

INSTALLATION MISSION GROWTH

Community Profile

November 2009

Fort Meade, Maryland

Community Contact:

Robert C. Leib
Regional BRAC Coordinator
Fort George G. Meade RGMC
44 Calvert Street, Suite 330
Annapolis, MD 21401
410-222-1377
rleib@aacounty.org

Kent Menser
Deputy Regional BRAC
Coordinator
Fort George G. Meade RGMC
6751 Columbia Gateway
Drive, Suite 500
Columbia, MD 21046
410-313-6376

Installation Contacts:

Colonel Daniel Thomas
Garrison Commander
Fort George G Meade
301-677-4844
daniel.thomas@us.army.mil

State Contacts:

Asuntha Chiang-Smith
Executive Director
BRAC Subcabinet
100 State Circle
Annapolis, MD 21401
410-260-7370

J. M. "Mike" Hayes
Managing Director
Office of Military & Federal
Affairs
Maryland Department of
Business & Economic
Development
401 East Pratt Street
Suite 1513
Baltimore, MD 21202

Community at a Glance

Growth Management Organization (GMO):

Fort George G. Meade Regional Growth Management Committee (RGMC)

Geographic area affected by military installation growth:

The following Maryland counties and cities are directly affected by Fort Meade growth - Anne Arundel County, Baltimore City, Baltimore County, Carroll County, Howard County, City of Laurel, Montgomery County, Prince George's County, Queen Anne's County, and Talbot County.

Regional Population of affected area:

In 2011, the estimated regional population will be 4,339,920

Top growth challenges:

- Transportation
- Workforce Requirements
- Emergency Services
- Defense Contracting Opportunities for Small Businesses
- Regional Coordination

Outstanding requirements in support of mission growth:

Project Category	# Of Projects	Sum of Project Cost	Sum of Funding Gap
Transportation	33	\$786.1M	\$786.1M
Totals:	33	\$786.1M	\$786.1M

Mission Growth at a Glance

Growth Action:

Base Realignment and Closure (BRAC) and Non-BRAC related to the National Security Agency (NSA)

Personnel Baseline and Growth Projection:

	Baseline (January 2005)	Build-out Projection (2011)
Military Personnel	8,700	9,375
Dependents	8,350	8,800
Civilian Personnel	25,100	40,000
Contractors	6,000	16,000

Source: Maryland BRAC Study (2006)

Growth Factors affecting community planning: Primarily civilian workforce that is dependent on the off-post economy. Inadequate capacity of regional transportation system.

Background

Fort George G. Meade, an Army installation located in Anne Arundel County, Maryland, primarily supports intelligence, knowledge capital, and information management organizations. Fort Meade provides installation operations support for facilities and infrastructure, quality of life, and protective services in support of over 80 Department of Defense (DoD) activities as well as other Federal agencies and is the home of NSA. Over 40,000 service men and women, civil service employees and supporting contractors work on this 5,500 acre installation. The installation currently contributes over \$4 billion a year to Maryland's economy.

Virtually equidistant to both the Baltimore and Washington Metropolitan Areas, Fort Meade is located in the heart of the nation's fourth largest marketplace. The Fort Meade Region (Figure 1) includes eight counties and two cities in Maryland: Anne Arundel, Baltimore, Howard, Prince George's, Carroll, Montgomery, Queen Anne's, Talbot, Baltimore City, and the City of Laurel.

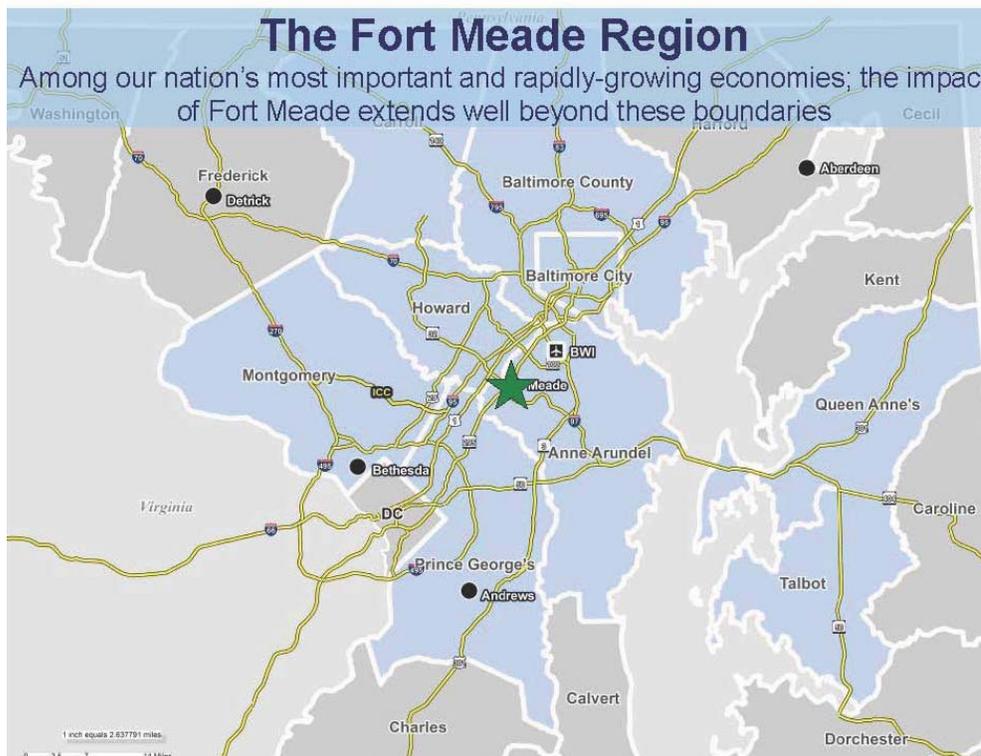


Figure 1: Fort Meade Region

The Fort Meade regional economy is strong, supported by a diverse set of economic drivers such as the Baltimore/Washington International Thurgood Marshall Airport, world-class private sector employers, and telecommunications, retail and distribution operations. The region's rapidly expanding informatics and defense industry is fueled by the presence of NSA and key prime defense contractors.

