

MARYLAND STANDS READY

United States Senate

WASHINGTON, DC 20510-2002

July 8, 2005

The Honorable Anthony Principi
Chairman
Base Realignment and Closure Commission
2521 S. Clark St., Suite 600
Arlington, VA 22202

Dear Chairman Principi:

We are writing you to underscore our continued support for the Department of Defense (DOD) recommendation to consolidate Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) functions to Aberdeen Proving Ground (APG).

The DOD made this recommendation in order to create a Life Cycle Management Command (LCMC) with beginning to end capabilities in fielding C4ISR technologies. APG is ideally suited to host this new center, which will provide an unparalleled ability to expedite C4ISR equipment and technology to our servicemen and women in the field.

Among the major Army sites currently hosting C4ISR components, APG is ranked highest in military value, which according to the Base Realignment and Closure (BRAC) criteria, should be given priority consideration. In addition, unlike other C4ISR sites, at 35,495 acres, APG has the overall space on post to accommodate all of the beginning to end components of C4ISR. Finally, APG's low operating costs and the ability to co-locate the LCMC will result in long term cost savings at the rate of over \$143 million per year.

We understand that concerns have been expressed about a potential loss of expertise or a so-called "brain drain" as a result of moving these important defense functions to APG. We do not believe these concerns have merit. Those same arguments were made during the 1993 BRAC when the DOD proposed relocating the Naval Air Systems Command from Crystal City, VA to Patuxent River Naval Air Station in Maryland. That move has been completed and there was no loss of expertise.

Moreover, the capabilities of Maryland's workforce are second to none. Maryland is first in the Nation in professional and technical workers and second in the concentration of doctoral scientists and engineers. In fact, our State ranks near the top of every statistical category of workforce proficiency. In addition, Maryland is home to many of the world's most renowned private sector defense contractors. The presence of these companies in Maryland, many of which are already engaged in C4ISR work and perform much of the research and development of these technologies, will help facilitate a smooth transition of these functions to APG.

We are well positioned to maintain the high quality of this workforce because it is supported by world-class schools and institutions of higher education. Post-graduate education is a special strength of Maryland. Academic institutions throughout the State produced over 900 graduate level engineers in 2004 alone and Maryland's 58 accredited universities and colleges will continue to produce highly trained graduates in the years to come. These institutions represent more than 150 research centers in science and technology and perform more than \$1 billion in federal research and development each year.

Maryland is also a premier location to conduct the military's business because of the wide array of cutting edge collaborative partnerships that we have forged between our business community, institutions of education, and our State's defense facilities. These relationships provide a model for much of what DOD hopes to accomplish in the 2005 BRAC round. Many of these partnerships directly coordinate with APG. As one example, the Army and Harford County have collaborated to develop a Science and Math Academy within Aberdeen High School, which benefits both APG and the surrounding community by providing students with a unique educational experience, while drawing Maryland's best and brightest to APG's military labs.

We have also developed partnerships that encourage technology transfer between the military and commercial sector. The Higher Education and Applied Technology Center (HEAT), which is conveniently located just off post in Aberdeen, provides education, training, networking, and state of the art facilities for the technology community surrounding APG. The HEAT Center leverages the expertise within the private sector defense community, our State's premier institutions of higher education, and the Department of Defense expertise at APG to foster innovative breakthroughs that are critical to American military and economic success.

For all of these reasons, we believe APG is ideally suited to become the center for C4ISR research, development, and acquisition and test and evaluation. Given the pace at which the demand for these technologies changes on the modern battlefield, it is critical that DOD have the capability

to field these products in the most efficient and effective manner. Therefore, we urge the Commission to uphold the DOD recommendation to establish this capability at APG.

Thank you for your consideration of this matter.

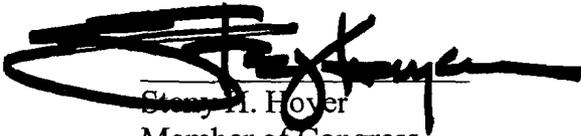
With best regards,



Paul S. Sarbanes
United States Senator



Barbara A. Mikulski
United States Senator



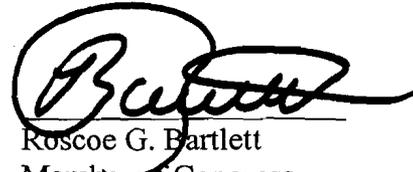
Steny Hoyer
Member of Congress



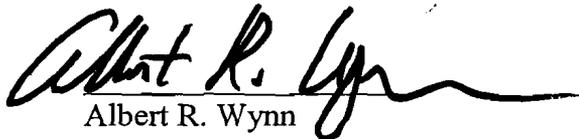
Benjamin L. Cardin
Member of Congress



Wayne T. Gilchrest
Member of Congress



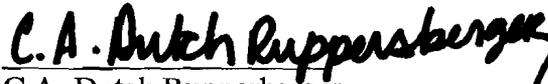
Roscoe G. Bartlett
Member of Congress



Albert R. Wynn
Member of Congress



Elijah E. Cummings
Member of Congress



C.A. Dutch Rupperberger
Member of Congress



Christopher Van Hollen
Member of Congress

SENATOR PAUL S. SARBANES

TESTIMONY TO THE 2005 BRAC COMMISSION

JULY 8, 2005

INTRODUCTION

Chairman Principi and distinguished Members of the Commission. Thank you for the opportunity to appear before you today to support our communities in their response to the 2005 Base Closure and Realignment recommendations of the Department of Defense. I also want to thank you for scheduling this regional hearing in Maryland and extend my great appreciation to Goucher College and Baltimore County for agreeing to host an event of this size and import.

Over the past rounds of BRAC, Maryland has demonstrated an outstanding ability to accommodate significant expansions of the military's most critical functions and as you will hear, can certainly accommodate the moves recommended in this round.

The capabilities of our workforce are unrivaled. As noted in a July 4th Baltimore Sun editorial:

Maryland arguably has the most highly educated work force in the nation, particularly for science and technology.

It goes on to say,

Among all states, it's tied with Massachusetts for the highest percentage of bachelor's-degree holders. It's second in graduate- and professional-degree holders, doctoral scientists and engineers. In line with that, Maryland ranks first in professional and technical workers, who make up almost a quarter of the state's entire work force.

In fact, Maryland ranks near the top of every statistical category of workforce proficiency.

We are well positioned to maintain this high quality because we have world-class schools and institutions of higher education. Post-graduate education is a special strength of Maryland. Academic institutions throughout the State produced over 900 graduate level engineers in 2004 alone and Maryland's 58 accredited universities and colleges will continue to produce highly trained graduates in the years to come. These institutions represent more than 150 research centers in science and technology and perform more than \$1 billion in federal research and development each year. In addition, Maryland is home to some of the world's most highly renowned private sector defense contractors, many of which specialize in the very work proposed to come to Maryland.

You'll hear more specifics from our presenters, but I want to take a moment to touch on the value of our defense facilities. Aberdeen Proving Ground, which ranks in the first quartile of the Army's military value assessment, holds enormous promise for increased efficiency and effectiveness in the area of research, development, test and evaluation. The Department of Defense has recognized this value and has made recommendations that will serve to vastly improve the military's beginning to end capability in developing and providing vital technology and equipment – items that save lives, such as better jamming capabilities and improved night vision goggles – to our soldiers in the field.

You'll also hear about the enormous value (and potential for increased value) of Fort Meade, which is home to the largest joint-service and intelligence center in the world. Close in proximity to Washington, DC, and with land to build on, Fort Meade is a prime location for DOD activities, especially those with specific security and communications requirements. It is therefore no surprise that DOD would recommend bringing more of these types of activities to Fort Meade.

I should also note how pleased we are that the DOD has recognized the value of the Naval Surface Warfare Center, Indian Head by continuing to grow its role as an energetics center of excellence.

And as I mentioned at the outset, Patuxent River Naval Air Station, which received significant gains during the 1993 BRAC round, is its own very compelling success story. And it's growth serves as a terrific template for the implementation of 2005 BRAC round of recommendations to move functions into Aberdeen, Fort Meade and elsewhere. I would be remiss if I

failed to mention how proud we are to have Fort Detrick, NSWC Carderock, and the Bethesda Naval Medical Center among others, located in our state.

Because we think Maryland not only offers outstanding prospects for accomplishing the BRAC goals of co-location, but also plays a critical role in offering national security protections to our Nation's capital – we also think there are compelling arguments against DOD's recommendations to move military functions out of the State. And you'll hear those arguments as well.

CONCLUSION

You have heard this from our presenters, but I want to make sure the Commissioners have a few points at the forefront of their minds. Among the major Army sites currently hosting C4ISR components, APG is ranked highest in military value, which according to the Base Realignment and Closure (BRAC) criteria, should be given priority consideration. In addition, unlike other C4ISR sites, at 35,495 acres, APG has the overall space on post to accommodate all of the beginning to end components of C4ISR. Finally, APG's low operating costs and the ability to co-locate the Life Cycle Management Command (LCMC) will result in long term cost savings at the rate of over \$143 million per year.

Our presenters have noted that we should not delay this consolidation and should establish this capability now to assist our troops currently in harm's way. They have noted that this new center will save lives by allowing 21st Century technology to reach our servicemen and women in the most efficient and effective manner – ensuring that our military personnel have access to the most state-of-the-art equipment as quickly as it can be made available.

With respect to the DOD's other recommendations affecting Aberdeen Proving Ground, it should be noted that APG's Edgewood facility is recognized as the military's most robust infrastructure for supporting research using hazardous chemical agents, which makes it a safe and efficient place to accommodate a "Center of Excellence for Chemical and Biological Defense Research, Development, and Acquisition" as has been recommended.

The same arguments about Aberdeen's infrastructure, space

and available technical expertise also support the consolidation of the Army's Test and Evaluation Command headquarters, moving it out of leased space to join the organizations it manages at APG to allow for a more efficient command infrastructure and secure environment.

With respect to Fort Meade, I should note that the base – in close coordination with its surrounding communities – has devised a very sophisticated Comprehensive Expansion Master Plan, which has identified areas for expansive development to support tenant and personnel growth far beyond what the BRAC recommendations require, and in a manner that will be mutually beneficial to the mission and to local communities. So in addition to Fort Meade's highly sophisticated technology and facility infrastructure, we have ensured that Fort Meade has a solid plan in place to accommodate the expansions that have been recommended and beyond.

And finally I want to leave the Commission with a quote that I think encapsulates our response to an argument that has been expressed about the prospect of "brain drain."

As local economic consultant Anirban Basu puts it: "Maryland is among a handful of elite states. To go after Maryland for its lack of human capital is a bit like going after New York City for not having tall buildings."



OFFICE OF THE CHANCELLOR

June 28, 2005

Chairman Anthony Principi
Base Realignment and Closure Commission
2521 S. Clark Street
Suite 600
Arlington, VA 22202

Dear Chairman Principi:

On behalf of the University System of Maryland, I would like to submit comments concerning the Base Realignment and Closure Commission's (BRAC) recommendation to consolidate the Army Test and Evaluation Command (ATEC) and Research, Development, Acquisition, Testing and Evaluation Command to the Aberdeen Proving Grounds in Maryland. I write to express my strong support for the BRAC recommendations, and pledge our cooperation in ensuring a welcoming consolidation of these commands to Maryland.

The University System of Maryland (USM) has over 140,000 students worldwide in 600 degree programs delivered in classrooms, laboratories, education centers, and online. USM ranks as the fourth largest system in R & D funding. Institutions and research institutes within the USM institutions perform close to a billion dollars annually in research activities in various technology fields.

The USM, in particular, has a strong history of working with DOD laboratories in research, training, and education. I have no doubt that the research activities and personnel proposed to be consolidated at Aberdeen would enhance our partnership with federal laboratories. Institutions within the USM are particularly strong in software engineering, computer engineering, logistics, supply chain management, and sensors research, which lines up well with the research areas of the proposed consolidated command centers. The USM has close research relationships with the Army Research Laboratory in Adelphi Maryland, which is located two miles from the flagship campus in College Park. The Department of Defense has built two laboratories on land owned by the USM to conduct joint research with military researchers and civilian personnel in communications networking, materials research and physics-related technologies. A professor of engineering at UM College Park has a joint appointment with the Aberdeen Test Command, and administers a growing research program in transportation research and logistics between College Park and the Aberdeen Test Center.

In the area of education, the University of Maryland University College (UMUC) is the nation's leading institution providing education to DOD employees. In 2004 UMUC enrolled over 50,000 active duty military and dependents through its overseas programs under contract with the U.S. Department of Defense.

1807
University of Maryland,
Baltimore

1856
University of Maryland,
College Park

1865
Bowie State University

1866
Towson University

1886
University of Maryland,
Eastern Shore

1898
Frostburg State University

1900
Coplin State University

1925
Salisbury University

1925
University of Baltimore

1925
University of Maryland
Center for Environmental
Science

1947
University of Maryland
University College

1966
University of Maryland,
Baltimore County

1985
University of Maryland
Biotechnology Institute

UMUC offers on-line courses at Aberdeen with on-site proctors, and the University of Maryland College Park's nationally ranked engineering program offers the Professional Master's of Engineering at the Harford County Education and Technology (HEAT) center in Aberdeen. USM works closely with the community college system of Maryland, ensuring close articulation of education and training for DOD employees and families.

With three historically-black institutions within the USM—Bowie State University, Coppin State University, and University of Maryland Eastern Shore (UMES)—ensures a diverse and educated workforce upon which Aberdeen can draw. And these institutions are involved in some innovative research projects. Bowie State University, for example, in a partnership with Apple Computer just launched a supercomputer, which is now ranked among the nation's top 100 fastest supercomputers.

The University System of Maryland works closely with the Maryland Technology Development Corporation (TEDCO) on technology transfer programs, including assisting in the Aberdeen Federal Lab Showcase in 2004 and working on technology partnership to help transfer technologies from the DOD to the private sector. USM also works with the Army Alliance, a business support organization, to ensure good communication among the stakeholders in the Aberdeen region and sharing of resources to enhance the quality of life for Aberdeen personnel.

No state has aligned its research, educational and training resources to better serve federal laboratories than Maryland. We look forward to working with the Department of Defense on implementing the BRAC recommendations and welcoming these units to our state.

Please don't hesitate to contact me if I or the University System of Maryland can assist further.

Sincerely yours,



William E. Kirwan
Chancellor

cc: The Honorable Paul Sarbanes, U.S. Senate
The Honorable Robert L. Ehrlich, Jr., Governor
Secretary Aris Melissaratos, Maryland Department of Business and Economic
Development



Office of the President

July 1, 2005

The Honorable Anthony J. Principi
Chairman
2005 Defense Base Closure Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

This letter is written in support of the potential relocation of CECOM, CERDEC, and PEO personnel and function from Fort Monmouth to facilities in Maryland. The Morgan State University campus in Baltimore is conveniently located 24 miles north of Fort Meade, 31 miles south of Aberdeen, and 65 miles east of Fort Detrick. Just as this has, in the past, served to mutually benefit our institution and the cited Maryland based Army complexes, we anticipate that our co-location will continue to prove a valuable asset to our respective futures.

As a doctoral intensive degree granting university, Morgan State offers an array of research and education programs that are ideally suited to support the constantly evolving thrust of the Army's Future Force and the continuing challenges associated with the global war on terrorism. Several of our science and technically-based programs are centered in areas that are foci of both CECOM and CERDEC activities.

Faculty and students enrolled in a number of our degree granting programs (i.e., electrical and computer engineering, and industrial, manufacturing, and information engineering) have a long history of involvement with programs at both Aberdeen and NSA (Fort Meade). In addition, due in large part to their education and training profiles, our graduates are actively recruited by defense related industries (Northrop Grumman, Lockheed Martin, Raytheon, Boeing, etc.), DoD and Intel agencies, and NASA. Coupled with this, we enjoy a number of collaborative efforts with other higher educational institutions, including Johns Hopkins University, UMCP, University of Michigan, and Purdue University to name a few.

Of particular relevance in our research portfolio is the DoD/ARL supported "Knowledge Integration and Management Center of Excellence (KIMCOE)." Efforts conducted through KIMCOE seek to focus fundamental knowledge fusion and knowledge management

The Honorable Anthony J. Principi

July 1, 2005

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research on the challenges and opportunities of current and future Army operations. Towards this end, we promote the integration of cross-discipline perspectives and technologies to dramatically improve the Army situational awareness and situational understanding essential for US success in operations taking place in urban environments and for homeland defense. Central to this mission are: 1) the building of a diverse knowledge community dedicated to these emerging research areas; 2) inclusion of the human dimension of the research and information processes; and 3) development of broad-based graduate education programs to continue the growth and to increase the supply of scientists and engineers in this area to the Army.

With undergraduate engineering programs initiated in 1984 and graduate programs added in 1997, Morgan continues to update and expand its program offerings. We have recently implemented a cross-disciplinary information and systems engineering study concentration, greatly expanded our software engineering component, joined with the Human Engineering Laboratory at Aberdeen in research on night vision goggle technology, and initiated investigations on developing an integrated sensor and knowledge fusion curriculum. Unlike many schools of engineering that have gradually dismantled their analog systems components, Morgan saw the value of strengthening its program in this area and continues to produce R.F. engineers knowledgeable of analog system concepts, computational electromagnetics, and vitally related antenna theory.

Unique to Morgan State University in the State of Maryland is the leadership role it has assumed in the production of African American engineers at all degree levels. For four out of the five-year period between 2000 and 2004, Morgan State led, not only the state but also, the nation in the production of baccalaureate degree level African American electrical engineers. In 2003, with 42% of its graduates being women, it also earned the distinction of being number one in that category nationally. While we have only had three years of output from our newly developed doctoral program in engineering, Morgan has awarded 40% of all the Maryland doctorates earned by African American over the past three years. Our present pipeline indicates that we can soon expect our share to exceed 50% of the whole.

Of equal significance to the pending BRAC decision and the past successes of Morgan's engineering and science programs, is the existence of the highly accomplished Army ROTC program at Morgan State University. Established in 1948, this program has distinguished itself through the number of general officers it has produced. Among the most recent notables are General Larry Ellis (Ret.), Major General Bennie E. Williams, and Lieutenant General William E. (Kip) Ward. In addition, two of the newly commissioned Second Lieutenants from the Morgan State class of 2005 are graduates of the School of Engineering. We expect nothing less of these graduates than to strive for careers of distinction in the U.S. Army.

May 26, 2005

The Honorable Anthony J. Principi
Chairman
Base Realignment and Closure Commission
2521 S. Clark Street, Suite 600
Arlington, VA 22202

Dear Secretary Principi:

I am writing regarding the recommendation to move the National Geospatial Intelligence Agency (NGA) from its current headquarters facilities in Bethesda. I am committed to keeping NGA in Maryland. The Bethesda site has served the nation as a center of excellence in intelligence imagery since 1946, when it housed the Army Mapping Service. For 60 years, this facility has been home to some of America's most vital intelligence assets, including the many talented, hardworking men and women who serve our intelligence community.

We know that you must now evaluate the Bethesda facilities to determine whether they continue to serve as an appropriate home to NGA. If this evaluation confirms the BRAC recommendation to move NGA from its current site, I strongly recommend that NGA be consolidated at Ft. Meade in Maryland. I am concerned that the proposed plan to put NGA at Ft. Belvoir in Virginia represents a substantial deviation from the force structure plan and the selection criteria.

I believe that the choice of Ft. Belvoir over Ft. Meade to house a consolidated NGA was made in a vacuum, without consideration of the impact of other BRAC decisions and without consideration of the significant infrastructure upgrades being implemented at Ft. Meade. For example, I believe this decision would have been substantially different if it had been taken in the context of BRAC recommendations that would move 18,000 new employees to Ft. Belvoir.

The reality is, NGA can establish itself faster, more securely and with less disruption to its mission at Ft. Meade than at Ft. Belvoir.

- Ft. Meade is unquestionably one of the most secure military facilities in the National Capital Region.
- It is highly secure against the most likely threat from high explosives.
- Since NGA's mission is closely related to that of Ft. Meade's major tenant, the National Security Agency (NSA), co-location will facilitate necessary interaction between the two agencies.

The Honorable Anthony J. Principi
July 1, 2005
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Please accept my thanks for your consideration and patience in this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Earl S. Richardson".

Earl S. Richardson
President

Cc: Dr. T. Joan Robinson, Provost and Vice President for Academic Affairs
Dr. Eugene DeLoatch, Dean, School of Engineering



UNIVERSITY OF MARYLAND

OFFICE OF THE PRESIDENT

Main Administration Building
College Park, Maryland 20742
301.405.5803 TEL 301.314.9560 FAX

June 24, 2005

Hon. Anthony J. Principi
Chairman, 2005 Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

As the BRAC considers its various reallocations, I would like to share information with you regarding the strengths of our programs in the A. James Clark School of Engineering, the College of Computer, Mathematical, and Physical Sciences, and the R. H. Smith School of Business. The University of Maryland, College Park, has programs in key areas of science, technology, and policy that are ranked among the nation's best, and we have on-going and new partnerships with the Department of Defense.

Only 10 universities nationally have programs in computer science, engineering, mathematics, and physics all ranked in the top 20; the four in the east are the University of Maryland, MIT, Princeton, and Cornell; three are in the west; two in the mid-west; and one is in the south. In US News and World Report, our program in Computer Science ranked 12th in the nation with the following rankings of subspecialties in the field: Databases 4th; Software 8th; Artificial Intelligence, 9th.

Our faculty have well-funded research projects and conduct cutting-edge research in key areas of interest to the military. A few examples indicate their activity. Development of a general theory of software agents is the major focus of a new four-year research project under the direction of Professors James Hendler and V. S. Subrahmanian, of the Computer Science Department and the University of Maryland Institute for Advanced Computer Studies, UMIACS. With \$3.2 million from the Army Research Laboratory (ARL), the Collaborative Agent Technology Project will affect research in areas as diverse as databases, collaborative physical agents, telecommunications and human computer interaction agents to develop intelligent agent architecture for the 21st century battlefield. The University is also in the process of completion of a DOD-funded Laboratory for Telecommunication Science (LTS) adjacent to the Laboratory for Physical Science (LPS), funded by NSA.

The A. James Clark School of Engineering has major research emphases in communications and networking, systems engineering, rotorcraft technology, optoelectronics, transportation systems and space engineering, as well as electronic packaging, smart small systems, and materials and has many partnerships with DOD agencies. Illustrative of its work with the Department of Defense is a recent MOU

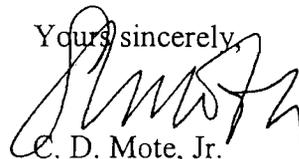
packaging, smart small systems, and materials and has many partnerships with DOD agencies. Illustrative of its work with the Department of Defense is a recent MOU signed in April 2005 between the University and the Aberdeen Test and Evaluation Center at Aberdeen Proving Ground to create the Maryland Center for Automotive Research and Testing (MCART). MCART will use special facilities and the expertise of Aberdeen and University researchers to advance significantly test technologies and perform basic research in the many fields related to automotive systems. The goal is to improve the safety, performance, and reliability of military and commercial vehicles by improving vehicle stability and ride quality, eliminating rollovers, improving fuel economy, reducing emissions, and reducing vehicle component failures in military automotive systems. This agreement builds on the extraordinary strength of the University's Clark School in automotive engineering. It provides opportunities for personnel at Aberdeen to pursue graduate degrees in subjects related to their work. A professional master's in engineering is offered by the Clark School of Engineering at the Higher Education and Applied Technology Center adjacent to Aberdeen.

In a ranking by the University of Texas at Dallas of the *Top100 Business Schools World-wide* based on research contributions during 2000-2004 (all journals) by faculty, the Robert H. Smith School of Business ranked #12 in the world. One of its widely recognized research centers is the top-ranked Supply Chain Management Center, which is affiliated with the Department of Defense Supply Chain Integration Center. Drawing on the influential logistics and supply chain management faculty at the Robert H. Smith School of Business, the UM Supply Chain Management Center combines a cross-functional approach to supply chain management with unparalleled technology resources to lead the way in defining 21st century supply chain best practices. Among the Center's projects are SCIC Project Pilot, U.S. Air Force supply chain portal; Portal Connections to Real-Time Systems, F101 Portal Build-Out; MiddleWare Development; Scalable Supply Chain, Assessing the Organizational Impact of Internet Technology; and HIMARS Portal Supply Chain Management Project, U.S. Army.

The University is a leading contributor to the highly educated workforce of Maryland. In 2004, the College of Computer, Mathematics, and Physical Sciences awarded 420 bachelor degrees, 92 master's degrees, and 70 doctorates. The A. James Clark School of Engineering awarded 595 bachelor degrees, 364 master's degrees, and 92 doctorates.

The University is committed to building programs of excellence and eager to pursue partnerships with federal agencies. I hope that this brief overview of some of our strengths will be helpful to committee members in their deliberations.

Yours sincerely,



C. D. Mote, Jr.

President

Cc: Senator Paul Sarbanes
Governor Robert L. Ehrlich
Secretary Aris Melissaratos



HOOD
COLLEGE

OFFICE OF THE PRESIDENT

June 29, 2005

The Honorable Anthony J. Principi
Chairman
2005 Defense Base Closure and Realignment Commission
2521 S. Clark Street
Suite 600
Arlington, VA 22202

Dear Mr. Principi:

I am writing to advise you of Hood College's capacity, and willingness, to meet the educational needs of military personnel who may be reassigned to posts in central Maryland. Hood has a longstanding relationship with Fort Detrick, located just six blocks from our campus, and for the past twenty-five years we have been enrolling Fort Detrick personnel, both military and civilian, in graduate and undergraduate programs at our College. During that period of time Hood has instituted new programs that respond specifically to a broad range of needs of the military. More specifically:

- Hood College offers 28 different academic majors at the undergraduate level. We offer a significant number of evening courses to accommodate students unable to attend class during the workday. Our majors in biology, computer science, and management have been particularly attractive to members of the armed forces.
- Our Master's programs in computer science (both computer science and computer/information sciences), biomedical science, and business administration all serve local military personnel and include course work directly relevant to a number of different specializations within military organizations.
- The College has in conjunction with Frederick County and in consultation with Fort Detrick established an incubator to encourage ventures in bioscience and information technology. Our students will participate in this incubator as interns and research assistants, and those opportunities will be available to students in the military.
- Hood has just opened a new state-of-the-art science and technology center, which supports many of the programs enrolling military personnel.
- Hood's faculty has particular strength in biology, chemistry, mathematics, computer science, and management—all fields with close relationships to military organizations.
- We work closely with our near neighbor, Frederick Community College, in expanding the range of studies, particularly in different areas of technology, available to local students.

- Our College is presently expanding both faculty numbers and classroom space in order to accommodate a significant growth in enrollment.
- Without additional staff or additions to the physical plant the College could presently enroll approximately 250 additional members of the military in graduate and undergraduate programs combined. We could enroll additional students, perhaps dependents, in daytime classes not usually accessible to persons with military assignments.

Hood College's administration, faculty, and civilian students have always been receptive to students coming to us from the military. These students are full participants in the life of the College, and our military alumnae/i have applied their Hood education to their armed forces careers. As a private institution we have the flexibility and motivation to respond to the needs of our military neighbors. We will welcome the arrival of additional military personnel in Frederick County and the adjacent region, and have the desire and capacity to meet their educational requirements and expectations.

Sincerely,



Ronald J. Volpe
President

cc: Tina Bjarekull, President, MICUA

JUN 29 2005

CAPITOL COLLEGE

Engineering • Computer Sciences • Information Technologies • Business

June 27, 2005

Michael T. Wood, PhD
President

The Honorable Anthony J. Principi
Chairman
2005 Defense Base Closure and Realignment Commission
2521 S. Clark Street, Suite 600
Arlington, VA 22202

Dear Chairman Principi:

This letter is to offer reassurance to you and the members of your commission, that Capitol College, representing the future of higher education for the state of Maryland, stands ready and able, indeed eager, to serve the education and training needs of those members of our armed forces and civilians transferred into our state through base closures and realignments. The following paragraphs will describe the relevance, quality and capacity of our programs to more than adequately serve the interests of potential new residents and the country.

Relevance: Capitol College is a small, focused institution, offering education and training in engineering, computer science, and business. Our programs are directly aligned with the likely major interests of many of the proposed transferees, in communications electronics, software engineering, information systems engineering, and related fields. We currently offer bachelor degrees in electrical engineering, computer engineering, software engineering, astronautical engineering, business administration, computer engineering technology, computer science, electronics engineering technology, management of information technology, network security, software engineering, software and internet applications and telecommunications electronics technology. Our master degrees are in computer science, electrical engineering, information and telecommunications systems management, information architecture, network security and business administration. Each of those programs offers job and career-relevant knowledge and skills for the divisions being considered for transfer to Aberdeen. In addition to our degree programs, we offer training in many of these fields related to certification programs and skill upgrading.

Our work is also directly relevant to the military and to the various sectors of our state's geography. Our main campus is centrally located between Washington, Baltimore and Annapolis. We also offer programs at the Southern Maryland Higher Education Center and are capable of expanding to other regional centers. The college has a direct and viable connection with the National Security Agency at Fort Meade and the Patuxent Naval Air Station. We are also one of 18 colleges and universities (five in Maryland, none in New Jersey) in partnership with the National Defense University to provide

The Honorable Anthony J. Principi

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Page 2

transfer of their credits toward our master degree in Information and Telecommunications Systems Management. Our graduate programs are also offered online through the Internet, affording access from anywhere in the world. The college's president also worked for the Battelle Memorial Institute, which now has a major presence in the Aberdeen area. The leadership of the college has worked with various military agencies, including the Air Force Human Resources Laboratory, the Office of Naval Research, and the Army Tank Command.

Through our relatively new programming in business administration, we are complementing our highly regarded technical programs with the development of social and business skills to enable military personnel to lead teams, develop their careers, become technology leaders, and behave entrepreneurially. We have, I believe, a large subset of what the servicemen and women entering our state will need to supplement their existing education. This includes the ability to accept many transfer credits from community college programs. We also have access to sources of financial support to enable their extended education. Over half of our current students receive some form of financial aid to defray the cost of their education.

Excellence: In addition to the legally required state accreditation, and peer accreditation by the regional council of higher education institutions, our programs enjoy specialized accreditation through their professions (the Accreditation Board for Engineering and Technology, and the International Association of Colleges of Business Education). Beyond those recognitions, we enjoy designations of quality from government sources. The National Security Agency named Capitol College one of the first five Centers of Academic Excellence in Information Assurance Education. (There are now 120+ such centers). Of the many centers, however, only 12 address all of the certification standards for computer network security (CNSS). Three of those schools are located in Maryland – Capitol College, Towson University, and The Johns Hopkins University. Maryland is one of only two states with colleges covering all five certification domains. (Oklahoma has two such schools). The two New Jersey institutions, County College of Morris and New Jersey Institute of Technology are mapped to only one of the five standards.

Another symbol of excellence is our new Space Operations Institute supported by the National Aeronautics and Space Administration. We were selected to receive support to help develop the future astronautical engineering workforce, and to provide students and faculty the opportunity to monitor earth science satellite missions for NASA.

We have also recently entered into an alliance with the Graduate School of the U.S. Department of Agriculture, to offer network-security education to members of all agencies of the federal government, through their training officers.

Our college policies underline our belief and commitment to excellence. We lock-in tuition at the freshman rate throughout one's undergraduate degree program; and we were one of the first to do so in what is now becoming a national trend. We also guarantee graduates jobs in their fields at competitive salaries and enjoy a 95%+ placement rate.

