c) Examine formulas/process for determining facility needs		→										
	d) Identify current system capability gaps or those that may be created by Fort Detrick Region growth activities		→										
<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 and key milestones		→								City, County, State & Federal	County, Sheriff's Office, municipal police depts., State's Attorney, Courts, Parole & Probation, FCFRS, CS	High
	b) Identify operating and capital budget needs based on identified goals and objectives		→										
	c) Develop strategies to improve capabilities deemed inadequate												
	Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emergency Ops & Emergency Management, Citizens services.		→										
<b>PS.S.3</b>	<b>Identify public safety operational plan integration, revision and maintenance issues</b>												
	a) Identify strategic public safety operational partner agencies	→	△								City, County, State & Federal	See below	High

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Identify key agency officials' roles and authorities	→	△								City, County, State & Federal	County, Sheriff's Office, municipal police depts., State's Attorney, Courts, Parole & Probation, FCFRS, CS, FCHD	High
	c) Review operational plans for dependencies across jurisdictional boundaries	→	△										
	d) Identify critical integration coordination points for planning and operations	→	△										
	e) Establish a schedule for review/revision of interjurisdictional assistance request process and coordination point contact information to initiate actions.	→	△										
<b>PS.S.4</b>	<b>Develop staffing/recruitment plans specific to each agency</b>												
	a) Plan implementation including review and adjustment of annual staffing analysis models, continuation/expansion of public safety secondary and post-secondary education and reports for all identified services  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emergency Ops & Emergency Manage, Health Care, Citizens Services	→									City, County, State & Federal	County, Sheriff's Office, municipal police depts., State's Attorney, Courts, Parole & Probation, FCFRS, CS, FCHD	High, Ongoing
<b>PS.S.5</b>	<b>Identify methods to generate funds for public safety operations and programs</b>												
	a) Identify operating and capital budget needs	→									Operating & capital budget for individual services	County, Sheriff's Office, municipal police depts., State's Attorney, Courts, Parole & Probation, FCFRS, CS	High, Ongoing
	b) Identify alternative funding strategies  Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emergency Ops & Emergency Manage, Health Care, Citizens Services	→											

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>PS.S.6</b>	<b>Continue to have good communication and cooperation between City of Frederick Police Department and Fort Detrick regarding security planning and issues</b>													
	a) Establish Memorandum of Understanding	▲										FPD, Fort Detrick	FPD, Fort Detrick	High
	b) Continue to reevaluate concerns regarding outer perimeter security, potential terrorism, increased traffic issues, as well as increased police response to the Fort for those issues potentially falling under FPD bailiwick and jurisdiction	→									FPD, Fort Detrick	FPD, Fort Detrick	High/Ongoing	
<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	→									State, County, FMH	FCHD, CS, FMH	High/In Progress, Ongoing	
	b) Implement Health Services Study		→								State, County, FMH	FCHD, CS, FMH	High, Ongoing	
<b>PS.C.1</b>	<b>Review demographic information to adequately plan for citizens services personnel and infrastructure needs</b>													
	a) County to plan for human services personnel and infrastructure needs with recommendations for future comprehensive plans	→									County, Federal, State and Local Grants	DPZ, City Planning, CS, AHC, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCC Diversity Office, TransIT, FCWS	High, Ongoing	
	b) Incorporate future recommendations in comprehensive planning process	→												
	c) Continue to address action items in the County Affordable Housing Action Plan	→												

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Conduct a comprehensive needs assessment of the growing aging population as indicated in the County's Strategic Plan (including information from the DPZ Age Restricted Communities Report)										County, Federal, State and Local Grants	DPZ, City Planning, CS, AHC, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCC Diversity Office, TransIT, FCWS	High
<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 Grants, Federal, State and Local Grants, County CIP	DPZ, City Planning, CS, AHC, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Parks & Rec	Medium