The components and related jobs/positions that will locate on the Fort Meade Installation are:

- BRAC (5,695 personnel)
- NSA growth (4,000)
- NSA Campus Development (11,000)
- Defense Contractors Enhanced Use Lease (EUL) (10,000)
- Additional growth on Fort Meade outside of the BRAC process (2,000)
- **Total new jobs arriving at Fort Meade during the next five to seven years: 22,000**

Immediately after the 2005 BRAC announcement, Anne Arundel, Howard County, and the City of Laurel formed a regional growth management committee to coordinate decision making among distinct political jurisdictions, share resources, and conduct joint, regionally-focused planning. By early 2007 this growth management committee grew into a more formal and comprehensive organization named the Fort George G. Meade RGMC (Figure 2).

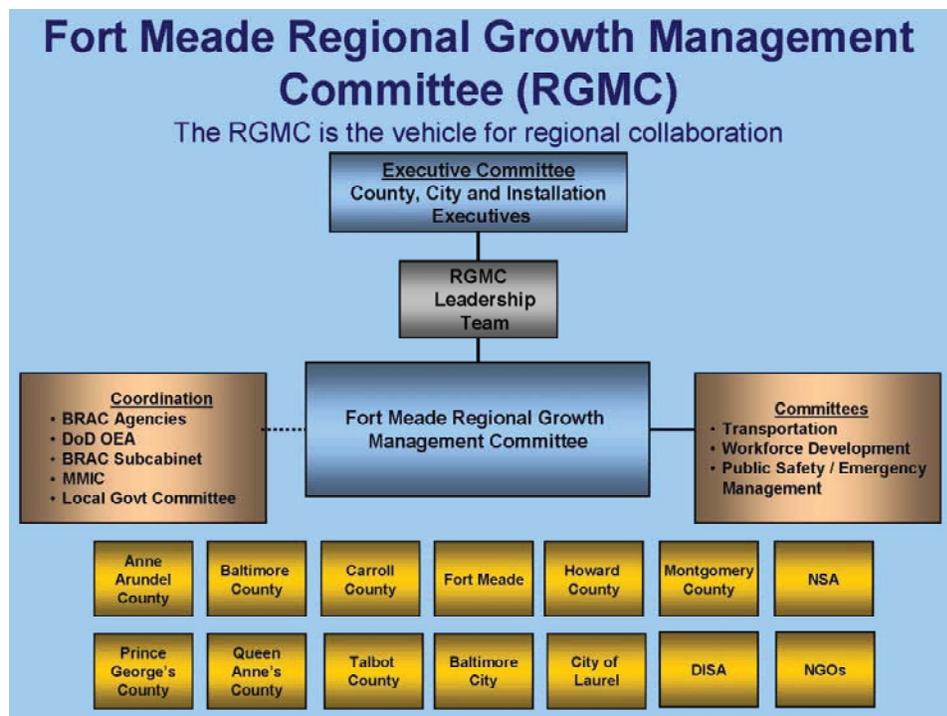


Figure 2: Fort George G. Meade RGMC

The mission and scope of the RGMC is focused on comprehensive Fort Meade growth. This growth is the result of four Federal initiatives, including 2005 BRAC, defense contractor EUL, NSA growth, and non-BRAC growth.

The organization and staffing of the eight counties within the Fort Meade Growth Management Region vary due to the degree by which each jurisdiction is impacted by Fort Meade mission growth. Several counties have one or two persons dedicated full-time to the subject growth, while others have combined this responsibility with other duties. Some counties have their BRAC offices integrated into their economic development organization, while others have it reporting directly to their county executive. Each county has a BRAC/Growth organization and task forces consisting of county staff and citizen volunteers. The size and scope of these organizations vary, from ten staff and one committee to 150 staff and 11 committees. The following studies are planned or underway in the region:

Near Term Highway Corridor Study:

Goal: Explore projected increases in daily travel demand due to BRAC employment expansion and study localized intersection improvements to reduce conflicts.

Projected Completion: January 2010

Installation-Wide Traffic and Safety Engineering Study (Fort George G. Meade)

Goal: Provide planning for improved automobile circulation, vehicle access control, pedestrian access, and integration of transit services and facilities to correct deficiencies in existing infrastructure and to accommodate projected increases in workforce.

Projected Completion: December 2009

Regional Housing Study-Phase I

Goal: Determine existing and planned housing supply by type and location. Identify impediments of providing adequate housing supply. Provide potential solutions to overcome impediments.

Completed: October 2009

Transit and Rideshare Planning and Coordination Study

Goal: Establish employee origin and work-related destination points. Evaluate available and amendable services. Identify new near-term transit services. Locate modal transfer points. Create a central transit use/ridesharing clearinghouse. Provide transit service coordination. Provide transit use and rideshare promotion activities. Establish a guaranteed ride home program for Fort Meade.

Completed: October 2009

Traffic Circulation Study

Goal: To provide for efficient traffic circulation at the intersections of 70th Street (MD-216) and Montgomery Street (priority one) and 4th Street and Montrose (priority two), both of which are four-way stop intersections.

Completed: June 2009

Project Relocate

Goal: Develop effective and customized methods of getting the word out about County services to the families and individuals who are considering relocating to the area. A specific plan will be developed and implemented to assure that families are supported by obtaining information and by gaining access to services they may need. The model developed by Howard County will be template for regional application.

Projected Completion: January 2010

Implementation and Partnering Strategies

Challenge: Regional Transportation

It is clear that – under both current and long-term conditions of regional growth and fiscal austerity – it will not be possible to add highway capacity quickly enough to satisfy the requirement posed by growth at Fort Meade (much less the other growth expected in the region by 2020). Accordingly, the RGMC region and its members will face eroding highway service levels in the Fort Meade area and throughout the region unless widespread compliance with a transportation demand management program is achieved.