The Honorable Anthony J. Principi

June 27, 2005

Page 3

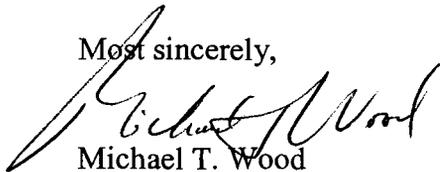
Capacity: Capitol College is a small and growing institution with flexibility and opportunity for expansion. We have just completed the William G. McGowan Academic Center, which offers new classrooms and laboratory space. Our 52-acre campus provides ample space and supportive environment to add further brick-and-mortar capabilities. Unlike many public institutions, which are facing the squeeze of accommodating burgeoning student populations with limited facilities and space, we enjoy the luxury of new space, programs, delivery methods, and partnerships that permit large and rapid expansion.

In addition to the new building, and additional available campus space, our online programs reach students in 39 states and several foreign countries. They are also "synchronous" activities, which provide learners direct real-time interaction with their professors and colleagues through voice-over IP on the "Centra-One" learning platform. Our online programming was highlighted with lead billing in an article in the most recent issue of the professional magazine, *University Business*. Additionally, this year, GetEducated.com has named Capitol College a "Best Buy" in both Computer Science and Engineering education.

Potential for growth, in the hundreds of students per program, exists, without over-reaching our educational resources, in electrical engineering, computer science, and the MBA degree. We estimate that our current "live" facilities could accommodate an additional 2,000 people per week this fall. And, our online capacity would permit an additional 2,800 students and/or trainees per week.

I hope this will suffice to give you a sense of confidence in our state, and a belief in our support for your mission, to warrant welcoming thousands of new learners to the Maryland Higher Education system. We, at Capitol College, and through our affiliations with the Maryland Independent Colleges and Universities Association, and the public institutions of higher education, look forward to serving your constituents, and to keeping Maryland one of the best-educated states in the United States of America. We would be pleased to discuss needs and opportunities with you and your staff at any time.

Most sincerely,



Michael T. Wood
President

cc: Senator Paul Sarbanes, U.S. Senate
Ms. Diane Hampton, MICUA

JUN 29 2005

VILLA JULIE

C O L L E G E

OFFICE OF THE PRESIDENT

Imagine your future. Design your career.SM

June 28, 2005

The Honorable Anthony J. Principi
Chairman
2005 Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, Virginia 22202

Dear Chairman Principi:

I am writing in response to the Base Closure and Realignment Commission's (BRAC) recommendation to expand several military installations in Maryland. I assure you and the members of your commission that Villa Julie College is well prepared to address the educational needs of these new Maryland workers and allow them to continue to make solid contributions to our nation.

Villa Julie College's mission is to provide a distinctive career-focused and personalized environment for its students. This enables the College to respond to the ever-increasing demand for a skilled and sophisticated workforce that understands the changes that occur within organizations. The College has a long history of partnering with Maryland employers to align its curriculum with the needs of the community and we welcome the opportunity to respond to specific needs.

While all of the College's academic programs are strong and vibrant, I want to highlight our information technologies programs, which are particularly relevant to the divisions that may move to Maryland (CECOM, CERDEC and PEOs).

Villa Julie College's **Master's of Science in Advanced Information Technologies** degree focuses on the technology and implementation of application, infrastructure, and database design and would enhance the skills of any technology worker moving to Maryland. It provides students with the technical and analytical knowledge required to help organizations achieve a competitive advantage in an increasingly global, technology-driven, and information-rich marketplace. The degree program accomplishes this by providing students not only with knowledge about a wide variety of technologies and their architectures but also with an understanding of how technologies can be integrated, with each other and within the organizational structure. This program addresses what is perhaps the most important organizational issue—the integration of the full range of information technologies within an organization, from both the strategic as well as the operational perspective.

Graduates of Villa Julie's master's degree program in Advanced Information Technologies understand hardware and software standards, the architectures of current and emerging technologies, and the impact of these technologies on competition, organizational structure and work flow processes. They have the knowledge and ability to communicate effectively on business and technical concerns with all levels of personnel both within and external to the organization. **This program is designed to provide the information technology professional with cutting edge experience and knowledge in the leading application, network, and database design technologies of the day. It provides key competencies for those following the career path of programmer, systems designer, systems integrator, database designer, and network designer.** Technology professionals gain in-depth knowledge of leading edge technologies, enabling them to design the best technology solution for the problems facing organizations today.

Villa Julie also has programs that address the technology needs of employees at the undergraduate level. For example, Villa Julie's **Computer Information Systems** major is designed for the student who is interested in pursuing a technical career. Graduates are prepared to leverage technology to improve organizations' competitive edge. The program focuses on the practical application of computer technology and prepares the graduate to enter business as a well-rounded technology professional in applications development, database design, or network design. Students become problem solvers who know how to think analytically, assess a business problem, and design the best technology solution.

An important consideration is that graduates of the program are well prepared to enter any advanced technology graduate program in the state of Maryland. Another added benefit of Villa Julie's program is that many classes are available in an accelerated format designed for adults who recognize the value of academic credentials and want to complete their degrees as efficiently as possible.

Two of the tracks of the Computer Information Systems program should be of particular interest to the employees in the divisions that may move to Maryland. The **network development track** teaches students practical skills within the network environments of UNIX and Microsoft. In the **software development track**, students learn how to effectively use many programming languages in different development environments. Both tracks are exceedingly versatile.

The master's degree program in Advanced Information Technologies as well as the undergraduate degree in Computer Information Systems are dynamically changing programs that stay abreast of the latest technologies. The College is constantly thinking about how to prepare the workforce of tomorrow. The College is currently developing additional tracks in **computer security** and **computer simulation**, both of which should meet the needs of employees moving to the area. These tracks will undoubtedly be of increased importance and significance in future years.

If appropriate, I would be pleased to provide more information about Villa Julie College and the value of our academic programs. We look forward to serving your needs. Because of our growth in Owings Mills, Maryland we have capacity and can act quickly to expand class offerings to meet the demands of increased enrollment in these areas. Thank you for your time and interest.

Sincerely,

A handwritten signature in cursive script that reads "Kevin J. Manning".

Kevin J. Manning, Ph.D.
President

cc: The Honorable Paul S. Sarbanes, United States Senate

JUN 30 2005

Government, Community and Public Affairs

Suite 540
901 S. Bond Street
Baltimore MD 21231
443-287-9900 / Fax 443-287-9898

June 29, 2005

Ms. Brigid Smith
The Office of US Senator Paul S. Sarbanes
Tower 1, Suite 1710
100 South Charles Street
Baltimore MD 21201

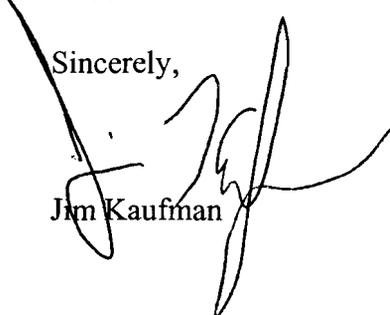
Dear Ms. Smith:

Enclosed per your request is a letter from Dr. William Brody, President of The Johns Hopkins University regarding the 2005 Base Closure and Realignment Commission. The letter is addressed to Chairman Principi, but is being forwarded to you as we were instructed by Ms. Tina Bjarekull, President of the Maryland Independent College and University Association in her email dated June 23, 2005.

The letter focuses on Johns Hopkins' efforts to respond to the demands for higher educational opportunities, specifically in the area of engineering. I have also discussed programs that we offer through the satellite higher educational centers near Ft. Meade, Patuxent River Navel Air Station, and Aberdeen Proving Ground.

I hope this letter is helpful in Maryland's efforts to defend the BRAC's recommendations. If you have any questions or need additional information, please feel free to call me at 443-287-9900.

Sincerely,


Jim Kaufman

Office of the President

242 Garland Hall / 3400 N. Charles Street
Baltimore MD 21218-2691
410-516-8068 / FAX 410-516-6097

William R. Brody
President

June 29, 2005

The Honorable Anthony J. Principi
Chairman
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, Virginia 22202

Dear Chairman Principi:

On behalf of The Johns Hopkins University, I would like to express our support for the recommendations of the 2005 Base Closure and Realignment Commission (BRAC). The recommendations include expanding operations in Maryland and these new employees, both military and civilian, will require access to all levels of higher education services. Johns Hopkins has many existing partnerships with federal agencies and we believe with the implementation of the BRAC recommendations we will be able to respond and provide the educational opportunities demanded by these men and woman.

The Johns Hopkins University, which has consistently been ranked as one of the nation's premier academic research institutions includes nine divisions and has been the nation's leading academic institution in research expenditures for 24 consecutive years. Many recognize Johns Hopkins as a leader in health programs, a reality that is exemplified by *US News and World Report's* ranking of the Schools of Medicine, Nursing, and Public Health as among the finest schools in the nation. However, many do not realize that Johns Hopkins is also home to top-ranked programs in many technical fields such as engineering, computer sciences, and mathematics. For example, *US News and World Report* has ranked the Whiting School of Engineering at Johns Hopkins University as the nation's leading biomedical engineering program in the nation for 2006. In addition, the School of Engineering offers undergraduate and graduate programs in:

- Applied and Computational Mathematics
- Applied Biomedical Engineering
- Applied Physics
- Bioinformatics
- Chemical and Biomolecular Engineering



- Computer Science
- Electrical and Computer Engineering
- Homeland Security
- Information Systems and Technology
- Material Sciences and Engineering
- System Engineering

During the 2004 academic year, Johns Hopkins University awarded 5,739 degrees and certificates, over 1,000 of which were awarded by the School of Engineering. Over the past five years, Johns Hopkins has responded to a growing demand for educational programs, expanding course offerings and increasing the total number of degrees and certificates it awards by more than 15 percent. In an effort to ensure that Johns Hopkins is responding to the needs of business and government, we have partnered with numerous organizations to develop programs and curricula specifically tailored to address their organizational needs. Organizations which we have partnered with include:

- US Department of Homeland Security
- US Department of Justice
- Army Corps of Engineers
- Naval Air Systems Command
- Naval Sea Systems Command
- The US Naval Academy
- Lockheed Martin
- Northrop Grumman

Finally, while the main campuses of Johns Hopkins are located in Baltimore City, we have developed programs and offerings at satellite educational centers to ensure increased access to higher education. For example, the School of Engineering offers programs at the Applied Physics Laboratory and Dorsey Educational Center, both of which are near Ft. Meade, the Higher Education and Applied Technology Center (HEAT) near Aberdeen Proving Ground, and the Southern Maryland Higher Education Center, near the Patuxent River Naval Air Station. Johns Hopkins is also working with Ft. Detrick in response to the Department of Homeland Security's Center for the Study of High Consequence Event Preparedness and Response. In addition, online courses are offered in computer science, electrical and computer engineering, and environmental engineering, planning, and management.

Johns Hopkins is proud of its efforts to provide educational opportunities to the business and government communities and we look forward to working with the Defense Department to ensure that their future educational needs are addressed.

Thank you for the opportunity to express Johns Hopkins support for the recommendations of the 2005 Base Closure and Realignment Commission. If you have any questions or would like to learn more about our efforts to provide excellent educational programs, please feel free to call me or Linda Robertson, Vice President for Government, Community, and Public Affairs at 443-287-9900.

Sincerely,

William R. Brody

William R. Brody

GOVERNOR ROBERT L. EHRLICH, JR.
TESTIMONY BEFORE THE BRAC COMMISSION
JULY 8, 2005

INTRODUCTION

- THANK YOU SENATOR SARBANES.

- I WOULD LIKE TO WELCOME CHAIRMAN PRINCIPI, COMMISSIONER NEWTON, COMMISSIONER TURNER, AND COMMISSIONER COYLE TO MARYLAND AND THANK YOU FOR YOUR LEADERSHIP AND SERVICE ON THE BRAC COMMISSION.

- I AM EXTREMELY PROUD OF THE ROLE MARYLAND'S BASES ARE PLAYING IN DEFENSE OF THE NATION DURING THESE CHALLENGING TIMES:
 - RESEARCH, TECHNOLOGY & DEVELOPMENT AT ABERDEEN AND FORT DETRICK;
 - INTELLIGENCE AT FORT MEADE;
 - AEROSPACE AT PAX RIVER;
 - ENERGETICS AND SHIP DEVELOPMENT AT INDIAN HEAD AND CARDEROCK;
 - TRAINING FUTURE LEADERS AT THE NAVAL ACADEMY; AND
 - PROVIDING TRANSPORTATION SUPPORT TO NATIONAL LEADERS AT ANDREWS AIR FORCE BASE.

- I EXPERIENCED THE BRAC PROCESS FIRSTHAND DURING MY EIGHT YEARS IN CONGRESS

REPRESENTING ABERDEEN PROVING GROUND, AS WELL AS AN ARMY PUBLICATIONS DEPOT LOCATED IN MIDDLE RIVER, MARYLAND WHICH WAS CLOSED AS A RESULT OF AN EARLIER BRAC ROUND.

- I RECOGNIZE THE DIFFICULT CHALLENGE YOU AND THE MEMBERS OF THE BRAC COMMISSION HAVE IN THIS ROLE.

MARYLAND STANDS READY

- TEAM MARYLAND HAS BEEN PLANNING AND PREPARING, IN A BIPARTISAN FASHION, FOR SEVERAL YEARS.
 - IN 2003, WE ESTABLISHED THE MARYLAND MILITARY COUNCIL. THE COUNCIL CONSISTS OF REPRESENTATIVES OF STATE AGENCIES, ELECTED OFFICIALS, LOCAL BUSINESSES, AND PRESIDENTS OF THE SEVEN MILITARY ALLIANCES THROUGHOUT OUR STATE.
 - WE ALSO HAVE AN OFFICE OF MILITARY AND FEDERAL AFFAIRS WITHIN THE STATE DEPARTMENT OF BUSINESS AND ECONOMIC DEVELOPMENT. THIS OFFICE EXISTS ON A PERMANENT BASIS TO FACILITATE PARTNERSHIPS BETWEEN THE BASES AND OUR COMMUNITIES AND HAS PROVIDED ONE-STOP SHOPPING FOR OUR BRAC RELATED ISSUES.
 - THROUGH THE MARYLAND DEPARTMENT OF LABOR, LICENSING AND REGULATION,

DEPARTMENT OF BUSINESS & ECONOMIC DEVELOPMENT, HIGHER EDUCATION INSTITUTIONS, AND OUR REGIONAL BUSINESS COMMUNITY, WE ARE PREPARED TO MOVE FORWARD WITH THE BRAC RECOMMENDATIONS AND WILL PROACTIVELY ADDRESS ANY WORKFORCE ISSUES THAT MIGHT ARISE.

MARYLAND'S ASSETS

- MARYLAND HAS THE PERSONNEL, RESOURCES, AND EXPERTISE TO MEET THE NEEDS OF THE MILITARY. OUR ASSETS INCLUDE:
 - ONE OF THE MOST HIGHLY EDUCATED WORKFORCES IN THE NATION, PARTICULARLY FOR SCIENCE AND TECHNOLOGY.
 - MARYLAND IS TIED FOR THE HIGHEST PERCENTAGE OF BACHELOR'S-DEGREE HOLDERS, AND IS SECOND IN GRADUATE- AND PROFESSIONAL-DEGREE HOLDERS, DOCTORAL SCIENTISTS AND ENGINEERS.
 - AN OUTSTANDING CONFLUENCE OF TECHNOLOGY COMPANIES, FEDERAL LABORATORIES AND HIGHER EDUCATION INSTITUTIONS THAT HELP DRAW BUSINESSES TO MARYLAND.

- A WORLD CLASS TRANSPORTATION INFRASTRUCTURE, INCLUDING THE PORT OF BALTIMORE, MARSHALL BWI AIRPORT, AND COMMUTER RAIL SERVICE.
- A GREAT QUALITY OF LIFE FOR MILITARY PERSONNEL AND THEIR FAMILIES.

OUR CONCERNS

- MR. CHAIRMAN, I UNDERSTAND YOU HAVE HEARD FROM OTHER GOVERNORS REGARDING OUR CONCERNS ON BRAC PROPOSALS IMPACTING THE CAPABILITIES OF THE NATIONAL GUARD.
- HERE IN MARYLAND, WE ARE CONCERNED ABOUT THE PROPOSAL TO MOVE THE C130J (r) ✓ AIRCRAFT OF THE 135TH AIRLIFT GROUP, WHICH IS PLAYING A CRITICAL ROLE IN OUR WAR ON TERROR.
- LATER THIS MORNING, YOU WILL HEAR DIRECTLY FROM MAJOR GENERAL BRUCE TUXILL, ADJUTANT GENERAL OF THE MARYLAND NATIONAL GUARD, WHO WILL DETAIL OUR CONCERNS OF THE IMPACT OF THIS PROPOSAL ON OUR STATE AND NATION.

CONCLUSION

- MR. CHAIRMAN, WE WELCOME THE INCREASED MILITARY PRESENCE COMING TO OUR STATE.

- YOU WILL HEAR FROM OTHERS ON OUR MARYLAND PANEL WHO WILL GIVE YOU ADDITIONAL DETAIL ON HOW WE ARE PREPARED TO CONTINUE MARYLAND' MILITARY LEADERSHIP ROLE.
- WE ARE GRATEFUL FOR THE TIME AND EFFORT THAT THE MEMBERS OF THE BRAC COMMISSION HAVE MADE TO VISIT MARYLAND AND TO UNDERSTAND OUR ROLE IN THIS PROCESS.
- THANK YOU FOR THIS OPPORTUNITY.

Sen. Barbara A. Mikulski

Testimony to the 2005 BRAC Commission

July 8, 2005

First, I would like to welcome to Baltimore the members of the BRAC Commission, as well as the members of the delegations from Delaware and New Jersey.

I'm here today as part of Team Maryland, to ask the BRAC Commission to keep the National Geo-spatial Intelligence Agency in Maryland and to confirm the Pentagon's recommendations to move jobs from Ft. Monmouth and White Sands to the Aberdeen Proving Ground.

My arguments are based on mission and merit.

National Geo-Spatial Intelligence Agency (NGA)

The National Geo-Spatial Intelligence Agency (NGA) is a unique and vital piece of the U.S. intelligence community. I want to protect NGA to protect the nation.

As a member of the Senate Intelligence Committee and a member of the Defense Appropriations Subcommittee, I have become increasingly expert on matters of technical intelligence. My goal is – the best technical collection America has to offer – not the worst traffic jam our dedicated workforce has to endure.

For more than 60 years, the Bethesda facility has served well as a headquarters location for the NGA and its predecessor agencies. But we need a new, larger site to accommodate a consolidated NGA.

We know that NGA leadership began advocating a move to Ft. Belvoir several years ago, outside the context of the BRAC process. This proposal did not take into account the current BRAC plan to move 18,000 new jobs onto Ft. Belvoir. I am concerned that the logistical challenges associated with the realignment of Ft. Belvoir

will interfere with NGA's ability to carry out its mission.

The Government Accountability Office (GAO), expressed a similar concern last week in its report to Congress on the BRAC recommendations. According to GAO, this proposal would add about 8,500 new employees to Fort Belvoir. GAO urged the Commission to consider "the impact [of this move] on the local community structure, such as roads and public transportation."

I believe NGA can establish itself faster, more securely and with less disruption to its mission at Ft. Meade than at Ft. Belvoir.

Ft. Meade is unquestionably one of the most secure military facilities in the National Capital Region. It is highly secure against the most likely threat from high explosives.

Ft. Meade has space available today to accommodate the roughly 2,000 NGA employees who must be relocated from the Washington Navy Yard, and we believe it could build out quickly to accept the remainder of NGA's workforce within the target time frame.

Ft. Meade has completed or is completing substantial infrastructure upgrades, which would allow NGA to "plug in" quickly at Ft. Meade, including: privatizing the power supply and the water and waste facilities; and laying fiber for enhanced communications.

In sum, I believe that Ft. Meade's secure, superior facilities make it better suited than Ft. Belvoir to accommodate the special needs of a high-tech intelligence facility.

Consolidating NGA at Ft. Meade would also facilitate closer interaction between NGA and the National Security Agency (NSA), Ft. Meade's largest tenant.

We need to consider ways to streamline and improve cooperation between NGA, NSA, and the National Reconnaissance Office (NRO), whose missions are closely intertwined.

Drawing on my experience as a member of the Senate Select Committee on Intelligence, I recommend that NGA be co-located with other technical intelligence assets in MD.

A number of senior people in the intelligence community share the view that we should be creating closer connections between these agencies rather than greater distance. I am not able to share names from confidential intelligence conversations, but I will direct your attention to a public statement by Richard Clarke, who has a lot of experience as a producer and consumer of intelligence.

In an open letter to Director of National Intelligence John Negroponte on May 22, 2005, Clarke described NGA, NSA and NRO as “independent fiefdoms,” which are the result of cold-war bureaucratic fights.”

Citing “needless duplication and competition” between the three agencies, Clarke advocated merging them into one “Technical Collection Intelligence Agency.” I have attached Mr. Clarke’s entire letter for the record.

I am aware that there are some in the intelligence community who will argue that NGA must not be consolidated at Ft. Meade, because the co-location of NGA and NSA would present a highly-attractive, high-risk target for terrorism. Nobody takes threats to U.S. intelligence assets more seriously than I do. I would lead the charge in opposition if I believed that co-locating NGA and NSA would endanger either agency.

The truth is, the entire BRAC process is an exercise in co-location. Whether NGA shares real estate with NSA at Ft. Meade, or with other important defense agencies at Ft. Belvoir, our primary responsibility must be to place this high-value intelligence asset in the most secure, self-contained facility available.

These are some of the reasons I believe Ft. Meade is uniquely suited

to meet NGA's security and infrastructure requirements. I urge the Commission to set aside the BRAC recommendation to consolidate NGA at Ft. Belvoir, a move which I believe would detract from NGA's ability to carry out its vital intelligence mission.

Aberdeen Proving Ground

The Army's recommendations on Aberdeen Proving Ground should be confirmed, based on mission and merit.

The Army chose Aberdeen because they know what we know: Aberdeen is a world-class one-stop shop for military technology. We're helping our war-fighters be safer, smarter and more effective.

Aberdeen has been serving the nation since WWI. It was founded in 1917 to allow the Army to test the munitions of war. Before that, the Army's main testing facility was at Ft. Hancock, NJ. But Ft. Hancock didn't have enough room for the Army to carry out the testing we needed to win World War I. So in 1918, the first gun was fired at Aberdeen, and we have been serving our nation's war fighters ever since.

For almost 100 years, APG's mission has been to serve the Army through a culture of transformation. As the world changed, so did Aberdeen: during peace time, advancing science and the state of military technology; during times of war, accelerating testing and training.

During World War II, APG mobilized to meet the Army's needs, adding 7,000 acres, increasing its work force to more than 27,000, expanding the Ballistic Research Laboratory, and building a new airfield.

As the nation returned to peace time, APG kept innovating, leading the way into the age of technology. The world's first digital computer – ENIAC – was built at APG in 1946.

During the Cold War, APG led the nation in transforming our military

technology based on science and innovation, ensuring that the nation would win the Cold War, after playing a vital role in winning the century's hot wars.

During the 1980s, APG took on the difficult challenge of managing the Army's chemical demilitarization program. We rose to that challenge and protected public and safety and the environment by developing new technologies to safely dispose of deadly mustard gas.

At first, the Army wanted to ship drums of mustard gas down the Chesapeake or incinerate them here in our community.

Instead, we worked to produce a technological breakthrough: feasible, desirable and affordable new technology that allowed these poisons to be destroyed in place, safely for the community and effectively for the Army.

This was a great victory for APG and the Aberdeen community, but it wasn't out of character. It's what APG does: tackle the difficult mission and exceed expectations with innovative and transformational solutions.

APG facilities

APG has a unique physical infrastructure that makes it invaluable to today's transforming Army. Occupying more than 72,000 acres, APG has plenty of room for testing and evaluating the networked technologies our war fighters depend on. Aberdeen also has room to develop and test the new tactics, techniques and procedures to go with new technologies. This allows the military to do real-world testing on their networked technologies to ensure that the battle ground is not the proving ground.

APG not only offers the physical space needed to thoroughly test new networking capabilities, but also the synergy and efficiency that has made it the Army's "super lab." Scientists and researchers at APG benefit daily from related research, development, testing, evaluation

and acquisition taking place today at the near-by Army Research Labs at Adelphi.

APG workforce

We also have one of the most educated work forces in the country. We have over 25 first-class colleges and universities, including the University of Maryland and Johns Hopkins. Each year, Maryland universities produce more than 8,000 new graduates in engineering, math and science. Maryland's 58 accredited colleges and universities represent more than 150 research centers in science and technology and perform more than \$1 billion in federal research and development each year.

Maryland also has one of the strongest community college systems in the country, including the HEAT Center (Higher Education and Applied Technology Center), which offers courses tailored to help advance the skills of APG employees.

Links between APG and industry

Finally, we have built a unique relationship between APG and the business community. The Aberdeen Technology Transfer Initiative fosters economic development in Aberdeen and connects local companies with programs at APG. Industry leaders such as Battelle, ITT Industries, Lockheed Martin, and others have facilities in Harford County. They were drawn here by Aberdeen's highly trained workforce and high tech facilities. The synergy between private industry and APG is yielding new technology and systems that are protecting our troops right now in Iraq.

The new activities coming to Aberdeen build directly on these investments, and reinforce our current success stories. Like the new Joint Center of Excellence for C4ISR, which will give our soldiers and Marines the technological advantage on the battlefield. By bringing this activity to Aberdeen Proving Ground, the military will be able to conduct high-tech, integrated tests to develop better sensors

to allow our troops to “see” the battle space and target the enemy before they can target us, and better weapons that let our soldiers hit the enemy more accurately from further away.

There are several other important activities coming to Aberdeen. Today, they are all done in pieces at other places around the country. Only Aberdeen has the know-how and the facilities to bring all the pieces together for the war-fighter.

Aberdeen is much more than a world-class military facility. We’re a great community, in a great state. And we’re ready to welcome as many as 5,000 additional employees and their families to Aberdeen

The sky is the limit in Aberdeen. Just ask one of our favorite sons, Cal Ripken, Jr. He’ll tell you this is a great place to live: to send your kids to school or explore adult education; to find a good job and get world-class health-care; to enjoy the natural beauty of Chesapeake and the resources of Baltimore.

Even with everything Maryland has to offer, some will decide not to follow the Army to Aberdeen. Maryland’s first-rate workforce is ready and able to fill those additional jobs. Maryland is first in America in the percentage of professional and technical workers in our labor pool. Twenty-four percent of Maryland’s workforce is made up of professional and technical workers. And they are ready and willing to answer the military’s call at Aberdeen.

Aberdeen has transformed itself over the years, to meet the new challenges that arise from new threats. But the Aberdeen values never change: hard work, patriotism, community, faith and family. These values are what bind us together. We see it at Aberdeen in our United States military. We see it in our civilian employees on post. We see it in the communities that support them.

I know we are ready for the challenges ahead. I urge the Commission to affirm the military’s plans for Aberdeen Proving Ground.

Maryland National Guard

I am very concerned about the Air Force plan to realign Air National Guard assets across the country. In particular, I am opposed to the decision to remove all eight C-130J aircraft currently based at Martin State Air Base.

I was happy to help Maryland's Air Guard acquire C-130J's in 1996, making them the first unit in the country to be equipped with this vital air-lift asset. Maryland Air Guard crews were the first to test C-130Js and the first to fly them in combat.

I do not believe that the proposal to remove these airplanes from Martin State takes into account the Air Guard's deployment and training requirements in the current security environment. I am also concerned that it would leave the Maryland Air Guard under-manned and ill-equipped to meet its unique homeland security mission.

I urge the Commission to listen to the concerns of the Air Guard Adjutants General and set-aside the Air Force recommendations.

Walter Reed National Military Medical Center

Finally, I want to acknowledge the Pentagon's proposal to close Walter Reed Army Medical Center and open a new Walter Reed National Military Medical Center in Bethesda, MD.

I support the plan to create a modernized joint operational medical facility in Bethesda. Maryland is happy and proud to have this opportunity to provide world-class medical care for our soldiers, sailors, airmen and Marines.

The New York Times
nytimes.com

PRINTER-FRIENDLY FORMAT **KINSEY**
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May 22, 2005

Building a Better Spy

By RICHARD A. CLARKE

Dear John:

You have been in office as the first director of national intelligence for about a month now. Wishing you were back in Baghdad? I understand. The law that created your job was filled with compromises designed to satisfy Don Rumsfeld and the Pentagon's backers in Congress. As a result, the law is, to be charitable, ambiguous about your authority over Defense Department intelligence agencies and the F.B.I.

You have always been a team player, not a rock-the-boat kind of guy. But this is your last job in government, John, so why not go for it? In fact, unless you clarify those ambiguities to make clear the director of national intelligence has real authority, you will have been a failure. Right now, America cannot afford for you to fail. So although it is against your personal style, pick some fights. And win them. Here are a few ideas on things worth fighting for.

Shake up the C.I.A.: The C.I.A. has bad morale and a split personality: half spies, half analysts. Take the analysts out of it and have them report directly to you as the Office of National Assessments. Then rename what's left the National Clandestine Service. Thank Porter Goss for his transitional service and get someone who has actually done some spying in the last 30 years to run the new clandestine outfit. Forget the idea of doubling the number of spies; that was just a P.R. idea anyway. Go for quality, not quantity.

Implement the Silberman-Robb commission's idea about the F.B.I.: The president's commission on intelligence and weapons of mass destruction proposed creating the National Security Service within the F.B.I. by merging the counterterrorism, counterintelligence and intelligence analysis units and then having them report to you, the director of national intelligence. Bob Mueller's reforms at the F.B.I. have been halfway measures that have not yet created an elite, expert and coherent domestic-security unit with modern capabilities. The latest report is that the new analysts spend much of their time escorting visitors and emptying garbage.

Get Rumsfeld's toys: Outside experts estimate the American intelligence budget at more than \$40 billion a year. They say that about 75 percent of that is for Defense Department agencies like N.S.A. (electronic spying), N.R.O. (satellites) and N.G.A. (pictures and maps). These independent fiefs are a result of cold-war bureaucratic fights. There is needless duplication and competition. Merge them into one Technical Collection Intelligence Agency. You will save billions, and you can organize the agency around our new priorities: counterterrorism, counterproliferation and war-fighting support. If Rumsfeld threatens to fall on his sword, let him. The president has to decide who is running these agencies, and if it's not you, walk.

Analytic excellence: That new Office of National Assessments should really be different from the old C.I.A. analytical unit. Stop recruiting kids straight out of college, giving them a portfolio they know nothing about and then moving them to a new topic seven or eight times over 20 years. Get some mature, real experts in their fields and sign them up for a fixed-time, renewable contract. You're getting too many similar people.

Forget the polygraph as an entry-level screening device. Many good people will not even think of joining the C.I.A. now because they know the stories about being strapped up around the ribs, having electrodes tied to the fingertips and then being bullied by somebody who wants to know too many irrelevant and private details. Save the star chamber for investigations.

Stop just saying you will pay attention to "open source" (i.e., unclassified) information and create a real program. Encourage debate and dissent and make room for risk takers who sometimes get it wrong. But keep track of who gets it right and who doesn't and why they got it wrong. Incorporate the lessons learned in future analyses.

If you don't like these ideas, find some you do like. But don't just be a go-along, get-along guy as director, John. Remember the intelligence failures around 9/11 and Iraqi weapons of mass destruction. Things have not improved that much at the C.I.A., F.B.I. and the other three-letter firms. And the bad guys are still out there.

- Ft. Meade has space available today to accommodate the roughly 2,000 NGA employees who must be relocated from the Washington Navy Yard, and we believe it could build out quickly to accept the remainder of NGA's workforce within the target time frame.
- Ft. Meade has completed or is completing substantial infrastructure upgrades, which would allow NGA to "plug in" quickly at Ft. Meade, including: privatizing the power supply and the water and waste facilities, and laying fiber for enhanced communications.