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Formulate multi-agency committee to coordinate master plans for community service facilities with Management Services										Community Development Block Grants, Federal, State and Local Grants, County CIP	DPZ, City Planning, CS, AHC, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Parks & Rec	Medium, Ongoing
	c) Incorporate master plans in County's CIP and Operating Budgets										Community Development Block Grants, Federal, State and Local Grants, County CIP	DPZ, City Planning, CS, AHC, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Parks & Rec	Medium, Ongoing
<b>PS.C.3</b>	<b>Establish adequate staffing plan to service the anticipated increase in population</b>												
	a) Annual analysis of staffing by each agency										Individual County & State Agencies	DPZ, City Planning, CS, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Parks & Rec	Medium, Ongoing
	b) Address staffing gaps in annual operating budget process												

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status		
		07	08	09	10	11	12	13	14	15					
<b>PS.C.4</b>	<b>Coordinate programs and program delivery for all sectors of community service</b>														
	a) Coordinate marketing and maximize delivery of citizens services' programs to meet the demands identified in PS.C.1-3												County, County grants for Health & Human Services, FCHD	CS, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Finance	Medium, Ongoing
	b) Continue annual Grants for Human Services in RFP process														
	c) Analyze current and potential funding streams and approaches including fee for service and dedicated revenue sources and conduct research into other grant revenues from all levels of public and private sources												County, County grants for Health & Human Services, FCHD	CS, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Mgmt. Services, Finance	Medium, Ongoing
	d) Establish dedicated revenue source for affordable housing initiatives as stated in County's Strategic Plan														
<b>PS.C.5</b>	<b>Identify methods to generate funds for community service programs-review funding and program costs</b>														
	a) County to commission analysis of current and potential funding streams and approaches including fee for service and dedicated revenue sources												County grants for Health & Human Services	Finance, Community Foundation, Local financial institutions, CS, Social Services, FCHD, HSC, Fort Detrick Family Services, FCPS-CASS, Judy Center, FCAA, FCWS, Parks & Rec, United Way	High
	b) Conduct research into other grant revenues from all levels of public and private sources														

## Glossary

<b>AHC</b>	Frederick County Affordable Housing Council	<b>FCHD</b>	Frederick County Health Department	<b>MTA</b>	Maryland Transit Authority
<b>BoCC</b>	Frederick County Board of County Commissioners	<b>FCFRS</b>	Frederick County Fire & Rescue Services	<b>NIBC</b>	National Interagency Biodefense Campus
<b>BRAC</b>	Department of Defense Base Realignment and Closure, 2005 round	<b>FCPL</b>	Frederick County Public Libraries	<b>NMWDA</b>	Northeast Maryland Waste Disposal Authority
<b>CIP</b>	Capital Improvement Program	<b>FCPS</b>	Frederick County Public Schools	<b>OEA</b>	U.S. Department of Defense Office of Economic Adjustment
<b>COG</b>	Frederick County Council of Governments	<b>FCWS</b>	Frederick County Workforce Services	<b>OED</b>	Frederick County Office of Economic Development
<b>CS</b>	Frederick County Citizens Services Division	<b>FDA</b>	Fort Detrick Alliance	<b>SHA</b>	Maryland State Highway Administration
<b>DBED</b>	Maryland Department of Business and Economic Development	<b>FDBDO</b>	Fort Detrick Business Development Office	<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>DED</b>	City of Frederick Department of Economic Development	<b>FDTTI</b>	Fort Detrick Technology Transfer Initiative	<b>TCM</b>	Tech Council of Maryland-Frederick Network
<b>DLLR</b>	Maryland Department of Labor, Licensing and Regulation	<b>FITCI</b>	Frederick Innovative Technology Center, Inc.	<b>TEDCO</b>	Maryland Technology Development Corporation
<b>DPDR</b>	Frederick County Department of Permitting & Development Review	<b>FMH</b>	Frederick Memorial Healthcare System	<b>TIF</b>	Tax Increment Financing
<b>DPZ</b>	Frederick County Department of Planning and Zoning	<b>FPD</b>	City of Frederick Police Department	<b>US DOL</b>	U.S. Department of Labor
<b>DUSWM</b>	Frederick County Division of Utilities and Solid Waste Management	<b>FRED</b>	Frederick Regional Expansion at Detrick Commission	<b>US DOT</b>	U.S. Department of Transportation
<b>DPW</b>	Department of Public Works	<b>GWI</b>	Greater Washington Initiative	<b>USAMRMC</b>	United States Army Medical Research and Materiel Command
<b>EPMD</b>	Frederick County Emergency Planning & Management Department	<b>HSC</b>	Frederick County Human Services Coalition	<b>WTE</b>	Waste to Energy
<b>FCAA</b>	Frederick Community Action Agency	<b>IIT</b>	Frederick County Interagency Information Technologies	<b>WTP</b>	Water Treatment Plant
<b>FCC</b>	Frederick Community College	<b>MDE</b>	Maryland Department of the Environment	<b>WWTP</b>	Waste Water Treatment Plant
		<b>MDOT</b>	Maryland Department of Transportation		
		<b>MGD</b>	Million Gallons per Day		
		<b>MWE</b>	Maryland Workforce Exchange		