Strategy and Actions to date:

- The formation and launch of a Regional Transportation Committee, which is proving to be a valuable resource for expert knowledge and communication.
- The development of a comprehensive view of the traffic situation in the immediate Fort Meade area (Figure 3 and Figure 4) – focused primarily on the 2009-2012 time frame during which 50 percent of the forecasted growth of Fort Meade is likely to occur.
- The identification of specific internal and external roadway projects that would serve the 2012 requirements.
- The determination of which gaps in readiness need to be addressed to ensure that the RGMC region is prepared for growth in population and workforce.

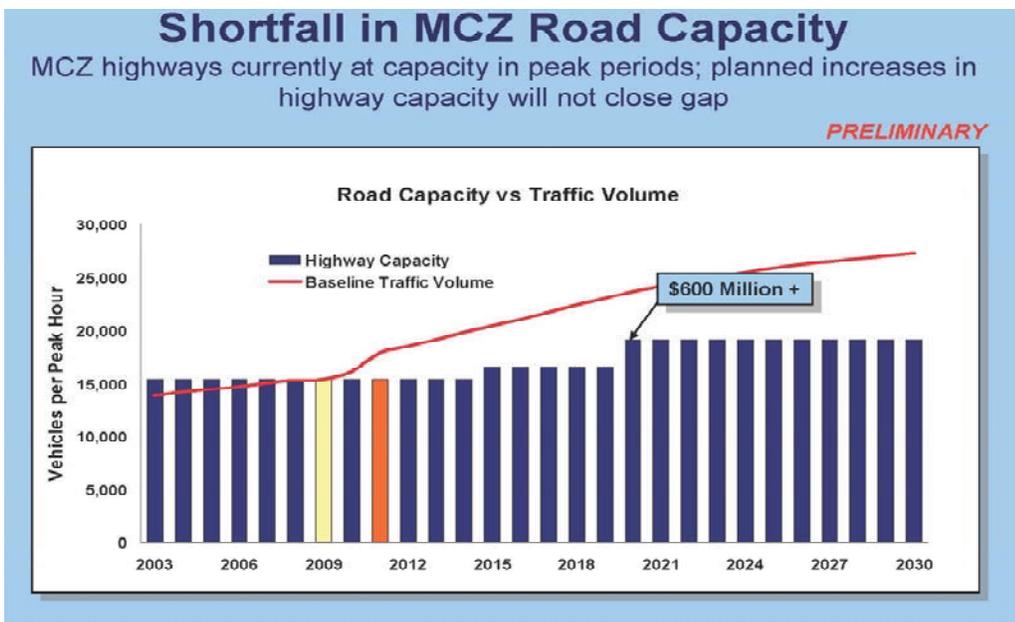


Figure 3: Shortfall in MCZ Road Capacity

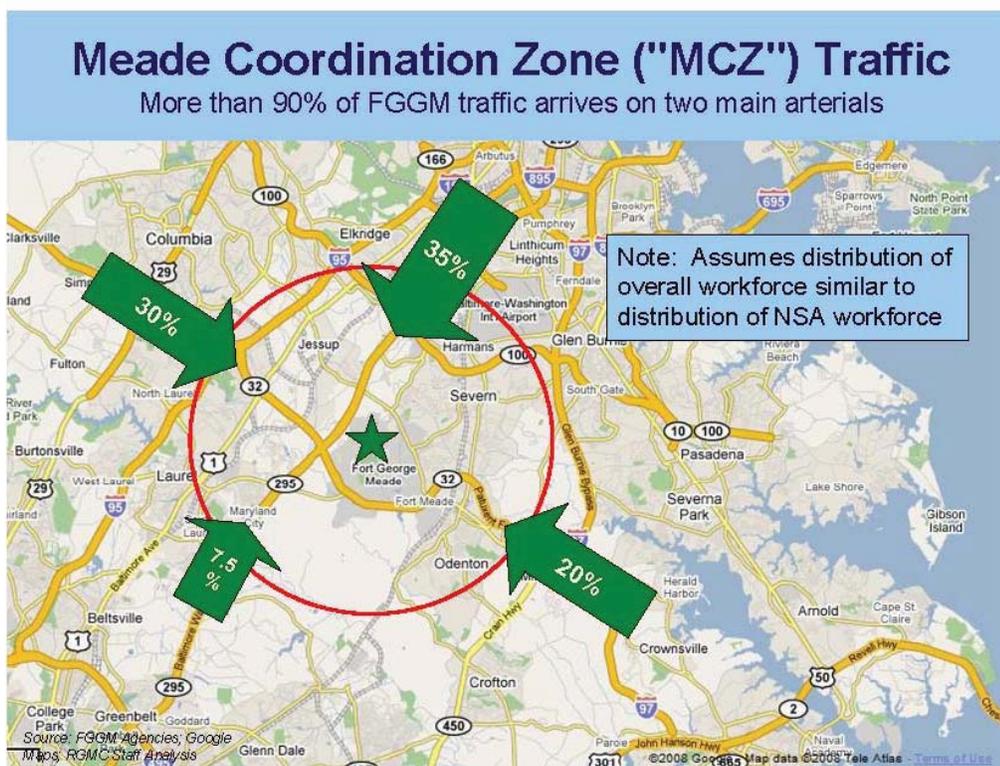


Figure 4: MCZ Traffic

Outcomes and achievements to date:

- The Development of a scheme for routing new traffic volume arising from BRAC and other sources of growth expected at Fort Meade in 2011.

- Gaining an understanding with and commitment from Maryland State Highway Administration (SHA) regarding external roadway improvement priorities required to support the growth.