In sum, I believe that Ft. Meade's secure, superior facilities make it better suited than Ft. Belvoir to accommodate the special needs of a high-tech intelligence facility.

There are some in the intelligence community who will argue that NGA must not be consolidated at Ft. Meade, because the co-location of NGA and NSA would present a highly-attractive, high-risk target for terrorism. Nobody takes threats to U.S. intelligence assets more seriously than I do. I would lead the charge in opposition if I believed that co-locating NGA and NSA would endanger either agency.

The truth is, the entire BRAC process is an exercise in co-location. Whether NGA shares real estate with NSA at Ft. Meade, or with other important defense agencies at Ft. Belvoir, our primary responsibility must be to place this high-value intelligence asset in the most secure, self-contained facility available. These are some of the reasons I believe that Ft. Meade is uniquely suited to meet NGA's security and infrastructure requirements. I look forward to a dialogue about these and related issues as the process goes forward.

In closing, I want to thank you for your consideration of my concern that NGA should be moved to Ft. Meade. Please do not hesitate to contact me, or Celes Hughes of my staff (224-7881) if you need any additional information.

Sincerely,

Barbara A. Mikulski
United States Senator

Congress of the United States

Washington, DC 20510

June 24, 2005

The Honorable BJ Penn
Assistant Secretary of the Navy
(Installations and Environment)
1000 Navy Pentagon
Washington, D.C. 20350-1000

Dear Secretary Penn:

We applaud the Pentagon's decision to improve the force protection for our nation's defense employees and we remain ready to assist your office during the implementation of any Navy personnel realignments.

With the Department of Defense planning on re-locating over 23,000 DoD employees from leased space in Virginia and Maryland to more secure military facilities, we urge you to consider the Naval Surface Warfare Center at Indian Head and the Patuxent River Naval Air Station in Lexington Park for those in Crystal City and the Clarendon area, where no final destination appears to have been chosen. Both facilities offer the required force protection, significant base infrastructure, and the room to accommodate new personnel.

We appreciate your dedicated support to our Armed Forces and look forward to working with you in the future during the implementation of the Department of Defense and the BRAC Commission's final recommendations.

Sincerely,



Barbara Mikulski



Paul Sarbanes



Steny Hoyer

CONGRESSMAN C.A. DUTCH RUPPERSBERGER

TESTIMONY TO THE 2005 BRAC COMMISSION

JULY 8, 2005

Thank you. Good morning Mr. Chairman and Members of the Commission. It is truly an honor to appear before you today, literally in my backyard and representing my constituents in the Maryland 2nd Congressional district.

Our nation and the President have charged you with a critical mission this BRAC round and we certainly recognize the monumental challenge that has been placed in your care. In the words of General Douglas MacArthur in 1931, "We must hold our minds alert and receptive to the application of unglimped methods and weapons. The next war will be won in the future, not in the past. We must go on, or we will go under." Maryland stands ready to support the Commission and the military in preparing for our future war fighter capabilities.

I proudly represent three critical assets that will be greatly impacted by this BRAC Commission's recommendations: The Maryland Air National Guard C-130J wing assigned to Martin State Airport, Ft. Meade, and Aberdeen Proving Ground.

Major General Tuxill will be speaking specifically about the C-130J wing and I would just like to take a moment to give my full support to his comments. I would like to add my concern about moving this asset given its role in the National Capital Region protection. Should the wing move, the next closest asset with the legal authority to respond in civil matters would be in Ohio, 210 miles away. The unique state to state agreements that exist in the NCR today must be taken into consideration when you make your recommendations.

Regarding Ft. Meade, my role on the House Permanent Select Committee on Intelligence and as the first Congressman to directly represent NSA in the House of Representatives, I see every day what our troops on the ground go through and what our intelligence officers face. I believe we need to unify our capabilities to make sure all elements can effectively communicate in real time, sharing research and technology, and testing equipment and capabilities as quickly as possible to get them in the field.

In order to win the war on terrorism and protect our homeland, our military and intelligence officers must come first in all that we do. Ft. Meade is picking up capabilities that are essential to the war fighter. Sound intelligence is the key to any defense system and I am pleased to see that the adjudication of military clearance services will be brought to Ft. Meade. This BRAC Commission recommendation is a critical step in reforming our current clearance process ensuring that we get the people we need in the field as quickly as possible to protect our nation.

Finally, I would like to talk about Aberdeen Proving Ground. APG has always been and remains the premier research, test, development, and evaluation center in the United States. New missions will provide the best equipment for our war fighters while adding a more comprehensive chemical – biological – research facility. In a unique partnership, APG and Ft. Detrick will work together to identify and defend against foreign biological and chemical threats. This is critical to our front line troops abroad and our first responders here at home.

APG already supports an array of joint missions and capabilities, and this is one of the reasons it rates so high in military value. The establishment of a Life Cycle Management Command for C4ISR fits perfectly with what already happens at APG.

APG is already home to the Research, Development, Engineering Command headquarters, which is responsible for the Army Research Laboratory and the Communications Electronics RDE Center. The Developmental Testing Command is located at APG, and its headquarters, the Army Test and Evaluation Command, is recommended for relocation to APG. This offers us a high payoff opportunity to further the transformation of DoD by aligning the infrastructure to provide seamless, joint RDT&E capabilities in communications / electronics for the Department of Defense. The alignment is completed when the acquisition and sustainment activities are brought together under the LCMC, as proposed.

The Future Combat System (FCS) is a next generation fighting system and depends heavily on net-centric C4ISR. The Lead System Integrator, Boeing, the Army's PM, and the entire FCS community have committed the technical base to APG with the investment of \$20M to build an East Coast Network Centric Systems Node there. The node will enable any combination of the FCS systems to be networked operationally while simultaneously being stressed electronically and mechanically. Co-location of C4ISR functions at APG creates a package capability of land systems automotive performance integrated with its supporting C4ISR tools. This is the kind of transformation objective Secretary of Defense Rumsfeld is trying to achieve in this round of BRAC.

I want to be clear. I am not simply advocating a position because it benefits my state or district. BRAC always involves gains and losses, but the goal here is to do what is best for the nation. As General MacArthur said, as leaders we must make decisions that will prepare our nation to win the wars of the future. That means we need to be more resourceful in our military industrial decision making and I believe this DoD recommendation is the right decision. Combining the component mission that will be new to APG with the systems mission already in place will be more cost effective and more efficient.

As you will hear throughout our presentation, Maryland stands at the ready not just with testimony but with a proven track record. Make no mistake. We are ready to assist the military and their new mission. We stand ready to support our troops regardless of the threat.

Thank you.

**WYETT H. COLCLASURE II
PRESIDENT, ARMY ALLIANCE**

TESTIMONY TO THE 2005 BRAC COMMISSION

JULY 8 2005

Good morning, Mr. Chairman and Members of the Commission. (chart 1) I appear before you this morning as president of the Army Alliance, a non-profit civic organization whose sole purpose is the well being of the programs, organizations, and people of Aberdeen Proving Ground. There are seven alliances in the state of Maryland. Each of them is a cooperative effort of local citizens, elected officials, and businesses, and works in cooperation with the military installation. Maryland appreciates our military forces and we are proud of our partnership with them.

Because the DoD set as an objective of BRAC 2005 the transformation of our armed forces, the recommendations are far more complex than for previous BRAC rounds. That is very apparent in the impact on APG, (chart 2) with the loss of the Army Environmental Center, the Ordnance Center and School, and the Ordnance Museum, which is one of our area's most popular tourist attractions. We recognize, however, especially in this time of conflict and a global war against terrorism, the need to remake our military into a more effective, efficient, and flexible military force.

We recognize the changes at APG to create a new C4ISR Life Cycle Management Command, the consolidation of chemical and biological defense activities, and of the Army Research Laboratory as part of that transformation. Relocation of the Army Test & Evaluation Command provides for a consolidated, and more efficient command structure. The result is to create a new critical mass for Army and many Joint research, development, acquisition, and sustainment activities.

APG is admirably suited to host these organizations. (chart 3) For instance, it has ample space to accommodate all aspects of the proposed LCMC at this single location. The scientific and engineering demands of APG organizations are high. They take

advantage of Maryland's academic and business leadership in technology, and its strong and plentiful technology workforce. The organizations at APG are already involved in all phases of research, development, test, evaluation, and acquisition. These are the same functions as most of the activities recommended for relocation here. Those joining us at APG will fit in easily.

APG is both a Department of Defense Major Range and Test Facility Base and a national center for technology. (chart 4) Current, ongoing operations support development and testing of ground vehicle systems, soldier systems, and chemical/biological materiel as well as a wide variety of laboratory-type investigations and environments. Even with its orientation toward R&D and high technology, APG installation operating costs are the second lowest in the Army.

And those costs will go even lower (chart 5) with one enhanced use leasing, or EUL, activity already underway and a second that will be opened to bidders next month.

The proposed new organizations (chart 6) would benefit from synergies with those already here. APG already has a major Joint Service role – a significant portion of its efforts are funded in defense budgets rather than single-service budget lines. APG's rapidly increasing, multi-agency role (not just Department of Defense) in the national homeland security effort brings benefits because of the Army's essential part in that mission. APG is experienced at siting and hosting new organizations; because of its other attributes the list of tenant organizations has steadily increased.

The continuing operating benefits of the proposed actions at APG actually exceed those that are discussed in the DoD justifications (chart 7).

– All Army and Marine Corps reconnaissance vehicles – the "R" in C4ISR - undergo testing at APG. The upgrades and variants for NBC reconnaissance are managed and developed here as well. Collocation permits concurrent T&E of their critical electronic and communications subsystems.

– The new LCMC can benefit from use of the \$20 million Network Centric Node being built at the proving ground to test, prove, and develop the Army's Future Combat system family of systems, which includes unmanned aerial and ground vehicles as well as manned ground vehicles.

– The combined actions of locating all DoD non-medical chemical-biological defense assets at APG and the formation of the C4ISR LCMC collocate DoD's support for R&D on radiation detection and monitoring, an area which the Department of Homeland Security emphasized when it established the Domestic Nuclear Detection Office in April of this year.

– Perhaps most important, the incoming organizations would benefit from being placed in the larger culture of research and development that APG can provide: the ability to draw team personnel from diverse specialties, or to walk across the street to talk to the guy in charge of the previous or the next stage of system development and testing.

DoD rated the Proving Ground highly in military value, in the first quartile, above many installations whose names are much better known. This rating takes into consideration such factors as APG's flexibility and ability to adapt to new missions in the future, its low cost of operation, and the large amount of space it has available for maneuver and test ranges.

This diagram (chart 8) demonstrates the synergy which already results from the variety of technical organizations and resources presently located at APG, and by taking advantage of those rating factors I just mentioned. It all fits together and provides a crucial start to finish capability in support of military requirements.

Organizations at APG benefit from a close, partnering relationship with the community and region, a partnership which has developed over many decades. (chart 9) As examples, we participate together in several regional councils and boards. APG personnel coordinated on the development of a science and math magnet high school program that is to serve as a model for application of federal assets to the improvement of science and math education nationwide. The installation commander and Harford County Executive have

detailed quarterly meetings, and we work together on technology planning. If the proposed new organizations are indeed placed at APG they, too, will benefit from this close and cordial relationship.

There is a strong contractor support base already in place at APG. Many of those firms already have significant present at Ft Monmouth also. This will facilitate the transfer of programs and technical operations, and their supporting industrial base, to APG.

The bottom line, Mr. Chairman, (chart 10) is that APG is already a high performing installation, and is ready to accept the proposed consolidation of functions and organizations, to achieve more effective and efficient life cycle support. APG and the region are ready, and with that I'll turn to Mr. Tom Sadowski of Harford County to continue our presentation.



**Army Alliance, Inc.
1201 Technology Drive
Aberdeen, MD 21001**



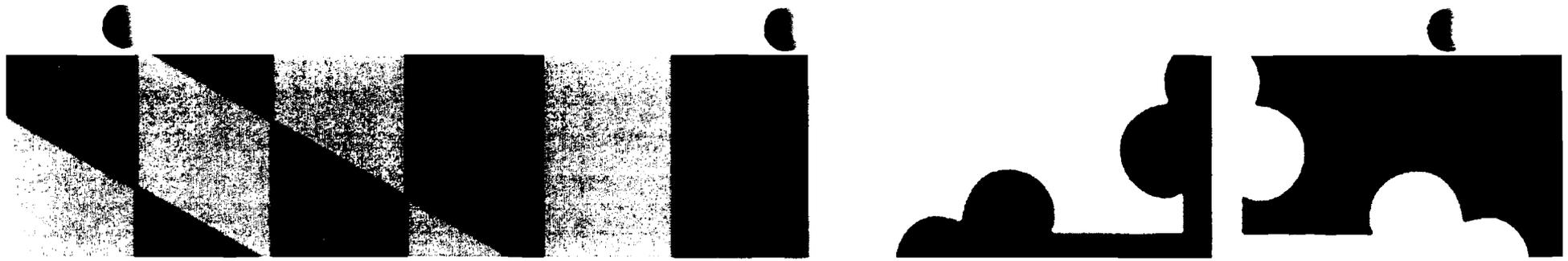
APG MARYLAND AT THE **READY**

Ready to Implement DoD BRAC Recommendations

Army Alliance

1201 Technology Drive
Aberdeen, MD 21001

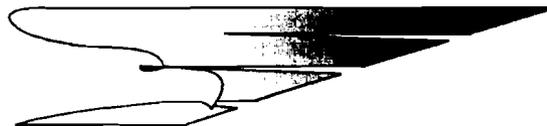




APG MARYLAND AT THE READY

Changes

- **Major losses** (-4,152 military and civilian)
 - Army Environmental Center
 - Ordnance Center and Schools
- **Major gains** (+6,112 military and civilian)
 - Create new C4ISR Life Cycle Management Command
 - Co-Location of Chem-Bio Defense elements
 - Relocation of ATEC HQ from leased space
 - Relocation of 2 ARL directorates



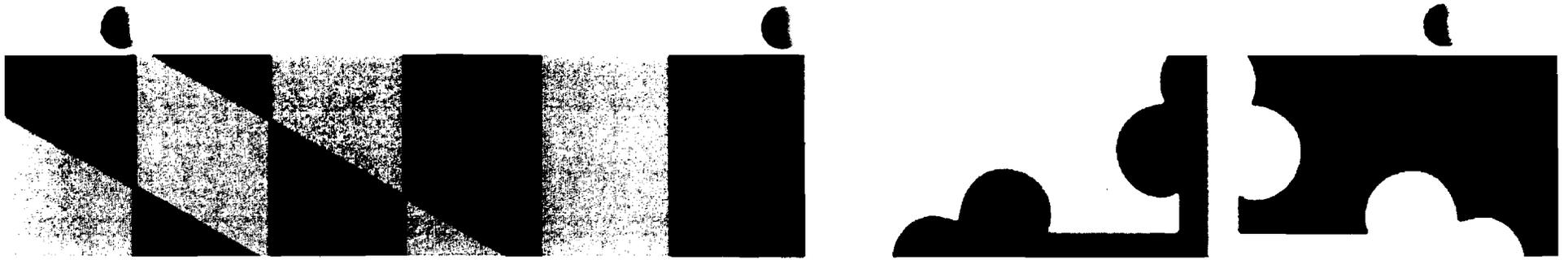


APG MARYLAND AT THE **READY**

Capable and Diverse

- Strong base to build on
 - Large, 35,495 acres
 - Room to build (5,000 buildable acres)
 - Space for maneuver and test
 - Technology oriented
 - One of world's largest supercomputers
 - Over 350 PhDs
 - 1,000 Masters degrees
 - Over 3,000 Bachelor degrees

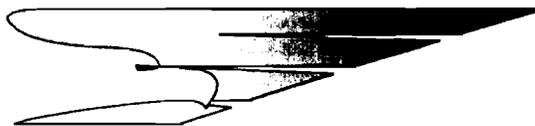




APG MARYLAND AT THE READY

National Technology Center

- DoD's technology center for Automotive Test & Evaluation
- DoD's technology center for defense against Weapons of Mass Destruction
- Major, and increasing, role in Homeland Security
- APG is the second most cost efficient installation in the Army.



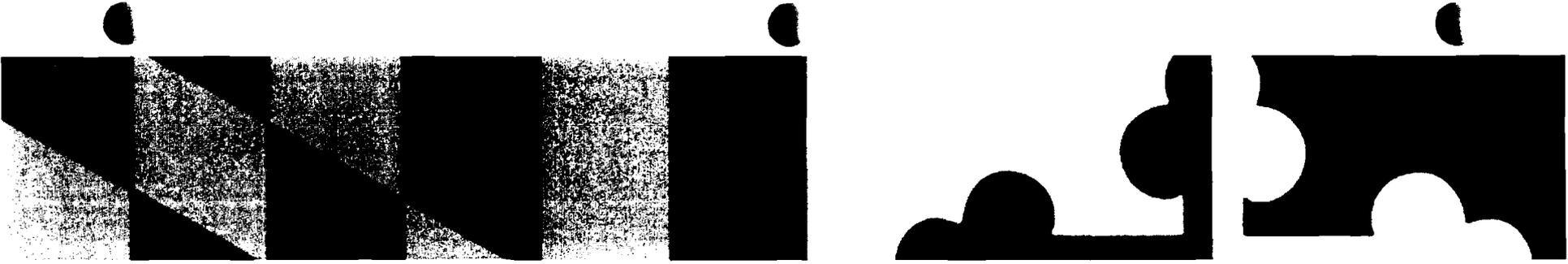


APG MARYLAND AT THE **READY**

Opportunities

- Enhanced Use Leasing projects underway
 - Government and Technology Enterprise (GATE) at the Aberdeen Area
 - Announcement expected soon for Edgewood area project
 - Provide immediate opportunity at reduced cost

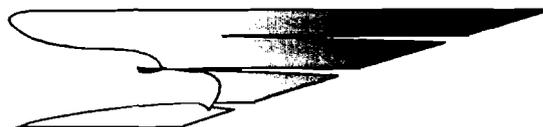


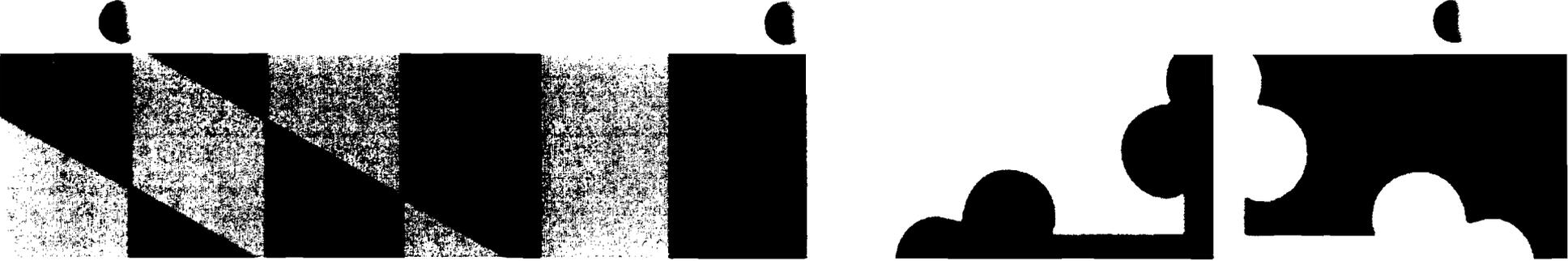


APG MARYLAND AT THE **READY**

Experienced & Prepared

- Primary mission is R&D, Test, Evaluation, and Acquisition
 - Like most of the incoming organizations
 - Joint in all phases
- Experienced at receiving new missions and tenants
 - Tenants increased from 50 to 66 in recent years

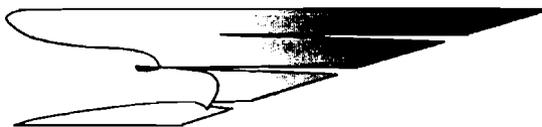




APG MARYLAND AT THE READY

Added Benefits

- All ground reconnaissance systems (the “R” in C4ISR) are evaluated at APG
 - Facilitates evaluation of C-E components
- C4ISR can use the \$20M Network Centric Node at APG, to test the FCS family of systems
- Combining C4ISR and CB Defense puts all DoD radiation detector development at a single site
- Other synergies with the diverse RDTE organizations already at APG





APG MARYLAND AT THE READY

Synergy: APG does all phases of RDA

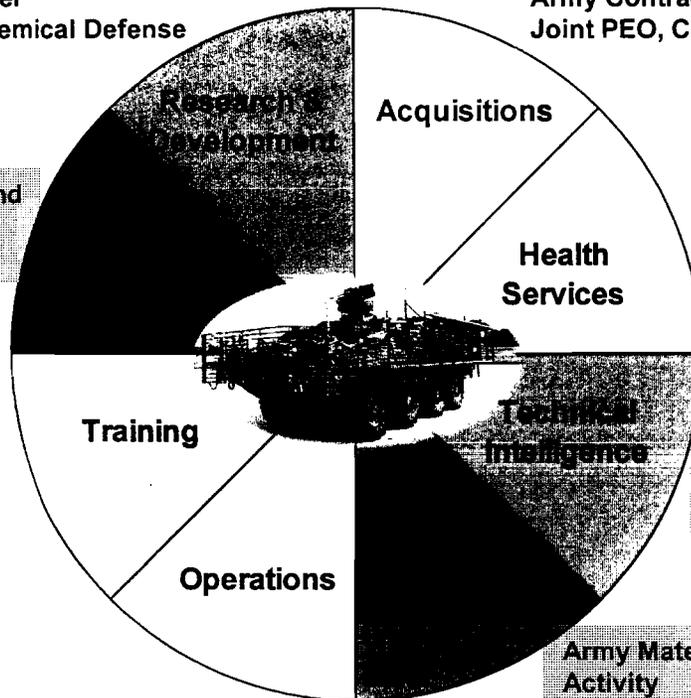
Research, Development, Engineering Command
Army Research Lab
Edgewood Chemical & Biological Center
Army Medical Research Institute of Chemical Defense

RDECOM Acquisition Center
Army Contracting Agency
Joint PEO, Chem Bio Defense

Developmental Test Command
Aberdeen Test Center
Army Evaluation Center

School Of Military Packaging Tech
CHRA Civilian Personnel Tng Ctr

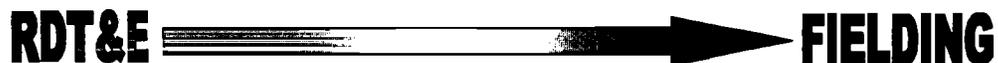
20th Support Cmd (CBRNE)
22nd Chemical Bn (TEU)
1st and 9th Area Med Labs
203rd Military Intelligence Battalion
MD Army National Guard



U.S. Army Center for Health
Promotion & Preventive Medicine

203d MI Bn
National Ground Intelligence Center

Army Materiel Systems Analysis
Activity





APG MARYLAND AT THE READY

Community Partnership

- Joint participation in County Development Advisory Board, APG Science and Technology Board, Northeastern Maryland Technology Council
- Joint design and steering of Aberdeen Science & Math Academy
- Daily liaison and quarterly formal meetings of county and installation leaders
- Strong contractor support base is ready
 - Many at both APG and Ft Monmouth (e.g., ITT Industries, Lockheed Martin, Logicon, SAIC, TRW, Battelle, and Booz Allen Hamilton)

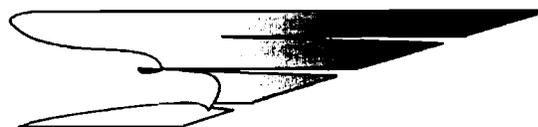




APG MARYLAND AT THE **READY**

The Bottom Line

- APG is vital, vibrant, growing
- APG has flexibility to meet future needs
 - Available space
 - Ability to leverage other assets
- APG and the region are Ready



TESTIMONY
OF

J. THOMAS SADOWSKI
EXECUTIVE DIRECTOR
HARFORD COUNTY OFFICE OF ECONOMIC DEVELOPMENT

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BEFORE THE
BASE REALIGNMENT AND CLOSURE COMMISSION

July 8, 2005

GOUCHER COLLEGE
BALTIMORE, MARYLAND

Mr. Chairman and members of the BRAC Commission, thank you for this opportunity to testify on behalf of the residents of Greater Baltimore and Northeastern Maryland. As a community, while we regret the significant loss of the Army Ordnance School and Environmental Center, we stand ready to receive and foster the continued success of those operations recommended for relocation to APG. In my testimony, I will present facts that illustrate our readiness and answer the question – why Aberdeen? The answer to this question is found in the following areas (Chart #1):

- Military Value
 - Professional and Technical Workforce
 - Industry Base
 - Community Planning and Infrastructure
- and finally
- Quality of Life

Aberdeen Proving Ground's value to the military was somewhat addressed in previous testimony. It is important however to reiterate that APG did in fact score high, ranked eighteen on the Department

of Defense Military Value Index out of ninety-seven installations. APG affords the building space and the land necessary to absorb relocating operations, enable desired transformation, benefit from obvious synergies with current mission operations at APG, facilitate jointness, and take advantage of the base's overall cost effectiveness and the time savings presented by Enhanced Use Leasing.

When addressing labor force, (Chart #2) you need to keep in mind that APG is a not only a tremendous regional asset, but a significant regional employer. Eighty-seven percent of APG employees live in Harford, Cecil and Baltimore Counties. In all 90% of employees live in the State of Maryland – while 10% reside in nearby communities in Pennsylvania, Delaware, Virginia, Washington D.C. and even New Jersey. Should impacted employees, retiring or otherwise, choose not to move, Maryland has a young, skilled workforce ready to satisfy any labor need. In fact, Maryland ranks in the top four in a number of key categories such as (Chart #3):

- #1 in the percentage of professional and technical workers (24%) and

- #4 on the Milken Institute's State Technology and Science Index

(Chart #4) Within a 90-minute commute from APG there are more than 500,000 professionals employed in the management, business, computer and mathematics sectors (essentially from Philadelphia to the north and Washington, D.C. to the south). More than 200,000 such professionals reside within a 60-minute commute.

Maryland and Delaware universities keep a steady flow of graduates coming into our regional labor pool, awarding nearly 10,000 bachelor degrees in high-tech, business, science and engineering programs combined. (Chart #5) In all there are 58 accredited institutions in Maryland, 15 are in the immediate area and include the world renowned Johns Hopkins University and the University of Maryland.

Partnerships with higher education and industry are vital to the military mission. For this reason, Maryland and Harford County developed the Higher Education and Applied Technology (HEAT)

Center in Aberdeen. (Chart #6) Here Johns Hopkins, the University of Maryland and local community colleges offer advanced degrees and workforce development programs to support APG operations and the needs of their employees. In 2001, the HEAT Center welcomed a significant industry partner, the Battelle Memorial Institute, one of the largest private R&D organizations in the world, who constructed its new Eastern Science & Technology Center at HEAT – a campus that will ultimately house 1,500 scientists and engineers.

(Chart #7) Along with Battelle are Booz Allen, Bechtel, Northrop Grumman, Lockheed Martin, TRW, SAIC, Smiths Detection; all international defense firms who today support the Army's communications and electronics activities and have roots here in the community. More importantly, these are just a sampling of the firms located here that service APG and other organizations involved in the homeland security effort.

We are proud of the fact that this type of industry growth has led Wall Street to upgrade Harford County's bond rating 4 times in the past five years, the ultimate economic measure. (Chart #8) In 2004,

we led the state of Maryland in job growth and we have added more than 16,000 net new private sector jobs since 1999. Another skilled labor source exists in regional out-commuters. Given the opportunity presented in the current BRAC recommendations, these people would opt to work closer to home.

We have the community infrastructure to receive these operations and we have a Master Plan in place that allows for continued growth. (Chart #9) For example, new and expanding industry can select from more than 4,000-acres of office parks and R&D zoned land along the I-95 Corridor in Harford, Cecil and eastern-Baltimore Counties (all projects within 10-miles of APG). This includes the 200-acre, 2.5 million square foot Enhanced Use Lease project underway at APG known as the Government and Technology Enterprise (G.A.T.E.) campus.

With regard to housing, (Chart #10) the current median sales price of a home in the Baltimore Metropolitan area is 52% lower than that of some BRAC impacted communities and there is a healthy supply of homes in which to choose from. In the three-county area,

there is a net residential inventory just shy of 100,000 units and together we are averaging more than 5,600 new housing starts per year.

We have planned for this growth and we are investing in the infrastructure and public services to accommodate it.

Public education is a significant priority and we have a system that ranks in the top five in the State to prove it. (Chart #11) We have built 10 new schools in 15 years in Harford County and we are currently spending \$130 million to construct new schools to expand middle and high school capacity.

We have leveraged federal, state and local dollars to build a magnet science & math academy at Aberdeen High School and we are developing three new magnet programs, one in the area of Homeland Security studies – all with the help of APG and local industry.

Our collaborative relationship with APG has allowed us to budget and implement key transportation improvements. (Chart #12) Together with the State we are improving Amtrak and MARC Commuter rail stations at both Aberdeen and Edgewood areas of APG. Harford County is spending more than \$56 million on roads to and from the post and the State of Maryland will spend \$115 million on interchange improvements to help serve growth at APG – it is important to note that these are actual capital projects and not mere proposals. Harford County is in the midst of expanding bus service to and from APG. Collectively, these investments will offer improved access to a regional, multi-modal transportation system which includes four major international airports.

In terms of quality of life, (Chart #13) a recent “Military Communities of Excellence” study completed by Expansion Management (a copy of which is available on the Department of Defense web site) ranked the Baltimore Metro area #1. Our healthcare system is among the best in the country. Local hospitals include Johns Hopkins, the University of Maryland Medical Center and the growing Upper Chesapeake system, which recently opened a

\$90 million medical center and is in the midst of a \$50 million capital expansion campaign.

We offer all the benefits of being close to Philadelphia, Washington D.C., Annapolis and Baltimore's Inner Harbor. Abundant cultural amenities exist here. Major and minor league sports are well represented, as are major collegiate sports. We are proud to be the home of the Ripken Way, Cal's new minor league stadium and youth baseball academy. We have some of the top golf courses in the state, one of which is the new home of the McDonald's LPGA Championship. We have historic waterfront communities, 350-miles of shoreline on the Chesapeake Bay, the Susquehanna River and thousands of acres to explore in our state and national parks.

All of this comes at an affordable price. (Chart #14) Our cost of living is below the national average and yet Maryland reports the 2nd highest median household income in the Nation.

So as you can see, on paper, in reality and in practice -- we are ready. More importantly, we answer the question – why Aberdeen?
(Chart #15)

We appreciate the impact these recommendations bring, particularly on the employees and families involved. We have drawn from successful examples at Pax River in Southern Maryland and at Redstone Arsenal to help facilitate employee relocation and better serve those impacted. One approach is the recent launch of MarylandReady.com – a comprehensive web site offering cost of living data; schools and community information, relocation services, shopping opportunities, and more.