**Attachment B: Washington County Action Items**  
**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**  
**Land Use**

*\*Mostly County CIP and Board of Education CIP Projects – Underway or Planned\**

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>LU.1</b>	<b>Review and update the County’s Zoning Ordinance and Comprehensive Plan to ensure orderly, responsible growth while preserving healthy communities, our cultural heritage and natural environment.</b>												
	a) Examine the zoning ordinance, determine priorities for changes, and initiate a phased approach for zoning text amendments.				→						County	WCDPZ WCEDC WCB0CC	Underway
	b) Review the Adequate Public Facilities Ordinance (APFO) roads standards to address segment adequacy, evaluate the addition of public safety, and examine school adequacy provisions and other provisions				→						County	WCDPW WCDPZ WCB0CC	Underway
	c) Work collaboratively with municipal governments and the State to initiate the preparation of amendments to county/municipal comprehensive plans required by HB 1141 and HB 2. These include the following four elements: <ul style="list-style-type: none"> <li>• The Water Resources Plan Element</li> <li>• The Municipal Growth Element, required in municipal comprehensive plans only.</li> <li>• The Priority Preservation Area Element</li> <li>• The Workforce Housing Element</li> </ul>				→						County	WCDPZ WCEDC WCB0CC	Underway
	d) Examine the zoning ordinance, determine priorities for changes, and initiate a phased approach for zoning text amendments.		→								County	WCDPZ WCEDC WCB0CC	High

**Attachment B: Washington County Action Items**

**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**

**Transportation (T) and Infrastructure (I)**

**(R = Roads, T = Transit, WS = Water Supply, WW = Wastewater Treatment and Disposal, SW = Solid Waste Disposal)**

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>T.R.1</b>	<b>Upgrade Intersection of Edgewood Drive and US 40 to provide additional road capacity for Robinwood and surrounding developing areas</b>												
	a) Design and approval		△								County/City/State	WCDPW, HGDPW	Complete
	b) Acquire easement and right-of-way			△							County/City/State	WCDPW, HGDPW	Complete
	c) Construction Upgrades				→						County/City/State	WCDPW, HGDPW	Underway
<b>T.R.2</b>	<b>Upgrade Intersection of US 40 and Mt. Aetna Road provide additional road capacity to improve traffic operations and level of service.</b>												
	a) Design and approval	△									County/State	WCDPW	Complete
	b) Acquire easements and right-of-ways		△								County/State	WCDPW	Complete
	c) Construction of Upgrades		→	△							County/State	WCDPW	Complete
<b>T.R.3</b>	<b>Eastern Boulevard Bypass to relieve congestion from Eastern Blvd/Northern Ave</b>												
	a) Requires approval from BOCC and Hagerstown to proceed with design, development and construction		→	△							County/City	WCDPW, HGDPW	Complete
<b>T.R.4</b>	<b>Robinwood Corridor II widening to four lanes to provide additional road capacity between US 40 and Medical Campus Drive</b>												
	a) Engineering and Design	→	→	△							County	WCDPW	Complete
	b) Acquire easement and right-of-way			→	→						County	WCDPW	Underway