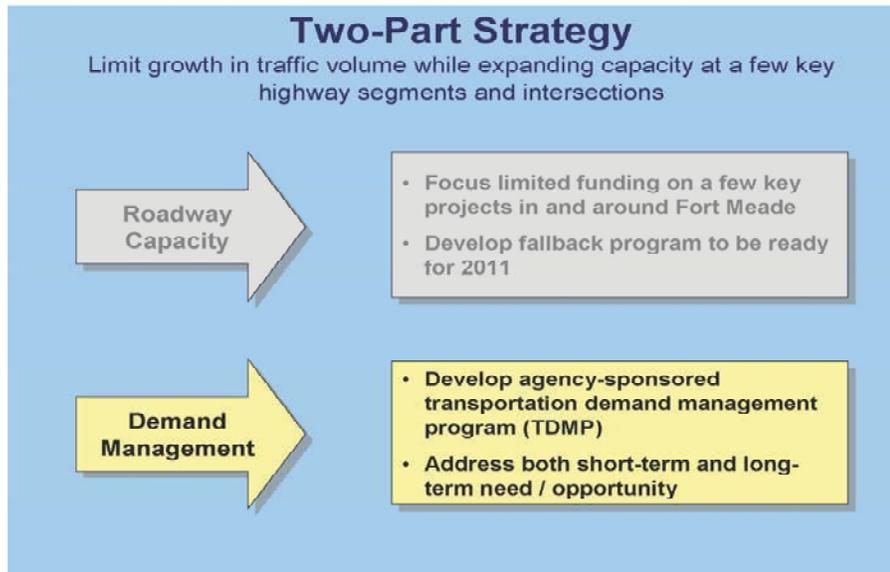


Figure 5: Two-Part Strategy

- Identifying and communicating the internal projects that Fort Meade should accelerate in order to be prepared internally (Figure 5).
- Establishing a preliminary overall goal with year-by-year targets by agency and action for a Fort Meade Transportation Demand Management Program (Figure 6 and Figure 7), presenting the goal and targets to key Fort Meade agency management team members and in the region.

Transportation Demand Management (TDM)
Proposed Objective and Principles for Fort Meade program

FOR DISCUSSION

OBJECTIVE	Restrain future FGGM single occupant vehicle (SOV) volume to 2009 level
PRINCIPLES	<ul style="list-style-type: none"> • Agency-Sponsored. Fort Meade agencies develop, implement and monitor own TDM programs – individually or collaboratively – consistent with overall FGGM goal. • User Incentives. Design program to provide end user value equivalent to SOV, including guaranteed ride home. • Communications Program. Use leadership, internal marketing programs, and end user input to generate participation. • Public-Private Partnership. Maximize use of TIP to fund program. Leverage private sector resources to reduce risk and access additional capital. • Savings. Structure program to pay for itself through reductions in new highway construction; use a portion of savings to ensure program success. • Environmental Component. Appeal to public's desire to reduce environmental impact as a program benefit. • Regional Template. Document approach and lessons learned; develop and apply template to support economic development across the region.

Figure 6: Transportation Demand Management

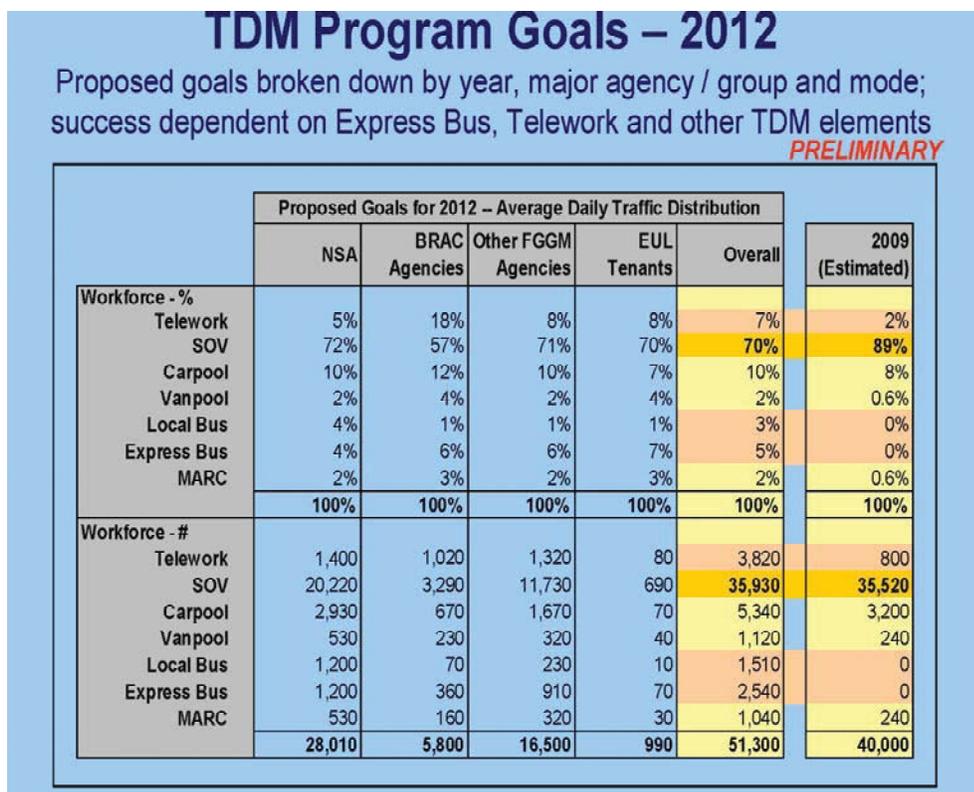


Figure 7: TDM Program Goals – 2012

- The development of an initial concept for express bus service to serve Fort Meade agencies (Figure 8 and Figure 9).