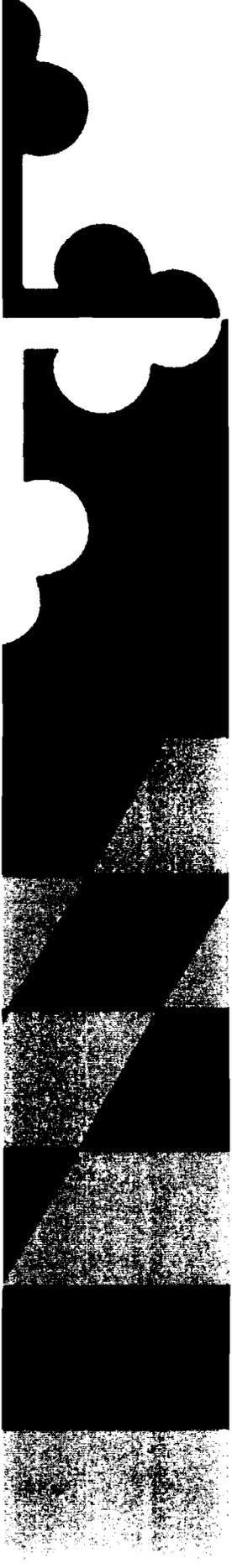
We are ready for this assignment and to assume the great responsibility associated with it. Thank you once again for this opportunity to testify.

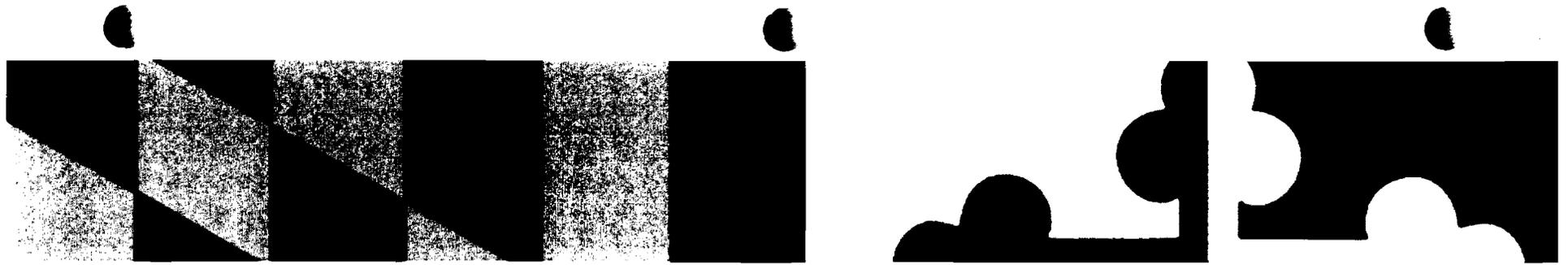


APG MARYLAND AT THE READY

8 JULY 2005

**BRAC COMMISSION TESTIMONY
COMMUNITY READINESS**





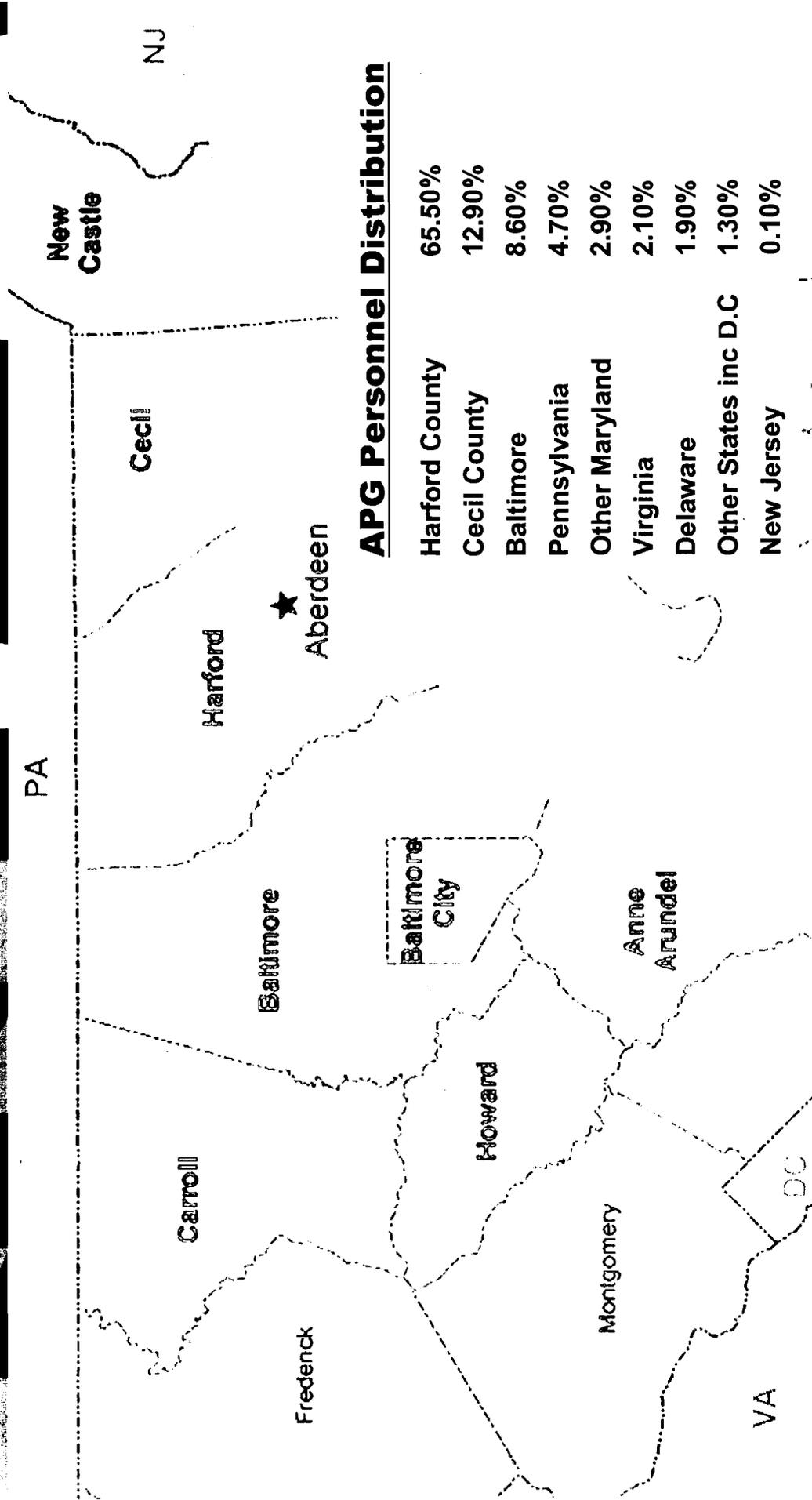
APG MARYLAND AT THE READY

Why Aberdeen?

- **Military Value**
- **Professional and Technical Workforce**
- **Industry Base**
- **Community Infrastructure**
- **Quality of Life**

We are ready to implement the DOD BRAC recommendations.

APG MARYLAND AT THE READY



APG Personnel Distribution

Harford County	65.50%
Cecil County	12.90%
Baltimore	8.60%
Pennsylvania	4.70%
Other Maryland	2.90%
Virginia	2.10%
Delaware	1.90%
Other States inc D.C	1.30%
New Jersey	0.10%



APG MARYLAND AT THE READY

Workforce

Maryland workers achieve top ranks

- First in percentage of professional, technical workers
- First in PhDs in Math & Health Science
- Second for Biological Science
- Third in Physical Science
- Fifth in Computer and Information Sciences



Maryland is **FIRST** in % population over 25 with bachelors or higher degree



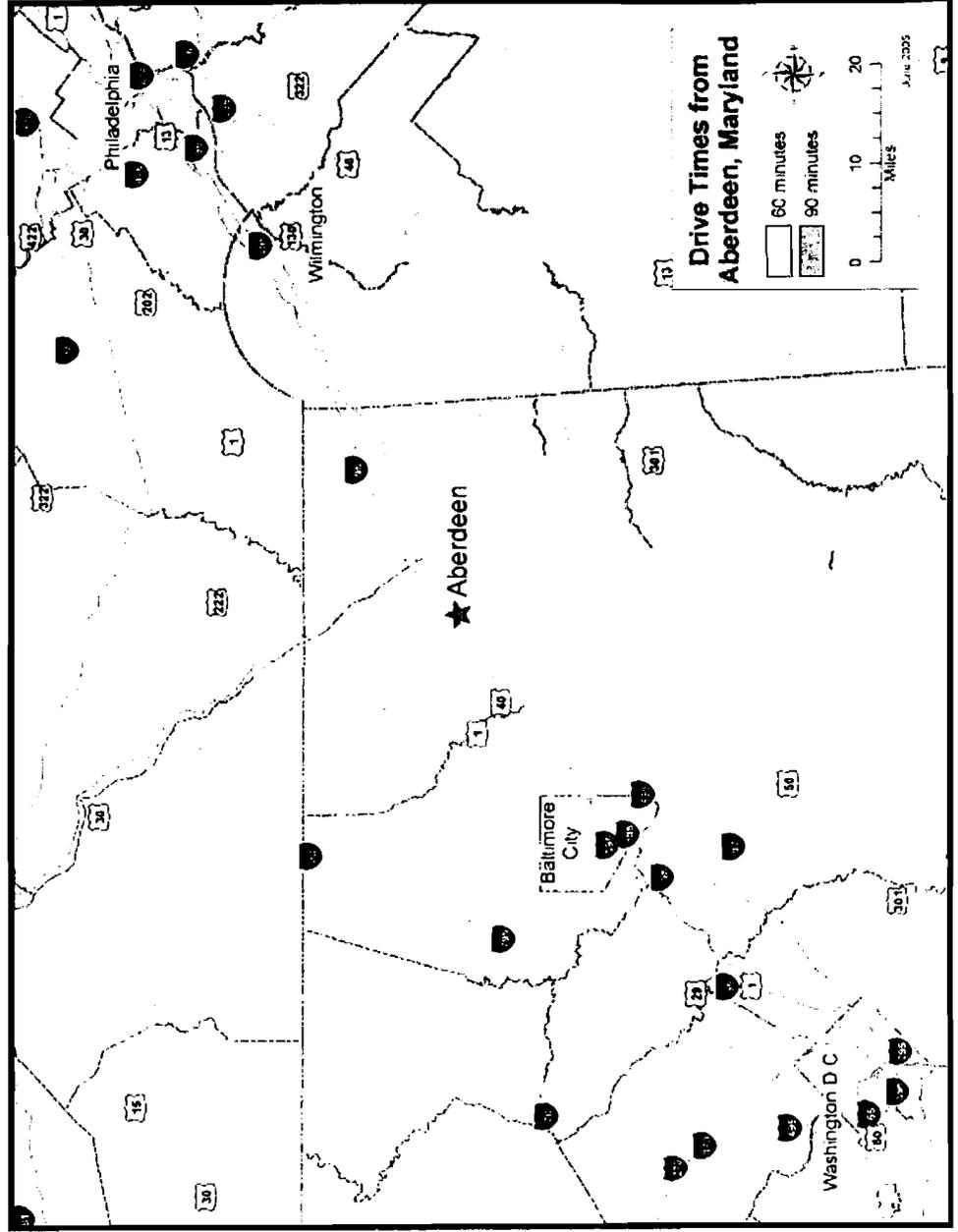
Maryland is **SECOND** in number of people with advanced degrees

APG MARYLAND AT THE READY

Available Workforce

200,000+ professionals
within 60 mile radius

500,000+ professionals
within 90 mile radius





APG MARYLAND AT THE READY

Education

Maryland has 58 Accredited Institutions

Regional

15 colleges/universities within 30 mile radius, including:

- Johns Hopkins University
- UMBC
- Towson University
- Villa Julie College
- Loyola College
- College of Notre Dame
- Goucher College

Colleges and Universities at APG

- Harford Community College
- University of Maryland University College
- Florida Institute of Technology
- Central Michigan University
- HEAT Center



APG MARYLAND AT THE READY

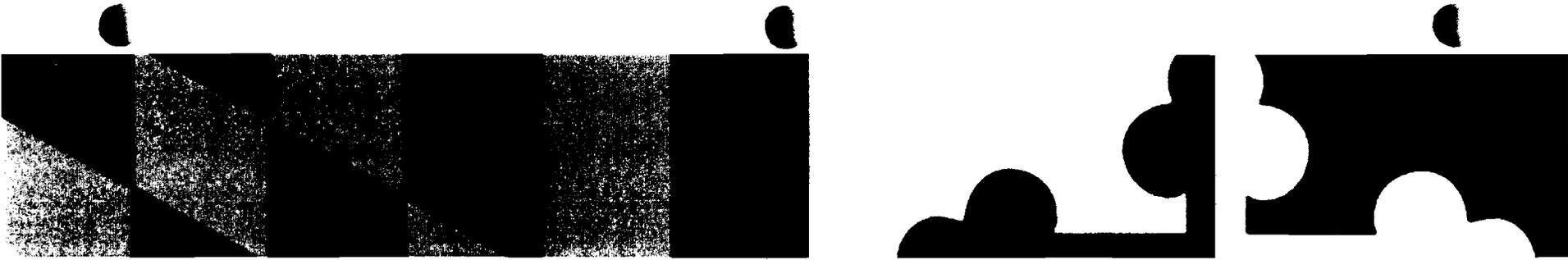
Higher Education and Applied Technology Center (HEAT)

Serving Northeastern Maryland with advanced degrees in: *Biotechnology, IT, MBA, Nursing, Applied Science, Education, and engineering degrees in Chemical, Electrical, and Environmental.*

HEAT partners offering advanced degrees:

- Johns Hopkins University
- Towson University
- University of Maryland at College Park
- College of Notre Dame
- University of Phoenix





APG MARYLAND AT THE READY

SafeNet

Lucent Technologies
Bell Labs Innovations



CACI

NORTHROP GRUMMAN

verizon

TRI-S

Log.Sec



Raytheon

Battelle

smiths

**Industry at Work
in the
Community**

ciena

ATK

Booz | Allen | Hamilton

Comcast

Community

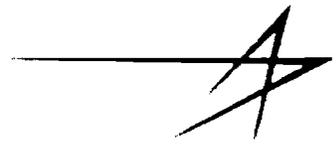
EAI CORPORATION

TESSCO

CSC



LOCKHEED MARTIN



SURVICE
ENGINEERING COMPANY

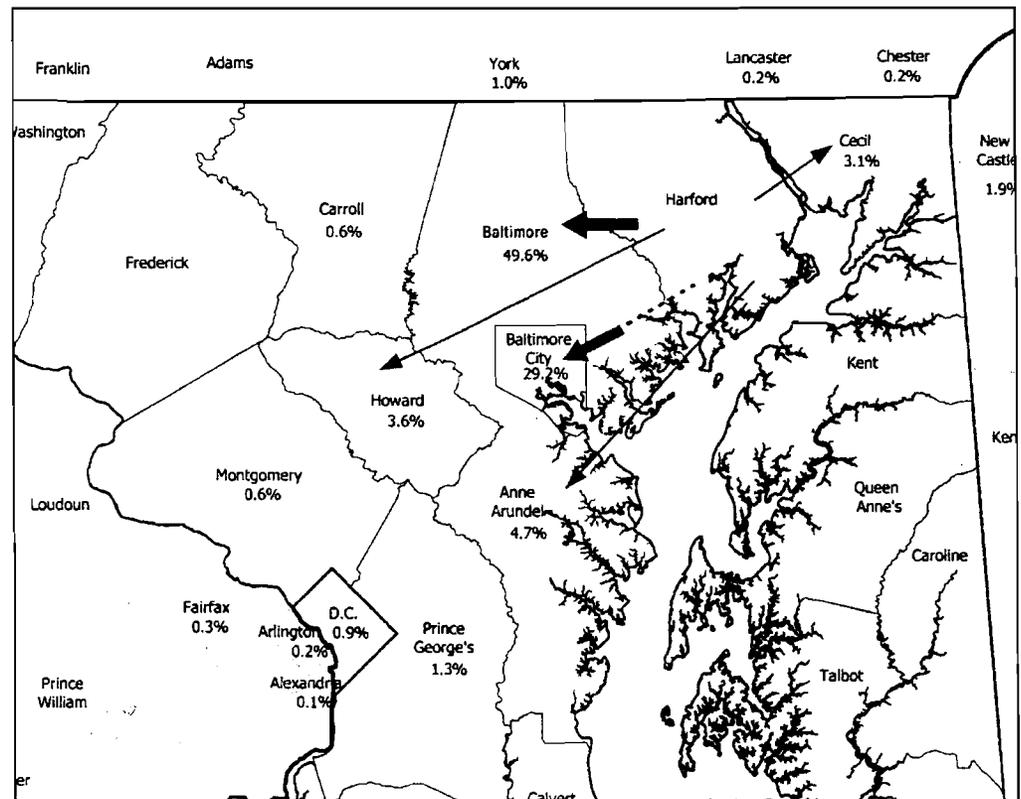
Dynamic Sciences International Inc.

SAIC

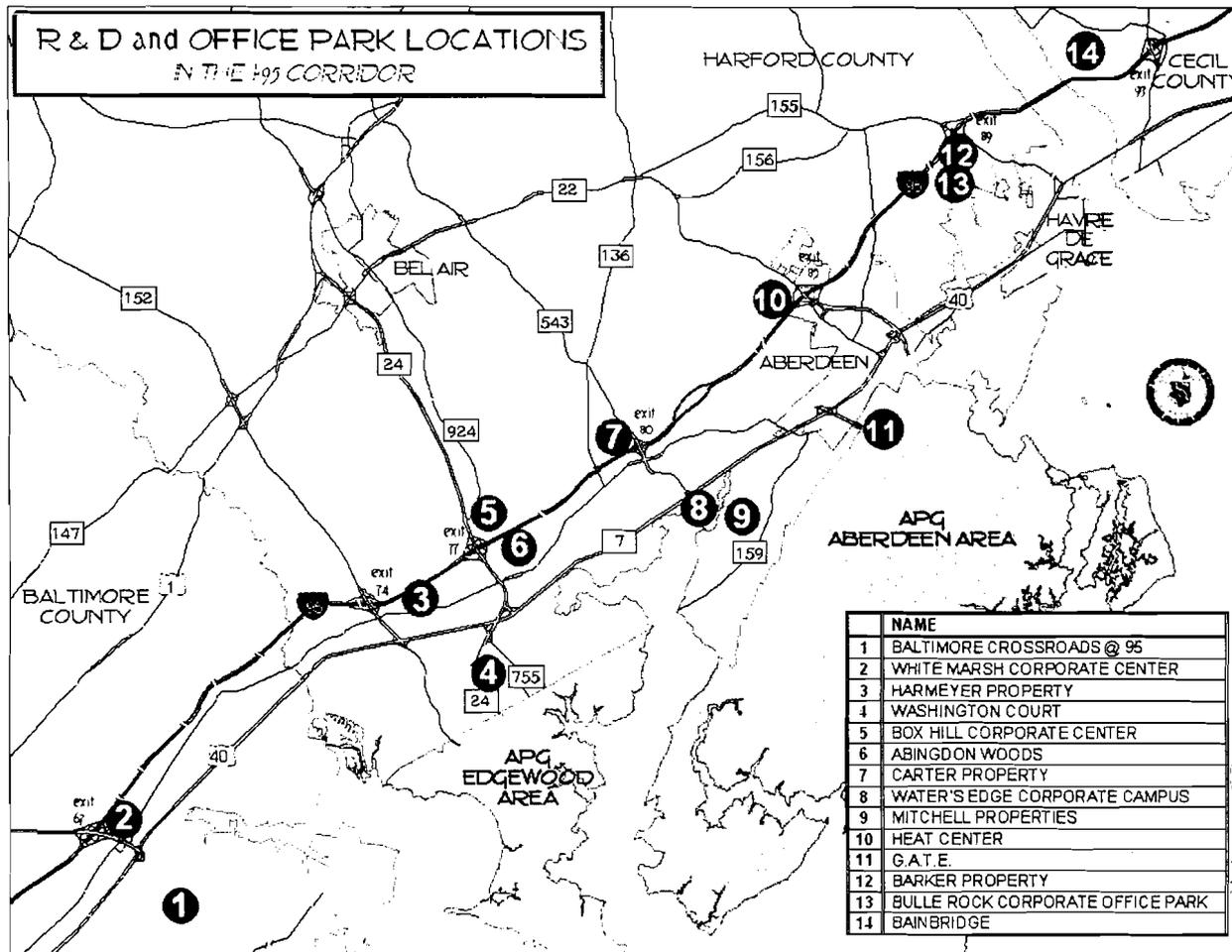
APG MARYLAND AT THE READY

Local Workforce

- Harford County fastest growing labor market (6.5%) in 2004 with 4,700+ net new jobs. 16,000 jobs since 1999 (34%).
- Harford & Cecil County employment grew by more than 7,300 jobs from 2001 to 2004 (7.6%)
- Currently 48% of employed residents commute out of Harford County to work.



APG MARYLAND AT THE READY





APG MARYLAND AT THE **READY**

Housing

Median Sale Price	
Harford County	\$220,000
Cecil County	\$207,673
Baltimore Metro	\$235,300
Land Inventory (available units)	
Harford County	32,000
Cecil County	18,000
Baltimore County	<u>49,900</u>
	99,900 units
Average Housing Starts/Year	5,645
Net Planned units Harford County	37,181



APG MARYLAND AT THE **READY**

Public Education

10 new schools constructed in past 15 years

**\$60 million Patterson Mill Complex, \$50 million North Harford Expansion
(under construction)**

Creative educational approaches:

- **Aberdeen Science & Math Academy Magnet Program**
- **Homeland Security Studies Magnet Program in development**

40 private secondary and trade schools

Average combined SAT scores: 1021

High School Attainment: 86.7%

APG MARYLAND AT THE READY

Transportation

Train

Aberdeen and Edgewood stations adjacent to Post

- Amtrak
- MARC Commuter Rail

Bus

- Local transit service
- Planned routes to/from APG

Air

Distance from APG

- BWI Airport 50 minutes
- Philadelphia International 75 minutes
- Reagan National 95 minutes
- Dulles 100 minutes

Roads

APG is less than 2 miles from I-95

Harford County will spend \$56+ million on road network infrastructure improvements over the next three years. State of Maryland will spend \$175+ million over the next five years.

APG MARYLAND AT THE READY

Best Military Communities for Quality of Life

Rank	Metro Area	Military Installation(s)	Military Population	Rank Among 354 Metros
1	Baltimore, Md.	Fort Meade, Aberdeen Proving Ground, U.S. Naval Academy	31,102	8
2	Fort Walton Beach, Fla.	Eglin AFB, Hurlburt Field	38,300	21
3	Washington, D.C.-Md.-Va.-W.Va.	Various Installations	100,000+	38
4	San Antonio, Texas	Fort Sam Houston, Lackland AFB, Randolph AFB, Brooks AFB, Kelly AFB	76,061	66
5	Pensacola, Fla.	Various Installations	28,374	71
6	Manhattan, Kan. (Riley County)	Fort Riley	24,413	78
7	Jacksonville, Fla.	Jacksonville Naval Air Station, Mayport Naval Station	26,089	80
8	Norfolk-Virginia Beach-Newport News, Va.-N.C.	Various Installations	138,868	102
9	Louisville, Ky.-Ind.	Fort Knox	22,980	136
10	Honolulu, Hawaii	Various Installations	89,284	141
11	San Diego, Calif.	San Diego (11), Oceanside (1)	154,731	150
12	Watertown, N.Y. (Jefferson County)	Fort Drum	26,025	178
13	Waynesville, Mo. (Pulaski County)	Fort Leonard Wood	22,182	181
14	Anchorage, Alaska	Elmendorf AFB, Fort Richardson	23,266	185
15	Charleston-North Charleston, S.C.	Charleston AFB, NWS Charleston, Charleston NAVSTA, Naval Hosp Charleston	20,108	189

SOURCE: "Military Communities of Excellence Study," September 2004, Expansion Management magazine.



APG MARYLAND AT THE READY

Cost of Living

State Sales Tax	5.00%
------------------------	--------------

Income Tax Rate	4.75%
------------------------	--------------

CPI (national average 100)

Harford County	97.7
-----------------------	-------------

Cecil County	99.1
---------------------	-------------

Baltimore/Washington	122.7
-----------------------------	--------------



APG MARYLAND AT THE READY

Why Aberdeen?

- **Military Value**
 - Enables transformation
 - Synergy
 - Low cost base
 - Flexible, with ability to grow
 - Jointness
- **Professional & Technical Workforce**
 - Ample supply
 - Highly educated
- **Industry Base**
 - Present now
 - Steadily growing
- **Community Infrastructure**
 - Master Plan in place
 - Industry
 - Housing
 - Schools
 - Transportation
- **Quality Of Life**
 - Rated first among military communities
 - Cultural/recreational amenities
 - Moderate cost of living/High median income
 - Superior healthcare system

www.marylandready.com

APG MARYLAND AT THE READY

7-Jul-05

Community Support for BRAC Changes at Aberdeen Proving Ground

Northeastern Maryland is well prepared to accept and support the organizations the DOD has recommended for relocation to the Aberdeen Proving Ground. Relocating families will enjoy a great standard of living at a significantly reduced cost, while any immediate and future employment needs can be met with our large, highly skilled regional labor pool that ranks number one in the United States in the percentage of professional and technical workers. The following points illustrate our readiness to support the Army's effort to successfully establish and sustain a technical center of excellence in the command, control, communication, information systems area. Northeastern Maryland and APG -- we stand at the ready.

Ability to Provide a Technical Workforce

- Maryland ranks first among U.S. states in the percentage of professional and technical workers in the labor pool (24%), and is in a statistical tie for first place in the percentage of the population with a bachelor's degree or higher.
- Maryland ranks first among the states for PhDs employed in mathematical and health sciences, second in biological sciences, third in physical sciences, and fifth in computer and information sciences.
- Maryland is in a statistical tie with Massachusetts as the top state in the nation for educational attainment.
- Maryland ranks second among the states in the percentage of graduate and professional degree holders.
- Maryland ranks second among the states in the concentration of doctoral scientists and engineers as a percentage of the population.
- Maryland ranks fifth nationwide by employment in computer systems design, fifth in measuring and control instruments manufacturing, and eighth in engineering services.
- Maryland ranks first among the states in federal and academic R&D, particularly in engineering, life science, and biomedical fields. (March, 2004 Milken State Technology and Science Index)

- Maryland is second among the states in its number of people holding advanced degrees, and first in the percent of the population age 25 and over holding a bachelor's or higher degree. (March, 2004 Milken State Technology and Science Index)

- Statistics for the Greater Baltimore Area illustrate the technical workforce base –

Total labor force (May 2004):	1,368,620
Computer and mathematical jobs :	34,280
Electrical and electronic engineers:	2,840
Mechanical engineers:	2,240
Engineering managers:	2,110
Science occupations:	11,140

- Maryland has a young and active population – particularly in the areas near APG. The state median age is 36.9. For the counties nearest APG, it is 36.2 (Harford County) and 35.5 (Cecil County).

- Major, international defense firms who support Army communications and electronics activities also have roots in Maryland where they provide support to APG. Some of these firms include, ITT Industries, Lockheed Martin, Logicon, SAIC, Northrop Grumman and TRW. These and many other firms can provide the necessary contractor support for the incoming operations.

Education

The technical talent of the Baltimore regional area stems from the region's 25 colleges and universities, including Johns Hopkins University, University of Maryland Baltimore County, and Towson University.

- Maryland has 58 accredited institutions of higher learning, including 11 campuses of the University System of Maryland and the world-renowned Johns Hopkins University.

- The Higher Education and Applied Technology (HEAT) Center is a unique educational and economic development partnership among local government, regional academic institutions and industry. It provides a means for universities to offer undergraduate and graduate college courses and specialized training in close proximity to APG.

- Harford Community College and Cecil County Community College provide a variety of courses tailored to the educational needs of APG personnel.

- The local school system employs creative educational approaches: the Aberdeen Science & Math Academy is a magnet program developed by joint effort of APG, the County, the State, and federal government. Both teachers and students are competitively selected, and military families coming to APG can apply from overseas. Another prototype high school program is being developed to offer instruction in homeland security studies, and three other magnet programs are being explored.

- The school system has built 10 new schools in the past 15 years, and all high schools are in a modernization/replacement program. The new \$60 million Patterson Middle/High School now under construction will provide capacity for 1,600 additional students in grades 6 -12, opening in Fall, 2007. The \$50 million expansion of North Harford High School is also underway.
- Harford County has 40 private secondary and trade schools.

Transportation

Transportation assets for APG are actually somewhat better than surmised in BRAC deliberations –

- **Highway:** APG is within 2 miles of Interstate 95.
- **Train:** Rail transportation (Amtrak and MARC commuter train) is adjacent to the installation at both Aberdeen and Edgewood locations and provides access to many destinations including: Baltimore (Penn and Camden Stations), BWI Airport, University of Maryland, Annapolis, Washington, D.C, Wilmington, Philadelphia, and New York.
- **Air:** Baltimore Washington International Airport (BWI) is 51 minutes and 43 miles from the Aberdeen Area of the Proving Ground, and 42 minutes and 33 miles from the Edgewood Area.
- **Bus:** Harford Transit is the leading local transit system in the state, recognized by Community Transportation Association of America for quality of personnel and services. Harford Transit coordinates with Job Access Reverse Commute to connect the region's workforce in Baltimore City, Baltimore County and the Route 40 corridor of Harford County, with dedicated lines to employment districts, medical facilities, train stations, shopping, and tourism.
- **Enhancements underway:** Preparations have been underway to expand transportation services to accommodate growth anticipated with APG's enhanced use leasing (EUL) initiatives. Those same preparations apply to the APG growth expected with BRAC actions –

– RAIL: Harford County and the State of Maryland have allocated \$800,000 in current-year budgets for upgrades to the Edgewood train station, and an additional \$400,000 in federal FY06 funds has been requested.

– BUS: Ours will be the first transit system in the state to have a dispatching software system with GIS capabilities, and it will improve ridership and service. As EUL and BRAC-induced traffic increases, schedules will expand and new routes on- and off-post to coordinate with commuter trains and provide enhanced on-post service.

– ROADS: Recent completion of the upgrade to I-95 and MD Route 22 interchange, and pending improvement of the I-95 and MD Route 24 interchange will provide sufficient capacity to handle existing and projected growth in the area. These improvements reflect an investment of well over \$120 million.

– Additional access roads for the Perryman peninsula and upgrades to existing APG access roadways are funded for construction under the County’s five year plan. Initiated to accommodate the coming growth of APG’s enhanced use leasing initiatives, these enhancements will also accommodate APG growth due to BRAC actions.

Cost of Living

A key part of a quality lifestyle is affordability – and it’s better here. Some indicators of affordability are –

- Median sale price of a home (2004)	Harford County	\$220,000
	Cecil County	\$207,673
	National	\$236,600
- State sales tax rate:	5%	
- State individual income tax top rate:	4.75%	
- Consumer price index		
	Harford County CPI (2000)	97.7
	Cecil County CPI	99.1
	National average	100

- Maryland has the second highest median household income in the nation, at \$57,218 for 2003, 31 percent above the national median.
- Maryland had a 2004 per capita personal income of \$39,247, ranking fourth among the 50 states and topping the national average by 19 percent.
- Sixty-five percent of APG employees live in Harford County; about 13% are Cecil County residents, and 12% of APG employees reside in several other Maryland counties. Ten percent commute from nearby communities in Delaware, Pennsylvania, Virginia and Washington, D.C.
- The most recent census shows that 48% of Harford County employees commute to work outside the county; 51% of Cecil County residents commute to other areas for employment. Given the opportunity many of these residents would opt to work closer to home, providing another source of highly skilled labor.
- According to *Governing* magazine, Maryland ranks among the best-managed state governments in the country and earned the country’s top grade in management of capital projects.

Quality of Life: A Military Community of Excellence

The DOD website on BRAC Information for Families refers them to Expansion Management Magazine’s “Military Communities of Excellence Study.” That September, 2004 study ranks Baltimore first among all metropolitan areas for family quality of life. The study considered public schools, housing affordability, standard of living, recreation & leisure, health care, safety, continuing education, affordable child care, traffic & commuting, and other factors.