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Construction				→						County	WCDPW, HGDPW	Medium
<b>T.R.5</b>	<b>Robinwood North widening to four lanes to provide additional road capacity between Hagerstown Community College and MD 64</b>												
	a) Engineering/Design				→						County/State	WCDPW	Medium
	b) Acquire easements and right-of-ways					→					County/State	WCDPW	Medium
	c) Construction of Upgrades								→		County/State	WCDPW	High
<b>T.R.6</b>	<b>Long-range Transportation Upgrades</b>												
	a) Widening of I-70 from 3 lanes to 4 lane between Frederick County and Washington County	→									MDOT/County	WCDPW, SHA	Low
<b>I.WW.1</b>	<b>Winebrenner WwTP Upgrade facility to comply with MDE ENR strategy and improve operational efficiency</b>												
	a) Engineering/Design		→								County	WCDWQ	Underway
	b) Construction of Upgrades				→						County	WCDWQ	Low
<b>I.WW.2</b>	<b>Smithsburg WwTP facility improvements to address MDE strategy for ENR and expand capacity to address growth area needs</b>												
	a) Design and approval			→							County	WCDWQ	Low
	b) Construction Upgrades				→						County	WCDWQ	Low
<b>T.T.1</b>	<b>Hagerstown Regional Airport Runway Expansion and upgrade</b>												
	a) Design and construction of a 2,100' extension of Runway 9/27 to 7,000'	△									County/State/Federal	WCAPA	Complete Nov. 2007
	b) Environmental assessment ALP II		→								County/State/Federal	WCAPA	Ongoing

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Update Airport Master Plan		→								County/State/Federal	WCAPA	Under Review

**Attachment B: Washington County Action Items**  
**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**  
**Education, Technology and Workforce Development**  
**(E=Education, T=Technology, W=Workforce Development)**

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
<b>E.E.1</b>	<b>Physical Plant Upgrades to Cascade Elementary School</b>													
	a) PenMar Development Corporation contributes \$31,000 grant to leverage state funding	△										PMDC	PMDC/WCPS	Completed 2007
	b) WCPS applies to Maryland Department of Education for \$307,000 grant	△										WCPS/WCBoE	WCPS/MDE	Complete
	c) Grant funding received from MDE		△									MDE	WCPS	Completed 2008
	d) Physical upgrades completed.		→									WCPS	WCPS	Underway
<b>E.E.2</b>	<b>Hagerstown Business College expansion of course offerings</b>													
	a) Maryland Higher Education Commission approves HBC to offer bachelor degree programs in Business Administration and Information Technology	△										KUH	KUH	Completed 2007
	b) Courses to be offered in Fall 2007.		△									KUH	KUH	Completed 2008
<b>E.E.3</b>	<b>University System of Maryland-Hagerstown Campus</b>													
	a) Facility opens in downtown Hagerstown and begins offering classes	△										USM/HGCC /WCBoCC	USM	Completed 2005

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
	b) Campus continually assessing needs of local workforce/employers and bringing additional University System degrees to facility.											USM-H	USM-H	Ongoing
<b>E.E.4</b>	<b>Hagerstown Community College to offer biotech curriculum</b>													
	a) HCC receives approval from Maryland Higher Education Commission to offer A.A.S. and Certificate programs in Biotechnology	△										HCC	HCC	Completed 2007
	b) HCC plans to begin offering programs in Fall 2007		△									HCC	HCC	Completed 2008
<b>E.E.5</b>	<b>Expand Technical Innovation Center at Hagerstown Community College to include 4,000 SF of wet lab space</b>													
	a) Select architectural firm	△										HCC	HCC	Completed Nov. 2006
	b) Complete schematics and site plan	△										HCC	HCC	Completed Jan 2007
	c) Submission to Planning Commission	△										HCC	HCC	Completed Feb. 2007
	d) Close on TEDCO grant	△										HCC	HCC	Completed Feb. 2007
	e) Issue construction bid RFQ	△										HCC	HCC	Completed Feb. 2007
	f) Award construction contract	△										HCC	HCC	Completed April 2007
	g) Commence Construction		△									HCC/WCB0CC/ TEDCO/DBED	HCC	Completed Feb 2008