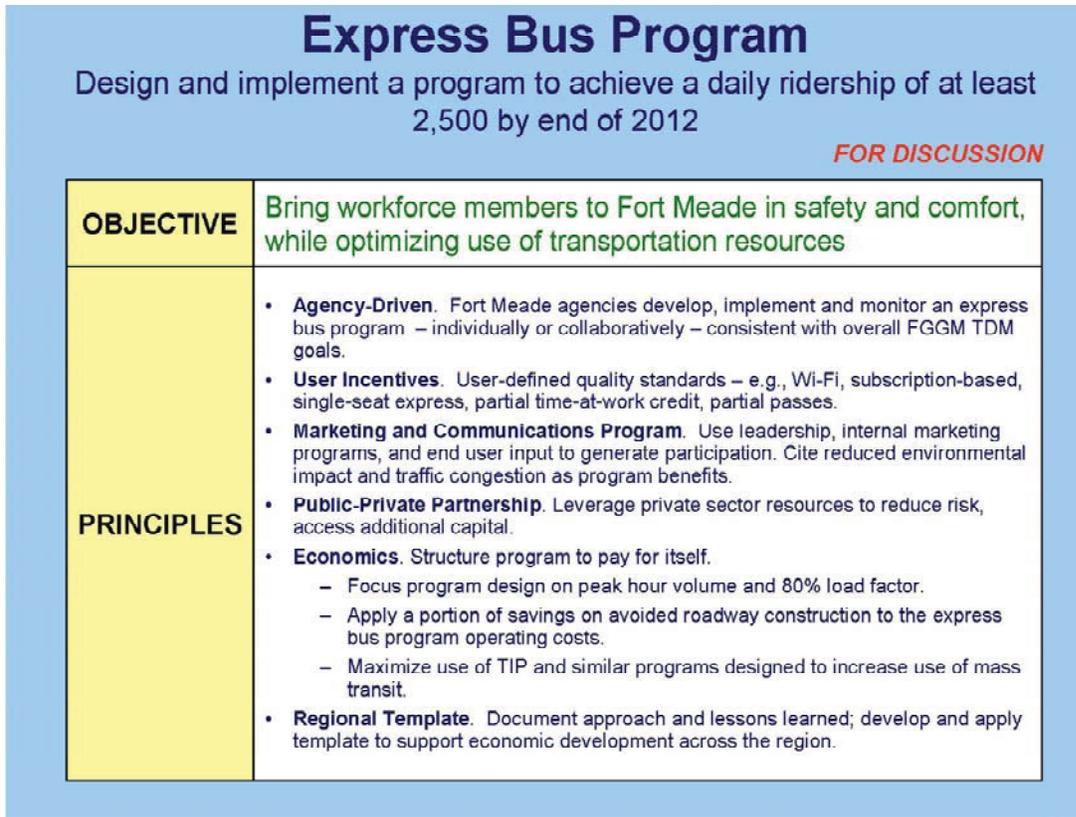


Figure 8: Express Bus Program

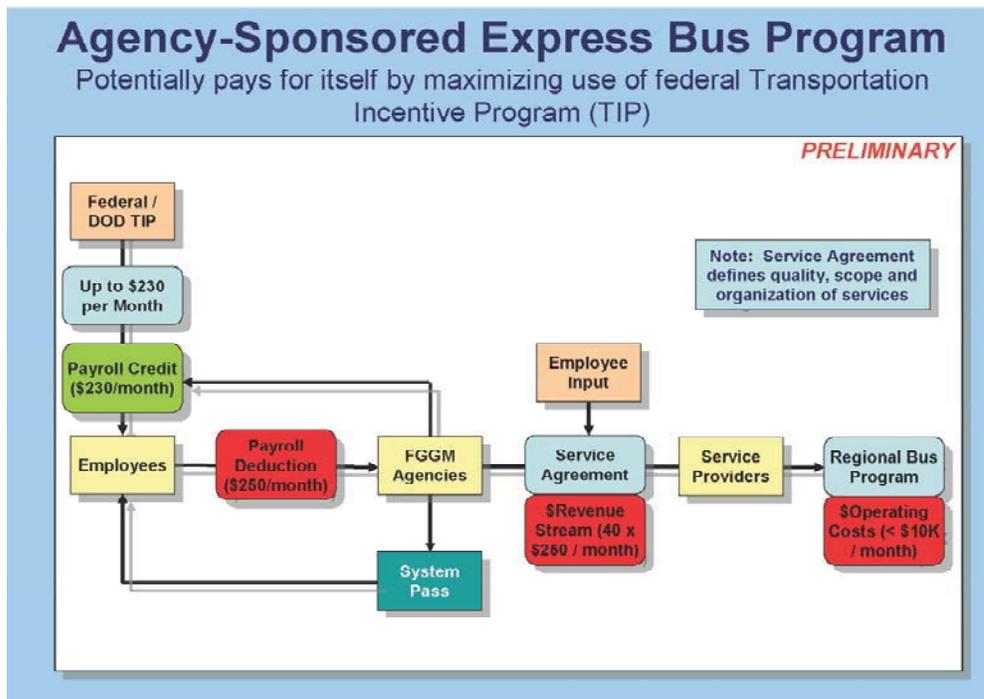


Figure 9: Agency-Sponsored Express Bus Program

Outstanding Requirements:

Projections for the demographic distribution of the incoming workforce suggest that most existing Virginia-based agency employees will continue to live in Virginia and commute to their new job locations at Fort Meade. The result will be commuting times and distances at least twice as great as those experienced by existing Fort Meade employees. Most of the new traffic will cross the Potomac via either the Woodrow Wilson Bridge or Interstate 395 (I-395) and proceed north to Fort Meade on the Baltimore Washington Parkway. Concentrations of BRAC agency employees in southern Maryland will follow the same commuting pattern.

Roads and intersections – regional as well as local – are already operating at or near capacity. This fact was confirmed by preliminary results obtained from roadway and intersection studies sponsored by both Office of Economic Adjustment (OEA) and SHA and independently by analysis of Maryland Department of Transportation (MDOT) 2008 Highway Information Services Division (HISD) Reports (Annual Highway Mileage Reports). However, economic conditions – combined with funding process and timing constraints – have limited Fort Meade-related funding for roadway projects initially to no more than \$48 million. While the OEA Growth Project Needs Assessment (G-PNA) listed six SHA-funded BRAC Intersection Projects (Table 1) as “critical and immediate,” there is barely sufficient funding to improve more than one key intersection serving Fort Meade – leaving untouched other key intersections in the vicinity and also a crucial two-lane, one-mile section of MD-175 linking MD-295 and Rockenbach Road with major arterials in the region.