Northeastern Maryland offers visitors a wealth of opportunities and amenities for exploration and entertainment, including more than 350-miles of shoreline on the Chesapeake Bay. Scenic parks, world-class golf courses, state-of-the-art sports complexes, unique shopping, and dining options provide a superior quality of life for residents and tourists. The Susquehanna River converges with the Chesapeake Bay at Havre de Grace, MD. Marinas, boating, and fishing are available at numerous locations throughout the area.

- APG fronts the Chesapeake Bay and the Susquehanna and Bush Rivers. Through an innovative industry partnership APG will soon be getting an elaborate new waterfront recreation area, with boating access, a competition-sized pool, and other amenities.
- For many, a low population density is one measure of quality of life. At less than 542 people per square mile it's good in Maryland – and for the area immediately around APG, even better (Harford County 496, Cecil County 247).
- Harford County is home to 10 challenging golf courses, and Cecil County has five more. The Bulle Rock Golf Course in Havre de Grace is ranked third nationally by a 2003 Zagat survey and is the host of the LPGA Championship, a weeklong nationally-televised event and one of only four “major” events on the LPGA Tour .
- Ripken Baseball and the Aberdeen Ironbirds are in their fourth consecutive sold-out season. This \$30 million state-of-the-art-complex, which opened in 2002, entertains over 300,000 visitors annually during its 76 game minor league baseball season, the Ripken Youth Baseball Academy, and the Ripken World Series.
- Harford County offers 6,850 acres of protected open space and 6,226 acres of State parkland; Cecil County has 2,200 acres of waterfront state park and 5,600 acres of natural resource area.
- Farmers markets (Harford County has five of them), riding stables, and extensive boating opportunities provide traditional Maryland recreation.
- The APG area offers easy access to a big city without being in one: Baltimore is about 30 minutes away with its Inner Harbor, the Joseph Meyerhoff Symphony Hall, the Lyric Opera House, the National Aquarium, the Baltimore Zoo, M&T Stadium, home to the 2001 Super Bowl Champions, the Baltimore Ravens, Camden Yards, home to the Baltimore Orioles and much more.
- Within about an hour's drive are Washington DC attractions such as the Kennedy Center and the Smithsonian.

Health Care

- Aberdeen Proving Ground, Harford County and the surrounding region have exceptional health care facilities and capabilities, including access to premier world class hospitals such as the Johns Hopkins Hospital and The Johns Hopkins University School of Medicine and the University of Maryland Medical System.
- Equally important to quality of medical care is accessibility. In the APG area the ratio of physicians to the overall population is 1:273 – 30 percent better than the national average.
- The Upper Chesapeake Health System in Harford County provides advanced inpatient and outpatient services, with over 2,500 physicians and healthcare professionals who are delivering care in settings from offices, outpatient centers, hospitals, shopping centers businesses, and homes. Over \$50 million in upgrades are currently underway to the hospitals in Bel Air and Havre de Grace.

Spousal Employment Opportunities

Northeastern Maryland is one of the fastest growing regions in the State. Harford County's private sector employment has increased 34% since 1999 (16,000 net new jobs). Harford County led the State in total employment growth last year with an increase of 6.5% in just twelve-months.

- The non-profit Susquehanna Workforce Network and Maryland Job Service Career Center organizations provide free specialized services to assist spouses and dependents of persons relocating to APG. Their regional workforce centers provide job search, assistance, resume preparation, educational seminars, research on local businesses, and access to employment specialists.
- The U.S. Department recently awarded a grant of \$1.2 million to the Maryland Job Service to assist with BRAC-related employment assistance.
- Regional job fairs are held annually in each county, with about 60 employers supporting each event, and mini-fairs are held quarterly at the workforce centers.

Child Care

- The Child Care Resource Center provides counseling and referrals to parents seeking quality child care by providing information on the availability of licensed child care providers.
- The YMCA has 58 area Child Care Sites and 17 Head Start Centers throughout the Central Maryland Region. The Y provides superior child care services to preschools at Harford Community College and school-age child care programs are also available.
- There are 515 registered family child care providers and 38 licensed full-day child care centers in Harford County.

Aberdeen Proving Ground

Maryland understands and appreciates the military. The Proving Ground can best be described by its own leaders, but the community is proud of it, and proud of the close partnership relationship between the community and the installation. APG ranks high in military value for good reason: it is a vital, vibrant, growing activity with the flexibility to meet future national needs.

- Aberdeen Proving Ground employees hold over 350 doctorates, nearly 1,000 masters' degrees and over 3,000 bachelors' degrees
- APG is home to the \$1.4 billion Major Shared Resource Center for High Performance Computing (one of four across the country) and one of the world's largest (11th) supercomputers.
- APG is the Army's technology center for test and evaluation and for defense against weapons of mass destruction (for which DOD recently directed a 27% increase in funding for the next five years), and it plays a significant role in national homeland security.
- APG has a land area of 35,495 acres: it has the space needed for maneuver and test ranges.
- APG already does R&D, test, evaluation, and acquisition – the functions of most of the proposed new organizations.
- APG knows how to receive incoming organizations: installation tenants have grown from 50 to 66 in recent years.
- APG is one of the most cost efficient installations in the Army.
- APG benefits from a strongly supportive community that is proud of its partnership relationship with the Army. That relationship is illustrated by such things as –
 - senior APG leaders' participation in the County Economic Development Advisory Board
 - County representation on the APG Science & Technology Board
 - joint participation in the Northeastern Maryland Technology Council
 - joint participation in Army Alliance activities
 - memberships on Science & Math Academy steering committee
 - participation in Science & Math Academy Educational Specifications Committee
 - joint participation in professional associations (NDIA, ITEA, etc.)
 - daily liaison through County Military Liaison Officer, Office of Economic Development, APG Business Development Office, and other means
 - quarterly meetings of the County Executive and Installation Commander

APG MARYLAND AT THE READY

Comparisons

Maryland and New Jersey Monmouth County and Counties near APG

Workforce

- Professional and technical workers make up 24.0% of the workforce in Maryland; in New Jersey they are 21.4%.
- Maryland has 939 doctoral scientists and engineers per 100,000 workers; New Jersey has 537.
- Educational achievement of the state population in Maryland is better than New Jersey at all levels:

	<u>MD</u>	<u>NJ</u>
High School graduate	87.6%	86.2%
BS degree	37.2%	33.4%
Graduate degree	13.4%	11.0%

- In the 2004 Milken overall index of technology & science, Maryland ranks 4th among the states with a score of 78.19; New Jersey ranks 7th, with a score of 69.03. (March, 2004 Milken State Technology and Science Index)
- Of the approximately 4,800 jobs that would be relocated from Fort Monmouth, the DOD estimates that only 2,569 are skilled employee positions. That further eases the task of replacing such positions and the administrative positions that support them.
- Several major companies who support Fort Monmouth operations also have ongoing support to APG, facilitating contractor support for the incoming operations. These include ITT Industries, Lockheed Martin, Logicon, SAIC, and TRW.
- The state median age for Maryland is 36.9; for New Jersey it is 37.5.

Education

- Maryland has 41 four-year colleges and universities; New Jersey has 34.
- Average Scholastic Aptitude Test (SAT) scores are essentially the same for the areas near the two installations:

County	Harford	Cecil	Monmouth
Average SAT score	1021	1024	1023

Quality of life

- The population density for Maryland (541.8) is far less than for New Jersey (1,134.2). For the counties near APG and Fort Monmouth the difference is even greater:

	Harford	Cecil	Monmouth
Density (people/square mile)	496	247	1,256

- At APG access to rail transportation is essentially adjacent to the installation; at Fort Monmouth the nearest rail station is 23.5 miles away.
- In the APG area the ratio of physicians to overall population is 1:273; for the Fort Monmouth area it is 1: 4,163.

Cost of living

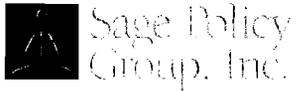
- Median Sale Price of a Home (2004): Harford County, \$220,000; Cecil County, \$207,673; Baltimore County 179,900 Monmouth/Ocean, N.J.: \$338,400.
- The Monmouth/Ocean area is the 15th most expensive for housing among US metro areas; the national median existing single-family home price was \$188,800 – NAR, 2004 data.
- State Sales Tax Rate: MD 5% NJ 6%
- State Individual Income Tax Top Rate: MD 4.75% NJ 8.97%
- NJ ranked as worst state in the union for property tax rates, \$1871/per capita, (Money Magazine, 2002 data), and its property tax rate is reported to be 50% greater than the national average (WSJ, 2 Jun 05).

- Consumer price index (Mar 05)

Washington-Baltimore	122.7
New York-New Jersey-LI	212.4
National average	100
Harford County CPI (2000)	97.7
Cecil County CPI	99.1

APG and Industry

- A large part of Fort Monmouth activity is contracted – to companies that are already here or that are headquartered in DC – making it easier to relocate those activities. Companies that support activities at both places include ITT Industries, Northrop Grumman Corporation, Lockheed Martin, Logicon, SAIC, and TRW.
- The size of APG is about 32 times that of Fort Monmouth (35,495 acres of land vs. 1,126 acres).



Sage Policy
Group, Inc.

The Absorptive Capacity of Harford County & its Region

Submitted by:

Sage Policy Group, Inc.

Submitted to:

Army Alliance, Inc.

July 2005

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The Absorptive Capacity of Harford County & its Region

Introduction

Aberdeen Proving Ground (APG) in Harford County, MD is slated to gain 2,176 direct jobs according to Base Realignment and Closure (BRAC) recommendations. Communities losing jobs to Aberdeen have suggested that the impacted area will not be able to accommodate the proposed expansion of military activities. This report systematically explores the absorptive capacity of the impacted area.

Harford County & its Region – an Overview

The Harford County Region is Enormous

Harford County is part of two metropolitan definitions; one narrow, one broad. The County's primary region or PMSA is defined by the U.S. Census Bureau as the Baltimore metropolitan area, home to roughly 2.6 million people. By implication, Harford County is also part of the Baltimore, MD-Washington, DC consolidated metropolitan area (CMSA), home to approximately 8.0 million people according to 2004 ACCRA estimates. As such, Harford County is part of the fourth largest metropolitan area in the nation, behind only New York, Los Angeles and Chicago, and ahead of 272 others.¹

The Baltimore-Washington area's footprint is even more impressive when one considers growth in population as opposed to population level. Between 2000 and 2004, the Baltimore-Washington CMSA's population is estimated to have grown 6.5 percent.² This compares to New York's 1.4 percent, Los Angeles' 4.8 percent and Chicago's 3.4 percent growth. In absolute population growth terms, the Baltimore-Washington area ranked first among metropolitan areas in the nation during this period.

Harford County reports an 8.8 percent population increase over the past 5 years, from 218,590 in 2000 to an estimated 237,900 in 2005.³ The Maryland Office of Planning projects that Harford County's 2010 population will be 257,800.

To put the Aberdeen Proving Ground expansion into perspective, the projected associated direct employment increase will add 0.16% to the Baltimore area's employment, and 0.05% to the consolidated Baltimore-Washington area's employment totals. By itself, this suggests that the Harford County region will be able to easily accommodate the proposed expansion of military activities.

Abundant Quality of Life

Military and civilian personnel locating to Maryland can expect to enjoy arguably the nation's highest quality of life. The Baltimore area boasts the nation's top-ranked

¹ US Census Bureau.

² 2004 data are estimates; ACCRA data subscribed to by SPG.

³ US Census Bureau; Maryland Department of Planning.

hospital (Johns Hopkins), the National Aquarium, two professional sports teams, Harborplace, the Maryland Science Center, the Walters Art Gallery, the Naval Academy, historic Annapolis, Fort McHenry, the renovated Hippodrome theater, the Baltimore Symphony Orchestra, the Baltimore Museum of Art, the Maryland Zoo in Baltimore, the American Visionary Arts Museum, the recently opened Reginald F. Lewis Museum of Maryland African-American History and Culture, and an abundance of historic neighborhoods offering varied architecture and price points.

As the capital of the free world, Washington, D.C. augments Baltimore's offerings, and includes world class attractions including the Smithsonian, Lincoln Memorial and the Kennedy Center for the Performing Arts. The Washington area boasts six professional sports teams, including recent arrivals DC United (MLS) and the Washington Nationals (MLB). Fans of minor league baseball are likely to be entranced by the Aberdeen Ironbirds of the New York-Penn League.

Despite Harford County's location in the midst of the nation's deepest job market (please see below) and cultural center, housing remains surprisingly affordable. In May 2005, the County reported a median home price of \$236,450. This is roughly equivalent to Baltimore area median home sales prices, reported at \$235,300 as of first quarter 2005.⁴ For the sake of comparison, the reported median home sales price in the Monmouth-Ocean, NJ metropolitan area for first quarter 2005 was \$358,500, or roughly 52 percent higher than corresponding prices in the Baltimore area.

The Absorptive Capacity of Harford County & its Region, Category by Category

The balance of this report analyzes the capacity for Harford County and its region to provide the services and people that employees and contractors will require to live and operate successfully. SPG has analyzed the eight categories routinely considered relevant by the BRAC Commission. These include:

- Population;
- Cost of living;
- Safety/Crime;
- Medical Providers/Healthcare;
- Transportation;
- Utility Costs;
- Housing Market; and
- Labor Force/Economic Environment.

In compiling statistics, SPG relegated its data collection efforts to publicly available sources. For the most part, SPG utilized easily accessible government sources.

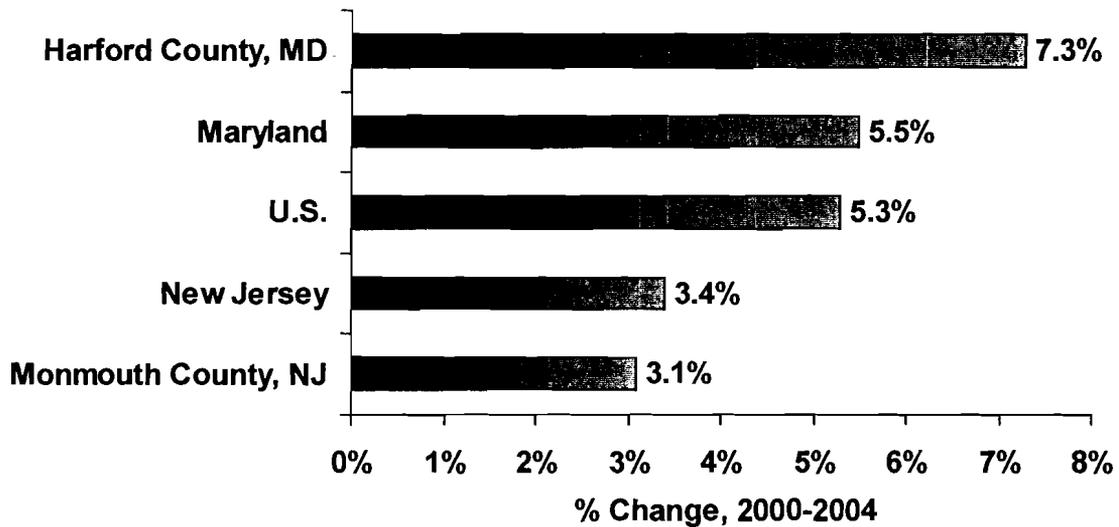
⁴ Measure is for single-family homes.

Population

Concentrated Human Capital

As stated earlier, population is expanding in Harford County and its region. But looking purely at the number of residents in the Harford County region misses much of what the region has to offer. Not only has the population of the area increased, so too has the area's population of highly educated, technical personnel. This is reflected in part in Exhibit 1.

Exhibit 1: Growth in Graduate Degree Holders, 2000 vs. 2004 estimates



Source: ACCRA data subscribed to by SPG; US Census Bureau

The data in Exhibit 1 reflect an underlying reality. Maryland is an elite state when it comes to concentrations of human capital.

The most current U.S. Census data (2003) indicate that 15.2 percent of Maryland's population 25 years and older have a graduate or professional degree. This ranks Maryland first out of all 50 states for educational attainment. New Jersey also ranks high (8th), with 11.8 percent of its 25 and over population holding a graduate/professional degree.

Maryland's lofty position is confirmed when considering broader measures of educational attainment. The Progressive Policy Institute's (PPI) most recent report on the "new economy"⁵ ranks Maryland first out of all states for an educated workforce, and takes into account advanced degrees, bachelor's degrees, associate degree's and other

⁵ New Economy: a strategic combination of organizational changes, policy settings and capacity building based on the innovation and creativity promoted by expanded international trade and global, networked information technologies, which achieves sustainable economic growth and social wellbeing. APEC, 2001.

higher education coursework.⁶ PPI ranked New Jersey 15th for overall educated workforce.

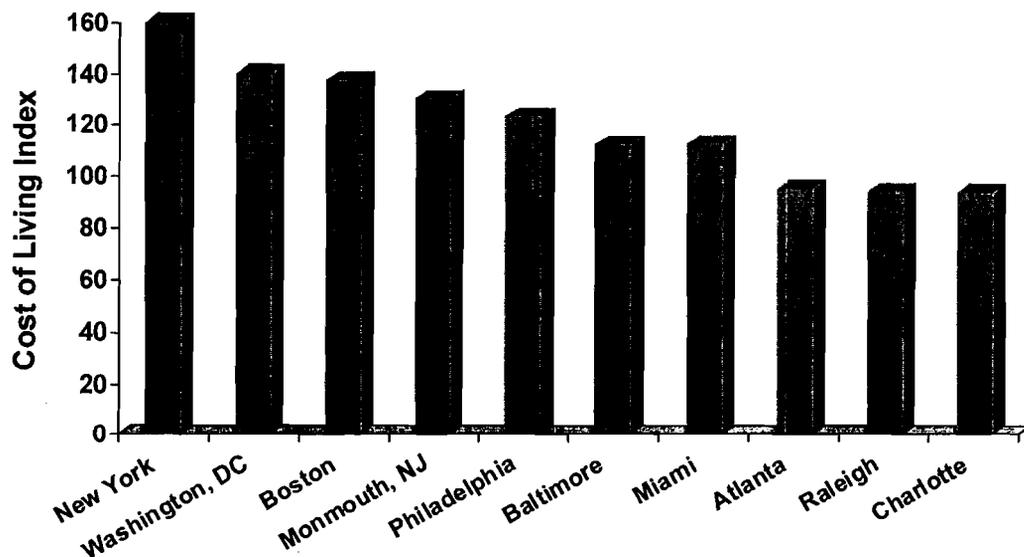
Educating the Next Generation: Available School Capacity

In many expanding communities, school capacity is an issue. This is not the case in Harford County, MD. As of January 2005, Harford County public schools were operating under capacity. State rated capacity for Harford's public schools is 41,128 students. At 40,330 students, total enrollment for the current school year in the County's schools is 798 students less than capacity. Harford County is home to 33 elementary schools, 8 middle schools and 9 high schools.⁷

Cost of Living

Among major East Coast metropolitan areas, few enjoy a cost of living below Baltimore's. This is reflected in Exhibit 2, which also provides cost of living information on the Middlesex-Monmouth, NJ metropolitan area for comparison purposes.⁸

Exhibit 2: Cost of Living Index, 2005Q1



Source: ACCRA Cost of Living Index report, 2005Q1

Using the Baltimore area to proxy for Harford County actually overstates the cost of living there. According to the Maryland Department of Business and Economic Development, Harford County recorded the 14th lowest cost of living index of all 24 Maryland jurisdictions in 2000, at 97.7.⁹

⁶ Progressive Policy Institute, 2002

⁷ Harford County Public Schools.

⁸ ACCRA.

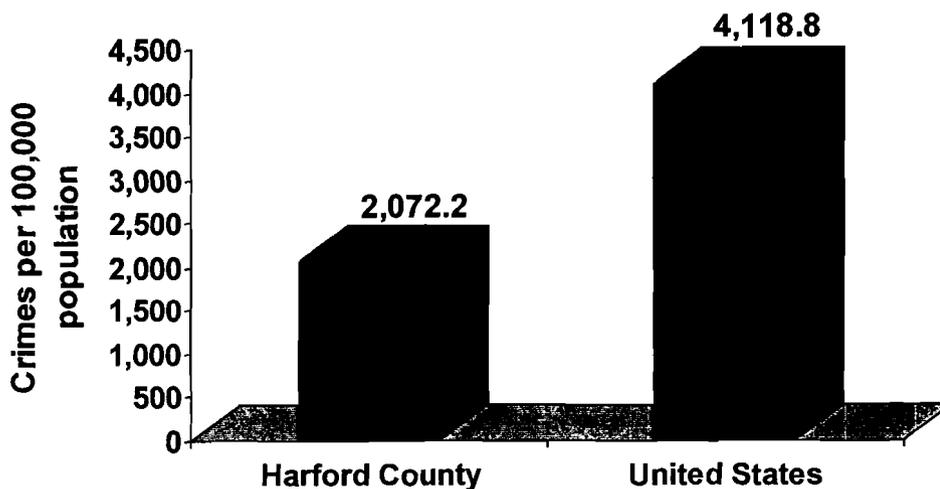
⁹ Maryland Department of Business and Economic Development.

Safety and Crime

Harford County Enjoys a Low Crime Rate

The number of reported crimes in the United States per 100,000 population (known as the crime rate index) stood at 4,118.8 in 2002.¹⁰ Maryland's crime rate was slightly higher, at 4,747.4 reported crimes per 100,000 population. However, all of the Baltimore region's jurisdictions except Baltimore City reported significantly lower crime rates than that of Maryland and the United States. In 2002, Harford County reported a crime rate index of 2,072.2.¹¹

Exhibit 3: Crime Rate Index, U.S. vs. Harford County, 2002



Source: US Bureau of Justice Statistics Database

Maryland not Prone to Natural Disasters

- Tornadoes

Between 1950 and 1994, there were 760 tornadoes a year on average in the US. During this period, Maryland reported an average of 3 tornadoes per year. Of all 50 states, the Disaster Center ranks Maryland 27th for tornado risk.

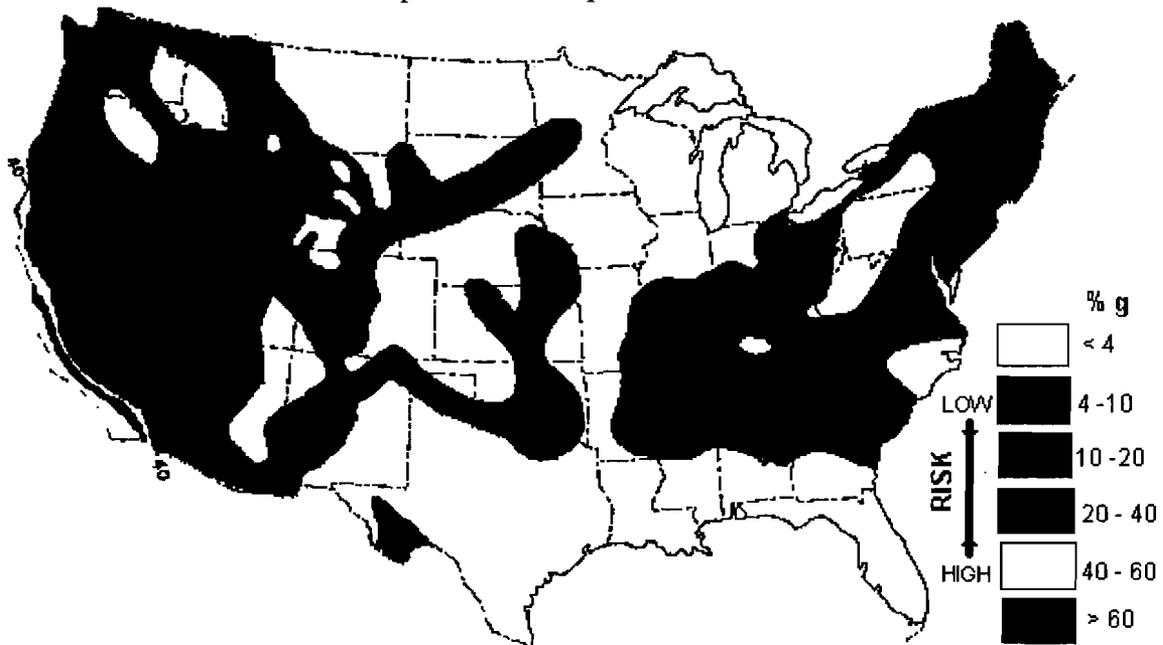
- Earthquakes

Maryland's earthquake hazard rating is in the low- to very-low range. According to the Maryland Geological Survey, the state's earthquake risk is between 4% and 10% g (maximum horizontal ground acceleration or ground shaking due to gravity). The highest risk level is above 60% g. Parts of California are the only areas in the US to report such a high earthquake risk.

¹⁰ Most current data available; US Bureau of Justice.

¹¹ US Bureau of Justice; Harford County Police Department.

Exhibit 4: Probabilistic Earthquake Risk Map of the United States



Source: Maryland Geological Survey

- Hurricanes

Between 1900 and 2004, Maryland was directly hit by one hurricane. A total of 242 hurricanes have directly hit the US mainland coastline since 1900, with 68 of them being greater than a 3 on the Saffir/Simpson hurricane classification.¹² Exhibit 5 provides additional detail on direct hits by state.

¹² A Saffir/Simpson hurricane classification between 3 and 5 is considered major.

Exhibit 5: Hurricane Direct Hits on the Mainland U.S. Coastline by State, 1900-2004

State	All Hurricanes	Major Hurricanes (3-5 on the Saffir/Simpson Scale)
Florida	64	27
Texas	38	16
North Carolina	29	11
Louisiana	27	12
South Carolina	16	4
Alabama	12	6
Mississippi	9	6
New York	9	5
Connecticut	8	3
Massachusetts	6	2
Georgia	5	0
Virginia	5	1
Rhode Island	5	3
Maine	5	0
New Hampshire	2	0
New Jersey	1	0
Maryland	1	0
Delaware	0	0

Source: National Hurricane Center

Medical Providers/Healthcare

In 2000, the nation reported 251 active physicians per 100,000 population. Maryland reported a rate of 373 active physicians per 100,000 population. This ranked Maryland third among all 50 states in the nation for physician-to-population ratio. New Jersey ranked seventh by this measure.

Exhibit 6: Rate of Active Physicians per 100,000 Population, Top 10 States, 2000

Rank	State	Active Physicians per 100,000 population
1	Massachusetts	417
2	New York	380
3	Maryland	373
4	Connecticut	351
5	Rhode Island	328
6	Vermont	327
7	New Jersey	298
8	Pennsylvania	290
9	Hawaii	265
10	Illinois	263

Source: Maryland Department of Planning

Utility Costs

Utility Costs are Competitive

According to ACCRA, the Baltimore region's utility cost index was 115.5 in first quarter 2005 (compared to the US index set at 100). The Middlesex-Monmouth, NJ metropolitan area reports a utility cost index of 111.6.

Housing Market

Building Activity on the Rise

Exhibit 8: Annual % Growth in Building Permits

Area	2000-2001	2001-2002	2002-2003	2003-2004	YTD May '04 v. May '05
Harford	8.34%	2.11%	4.94%	-7.09%	41.06%
Cecil	22.40%	2.98%	12.50%	-25.53%	-17.69%
Baltimore MSA	-7.59%	0.76%	1.29%	-7.64%	20.63%
Maryland	-4.28%	0.81%	2.12%	-8.46%	19.48%

Source: U.S. Census Bureau

The number of building permits issued in Harford County in May 2005 was 1,010 year-to-date, a 41.1 percent increase from year-to-date May 2004. Cecil County data are included because many employees at Aberdeen have historically lived in Cecil County.

Exhibit 9 shows that building permit issuance accelerated dramatically in early 2005 statewide. Exhibit 10 shows recent building permit activity.

Exhibit 9: Annual Growth in Building Permits

Area	2000-2001	2001-2002	2002-2003	2003-2004	YTD May '04 v. May '05
Harford	142	39	93	-140	294
Cecil	172	28	121	-278	-72
Baltimore MSA	-896	83	142	-851	732
Maryland	-1,299	234	621	-2,532	2,256

Source: U.S. Census Bureau

Exhibit 10: Recent Building Permits

Area	May 2005 YTD Building Permits
Harford	1,010
Cecil	335
Baltimore MSA	4,281
Maryland	13,836

Source: U.S. Census Bureau

Exhibit 11 indicates that Harford County has the capacity to absorb the families moving to the area to support military/homeland defense activities at APG. Exhibit 12 indicates that the housing options available to employees and their families will be varied.

Exhibit 11: Net Planned Units in Harford County as of December 2004

Type	Harford County (unincorporated)	Municipalities	County-wide Vacant Inventory (Includes Municipalities)	Total County Inventory
Plan-Approved Units	7,819	2,890	26,472	37,181
Recorded Lots	4,622	n/a	n/a	n/a

Source: Harford County

Exhibit 12: Plan-Approved Units in Harford County, MD

Area	Single-Family	Townhome	Apartment or Condominium	Other	Total
Harford County (unincorporated)	3,802	2,025	1,992	0	7,819
Aberdeen	97	187	336	0	620
Bel Air	41	0	96	0	137
Havre de Grace	979	768	386	0	2,133
Total	4,919	2,980	2,810	0	10,709

Source: Harford County

Home Prices Remain Competitive

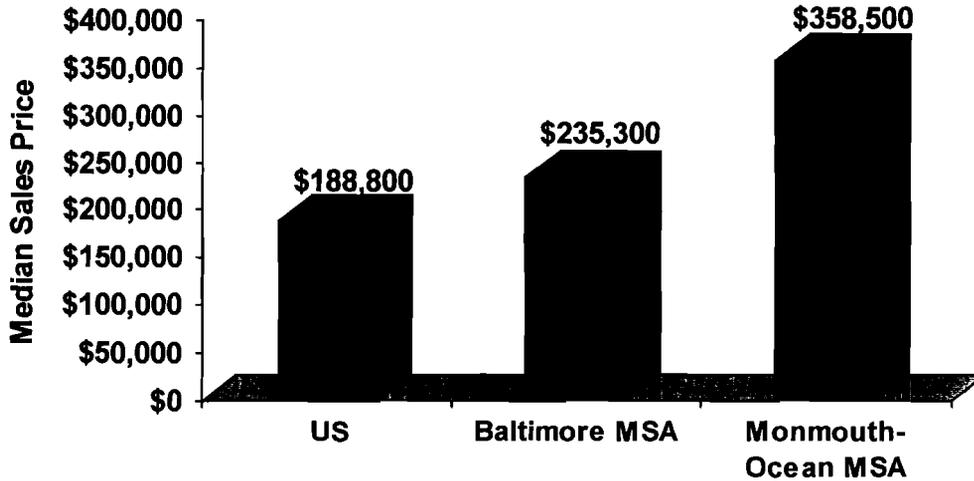
As of May 2005, median home price in Harford County was \$236,450. Cecil County reported a median home price of \$237,450 in May 2005. Maryland's median home price was \$287,439 during the same month.¹⁵

The nation reported an average sales price of \$188,800 for existing single-family homes in first quarter 2005, a 9.7 percent increase from first quarter 2004. The Baltimore region

¹⁵ Maryland Association of Realtors.

reported 6.9 percent growth in its average sales price of existing single-family homes, from \$220,100 in 2004Q1 to \$235,300 in 2005Q1. This compares to the 20.3 percent increase in median existing single-family home sales price that the Monmouth-Ocean, NJ metropolitan area experienced, from \$298,000 in 2004Q1 to \$358,500 in 2005Q2.¹⁶

Exhibit 13: Median Sales Price of Existing Single-Family Homes, 2005Q1



Source: National Association of Realtors

Labor Force and Economic Environment

Harford County Possesses a Dynamic Employment Base

In fourth quarter 2004, Harford County reported the highest 12-month percentage growth in employment among all Maryland jurisdictions (please see Exhibit 14).¹⁷ This compares to the 1.7 percent growth in the Baltimore region and the 1.6 percent growth in Maryland during the same time period.