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	h) Construction of facility, develop lab protocols; conduct pre-leasing operations	△									HCC	HCC	Completed Feb 2008
	i) Obtain occupancy permit and open facility		△								HCC	HCC	Completed Feb 2008
	j) Marketing of facility to potential tenants	→									HCC/HWEDC	HCC/HWEDC	Ongoing
<b>E.E.6</b>	<b>Construction of new elementary Schools to meet the projected enrollment needs.</b>												
	a) Construction of Rockland Woods Elementary	→	△								WCB <sub>o</sub> E/WCB <sub>o</sub> CC State	WCPS	Completed Aug 2008
	b) Construction of Mougansville Elementary	→	△								WCB <sub>o</sub> E/WCB <sub>o</sub> CC/ State	WCPS	Completed Aug 2008
	c) Construction of Pangborn Elementary	→	△								WCB <sub>o</sub> E/WCB <sub>o</sub> CC State	WCPS	Completed Aug 2008
	d) Construction of East City Elementary	→									WCB <sub>o</sub> E/WCB <sub>o</sub> CC State	WCPS	Underway
<b>E.E.7</b>	<b>Construction of Barbara Ingram High School for the Arts</b>												
	a) Construct new facility in downtown Hagerstown to house students that are both academically and artistically talented	→	△								WCB <sub>o</sub> E/WCB <sub>o</sub> CC State	WCPS	Completed Aug 2009

**Attachment B: Washington County Action Items**  
**Frederick Regional Bio-Medical Research & Defense Expansion and BRAC Action Plan**  
**Public Safety, Health & Citizens Services (PS)**  
(S = Public Safety, H = Health, C= Citizens Services)

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
<b>PS.C.1</b>	<b>Relocation of Washington County Hospital</b>												
	a) Site Plan		△								WCHS	WCHS/WCDPZ	Complete
	b) Building Permit		△								WCHS	WCHS/WCDP&I	Complete
	c) Infrastructure Upgrade	→									WCHS	WCDPZ, WCDP&IWCDP W, HGCC	High/Construction Underway
<b>PS.C.2</b>	<b>Boonsboro Branch Library</b>												
	a) Construct new branch library to meet projected population growth	→	△								WCB0CC	WCDPW	Completed Apr 2008
<b>PS.C.3</b>	<b>Expansion of Washington County Free Library</b>												
	a) Expand central branch of Washington County Free Library to meet growth projections	→									WCB0CC/HGCC/ State	WCDPW	Planning Underway
<b>PS.S.1</b>	<b>Consolidate Emergency Services Building/Complex</b>												
	a) Acquire Property	→	△								WCB0CC/HGCC	WCDPW	Complete
	b) Design/Construction			→							WCB0CC/HGCC	WCDPW	Medium
<b>PS.S.2</b>	<b>Central Booking Facility</b>												
	a) Feasibility Study	→	△								WCB0CC/HGCC State	WCDPZ	Complete
	b) Acquire Property	→	△								WCB0CC/HGCC State	WCDPZ	Complete

	Action	Timeline									Potential Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Design and Construction			→							WCBocC/HGCC State	WCDPZ	Underway
<b>PS.S.3</b>	<b>Countywide Communications System Replacement</b>												
	a) Ongoing upgrade to countywide radio communications system to allow for direct communications with all emergency response agencies at local, state and federal levels			→							WCBocC/State Federal	WCDPZ	Underway

**Attachment B-1: Washington County Glossary**

HCC	Hagerstown Community College
HGCC	Hagerstown Mayor and City Council
HGDPW	Hagerstown Department of Public Works
KUH	Kaplan University – Hagerstown
PMDC	PenMar Development Corporation
USM	University System of Maryland
USM-H	University System of Maryland – Hagerstown
WCAPA	Washington County Airport Authority
WCBocC	Washington County Board of County Commissioners
WCDP&I	Washington County Department of Permits and Inspections
WCDPW	Washington County Department of Public Works
WCDPZ	Washington County Department of Planning & Zoning
WCDWQ	Washington County Department of Water Quality
WCHS	Washington County Health System
WCPS	Washington County Public Schools
WEDC	Hagerstown-Washington County Economic Development Commission