Projects	Total Project Cost	Funding Committed	Funding Gap
MD-175 @ MD-713 (Rockenbach Rd.)	\$26,000,000	\$0	\$26,000,000
MD-175 @ Disney Road	\$10,000,000	\$0	\$10,000,000
MD-175 @ Mapes Road	\$16,500,000	\$0	\$16,500,000
MD-175 @ MD 174 (Reece Road)	\$50,000,000	\$0	\$50,000,000
MD-170 from MD 170 to MD 295	\$367,000,000	\$0	\$367,000,000
MD-198 from MD 295 to MD 32	\$224,000,000	\$4,500,000	\$224,000,000
Total	\$671,500,000	\$4,500,000	\$655,150,000

Table 1: Critical and Immediate SHA-Funded BRAC Intersection Projects

The RGMC has developed a roadway improvement strategy designed to produce the biggest impact for the fewest dollars. The plan will deliver Defense Information Systems Agency (DISA) traffic directly to the DISA site via the Rockenbach gate, while Defense Media Agency (DMA) and Adjudication will use the Mapes/MD-32 and Mapes/MD-175 gates respectively. With a workforce of 4,300, DISA requires a significant increase in both roadway and gate capacity. Focusing DISA traffic on Rockenbach permits a solution that requires upgrading only one of the four Fort Meade gates, and only one of the intersections included in the SHA intersection study (upgrading the Rockenbach intersection cannot be achieved without also upgrading the nearby MD-175 @ Disney Road intersection). However, it also requires the widening of MD-175 between MD-195 and Rockenbach Road.

With less than two years remaining before the surge occurs, all concerned with Fort Meade-area transportation have focused on four specific projects (Figure 10 and Figure 11) that together represent a single, coordinated solution. Of the theoretical options available, only this solution has the possibility of delivering a meaningful increase in capacity for peak AM arrivals. The four projects are:

- Widen MD-175. Widen the one-mile road segment between MD-295 and Rockenbach Road. This is an SHA project. Cost unknown.
- Upgrade MD-175 @ Rockenbach Road Intersection. Add new turn lanes to facilitate flow of traffic to the Rockenbach Gate. The project includes the upgrading of the MD-175 @ Disney Road intersection. This is an SHA project. Cost: \$28.7 million.
- Upgrade Rockenbach Gate. Add new lane capacity and upgrade design to reflect contemporary security standards. This is a Fort Meade MILCON project. Cost: \$9.7 million.
- Upgrade Rockenbach @ Cooper Intersection. Upgrade this intersection to accommodate additional inbound DISA traffic turning left at Cooper to reach the DISA site. This is a Fort Meade MILCON project. Cost \$1.2 million.



Figure 10: Requested Support for Roadway Projects

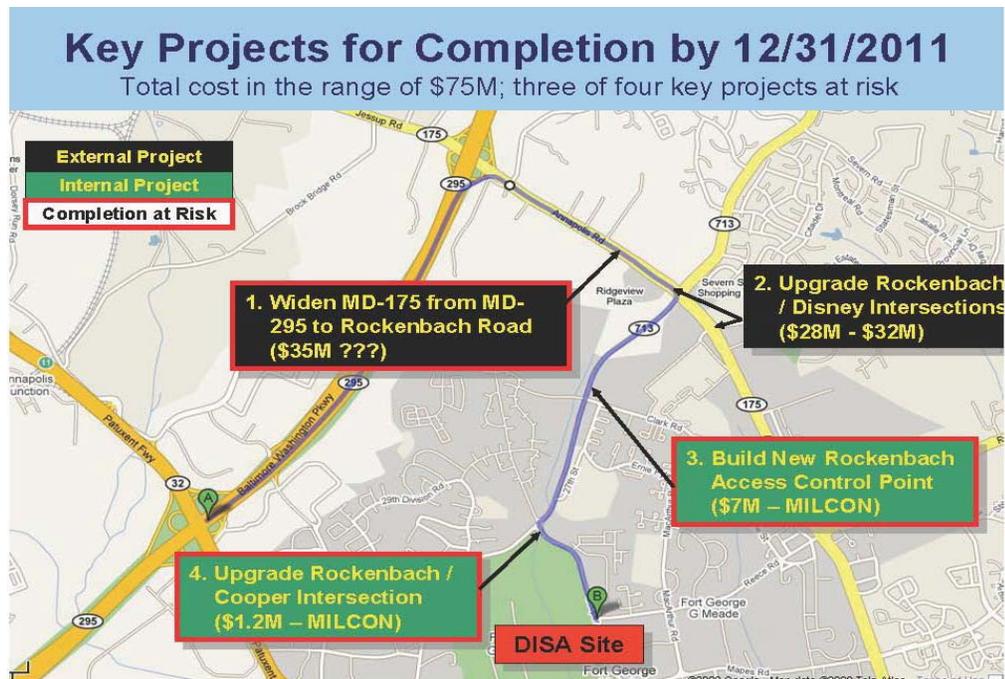


Figure 11: Key Projects for Completion by 12/31/2011

This solution will provide sufficient roadway and gate capacity to accommodate BRAC and will provide Fort Meade with swing capacity to implement its gate system upgrade program with less disruption over the next 10 years. Without these projects, daily traffic jams, backups and delays are likely to occur during peak morning traffic periods on three primary public roadways: Rockenbach Road, MD-175 and MD-295. Traffic diverting elsewhere to avoid delays on these roadways could cause secondary backups and delays on MD-32, MD-198 and other segments of MD-175. Delays on MD-295 will have a regional impact. These backups and delays could begin as soon as December 2010.

Challenge: Workforce Demand

BRAC will create many new jobs in the region, both in the government and private sectors. This can be very positive for our economic health but also presents significant challenges to employers trying to fill these positions. To gain a better understanding of the impact on employers, knowledge of the current and anticipated job requirements of companies in the Fort Meade Region is needed. If many companies are found to have similar types of jobs that are difficult to fill, the reasons need to be identified and strategies developed to address them. RGMC will support this process by working with local workforce professionals, local colleges, and public school systems, as well as other organizations as needed.