¹⁶ National Association of Realtors.

¹⁷ Most current data available.

Exhibit 14: Employment Growth by Maryland Jurisdiction, 2004Q4 vs. 2003Q4

Rank	Jurisdiction	% Change in Employment
1	Harford	6.15%
2	Carroll	5.39%
3	Anne Arundel	4.41%
4	Wicomico	4.12%
5	Cecil	3.96%
6	Garrett	3.83%
7	Dorchester	3.73%
8	Frederick	3.61%
9	Kent	3.51%
10	Charles	3.21%
11	Calvert	3.04%
12	Baltimore	3.03%
13	Howard	2.02%
14	Caroline	1.43%
15	Queen Anne's	1.39%
16	Prince George's	1.01%
17	Allegany	0.85%
18	Talbot	0.64%
19	Montgomery	0.58%
20	St. Mary's	0.53%
21	Washington	0.34%
22	Somerset	-1.48%
23	Baltimore City	-2.79%
24	Worcester	-2.96%

Source: Maryland Department of Labor, Licensing and Regulation

The most recent data indicate that roughly 6.7 percent of Harford County's total employment is in the professional/scientific/technical services. As of May 2005, Maryland ranked second out of all fifty states for the proportion of employment in professional/scientific/technical services, at 8.3 percent. Virginia ranked just above Maryland, with 8.6 percent of employment in professional/scientific/technical services. New Jersey, with 6.3 percent of employment in professional/scientific/technical services, ranked sixth.¹⁸

¹⁸ Bureau of Labor Statistics.

Exhibit 15: Proportion of Employment in Professional/Scientific/Technical Services, Top 10 States, May 2005

Rank	State	Proportion of Employment in Professional, Scientific, and/or Technical Services
1	Virginia	8.63%
2	Maryland	8.30%
3	Massachusetts	7.03%
4	Colorado	6.61%
5	Delaware	6.33%
6	New Jersey	6.31%
7	California	6.20%
8	New York	6.06%
9	Illinois	5.61%
10	Michigan	5.50%

Source: Bureau of Labor Statistics

Between May 2004 and May 2005, Maryland's labor force grew 1.9 percent. The Baltimore region's labor force grew 3.5 percent over the same 12-month period. This compares to the nation's growth of 1.4 percent. Over the past 12-months for which data are available (March 2004-March 2005), Harford County's labor force grew 8.3 percent.¹⁹

Conclusion

Harford County has emerged as a center of dynamic economic growth. Growth in Harford County is characterized by a surge in professional and technical employment that has attracted highly educated workers from across the nation.

In response to commercial growth, residential building permit activity is on the rise, suggesting that Harford County's absorptive capacity is keeping pace with its dynamism. Data also indicate available space in County classrooms. Despite an abundance of economic, cultural and quality of life opportunities in its region, housing in Harford County remains quite affordable by East Coast terms.

Harford County also reports low crime and is not prone to climatic or natural disaster. Its presence in the midst of a transportation hub also makes it productive from both military and civilian perspectives.

The analysis above makes it clear that the Harford County region has the capacity to absorb an expansion of activities at APG, and to supply needed technical and professional personnel. Indeed, Harford County and its region have emerged as centers of human capital formation in the United States.

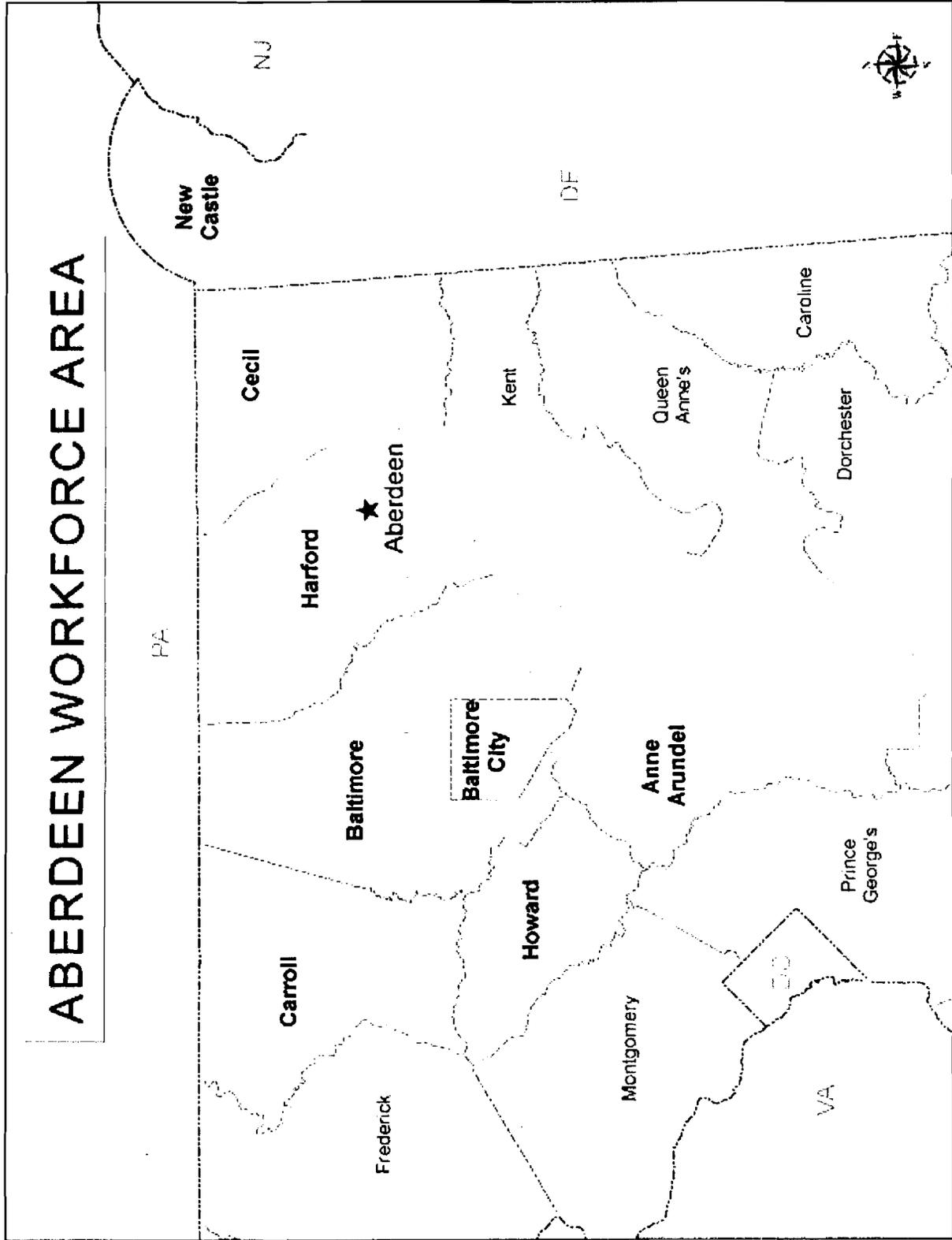
¹⁹ Id.



WORKFORCE ANALYSIS

This document was written by Maryland's Department of Business and Economic Development (DBED) to provide the BRAC Commission and staff with workforce analysis regarding the labor pool supporting the Aberdeen Proving Ground.

July 8, 2005



I. Workforce Availability

The Aberdeen Proving Ground [APG] draws on a plentiful pool of sophisticated talent to support current capabilities, and has worked with county and state officials, as well as the leaders of Maryland’s academic institutions, to provide a future pipeline of talent. Maryland provides the Aberdeen Proving ground with a highly skilled workforce. According to the Department of Labor, Maryland ranks first among the states with the highest percentage (24%) of professional and technical workers in the state’s labor pool. In addition, in 2003 the US Department of Commerce found that Maryland is statistically tied with Massachusetts as the top state in the nation for educational attainment. Nearly 38% of Maryland’s population 25 years of age and above have earned a bachelor’s degree or higher.

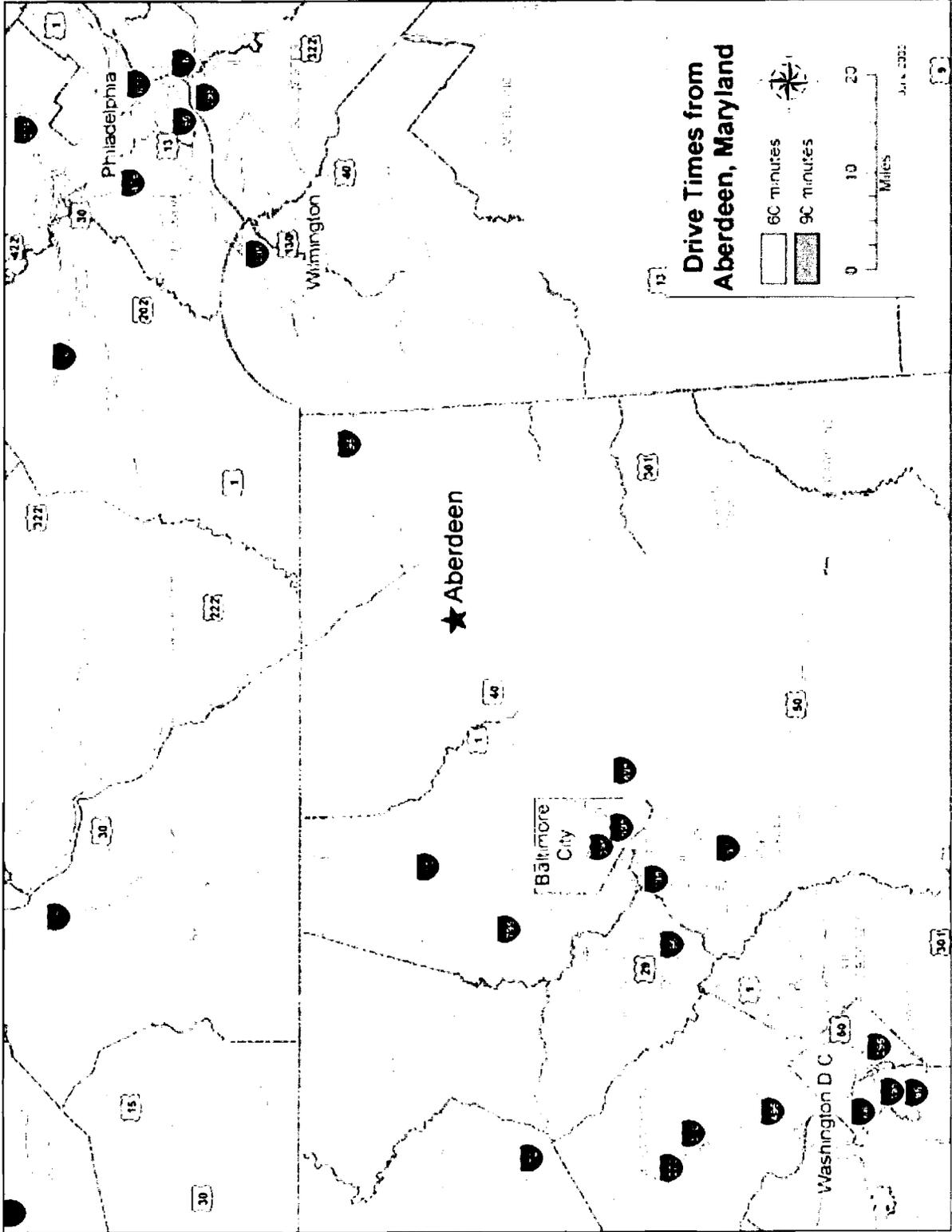
There is a nationally recognized science and technology workforce concentrated in and around Harford County, host to the APG. Nearly half a million professionals working in the management, business, computer and mathematics, science and engineering sectors live within a 90 minute drive of APG. Although a little more than 200,000 professionals work within a 60 minute drive of APG, it is neither uncommon nor unreasonable to drive an additional thirty minutes for work in this region. For example, professionals living in Annapolis, MD regularly drive more than an hour to Washington, DC every day for work. Please see the chart and illustrative map on the following two pages for more details.

**Employed Persons by Selected Occupational Group - 2004 (estimate)
Residence within a 60 or 90 minute drive of Aberdeen Proving Ground**

Occupational Group	Number of Persons	
	60-minute drive	90-minute drive
Management	93,304	254,389
Business / Financial	52,793	140,051
Computer and Mathematical	28,920	92,261
Architecture / Engineering	23,164	58,538
Life Science / Physical Science / Social Science	15,342	41,269
Totals	213,523	586,508

Source: ESRI ArcGIS Business Analyst

Note: Drive-time estimated by ESRI ArcGIS Business Analyst



Employers in Baltimore City and Anne Arundel, Baltimore, Cecil, Carroll, Howard and Harford Counties hire a wide variety of high-tech talent today. According to the Department of Labor 2002 estimates, Baltimore city and the counties listed above employ nearly 153,000 professionals, including 40,359 in computer science and mathematics and nearly 24,000 engineers and architects. Furthermore, in 2012, it is projected that more than 185,000 professionals will be employed in the Baltimore metro area.

In 2004, more than 2,000 engineers earned associate, undergraduate, masters, and doctorate degrees from Maryland universities. The National Science Foundation (NSF) recognized Maryland in 2001 as the state with the second highest concentration of doctoral scientists and engineering in the nation. The NSF also noted Maryland ranks second in the nation for employed PhD scientists and engineers per 100,000 employed workers. It is not surprising, therefore, that in 2004 the US Technology Administration named Maryland among the top ten states with an intense technology business base. The ranking is a reflection of, among others, the number of high-tech industries located in Maryland and the large percentage of entrepreneurial high-tech start-ups in the state.

**Occupational Employment Estimates, by place of employment
Baltimore metropolitan area
2002 estimates & 2012 projections**

Occupational Category	2002	2012
Management (11-3000)	23,644	28,427
Business and Financial Operations (13-1000, 13-2000)	57,687	67,540
Computer and Mathematical Science (15-1000, 15-2000)	40,359	55,396
Architecture and Engineering (17-1000, 17-2000, 17-3000)	23,824	25,702
Life and Physical Science (19-1000, 19-2000, 19-4000)	7,483	8,407
Totals	152,997	185,472

Source: U.S. Bureau of Labor Statistics, Occupational Employment Statistics (OES), and Maryland Department of Labor, Licensing & Regulation.

Note: Baltimore, Maryland area includes Baltimore City, Anne Arundel, Baltimore, Carroll, Cecil, Harford and Howard Counties.

Every two years, the Milken Institute, an independent economic think tank located in Santa Monica, CA, publishes the “State Technology and Science Index.” The report ranks the states according to their technology and science workforce. The report uses a variety of economic, academic and political measures to rank the states, including whether there is sufficient depth of high-end technical talent, technology concentration and outcomes, as well as a policy decisions that support technology-based economic development. Maryland maintained its 2002 ranking as 4th in the nation for the concentration of technology and science among the workforce. The Milken report describes Maryland’s “most poignant strengths” in the life sciences and communications technology, “two sectors with extremely bright long-term prospects, and where it has some of the best and deepest talent in the nation.” In addition, Maryland policymakers’ are committed to fostering a high-tech economy. The report notes that the Ehrlich Administration recently released a roadmap to foster development of advanced technology business in the state.

In addition to the professionals in Maryland willing to commute to APG for work, more than 25,000 Delaware residents are employed within 90 miles of APG and represent a viable labor pool for the military installation. In fact, 333 New Castle, DE residents commute to Harford County for work every day. Also, more than a quarter of a million skilled workers live in Pennsylvania counties that are located within a 90 minute drive of APG. The counties are listed below.

**Occupational Employment Estimates, by place of employment
New Castle County, Delaware - 2003**

Occupational Category	Employment
Management (11-3000)	4,650
Business and Financial Operations (13-1000, 13-2000)	15,230
Computer and Mathematical Science (15-1000, 15-2000)	9,300
Architecture and Engineering (17-1000, 17-2000, 17-3000)	4,070
Life and Physical Science (19-1000, 19-2000, 19-4000)	5,080
Totals	38,330

Source: U.S. Bureau of Labor Statistics, Occupational Employment Statistics (OES); Delaware Department of Labor. Estimates for November, 2003.

Occupational Employment Estimates, by place of employment
Southeastern Pennsylvania - York, Lancaster, and Philadelphia metropolitan areas
May 2004 estimates

Occupational Category	York MSA	Lancaster MSA	Philadelphia MSA
Management (11-3000)	1,880	2,900	36,710
Business and Financial Operations (13-1000, 13-2000)	4,650	6,020	109,020
Computer and Mathematical Science (15-1000, 15-2000)	1,550	2,100	64,340
Architecture and Engineering (17-1000, 17-2000, 17-3000)	3,080	3,180	39,790
Life and Physical Science (19-1000, 19-2000, 19-4000)	420	1,040	18,210
Totals	11,580	15,240	268,070

Note: York Metropolitan Statistical Area (MSA) includes only York County; Lancaster MSA includes only Lancaster County; Philadelphia MSA includes five counties in Pennsylvania (Bucks, Chester, Delaware, Montgomery, Philadelphia) plus four counties in New Jersey (Burlington, Camden, Gloucester, Salem).

II. Workforce Sustainability

In addition to the existing workforce in Maryland, the Aberdeen Proving Ground is surrounded by two and four-year academic institutions that can replenish the workforce. These universities provide a continual pipeline of new, fresh talent. As the Milken report notes, the number of bachelor’s degrees awarded within a state is an indication of “both the level of educational attainment and the type of skills that are demanded by the state’s firms.” In 2004, more than 8,000 Bachelor’s degrees were awarded to graduates in high-tech, business, engineering and science programs in Maryland’s four-year universities. In Delaware, a state that currently provides and will continue to provide APG with professionals, more than 1,800 graduates earned Bachelor’s degrees. As the chart below illustrates, more than 7,000 Master’s degrees and 563 Doctorate degrees were awarded in science, engineering, technology and business to graduates from Maryland and Delaware universities in 2004. In Washington, D.C., which neighbors Maryland, more than 7,000 students graduated in 2004 with associate, undergraduate, graduate and PhD degrees in a variety of disciplines, including science, business, engineering and technology.

**Degrees Awarded by Maryland and Delaware Colleges and Universities in 2004
Selected Programs**

Program	Degree				Total
	Associate	Bachelors	Masters	Doctorate	
All institutions					
Biological Science	269	1,461	354	167	2,251
Business and Management	1,794	5,062	4,384	16	11,256
Computer Science	1,292	2,350	1,284	32	4,958
Engineering and Technology	881	1,219	884	205	3,189
Mathematics	1	259	86	27	373
Physical Science	0	285	175	116	576
Total	4,237	10,636	7,167	563	22,603

Note: Associate includes Associate Degrees, Lower and Upper Division Certificates; Bachelors includes Bachelors Degrees; Masters includes Masters Degrees and Post Baccalaureate Certificates; Doctorate includes Doctoral Degrees.

Sources: Maryland Higher Education Commission; Delaware Higher Education Commission / IPEDS Completions Survey.

**Degrees Awarded by Washington, D.C. Colleges and Universities in 2002
Selected Programs**

Program	Degree				Total
	Associate	Bachelors	Masters	Doctorate	
<i>All institutions</i>					
Biological Science	0	304	186	43	533
Business and Management	190	1,961	1,850	20	4,021
Computer Science	179	1,233	589	7	2,008
Engineering and Technology	11	124	359	39	533
Mathematics	0	32	20	6	58
Physical Science	0	93	101	27	221
Total	380	3,747	3,105	142	7,374

Note: Associate includes Associate Degrees, Lower and Upper Division Certificates; Bachelors includes Bachelors Degrees; Masters includes Masters Degrees and Post Baccalaureate Certificates; Doctorate includes Doctoral Degrees.

Source: National Center for Education Statistics - IPEDS Completions Survey.

Nearly 300,000 students currently attend 58 accredited two- and four-year colleges and universities in Maryland. These educational resources include the eleven campuses of the University System of Maryland as well as Johns Hopkins University. The University System of Maryland alone offers over 600 degree programs delivered in classrooms, laboratories, education centers, and online. The four-year colleges, such as Villa Julie, provide intense, hands-on training for future careers in the sciences. Maryland's sixteen community colleges operate a network of 23 campuses and numerous learning centers throughout the state.

The Milken report notes “the total number and percentage of the population with advanced degrees or higher are important to a state because large concentrations of people with advanced degrees are a good indicator of a state labor pool’s sophistication and level of skill development.” Employers recognize the importance of locating their companies in states with strong academic institutions. They are also a reflection of a “solid advanced education system.”

**Degrees Awarded by Maryland Colleges and Universities in 2004
Selected Programs**

Program	Degree				Total
	Associate	Bachelors	Masters	Doctorate	
<i>Four-year Institutions</i>					
Biological & Natural Sciences	269	1,301	344	163	2,077
Business and Management	1,458	3,797	3,848	16	9,119
Computer Science	1,213	2,224	1,226	27	4,690
Engineering & Technology	710	1,027	809	158	2,704
Mathematics	0	247	76	22	345
Physical Science	0	238	161	89	488
Total	3,650	8,834	6,464	475	19,423

Note: Associate includes Associate Degrees, Lower and Upper Division Certificates; Bachelors includes Bachelors Degrees; Masters includes Masters Degrees and Post Baccalaureate Certificates; Doctorate includes Doctoral Degrees.

Source: Maryland Higher Education Commission.

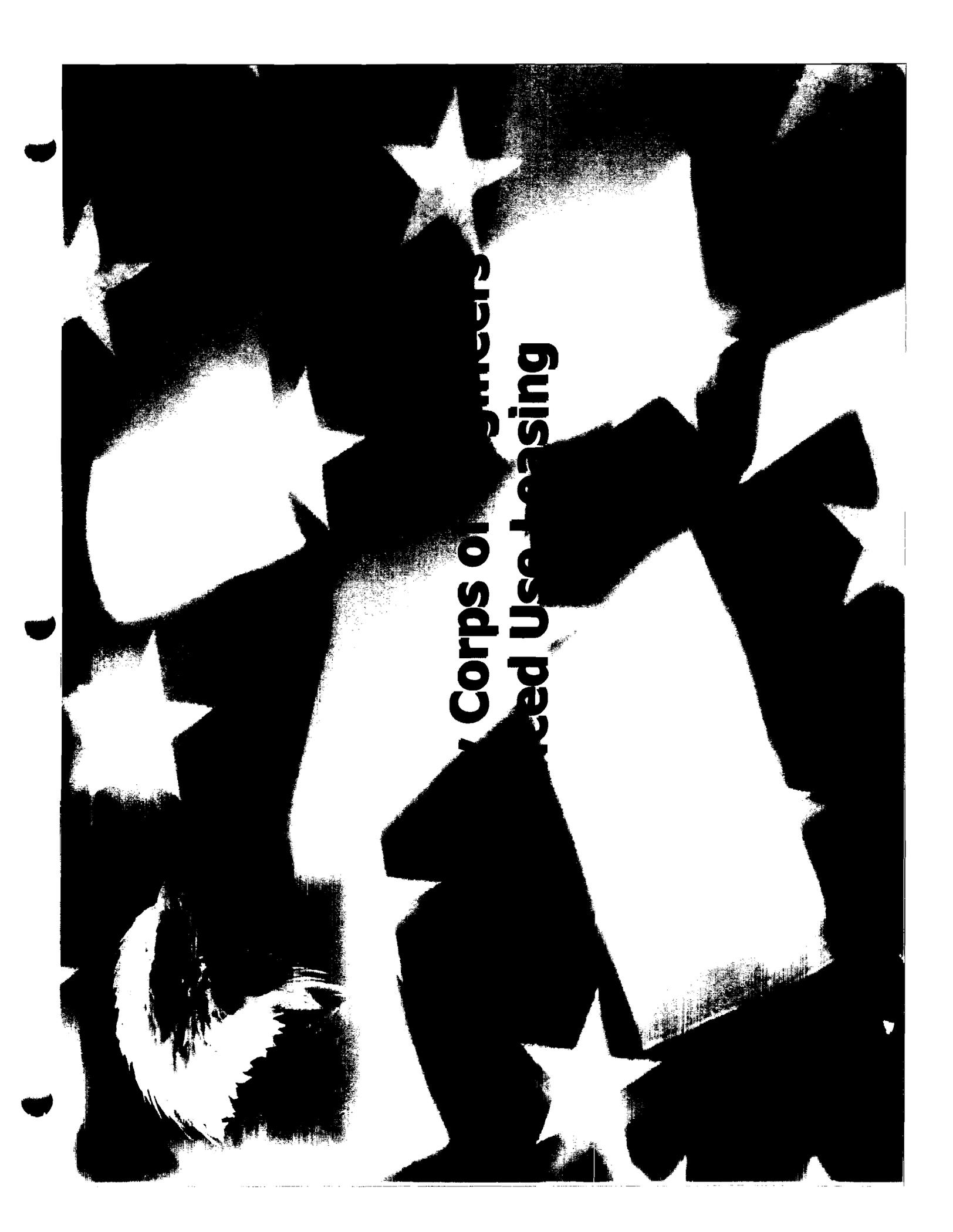
In addition to Maryland’s outstanding academic institutions listed above, the Harford County government joined with the state, academia and local businesses to create a facility called the “Higher Education and Applied Technology (HEAT) Center.” The HEAT Center is a 152-acre campus located in Harford County that supports the mission of APG, helps support regional technology transfer initiatives and provides business incubator space. The HEAT Center also plays a significant role in workforce training by offering associate degrees, certificates, continuing education from the following academic institutions:

- College of Notre Dame of Maryland
- Johns Hopkins University
- Towson University
- University of Maryland at College Park
- University of Phoenix

- Villa Julie College
- Harford Community College
- Cecil Community College

The HEAT Center is located less than ten minutes from the base and is utilized by neighboring defense contractors, academia and government officials. Harford County plans to develop the entire HEAT Center campus with academic institutions and major private sector entities that support the mission of APG. Pursuant to this, in 2001 the Battelle Memorial Institute, one of the world's largest private research and development organizations, purchased 89-acres at HEAT for the development of its new Battelle Eastern Science and Technology (BEST) Center. The first phase of construction was completed in 2002 with the opening of a new \$20 million, 80,000 square foot facility complete with office space, a conference center and 16 biology and chemistry labs.

In 2005, the Harford County Council approved a revised Master Land Use plan for Harford County which provides an additional 100+-acres to the HEAT Center campus in order to sustain the growth of industry activity and educational programming.



**Army Corps of Engineers
Advanced User Licensing**



US Army Corps
of Engineers

What is Enhanced Use Leasing?



- Enhanced Use Leasing is a new tool in the military's arsenal providing an alternative to traditional approaches of acquiring, constructing or upgrading facilities.
- Leverage DoD assets that are currently available, but not excess to the Military's needs
- Receive rent in cash or in-kind services no-less-than FMV of asset



US Army Corps
of Engineers

Enhanced Use Leasing



Title 10 USC § 2667 gives Military Departments authority to:

- Enter into long-term or short-term leases, providing greater flexibility for facility reuse
- Lease land and/or buildings
- Receive income on leased property, which can be used to fund other new construction and does not have to be invested in the leased property



US Army Corps
of Engineers

Why Does Army Lease?



- Off-set declining Operation & Maintenance budgets
- Bring tenants who are synergistic with missions of installations
- Avoid cost of maintaining or razing old buildings
- Free-up space for increased or new missions



US Army Corps
of Engineers

How Does Army Lease?