Strategy and actions to date:

The following implementation plan has been crafted:

1. Develop a survey instrument for identifying workforce needs.
2. Identify Pilot Companies (~20) for testing the survey.
3. Develop a data base for storing survey information, and tools for analyzing it.
4. Meet with human resource representatives of each of the companies.
5. Summarize and analyze survey results.
6. Review results and action plan with RGMC leadership.
7. Provide feedback to pilot companies, identify reasons why some jobs are difficult to fill, and solicit ideas for addressing the problems.
8. Adjust survey instrument and database as needed.
9. Identify additional companies for participation in study.

10. Obtain survey data from Fort Meade government agencies.
11. Determine those jobs that are difficult to fill, identify the reasons, and develop strategies to address them.
12. Review results and action plan with RGMC.
13. Provide feedback to companies, and implement strategies for difficult-to-fill-jobs.
14. Periodically, update company workforce needs.
15. Pursue strategies for difficult-to-fill-jobs, and monitor results. Make changes as needed.

Outcomes and achievements to date:

While workforce development efforts have only just begun, the RGMC team exploring this issue has created the following survey for pilot businesses to assess specific upcoming workforce needs:

1. How many job openings do you have currently located in the Fort Meade Region?
2. What are your top ten most critical skill areas?
3. What is your current number of employees in the Fort Meade Region?
4. Please provide a listing of all current available jobs by category (by industry cluster category) in: Aerospace, Bioscience, Healthcare, Hospitality & Tourism, Manufacturing, Retail Trade, Transportation & Warehousing, Education, IT, Business Services, Building Construction, Communications, Finance & Insurance, Engineering, Math, Science.
5. How many new jobs do you expect to be created locally by your firm in the next 6 months, 2, 5 or 10 years?
6. Do you have any specific training needs that will increase your competitiveness?
7. Do you have any specific training needs to help current employees advance?
8. How much of an obstacle is the need for security clearances and what could be done to improve that issue?
9. Notes and specific issues with the local workforce.

Challenge: Small Business Access to Defense Contracting Opportunities

Small and minority businesses make up the core of the U.S., State and local economies. Much of the publicity surrounding BRAC-driven growth focuses on the opportunities that BRAC brings to local businesses. The challenge is to connect the small business with these opportunities as well as connecting all parties with reality. The BRAC Business Initiative (BBI) was instituted as the vehicle to accomplish these challenges.

Strategy and actions to date:

BBI Mission: The BBI will actively engage in defining the environment, identifying the obstacles and developing specific actions for small businesses desiring to do work with DoD and/or supporting contractors. BBI will provide the small and minority businesses of the Fort Meade Region with a living template to guide their access to opportunities and eliminate the obstacles to successfully participating in the growth of Fort George G. Meade.

BBI Goals:

1. Increase the transparency of the Fort Meade-related defense contracting environment.
2. Provide small and minority businesses with a process to assist their access to Fort Meade-related contracting opportunities.
3. Identify the responsible advisory and supporting agencies/organizations; document the resources and methods they devote to small and minority businesses.
4. Develop a structured, disciplined regional networking organization consisting of all participating BBI companies.

The members of the Fort Meade Region endeavored to improve access to information about the region's workforce and current industry base. In order to document the real contracting environment, it was determined that twenty-one "test companies" representing over 8,000 small businesses in the region would be monitored for one year. During this time period, the test companies, relevant government agencies, and defense contractors would be tracked and their actions documented in order to construct a true picture of the current defense contracting environment in the Fort Meade Region.

During this process, the test companies will be assisted by major defense agencies and contractors that have been successful in this process and/or have been customers of this process. The last major component of BBI organization is a group of companies designated as partner companies. These 150 companies all have an interest in being a test company; however, due to resource constraints, these test companies will be on the information end of this action. More importantly, test companies will form a major, structured networking group focused on internal and DoD contracting.

To repeat, the objective of the BBI is not to draw in contracts for businesses, but to reveal the entire contracting landscape and enhance the awareness of small and minority businesses on how to navigate through the contracting maze. This is ultimately about transparency. Test companies will electronically input their experiences into the BBI management every two weeks and there will be a formal, public, in process review (IPR) every 6 weeks.

Outcomes and achievements to date:

Each test company has been assigned to one of five individual contracting tracks. They are large government agency (e.g., NSA), medium-to-small government agency (e.g., DISA), large government contractor (e.g., Science Applications International Corporation), small government contractor (e.g., CyberCore Tech), and several construction contractors. Each track sponsor has populated his track with all of the steps that a small business must traverse in order to qualify for the contracting process. Additionally, contract training/orientation classes are being taught to all test and partner businesses.

In summary, BBI is documenting the defense contracting environment in the Fort Meade Region in order to make it more transparent for the region's small and minority businesses. The ultimate objective is to give them an imperfect, but much improved, roadmap to assist them in achieving contract success.

Challenge: Regional Emergency Services

An initial review by the RGMC indicates that BRAC growth in the Fort Meade Region will not only exacerbate existing long-term challenges in the area of emergency services but will add major new challenges as well. The RGMC defines emergency management as involving the prevention of, protection from, and response to events that endanger the safety of the general public, such as crimes, accidents, attacks, or disasters. While emergency service responsibilities are spread among an array of state and local agencies, it is the local emergency service agencies that are expected to carry the greatest burden in any incident. However, the new emergency service challenges due to BRAC in the Fort Meade Region transcend local jurisdictional boundaries.

Because the challenges extend beyond jurisdictional boundaries, they cannot be adequately addressed by the region's jurisdictions acting independently. Instead, the challenges will require close collaboration among the jurisdictions in the areas of long-term planning and tactical coordination, and between the region and key State and Federal agencies. The individual jurisdictions of the RGMC are well-prepared to respond effectively to local emergencies. However, they may not be as well prepared to address a host of new concerns that transcend jurisdictional boundaries.

Strategy and actions to date:

For the reasons stated above, the jurisdictions of the Fort Meade Region desired to obtain funding for a study to clearly determine the full extent of the regional emergency service challenges ahead. RGMC understands that before regional public safety issues can be addressed on a systemic level, it is essential for the region to first have a firm grasp on all the challenges that exist, and the region's existing ability to meet those challenges. Only once RGMC has fully identified the needs will it be in a position to develop and implement comprehensive solutions.

Outcomes and achievements to date:

RGMC discussed a study of regional emergency services with OEA because as Fort Meade and the region surrounding the installation expand, the nature of the threat to public safety will shift, and the scale of the threat will increase. While Fort Meade and NSA are already high profile targets for large-scale terrorist attacks, the expansion of the installation's mission by the relocation of DISA will increase the installation's target value for attacks. A comprehensive study would quantify the increase in emergency service needs and any elevated requirements placed on disaster preparedness that may prompt the need for an emergency management plan for the Fort Meade Region

OEA directed the RGMC to seek study funds from the Department of Homeland Security. RGMC worked extensively with the Maryland Emergency Management Agency (MEMA). However, MEMA discouraged the RGMC from seeking funds for a regional assessment of the emergency services coordination surrounding Fort Meade.

While the State of Maryland did not cover the topic of emergency services in its State BRAC Action Plan, RGMC's constant attention to this matter prompted the State to officially acknowledge, in the most recent addendum to the State BRAC Action Plan, that future attention to the issue of emergency services is required.

The RGMC has brought local emergency management officials to the table with their counterparts at Fort Meade and the National Security Agency. Through these meetings a dialogue has begun to establish stronger ties between the emergency management efforts of the local jurisdictions and Fort Meade.

Outstanding requirements:

Assessing the entire region's emergency management capabilities in consideration of the growth at Fort Meade is important, but the scope of this subject is too large for the RGMC itself. RGMC has asked the State of Maryland to take the lead on this issue and provide guidance to the local BRAC-impacted jurisdictions. RGMC is waiting for the State to designate a lead agency/executive to further pursue this matter. The increase in population and traffic surrounding Fort Meade will have a direct correlation to increased emergency responses. Accordingly, local law enforcement, fire response, and emergency management units will experience greater demand to keep the public safe. While each jurisdiction within the Fort Meade Region has their own comprehensive planning mechanisms to manage emergency services, leadership from the State level is needed to analyze the heightened public safety needs surrounding Fort Meade and the potential need for greater coordinated planning.

Successes and Lessons Learned

The Fort Meade Region has taken a very close look at lessons learned. A committee was formed to review lessons learned at other installations in relation to current actions in the Fort Meade Region. The basic proposition was that the development of many of the strategies and actions required to address the impacts and opportunities brought to the region by BRAC could be improved and expedited by reviewing the experiences and actions of other BRAC influenced installations and regions. The Lessons Learned Committee was directed to initially focus on the experiences and related actions of the Fort Belvoir, Aberdeen Proving Ground, and Patuxent Naval Air Station BRAC actions.

By learning about the actions taken by neighboring jurisdictions before, during, and after BRAC, RGMC has positioned itself to perform its role in a more efficient and practical manner. The information acquired through the lessons learned process will allow the region to continuously improve by:

- Using the knowledge contained in this report to encourage desirable actions or prevent undesirable outcomes
- Documenting what was learned and making it available for others to share the wisdom and benefits of the RGMC's efforts
- Creating a culture of learning where the knowledge and skills of our task force members and county government are used to the fullest

Lessons learned is knowledge or understanding gained from experience. The committee adopted a cycle (Figure 12) that concluded with the production of a comprehensive report:

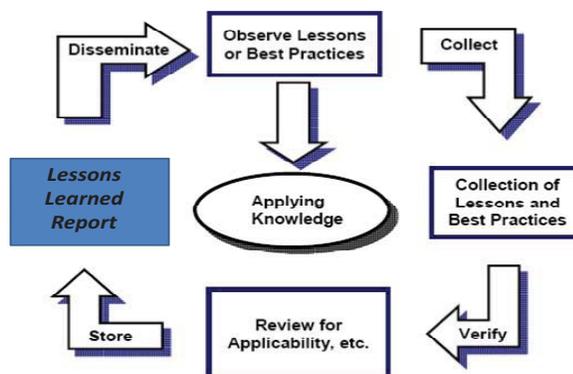


Figure 12: Lessons Learned Cycle

The lessons learned analysis was critical to the overall mission of the RGMC. In addition to visiting Fort Belvoir, Aberdeen Proving Ground and Patuxent Naval Air Station, the Lessons Learned Committee met on a regular basis to collect, review, and discuss BRAC-related data from a variety of current and historical sources in order to disseminate lessons to the member jurisdictions of the RGMC. Some of the more important best practices identified through the lessons learned process, and currently being implemented by the RGMC, are listed below:

- **Transparency** – This is essential to the process of having the local community, jurisdiction, and installation effectively address BRAC growth. Open community input is especially important as it can give a different perspective from the military and the government.
- **Strong Government–Installation Relationship** – Local governments should connect their different departments directly with their counterparts on installation. Understanding the installation’s needs during the BRAC process will help local governments better address the overall challenges of growth associated with BRAC. A direct line of communications allows the local jurisdiction and the installation to work more effectively together.
- **Strong Regional Approach** – A regional approach in which local jurisdictions can share brainpower and resources will make it a little easier to address the challenges of rapid growth. In addition, the growth challenges facing communities are not localized issues. Issues, such as transportation, are best addressed on a regional level. Also, a unified approach to BRAC issues can help push the agenda and give greater visibility to overall needs.
- **Include Private Partners** - Governments should ensure that all strategic partners are included and enhance the overall regional effort. If local jurisdictions are collaborating to solve problems, there is no reason not to invite regional partners (leading non-profits, associations, businesses, etc.) into the collaborative process.
- **Focus on Families** - The local jurisdictions surrounding installations should not concentrate their efforts solely on the impact of growth on their communities; they should also give attention to the needs of relocating BRAC families.
- **Demand Management** – With minimal funds for road construction, transportation demand management is the most feasible approach to address the additional cars due to BRAC. It is important that the installation and executives of relocating BRAC agencies buy into this approach. It has also helped to press demand management within the current installation communities, and not just to focus on relocating BRAC agencies. Getting support for staggered work schedules, teleworking, and ride-share from executives heading tenant agencies is important to the demand management approach.