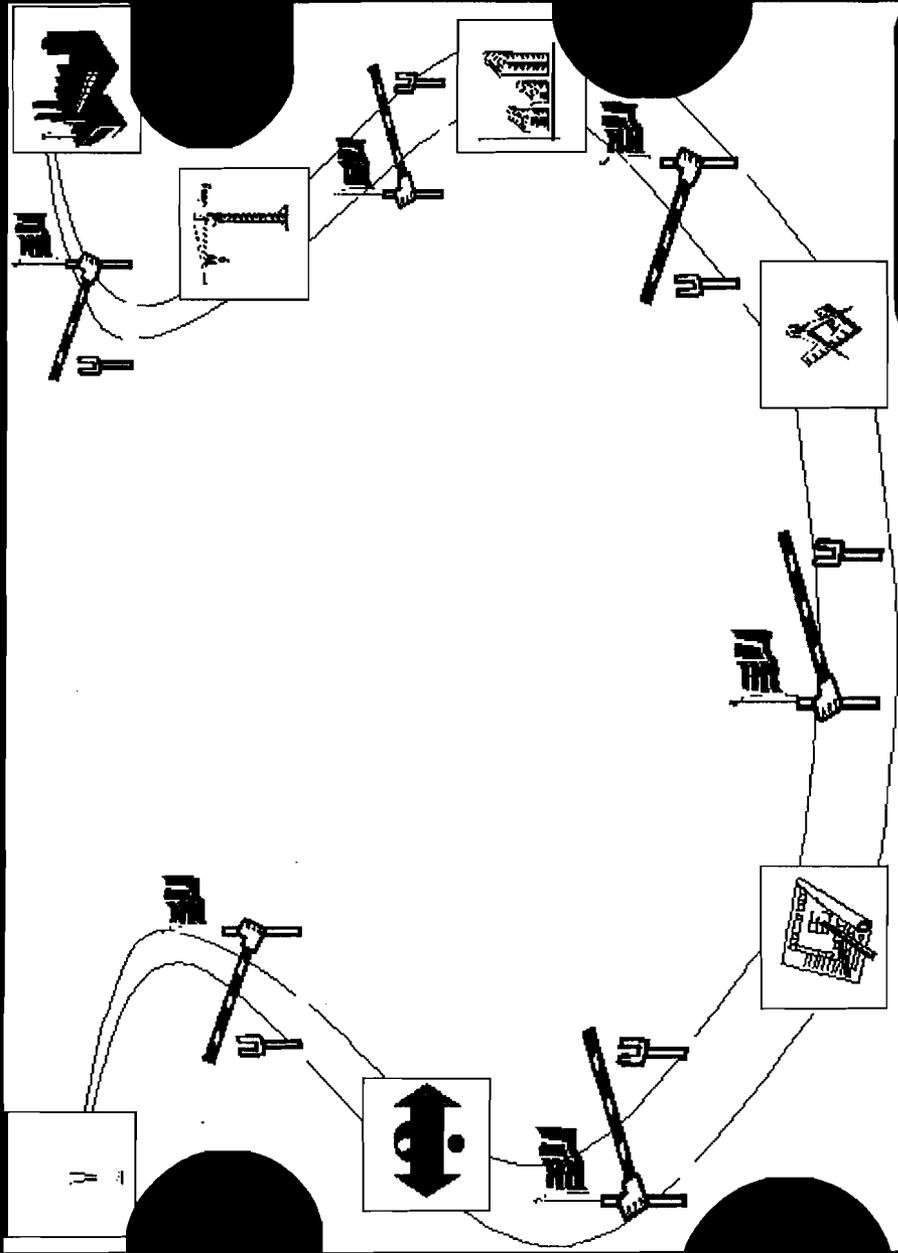


- Competitive (Advertising) Process
- Source Selection Process
- Negotiation Process



US Army Corps
of Engineers

EUL Process





US Army Corps
of Engineers

Benefits of EUL for Private Sector



**“The promise of win-win dealings rarely
looked so achievable” – EUL developer quote**

- **Market Rate Returns:** Developer captures market rates of return on design, construction, maintenance, leasing/sales, and property management activities
- **Long-Term Relationship:** Ground lease for assets is up to 50 years and agreements with end users is frequently 20 years or more
- **Efficient Developer Selection Process:** Approach is to minimize time and effort of bringing a development entity on board to perform work
- **Growing Program:** DoD EUL program is in its early development stages, anticipation of many more projects across the country



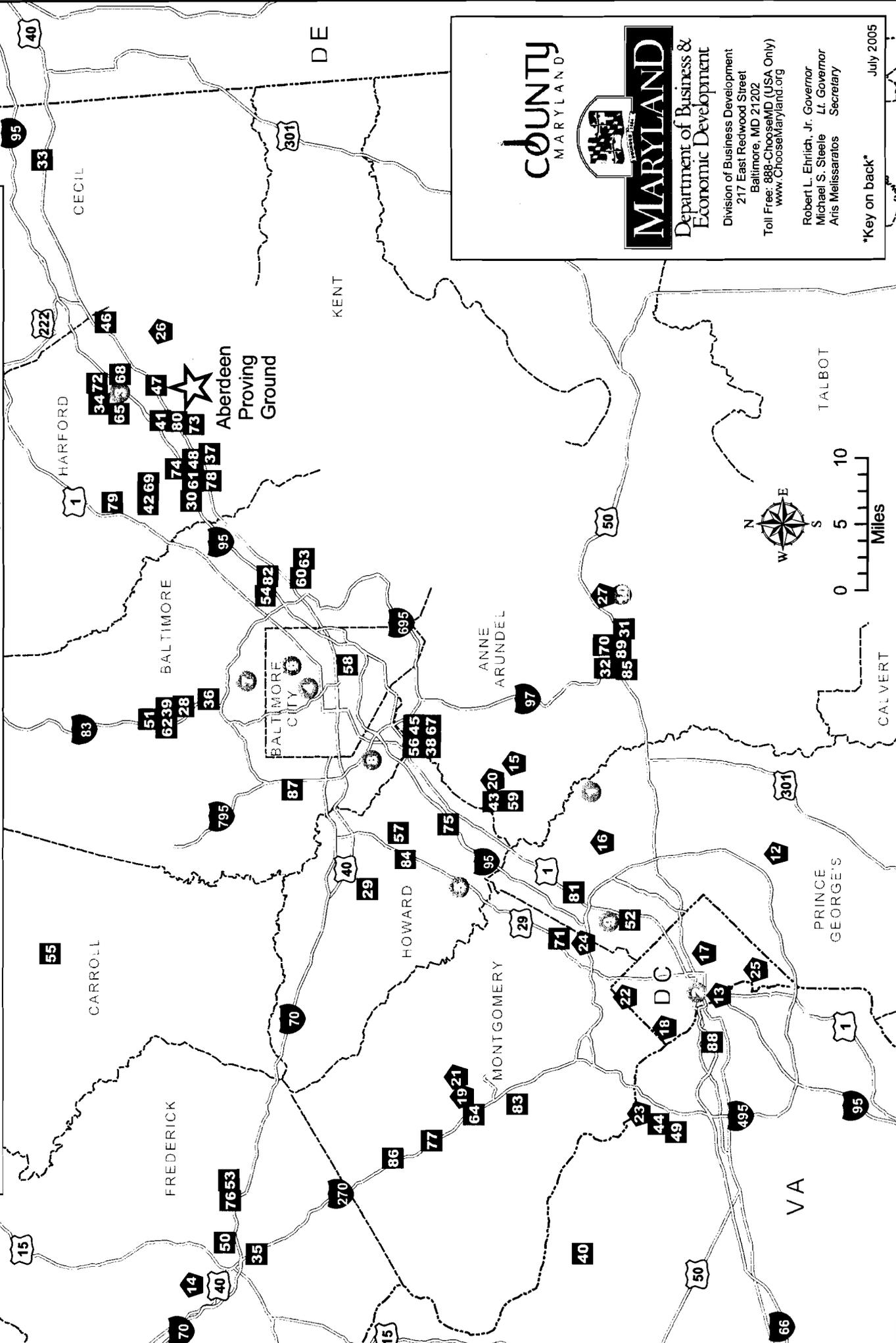
US Army Corps
of Engineers

Benefits of EUL to Army



- Unleashes captive value from property**
- Provides for needed development**
- Tenants who compliment missions at Fort Detrick**
- Supplements under-funded O&M**
- Provides in-kind funding source for needed and un-funded capital improvements**
- Stimulates local job market**
- Improves community relations**

Maryland's Electronics, Engineering & Information Technology Assets



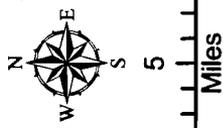
COUNTY
MARYLAND

MARYLAND
Department of Business & Economic Development

Division of Business Development
217 East Redwood Street
Baltimore, MD 21202
Toll Free: 888-ChooseMD (USA Only)
www.ChooseMaryland.org

Robert L. Ehrlich, Jr. Governor
Michael S. Steele Lt. Governor
Anis Mellissaratos Secretary

Key on back July 2005



Maryland's Electronics, Engineering & Information Technology Assets					
TYPE	LABEL	NAME	CITY	STATE	
Academic	1	Bowie State University Satellite Operations Control Center	Bowie	MD	
	2	George Washington University	Washington	DC	
		GW - Homeland Security Research Institute	Washington	DC	
		GW - Institute for Crisis, Disaster & Risk Management	Washington	DC	
		GW - Institute for Reliability and Risk Analysis	Washington	DC	
	3	Higher Education and Applied Technology (HEAT) Center	Aberdeen	MD	
		Johns Hopkins University (JHU)	Baltimore	MD	
	4	JHU - Center for Algorithm Engineering	Baltimore	MD	
		JHU - Information Security Institute	Baltimore	MD	
		JHU - Space Telescope Science Institute (Hubble)	Baltimore	MD	
		JHU - Applied Physics Lab	Laurel	MD	
5	Morgan State University	Baltimore	MD		
6	Towson University	Towson	MD		
8	University of Maryland, Baltimore County (UMBC)	Baltimore	MD		
	UMBC - Center for Information Security & Assurance	Baltimore	MD		
	UMBC - Goddard Earth Sciences and Technology Center	Baltimore	MD		
	UMBC - Joint Center for Earth Systems Technology	Baltimore	MD		
	UMBC - Laboratory for Advanced Information Technology (LAIT)	Baltimore	MD		
	UMBC - Security Technology Research Group (STRG)	Baltimore	MD		
9	University of Maryland, College Park (UMCP)	College Park	MD		
	UMCP - Center for Satellite & Hybrid Communications Networks	College Park	MD		
	UMCP - MIND Lab (Maryland Information Network Dynamics)	College Park	MD		
	United States Naval Academy	Annapolis	MD		
10	University of Delaware	Newark	DE		
Federal	11	Andrews Air Force Base	Camp Springs	MD	
	12	Federal Communications Commission	Washington	DC	
	13	Fort Detrick	Frederick	MD	
	14	Fort George G. Meade	Fort Meade	MD	
	15	NASA Goddard Space Flight Center	Greenbelt	MD	
	16	NASA Headquarters	Washington	DC	
	17	National Geospatial Agency (NGA)	Bethesda	MD	
	18	National Inst. Of Standards & Technology	Gaithersburg	MD	
	19	National Security Agency	Fort Meade	MD	
	20	NIST - Information Technology Laboratory	Gaithersburg	MD	
	21	NOAA, Headquarters	Silver Spring	MD	
	22	NSWC at Carderock	West Bethesda	MD	
	23	U.S. Army Research Laboratory	Adelphi	MD	
	24	U.S. Naval Research Laboratory	Washington	DC	
	25	Virtual Proving Ground (VPG)	Aberdeen Proving Ground	MD	
	26	VoxTec	Annapolis	MD	
	Support Infrastructure/ Private	27	AAI Corporation	Hunt Valley	MD
		28	Aerospace Engineering Group Of I D E A	Ellicott City	MD
		29	Alcore	Edgewood	MD
30		ARINC	Annapolis	MD	
31		ATA Defense Industries, Inc.	Hanover	MD	
32		ATK Tactical Systems Co.	Elkton	MD	
33		Battelle	Aberdeen	MD	
34		Bechtel Telecommunications	Frederick	MD	
35		Big Huge Games	Timonium	MD	
36		Booz Allen Hamilton	Abingdon	MD	
37		Booz Allen Hamilton Common Criteria Testing Laboratory	Linthicum	MD	
38		BreakAway Ltd.	Hunt Valley	MD	
39		Cable & Wireless Common Criteria Testing Lab	Sterling	VA	
40		California Microwave Systems	Belcamp	MD	
41		Computer Sciences Corporation	Bel Air	MD	
42		Computer Sciences Corporation Common Criteria Testing Lab	Annapolis Junction	MD	
43		CygnCom Common Criteria Testing Laboratory (CCTL)	McLean	VA	
44		Delta Aviation	Linthicum	MD	
45		Dycor USA, Inc.	Havre De Grace	MD	
46		Dynamic Science	Aberdeen	MD	
47		EAI	Abingdon	MD	
48		Entrust CygnCom	McLean	VA	
49		Fairchild Controls Corp.	Frederick	MD	
50		Firaxis Games	Hunt Valley	MD	
51		Fraunhofer Center	College Park	MD	
52		Frederick Aviation, Inc.	Frederick	MD	
53		Gathering of Developers (GOD)	Baltimore	MD	
54		General Dynamics Corporation	Westminster	MD	
55		General Dynamics Corporation	Linthicum	MD	
56		General Dynamics Corporation	Columbia	MD	
57		Greater Baltimore Technology Council	Baltimore	MD	
58		Laboratory for Physical Sciences (LPS)	Fort Meade	MD	
59		Lockheed Martin Corporation	Baltimore	MD	
60		Log.Sec Corporation	Edgewood	MD	
61		MA/COM	Hunt Valley	MD	
62		Middle River Aircraft Systems	Baltimore	MD	
63		National Information Assurance Partnership (NAIP)	Gaithersburg	MD	
64		Northeastern Maryland Technology Council	Aberdeen	MD	
65		Northrop Grumman	Baltimore	MD	
66		Northrop Grumman Information Technology	Aberdeen	MD	
67		OptiMetrics	Bel Air	MD	
68		Pulse Engineering, Inc.	Hanover	MD	
69		Raytheon Training	Silver Spring	MD	
70		RTR Technologies LLC	Aberdeen	MD	
71		SafeNet	Belcamp	MD	
72		SAIC	Abingdon	MD	
73		SAIC Common Criteria Testing Lab	Columbia	MD	
74		SMA	Frederick	MD	
75		Smiths Aerospace	Germantown	MD	
76	Smiths Detection	Edgewood	MD		
77	SRS Technologies	Bel Air	MD		
78	Survive Engineering Company	Belcamp	MD		
79	Swales Aerospace	Beltsville	MD		
80	Take 2 Interactive	Baltimore	MD		
81	Technology Council of Maryland	Rockville	MD		
82	TEDCO	Columbia	MD		
83	Tektron Micro Electronics, Inc.	Hanover	MD		
84	Thales Communications	Clarksburg	MD		
85	Titan Systems Corp.	Baltimore	MD		
86	US Computer Emergency Readiness Team - DHS	Washington	DC		
87	Wartsila NSD North America, Inc.	Annapolis	MD		
88					
89					

Colonel Clemon Wesley

Testimony to the 2005 BRAC Commission

July 8, 2005

Good morning Mr. Chairman and Members of the Commission. I am the President of the Ft. Meade Alliance, which is a non-profit organization that exists to support Ft. George G. Meade and the entire Fort Meade community.

Fort Meade is a 5,400 acre installation with 78 tenant organizations. It is home to the largest joint-service and intelligence center in the world. With Fort Meade's close proximity to Washington, DC, and with land to build on, it is a prime location for Department of Defense (DOD) activities, especially those with specific security and communications requirements.

We strongly support DOD's recommendations because they help transform our military into the kind of force we need to defeat current and future threats. Fort Meade is a big part of that transformation. Already performing multiple missions, Fort Meade stands ready to accept future missions related to its core competencies including Strategic-Level Intelligence, Senior-Level Education and Training, Communication and Information Operations, and Security.

It comes as no surprise that DOD would recommend bringing more of these types of activities to Fort Meade. In fact the military services and many federal agencies have long recognized the value of Fort Meade. Fort Meade, in partnership with local, and state officials, community and business leaders, and with the support of Maryland Congressional leaders, has been reshaping itself for the future. Since September 11, they have focused on force protection and infrastructure renewal. The Fort Meade Comprehensive Expansion Master Plan identified expansion areas for development to support a population growth far beyond what the BRAC recommendations require, and in a manner that will be mutually beneficial to the mission and to local communities. Together we have ensured that Fort Meade gets better as it grows.

Many aspects of the master plan are currently underway, including privatization of utilities and housing, and installation of a secure communications network infrastructure. In addition, more than 100 old buildings have been removed from the post in the last three years. Force protection initiatives include tightening the installation security zone and Fort Meade is pursuing options like Enhanced Use Lease and other activities to make operational facilities even more secure and to make space for future requirements.

In preparing for the future, Fort Meade has always had a partner in the surrounding communities, who have been active in creating many of the advantages that Fort Meade offers. In this regard, I'd like to turn to Mr. Joseph Rutter of Anne Arundel County to continue our presentation.

TESTIMONY BEFORE THE 2005 BRAC

JOSEPH RUTTER

JULY 8, 2005

Good morning, I am here on behalf of County Executive Janet Owens who is out of state today on a long planned trip.

Thank you for the opportunity to talk to you about the partnership that exists between Anne Arundel County and Fort Meade. The communication and working relationship between this Federal Campus and the County is a model for the future. We appreciate the economic development opportunities that are provided by Fort Meade and NSA and have worked to provide the infrastructure to support the mission at the Fort and NSA. We believe we are ready for the proposed growth and additional private sector activity that will be driven by the BRAC initiative.

Anne Arundel County is at the center of the fourth largest regional labor market in the United States. The labor force is highly educated, highly mobile and focused on the defense industry. The Chesapeake Innovation Center, the Nations first Homeland Security incubator is creating important new technology. Eight of the top ten defense contractors including Northrup Grumman, Lockheed-Martin and Titan Corporation already have a presence in Anne Arundel County. General Dynamics, in announcing a move of additional offices to Anne Arundel County last month noted, "We find that the work force is certainly qualified to meet the needs of our company and our customers".

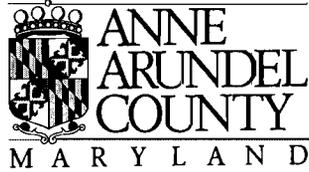
Anne Arundel County is positioned to provide the labor force for future growth. In the immediate area surrounding the fort we have over 4,000 housing units ready to come on line over the next several years and more in the development pipeline that will provide a supply over the next decade.

Anne Arundel County has over 5 million square feet of new office space ready to move forward along the I-295 corridor.

In addition, our neighboring counties have significant opportunities for both residential and employment growth.

The transportation network is in place. Baltimore Washington International Airport is in Anne Arundel County just north of Fort Meade. The north south highway links to Baltimore and Washington are excellent with both Interstate and US highways supplemented by rail passenger service on both the CSX and the Penn lines. Immediately east of Fort Meade is the Odenton Town Center, which contains a MARC rail station that provides a direct connection from DC to the Fort. This Town Center as well as other developments in the vicinity of the Fort will provide all of the commercial services to support the workforce and the residents of the area.

In conclusion, I want to thank you for the opportunity to talk to you about our partnership with Fort Meade and ask for your support of the BRAC 2005 recommendation to realign these functions to Fort Meade. We are available to answer any questions and to supplement the information that has been provided to you.



ARUNDEL CENTER

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www.aacounty.org

JANET S. OWENS

County Executive

June 17, 2005

The Honorable Anthony J. Principi – Chairman
2005 Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, Virginia 22202

Dear Chairman Principi and Commission Members:

Anne Arundel County has been anticipating the growth of jobs at Fort Meade for the past six years. We are prepared to accept and welcome this new opportunity to our community.

Anne Arundel County is well-positioned to accept this growth because of the many assets that already exist which will serve to support the new and expanded mission at Fort Meade.

These include:

- A thriving cluster of high technology defense contractors is already located within minutes of Fort Meade including Northrup Gruman, Lockheed-Martin and Titan Corporation.
- The Chesapeake Innovation Center, the nations first Homeland Security incubator, which is creating important new technology.
- A highly educated workforce that is nourished and replenished by the outstanding graduate and undergraduate engineering and technology programs at the University of Maryland, Johns Hopkins, and Morgan State Universities.
- An opportunity to commute to work by transit to the Odenton Station located adjacent to Fort Meade, for those employees who already live in the Baltimore-Washington area.
- Thousands of new housing units in Arundel Preserve, Dorchester, and Parkside are only ten minutes from work for those new employees who will be moving to Maryland.
- Excellent shopping and convenience retail located in Odenton and Arundel Mills to serve important daily needs of new families moving to the area.

Page Two
The Honorable Anthony J. Principi
June 17, 2005

We have demonstrated our commitment to provide excellent public infrastructure through partnerships with our Federal and State Elected Officials and Agencies.

We have:

- Expanded Route 32, which has improved the access to the National Security Agency.
- Constructed Route 32/Route 198 interchange to facilitate direct access to Fort Meade.
- Designated MD Route 175, a major gateway to Fort Meade, the County's top priority for the State Highway Capital Program.
- Taken over and currently operate Tipton Airfield which provides general aviation services to the community.

These are just a few of the building blocks that we have put in place in preparation for the expanding role and importance that Fort Meade and NSA have in the nation's defense. These building blocks could not have been achieved without the development of the partnerships we have made and sustained with Fort Meade, NSA, and State and Federal elected officials. As you well know, track record is an important criteria when making critical decisions. Mr. Chairman, we have demonstrated that track record and we look forward to your support of the Defense Department's recommendation to realign these 5363 jobs to Fort Meade.

Sincerely,



Janet S. Owens
County Executive

JWR/JJC/clw

cc: Joseph Rutter
James Cannelli
file

2005 Base Realignment and Closure Commission

Justification Document Relocate Joint Spectrum Center, Annapolis, MD to Ft. Meade, MD as part of the National Capitol Region DISA Consolidation

Provided by Anne Arundel County

July 8, 2005

Baltimore, MD

2005 BRAC Regional Hearing

Joint Spectrum Center Background

- The Joint Spectrum Center (JSC) is part of the Defense Information Systems Agency (DISA) and is located on the former Naval Surface Warfare Center site in Anne Arundel County, commonly known as the David Taylor Research Center (DTRC), that was closed as part of the 1995 base realignment and closure (BRAC) process. DTRC sits on the Severn River opposite the Naval Academy and downtown Annapolis.
- The DTRC was closed as part of the 1995 base realignment and closure (“BRAC”) process.
- JSC was directed to relocate in the 1995 BRAC Commission Report regarding DTRC’s closure:
 - “The Joint Spectrum Center, a DOD cross-service tenant, will be relocated with other components of the [David Taylor Research] Center in the local area as appropriate.”
- Anne Arundel County elected to become the Local Reuse Authority under BRAC to facilitate the replacement of the 1,400 high-quality jobs at DTRC that were to be lost.
- During its reuse planning process, the County discovered that approx. 500 off-site jobs in the local area were tied to a contract that at that time required those contract employees to be located within 15 miles of JSC.
- However, subsequent to federal approval of the County’s Reuse Plan and conveyance application, **a new JSC contract was put in place that NO LONGER required the contractor be located within 15 miles of JSC, eliminating any justification for keeping JSC at that site.**
- **The County has a federally approved Reuse Plan for the site’s redevelopment into a commercial office park with a hotel, but given the location of the final size of the JSC leased premises and JSC’s current Force Protection requirements, which are not achievable in the middle of a commercial office park, the County’s Reuse Plan is in jeopardy.**
- There are no apparent operational or organizational reasons for JSC to be located at DTRC or in the Annapolis area.
- Therefore, the County deserves the opportunity to realize its Reuse Plan, which is projected to provide more than \$3M per year in tax revenue and replace the jobs lost at DTRC as part of the 1995 BRAC process. JSC should be relocated to Ft. Meade along with the other local components of DISA ²

Joint Spectrum Center Should Relocate to Ft. Meade with other DISA Components

- The DOD's goal is to consolidate all significant DISA Components in the National Capitol Region to a chosen receiving base to meet several important Department of Defense objectives with regard to:
 - future use of leased space,
 - rationalizing the presence of DoD Activities within the National Capital Region (NCR),
 - consolidation of Headquarters operations at single locations,
 - **and enhanced security for DoD Activities.**

- **Joint Spectrum Center was reviewed as part of the DISA relocation in Scenario Candidate's:**

HSA# 0089, 0090, 0012

DOD Chose Scenario Candidate #HSA-0045:

Consolidate Defense Information Systems Agency (DISA) Components in DC Area to Ft. Meade, MD

DOD Justification for Moving DISA Components to Ft. Meade:

“This recommendation meets several important Department of Defense objectives... The relocation of a DOD Agency headquarters to a military installation that is outside of the NCR provides dispersion of DoD Activities away from a dense concentration within the NCR. **This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards.**”

DOD Chose Scenario Candidate #HSA-0045:

Consolidate Defense Information Systems Agency (DISA) Components in DC Area to Ft. Meade, MD

- **Joint Spectrum Center (JSC) was Dropped from this Scenario: Candidate # HSA-0045**
- **Stated Reason:**
 - **“Dropped Joint Spectrum Center, Annapolis, MD; independent field activity tied to contractor space nearby. (139 personnel)”** (Road Map- DISA Presentation CR Chart 7 Jan 05)
 - **“The Joint Spectrum Center (JSC) is an independent field activity of DISA. In addition to the 139 government/contractor FTEs occupying the JSC building, there are 200+ contractors supporting the JSC from an adjacent contractor-leased building.”**

(DISA HSA-0045 Supporting Comments)

JSC Should Join DISA Relocation to Ft. Meade

REASON 1:

DOD states that their reason for not moving JSC to Ft. Meade is because the contractor, Alion Science and Technology (“Alion Corp.”), is in an “adjacent contractor-leased building”

- But, Alion Corp. is actually located 6.6 miles away from the JSC.
- Ft. Meade is only an additional 11 miles further from Alion Corp than JSC’s current location.

An additional 11 miles is a small price to pay to achieve the immediate benefit of JSC’s enhanced Force Protection by co-locating JSC with the rest of the DISA components at Ft. Meade.

JSC Should Join DISA Relocation to Ft. Meade

REASON 2: JSC Answers to Q#1912 Were Incorrect

DOD Question #1912

- Question Name: HSA-HQS23101- Leased AT/FP % of Bldg and Controlled

B. Is the building within a Controlled Perimeter?

- JSC ANSWER:
YES

C. What is the distance in feet to the Controlled Perimeter?

- JSC ANSWER:
50 Ft.

- **But, JSC is NOT in a Controlled Perimeter**
- ***RATHER, it is in the center of a planned Commercial Business Park.***
- **JSC's current location is not and never will be able to be compliant with current Force Protection Standards.**

SUMMARY

- Anne Arundel County has a federally approved Reuse Plan for the DTRC site's redevelopment into a commercial office park with a hotel.
- If the JSC stays on the DTRC site, the County's Reuse Plan is in jeopardy.
- JSC's current location at DTRC is not and never will be able to be compliant with current Force Protection Standards as they are unachievable in the middle of a commercial office park.
- The Contractor, Alion Corp. is currently 6.6 miles from the JSC building in Annapolis. Moving JSC to Ft. Meade would only add 11 miles to the distance to the contractor.
- There are no apparent operational or organizational reasons for JSC to be located at the DTRC or in the Annapolis area.
- The County deserves the opportunity to realize its Reuse Plan, which is projected to provide more than \$3M per year in tax revenue and replace the jobs lost at DTRC as part of the 1995 BRAC process.
- JSC should be relocated to Ft. Meade along with the other local components of DISA
- ***The JSC move to Ft. Meade will allow the Anne Arundel County to proceed with its federally approved Reuse Plan, provide JSC with immediate Force Protection, provide co-location with DISA HQ, and only add 11 miles to the distance from the contractor to JSC.***

**Anne Arundel County Presentation
To the
BRAC Commission
July 8, 2005**

Introduction

Workforce

Anne Arundel County is at the center of the fourth largest labor market in the United States.

- The labor force is highly educated
- The labor force is highly mobile
- Many of the jobs will be relocated from nearby jurisdictions and employees may commute

Anne Arundel County had over 56,000 out commuters to the Washington region according to the 2000 census. More than 22,000 worked in D.C. and Montgomery County. Since these residents have similar jobs to those being reassigned to Fort Meade, we expect to capture some of them to fill the new jobs at the Fort.

Housing

Anne Arundel County has over 5100 housing units in the pipeline in close proximity to the Fort.

- Over 4000 units have passed all adequate public facilities tests with some projects under construction and others finishing the review process. 3600 are not age-restricted and are mix of single family, townhouse and apartment units with a wide price range.
- An additional 1150 units are earlier in the process and have not passed adequate facilities tests for roads and schools. These projects are expected to move forward in the next several years and maintain the supply of building lots.
- Howard County, Prince Georges County and Laurel City have Route 1 revitalization programs that are providing a mix of housing and jobs.

Commercial Office Space

Anne Arundel County has more than five million square feet of office space ready to come on line.

- Konterra will have 2.5 million square feet. It is a new park located opposite the National Business Park on the south side of Route 32 near the interchange with the Baltimore Washington Parkway. Grading plans are ready for approval.
- National Business Park has 300,000 square feet under construction and another 500,000 square feet approved and ready for building permits.
- Arundel Preserve will contain over 1.6 million square feet of office and is starting construction this spring.
- Parkside will have 408,000 square feet and will be following in a few years.
- Numerous small projects are located close by particularly near Arundel Mills. Many of the contractors will want to locate as close to the airport as to the Fort. In addition there are several million more square feet of office space north of the Baltimore-Washington International Airport.
- Howard County, our neighbor to the west of Fort Meade, has more than 1 million square feet of existing space available and another 1.5 million square feet in recently approved projects and 3.9 million square feet in the development pipeline.
- On a related issue, Anne Arundel County requests that the 2005 BRAC Commission recommend the relocation of the Joint Spectrum Center, a Defense Information Systems Agency command, to Fort Meade as part of the DISA consolidation there. The JSC was mandated for relocation from the Naval Surface Warfare Center facility in the Annapolis area that was closed as part of 1995 BRAC. This local relocation of JSC would enable Anne Arundel County to realize its federally approved Reuse Plan for this 1995 BRAC site and, more importantly, provide JSC the required level of force protection that is unattainable at its current location (a commercial office park).

Education

Anne Arundel County has school capacity at Meade High School and at the Middle School level. With the construction of Harmans Elementary and other capital improvements it is expected that elementary school capacity will be available. As was stated earlier in my presentation, more than 4000 proposed new units are already accounted for in the school projections.

Transportation

There is an excellent transportation network in place in Anne Arundel County and the region to support the growth planned for Fort Meade and the surrounding area. This area of the County is blessed with excellent highway access, two commuter rail lines and mass transit services that link employment centers, residential areas and the commuter rail lines.

Some of the completed and planned improvements to the transportation network include:

- Widened Route 32 and improved access to the National Security Agency.
- Improved interchange at Route 198 and Route 32 that enhanced access to Fort Meade.
- Designated improvements to MD 175 as the top County priority for improvements to state roads in the County.
- Identified MD 198 as a high priority for road improvements.
- With the recent approval of the Odenton Town Center Plan, MDOT is moving forward significant expansion of the parking lots for the MARC station. The County is working with Fort Meade and the Corridor Transportation Corporation to locate a transit facility in the area and will be prepared to offer local service including shuttle service from the MARC lines to the Fort.

Conclusion

MAJOR GENERAL BRUCE F. TUXILL

ADJUTANT GENERAL, MARYLAND

TESTIMONY TO THE BRAC COMMISSION

JULY 8, 2005

**Executive Summary For BRAC,
135th Airlift Group and Martin State Airport**

Before Realignment or Closure there should be clear evidence that:

- A closure or re-alignment saves money after consideration of all relevant factors
- Has a positive influence on military capability, and
- Is required for future force structure weapons systems movements

BRAC relied on AF inputs and future force structure models and unfortunately, these models were flawed when applied to the ANG, precisely because they failed to assess or measure these ANG Wing's actual cost and military value.

- BRAC incorrectly measured Military Value based on erroneous data relating to both runway length and current DZs and LZs. Correcting the input data to these formulas will increase the MV for MSA and place it higher on the list, a situation that would influence the final BRAC decision
- BRAC did not look at cost savings that are location specific for MSA
- BRAC did not look at the MSA role with respect to other agencies in the NCR and did not consider that the NCR would no longer have a C-130 wing within 200 miles should this aircraft, the nation's primary fixed wing Homeland Defense aircraft, be needed for emergency evacuation or aid to victims of a catastrophe
- BRAC did not look at retention rates at C-130J wings-it would be unwise to add additional aircraft if the location of the wing did not support additional recruiting

- BRAC failed to account for the need for training new C-130J crewmembers and maintenance personnel, the cost and scarcity of training classes associated with this need, and that today the 135th AG is the only fully mission capable “J” unit
- BRAC did not consider the traditional Guardsmen and the cost to replace them if a re-alignment would occur
- The re-alignment of MSA does not affect the big, complicated tapestry of BRAC

Moving the C-130J out of Martin State is costly, does not save money, reduces the operational capability of this weapon system during the extended implementation period due to lack of crewmembers and maintenance, and would have a specific adverse affect on the welfare of federal and civilian personnel in the NCR. Moreover, keeping the C-130Js at MSA does not negatively affect the long term (2025) force structure model for the AF.

It is our view that all three ANG C-130J wings should remain as is with a current programmed PAA of 8 aircraft, and serve as the foundation for programmed increases in the C-130J fleet anticipated as a result of the recent decision to sustain production.

Martin State should be removed from the BRAC list because it does not make sense militarily and financially for the Department of Defense and the future of the US Military.

BRAC, the 135th Airlift Group and Martin State Airport

INTRODUCTION

This document discusses the preliminary BRAC 2005 results as they apply to the 135 AG at Martin State Airport (MSA) in Baltimore, Maryland, and, consistent with BRAC criteria, lays out the case for retaining C-130J's at Martin State Airport. Discussion addresses: erroneous data used in the original formulation and recalculates cost savings and Military Value (MV), addresses relevant high value military and civilian support capabilities provided by MSA, and lays out additional issues attendant to the unique strengths of the Air National Guard which must be considered to ensure the decision regarding MSA is fully consistent with the intent of BRAC.

This document accepts and supports that BRAC is the nation's mechanism for transforming the US Military to meet future combat requirements. It also accepts and supports that there is a two-fold intent of BRAC: to save money by closing or re-aligning existing military units and to re-align force structure, particularly for the USAF.

THE CASE FOR RECONSIDERATION OF MARTIN STATE AIRPORT

- Based on quantitative factors (e.g., calculations of military value, cost savings, and cost efficiency)
- Recalculation of these factors using accurate data increases MSA's BRAC score
- No consideration of MSA's contribution to the President's highest priority-Homeland Defense
- The case is complemented by the Guard's proven abilities in tapping the regional strengths of communities within which they reside
- Unique mission-set, attendant to both its leadership within the C-130J program and its location and longstanding relationship with the National Capital Region (NCR)
- At MSA, projected BRAC savings become actual costs due to unaccounted for, location specific Air Force missions
- Specific ANG strengths not recognized in the BRAC calculations

THE QUANTITATIVE CASE FOR REASSESSMENT – MILITARY VALUE

There are two readily apparent errors in the data used that significantly and negatively impact MSA's MV score.

The first error is runway length as addressed in question 9.

- BRAC data call was not specific with respect to runway distance input
 - MSA reported the shortest distance available while other C-130J locations reported concrete available or longest usable landing distance
 - Using longest available landing distance for MSA raises the MV score 3.81 points and moves it up 10 places on the MV ranking list
- BRAC values runway distance independent of the aircraft based at that airport
- C-130J was designed and purchased for its ability to go into a 3000-foot assault strip. This illustrates one big limitation of the BRAC analysis: it applies the formulas to all aircraft in a type (fighter, airlift, etc) without regard to differences in actual aircraft capabilities and it applies the solutions to these formulas across the board to ARC and AD alike, without regard to the differences in the way these components operate.

The second error relates to the data used to calculate the quality and proximity of Landing Zones (LZs) and Drop Zones (DZs).

- BRAC used formulas 1248 and 1249 to account for quality and proximity of LZs and DZs
 - Two LZs with a maximum formula score of 100 (not final score, but the individual reference score that goes into calculating the final score-varies from 0 to 100) were left out
 - Five DZs, also with a score of 100, were left out of the BRAC data call
 - Other DZs and LZs with scores of 50 were also left out

- It is not unreasonable to assume that our current LZ and DZ scores would increase and therefore our MV would increase some unknown amount
- The lack of inclusion of all LZs/DZs that are currently in use by MSA illustrates another problem with the BRAC data call
 - Most (if not all) of the BRAC data was given based on 2003 conditions
 - In 2003 the C-130J had not yet attained formation or airland capability but it was accepted that it would in the near future

HOMELAND DEFENSE

- No mention of Homeland Defense, and the contribution of the ANG to this critical mission, was mentioned in the BRAC selection criteria
- BRAC strips all tactical airlift aircraft supporting: The National Capitol Region, the Military District of Washington, and FEMA Region III
 - No consideration was given to maintaining airlift in FEMA regions when evaluating BRAC re-alignment
- All serious oversights with significant consequences for the emerging critical mission of Homeland Defense

THE ROLE OF RECRUITING AND RETENTION

- *The number one issue confronting the entire National Guard, and increasingly the active duty and reserve components as well*
- Recruiting challenges might be mitigated in the active duty component by recruiting in a favorable region and assigning personnel worldwide according to the needs of the service
 - The ANG recruiting and retention model is, by design, optimized for recruiting and retention within localized regions
 - It captures talent that would otherwise be unavailable for national service by exchanging long-term affiliation with a particular region for a members' commitment to serve anywhere in times of contingency or crisis
 - It also allows the service to tap into the long-term career development programs of civilian sector employers who invest in the dual-use capabilities and skills of their people over a lifetime of civilian service

If BRAC closes or re-aligns an AD base, the AF simply transfers the personnel associated with those weapon systems to the new base.

- They pay moving costs, but bear no retraining costs associated with that move

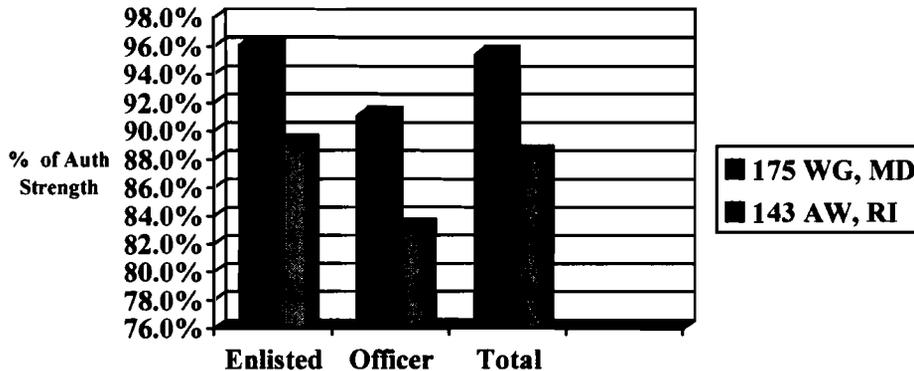
For the ANG, this is a different situation.

- A person recruited in Peoria is in the Illinois ANG, not the US Air National Guard.
 - They cannot be sent or PCS'd to California
- When airplanes move across state lines, the original people flying and maintaining those airplanes may or may not go with them
 - To be able to man those extra airplanes effectively, the recruiting results must be increased, which may not be possible
- BRAC must consider the distinction between moving *hardware* as compared to moving a *weapons system*. And while hardware is a critical component of any weapons systems, it is by no means the most valuable
 - It is the intellectual capital that constitutes the most precious component of a weapons system and is a factor that must be considered to fully assess the potential gain/loss of any realignment

The critical questions are:

- 1) Can the new location recruit and retain personnel needed to support the extra aircraft
- 2) Would people, not just positions transfer
- 3) What is the true cost of any re-training attendant to workforce regeneration

Maryland maintains higher strength percentages than one of the other C-130J bases



- COBRA data in BRAC shows 34 positions transferring from MSA
 - These are full time positions
 - No mention is made of traditional Guardsmen - there are two for every one full-time person
 - The spaces transfer, but not the faces currently occupying those positions
- Exacerbating the tendency for guard personnel to prefer regional affiliation over a self-financed PCS to follow a particular weapons system, is the recruiting philosophy of the ANG itself – to hire regionally so as to retain
 - Most ANG personnel have strong regional attachments
 - Well over 90% of the 135 AG surveyed indicated that their local ties were more important to them than affiliation with a particular weapons system
- If these traditional Guardsmen don't transfer, new operators and maintainers must be trained
 - It costs up to \$500K to train each C130J pilot
 - These costs do not appear in the BRAC calculations and will amount to millions of dollars in costs for the AF to pay
- Unlike other weapon systems, there are no former C-130J operators and maintainers somewhere else in the system-the airplane is too new

- With the increased number of C-130Js in the Air Force, Marine Corp and the BRAC moves, training will be backed up
 - This move costs more than BRAC was aware of
 - The people will not/can not transfer with the airplanes
 - Any new personnel cannot be trained on time
 - And the airplane will not be manned at a high enough rate to have an effective utilization or sortie rate

On the other hand, leaving eight aircraft at MSA (which is fully manned in ops) keeps these airplanes flying, costs nothing extra since all of the crews are C-130J qualified, and puts no extra burden on Little Rock, AK.

FORCE STRUCTURE

- The C-130J is the newest manned, deployable combat platform in the USAF arsenal
- Moving this airplane out of MSA does not fit with the overall BRAC plan of reducing legacy aircraft
- The re-alignment of MSA does not affect the big, complicated tapestry of BRAC since it simply splits MSA's aircraft in half and sends these to Quonset, RI, and Channel Islands, CA. These two wings had no expectation of an increase in aircraft prior to May 13
- It also closes one of only three combat designated ANG C-130J bases and therefore eliminates the potential to add more C-130Js now that the C-130J production line has been re-opened
- PBD 753, which closed the production line, was a prevailing consideration during the BRAC process and was not reconsidered after the line was re-opened.
- BRAC did not take in account the Wing Box Cracks discovered recently in March of 2005 affecting more than 100 C-130E's and H's

LOCATION BENEFITS

There are other location-derived benefits from having C-130Js at MSA.

- The 135th Airlift Group is involved in on-going collaborative "First Responder" and "Emergency Mission Reconstitution" initiatives with one-of-a-kind National Intelligence Agencies that can only be effectively accomplished by them due to their close strategic proximity."
 - The 135 AG plays a role in this classified plan that cannot be duplicated by any other airlift wing located outside of the National Capital Region (NCR)
- The 175 WG and MDANG have reciprocal support agreements with the JFHQ of Virginia and Washington DC
 - These support agreements ensure Homeland Defense and Civil support in times of National or Regional emergencies, which the 135 AG can support simply because of its location in the NCR and proximity to the Military District of Washington (MDW).
- Post-BRAC, the C-130 Wing located the closest to the National seat of Government is over 200 miles away

THE FALLACY OF RIGHTSIZING

- The Air Staff's "Right Size" white paper belies an emphasis on operating efficiency, based on unit size, at the risk of underestimating the importance of recruiting to man these units, or regional force distribution that maximizes operational *effectiveness* (*not* the same as operational efficiency)
 - For C-130Js, the Air Staff paper indicates that the proper size is 16 PAA (Primary Assigned Aircraft)
- This white paper is a fine discussion starting point. However, it has been interpreted by some as an official DOD policy, despite its not having been validated by any demonstrable study or force-wide analysis.
 - It was never validated by any means with the ANG or, as far as we can determine, with AFRC or AD
 - Ignores the record of the past few years, one replete with success (in terms of efficiency and effectiveness) based on the ANG 8 PAA building block.
- The ANG has been engaged in OEF and/or OIF since 2002 using 8 PAA wings.
 - BRAC itself leaves two ANG wings at 8 PAA and the rest at 12 PAA

- The White Paper does not differentiate between ANG, AFRC, or AD with respect to PAA. Since these organizations are internally differentiated to take advantage of their respective institutional strengths, it would make sense that each may need a different size to maximize the effectiveness of the wing.
- Status quo of three 8 PAA C-130J wings, in the ANG, is an acceptable and militarily viable solution
- The nation-wide ANG tactical airlift C-130J community is very small. Only three wings with 8 PAA currently make up that community: Martin State, Quonset State in Rhode Island, and Channel Islands in California.
 - For all practical purposes, while BRAC looks at each service separately, in the case of C-130Js, BRAC is really a three-unit process

ASSESSING TRUE COSTS

- The analysts had to use generic, one-size-fits-all questions, which, are Active Duty specific
 - BRAC over-estimated the number of people who would transfer
 - BRAC did not take into account any movement of traditional Guardsmen, which currently make up approximately 70% of the ANG
- A review of the COBRA data does not reveal any one-time expense to train new aircrew members to fly the C-130J
 - There are not enough training classes at Little Rock today to meet the requirements of the entire C-130 fleet.

BANNER EXPRESS-

- Nine month long, high priority mission supporting the President during the election period
 - Not dependent on whether the President is running for re-election so they should be treated as recurring costs which arise every four years
- The 135 AG hosted the C-130 piece of BANNER EXPRESS in 2004
 - They provided five airplanes and associated aircrews and maintenance personnel

- Because these airplanes came out Baltimore's 8 PAA there were no positioning/de-positioning flying hour bills to pay
- There were no per diem, rental car, or hotel bills while they were on alert or during pre-positioning or subsequent de-positioning days
- The amount of savings, due to location only was \$8.5M, which equates to \$2.125M/yr or \$42.5M over the 20 year BRAC period.
 - These are location dependent savings (Martin State Airport and the 135th AG)
- BRAC did not ask for nor receive data about this cost savings
- Looking at this mission, which is officially a higher priority than OIF missions, reduces the overall BRAC savings by over \$40M
 - Changes the BRAC 6-year net implementation savings of 13.7 million dollars reported, to an actual implementation savings of approximately 5.2 million dollars

The new BRAC GAO Report (GAO-05-785) raises some real questions about DOD savings projections.

“While we believe [the Defense Department's] overall recommendations, if approved and implemented, would produce savings, there are clear limitations associated with the projected savings.”

“However, our analysis indicates that these projected savings in each of their categories could have some limitation, primarily due to the lack of personnel end-strength reductions associated with claimed savings.”

ANG UNIQUE STRENGTHS – A STRATEGIC BACKDROP FURTHER COMPELLING A SECOND LOOK

- The ANG is broadly recognized for the exceptional experience of its members,
- Outstanding hardware,
- And its ability to recruit, train, and equip strategic forces from regionally dispersed, part-time, talent pools.
- ANG full partners with their Reserve and Active Duty counterparts though each has distinguished strengths that it 'brings to the fight'

- The outstanding safety record of ANG wings and their higher level of aviation experience when compared to their AD counterparts is well documented
- Ability to offer unit members the promise of a dual track career, combining the best elements of military training and service with the stability and benefits attendant to a civilian career within a preferred region.
- It is inaccurate to calculate the contribution or MV of an ANG wing in the same manner as that of an AD wing
 - Failure to account for recruiting/manning of a particular wing
 - Relative savings of operating a Guard wing when it is not deployed
 - National Guard unit provides great exposure for the US Military to its host community,
 - The community generates an experienced and stable talent pool
- The ANG's presence in most, if not all, of the US's major talent markets is a strength that underpins its overall capability
 - The BRAC analysis did not take this essential factor into account.
- The budget of the ANG is approximately 5% or 1/20 of the USAF
 - Buys 88 flying wings (with over 1200 aircraft) which are fully combat qualified, more experienced than their AD counterparts, and ready to go to war on Day 1
 - When military construction is taken into account, the budget of the ANG is about 7.3% of the AF

SUMMARY

Before Realignment or Closure there should be clear evidence that:

- A closure or re-alignment saves money after consideration of all relevant factors
 - Has a positive influence on military capability, and
 - Is required for future force structure weapons systems movements
- BRAC relied on AF inputs and future force structure models and unfortunately, these models were flawed when applied to the ANG, precisely because they failed to assess or measure these ANG Wing's actual cost and military value.

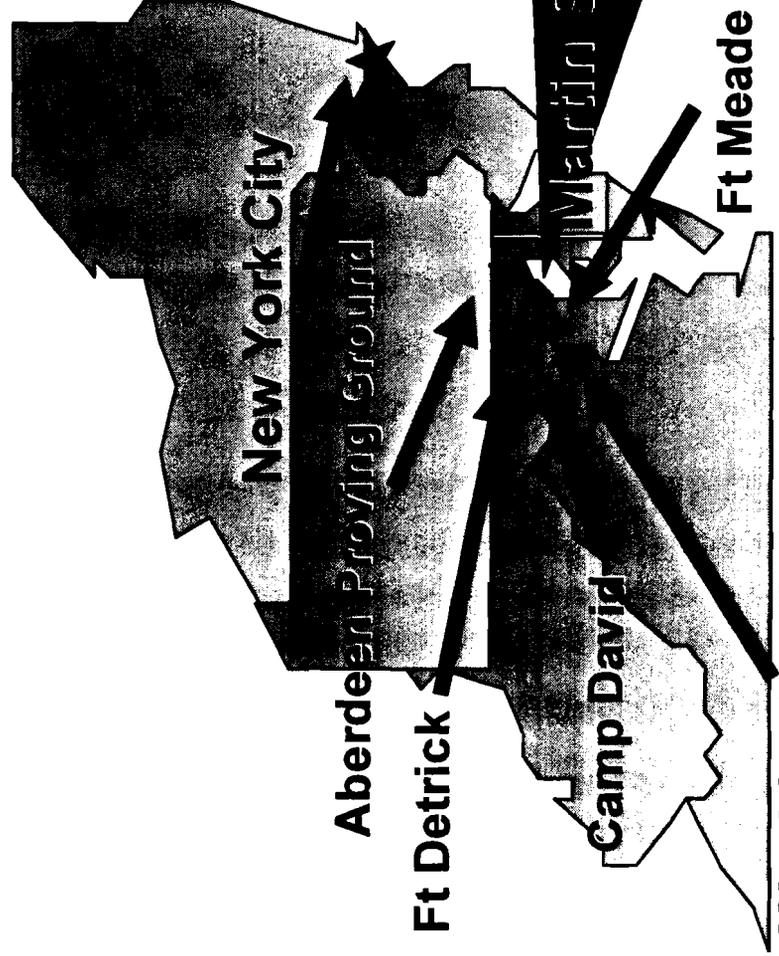
BRUCE F. TUXILL
Major General, MDANG
The Adjutant General



Maryland Air National Guard



U.S. AIR FORCE

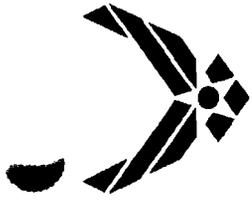


Washington D.C

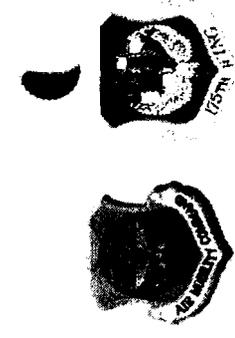
Maryland Presentation to BRAC

Commission

Integrity - Service - Excellence



U.S. AIR FORCE



Runway at Martin State Airport Available for Military Aircraft 8100 feet

Consistent with reporting of other C-130 units



U.S. AIR FORCE

Current Locations of Tactical Airlift Bases



**Tac Airlift
in NCR**

< 50 NM
8

< 100 NM
20

< 200 NM
16

> 200 NM
81

TOTAL
125



U.S. AIR FORCE

Post-BRAC Locations of Tactical Airlift Bases



Tac Airlift
in NCR

< 50 NM

0

< 100 NM

0

< 200 NM

0

> 200 NM

52

TOTAL

52



U.S. AIR FORCE

Strategic Location



- For "First Responder" and "Emergency Mission Reconstitution"
 - Active Initiatives with Unique National Intelligence Agencies
 - Only viable unit due to close strategic proximity.
- If the 135th AG is realigned, the closest C-130 wing which would supply Homeland Defense capabilities to the NCR is over 210 miles away.



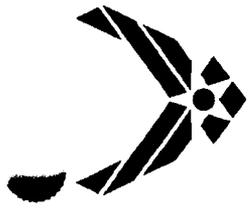
Banner Express 2004 Hosted at Martin State Airport

U.S. AIR FORCE



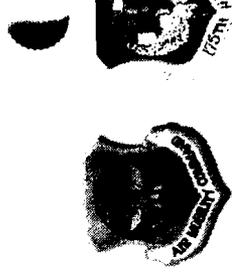
Banner Express

- Nine month operation supporting the President
- 135th AG Proximity to the NCR allowed it to:
 - Utilize home station aircrews and maintenance crews
 - In 2004, realized savings of \$8.5 million due to reduced travel and per diem costs and positioning/de-positioning flight hours

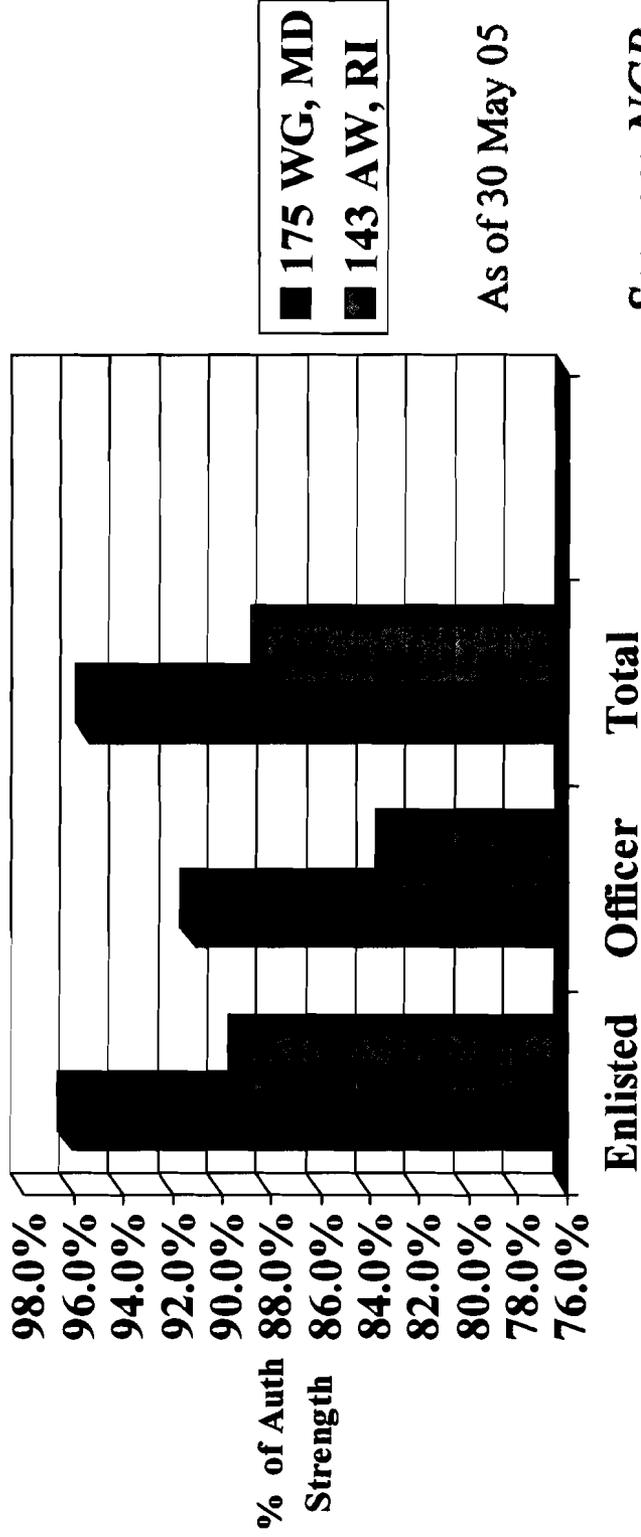


U.S. AIR FORCE

Recruiting and Retention



Maryland Air National Guard continues to make its numbers and fill critical unit vacancies





U.S. AIR FORCE

135th Airlift Group



- ***Only*** 100% Mission Ready C-130J Unit
- Currently 2 Aircraft and 8 Crews deployed to Southwest Asia
- Lead unit for the Air Force on Test and Development of the C-130J



C-130J Reinstated



U.S. AIR FORCE

- SECDEF reinstated the C-130J in the Budget
- Wing Box Cracks in the C-130E Fleet
 - Discovered in March 2005
 - Affects over 100 Older C-130's

Maryland's 135th Airlift Group

- Unique Unit in a Strategic Location
 - Only 100% Mission Ready C-130J Unit in the Air Force
 - Currently 2 Aircraft and 8 Crews deployed to Southwest Asia
 - Lead unit for the Air Force on Test and Development of the C-130J
 - Only Tactical Airlift in National Capital Region
- BRAC strips the NCR of all Tactical Airlift
 - Key Mission Capability for FEMA Region III
 - Emergency Tactical Airlift Asset for the Governor
- BRAC Military Value Calculations- *Incorrect*
 - 8100 feet of runway available for Military Aircraft
 - Nearby Drop Zones/Landing Zones not included
 - Personnel relocation estimates- Wrong!
- Proposed Realignment cost savings- *Illusionary*
 - BANNER EXPRESS saved \$8.5 Million
- Not Excess Infrastructure or Legacy System
- Keeping the 135th Airlift Group in Maryland has *no* impact on other BRAC Recommendations

Keep the 135th Airlift Group in Maryland!

SECRETARY ARIS MELISSARATOS
TESTIMONY BEFORE THE BRAC COMMISSION
JULY 8, 2005

- Thank you, Senator Sarbanes, and welcome Chairman Principi and the BRAC Commissioners.
- Maryland has been preparing for this round of BRAC for several years. By bringing together key players from federal, state and local levels of government, Team Maryland has readied itself to emerge from this BRAC with positive results. We have arrived at an innovative approach to ensure that Maryland will be able to support the future demands of the Department of Defense.
- In a forward-thinking effort, Governor Ehrlich worked with our state's legislature to create the Maryland Military Installation Strategic Planning Council in 2003 to bring together key state agency heads, state legislators, local officials and private executives with both military and private sector experience.
- This task force focused on developing Maryland's military communities and positioning these bases to be prepared for enhanced military functionality.
- The Governor requested that I, as Secretary of the Maryland Department of Business and Economic Development, lead the effort for this approach. Other State agencies also worked with my department to reach out to and coordinate with our bases' community Alliances.
- These partnerships were advanced through regular meetings of State and community leaders.
- The Council has worked hard over the past few years preparing Maryland's military communities to be in a position of growth, and we will continue to work with these localities to assist communities around the bases.

- We have done and are doing everything we can and the state is positioned with strong expectations of growth.
- The quality of the workforce, educational institutions and research and development resources in Maryland offer military institutions, including Fort Meade and Aberdeen Proving Ground, a wealth of resources to carry out their missions.
- With the highest percentage of professional and technical workers in the nation, Maryland has a quality workforce that is more than able to expand and meet the needs of the DoD's migration of functions into our state.
- The Johns Hopkins University, The University of Maryland, and the many other top quality institutions of higher learning in Maryland are ready to continue educating a workforce skilled in the high-tech sector.
- Maryland supports the BRAC recommendations.
- The synergies being created at APG will best serve the war fighter, and the greater efficiency will create the ability to field appropriate equipment faster and more effectively.
- The DoD's BRAC recommendations are a testament to the exceptional work of the Maryland Military Installation Strategic Planning Council, Maryland's military alliances, communities, local elected officials, members of Congress, and many others that contributed to this team effort.
- After years of planning in state government, the DoD's decision to move such critical military functions to Maryland reaffirms the central role our military installations play in the war on terror.
- Maryland is well positioned to play a prominent role in the research, analysis and material developments so critical to the future health and well-being of our nation's fighting men and women.

- We welcome the *increased military presence* coming to the State and are excited for the prospects that come with our expansions. Our preparations leading up to this time have positioned us very well for these changes.
- Thank you.



Congress of the United States
House of Representatives
Washington, DC 20515-2005

**STATEMENT OF CONGRESSMAN STENY HOYER TO
THE BRAC COMMISSION AT
BALTIMORE REGIONAL HEARING**

July 8, 2005

Mr. Chairman and Members of the Commission:

Although I am unable to be present for the BRAC Regional Hearing today, I wanted to join with my Colleagues from the Maryland Delegation and Governor Ehrlich in providing comments on the DoD's recommendations for BRAC 2005.

First, let me say thank you for your contribution to this important process. I know the personal sacrifices you have made in order to ensure that we have a fair and equitable process as we downsize the number of DoD Installations. I know many of you personally and have the highest confidence that your final product will be thoughtful and in the best interests of our country.

You have some very difficult decisions to make in the days ahead as you listen to very emotional pleas to make changes to the DoD's recommendations. In the end, you want to be sure those difficult choices have been the right decisions. In Maryland, I can speak from experience on the enormous task a receiving community faces to implement a decision.

As a result of a BRAC 1993 decision, the Navy relocated over 3,000 jobs, mostly civilian workers, to Pax River from Crystal City, Virginia. The two locations are about 1.5 hours apart via ground transportation. Through an extraordinary partnership among, local, state and federal levels of government, coupled with strong support from the private sector, Pax successfully moved 80% of these workers, far surpassing the Navy's own expectations.

Maryland has successfully proven its ability to work in partnership with the DoD to implement large scale movements of people into Maryland. The Maryland Congressional Delegation, led by Senator Sarbanes and Senator Mikulski have repeatedly shown its ability to

- MORE -

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work together across party lines to focus our attention on large scale projects such as this. Both Senators worked closely with me and state and local officials from Southern Maryland to ensure the success of the BRAC decisions of the 1990s.

Congressman Ruppertsburger now represents the Aberdeen Proving Grounds in Congress and with his background as County Executive of Baltimore County, he is well familiar with local government and has an outstanding relationship with the private sector, both key factors that will ensure a successful influx of new workers to the Aberdeen area.

At Fort Meade, Congressman Ben Cardin and Mr. Ruppertsburger will provide a very strong team to work with local and state officials and the local business community to facilitate a successful influx of new workers to that area. I am confident that Governor Ehrlich will provide the same level of commitment that we experienced during the 1990s when the State stepped in and made over \$200 million of new investments in transportation and school funding to assist with the new jobs at Pax River.

The DoD recommendation to move positions into Maryland results from the success we have already achieved at Pax River and Indian Head, and the advantages of co-locating functions to create greater synergy. Bringing together bright, talented workers to share ideas and collaborate was the key to the early formation of our cities and the DoD has discovered the benefits of consolidating functions here in Maryland where a very large and talented workforce is already dedicated to our National Security.

I would join with my colleagues in asking you to review the efficacy of the recommendation to consolidate the DFAS organization. I am confident that you will consider the arguments being made with regard to this organization as it affects nearly every major military installation.

Finally, I would specifically ask the Commission to take a close look at several recommendations that look to relocate positions from Pax River and Indian Head. Some recommendations appear to reverse prior consolidations and diminish synergy that now exists at both installations. Does it make sense to disrupt and jeopardize existing synergistic collaboration in the hope of re-creating it elsewhere? I am a strong proponent of consolidation when and where it makes sense, but I have very strong concerns about the significant disruption when little or no benefit results.

Again, let me say thank you to each of you for your service and dedication during this challenging process. Our nation benefits from having the kind of expertise and talent that we have once again assembled to provide a steady and fair hand over the difficult process of downsizing our nation's military installations. I look forward continuing to work with you.

CONGRESSMAN BENJAMIN L. CARDIN

TESTIMONY TO THE 2005 BRAC COMMISSION

JULY 8, 2005

Chairman Principi and Commissioners, thank you for the opportunity to testify today regarding your recommendations.

I strongly support the BRAC recommendations made by the Department of Defense for the 2005 round that would expand military installations and facilities in Maryland, and I urge you to accept these recommendations.

I am extremely pleased that the Pentagon has recognized the important contributions made to our national security by defense and intelligence facilities located in Maryland. The Pentagon has recommended significant increases totaling more than 9,000 jobs for Fort Meade and the National Security Agency in Anne Arundel County, the National Naval Medical Center Bethesda in Montgomery County, and Aberdeen Proving Ground in Harford County. I would also recommend that the National Geospatial Intelligence Agency (NGA), now located in Bethesda, remain in Maryland. It is clear that Maryland's unique capabilities – in both personnel and equipment – play a critical role in the global war on terrorism.

These recommendations will help our military to save billions of dollars over the next few years, and better position our troops and resources to fight the emerging terrorist threats of the 21st century.

Today I would like to focus my testimony on the proposed growth at Fort Meade and the National Security Agency (NSA). Fort Meade and NSA clearly meet the key criteria set out in the statute for evaluating bases for closure and realignment, which include:

“the current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness...[and] the availability and condition of land, facilities, and associated airspace...at both existing and potential receiving locations.”

The recommendations will consolidate defense information systems agencies and establish a joint engineered network of sensors, communications, and information processing. NSA will continue to play a leading role in our intelligence gathering efforts as it intercepts foreign signals intelligence, while simultaneously protect the security and confidentiality of our U.S. government communications. The President recently recognized the importance of NSA in the war on terrorism by appointing former NSA Director Michael Hayden to serve as his first Deputy Director of National Intelligence, a position created by Congress upon the recommendation of the 9/11 Commission.

The recommendations will also create a new headquarters for defense and military department adjudication activities for security clearances at Fort Meade, which is a critical issue for our nation. In my district I often receive complaints about the backlog of security clearances, and I am concerned that we are losing the opportunity to hire some very talented individuals due to the backlog in processing security clearance requests.

Finally, the recommendations will consolidate media organizations into a new agency for media and publications, which will create an integrated Department of Defense (DOD) Media Activity at Fort Meade for all command information products.

Fort Meade is uniquely qualified to receive this large influx of personnel. Fort Meade: has the fourth largest workforce of an Army installation in the United States, and is one of the largest joint service centers in the United States. Roughly half of the Fort Meade workforce is civilian, and half is military. They represent a unique combination of specialties, including:

analysts, engineers, physicists, mathematicians, linguists, computer scientists, researchers, security officers, data flow experts, and managers.

Fort Meade is ready to manage the positive growth at their installation and the surrounding communities of Anne Arundel and Howard counties. The communities will experience significant growth, and I am confident that the counties and Fort Meade will effectively work together to maintain an excellent quality of life for military and civilian personnel, as well as their families.

Fort Meade also has a Comprehensive Expansion Master Plan (CEMP) which provides a vision for growth for 30 years and beyond. Fort Meade will continue to provide excellent force protection for some of our most sensitive intelligence agencies in the United States government. Fort Meade is located near several extensively developed transportation hubs – such as Interstate 95, major roads such as Routes 32, 29, 50, 175, the Baltimore-Washington International Airport, Tipton Airfield and heliport, the Baltimore-Washington Parkway (Rt. 295), two MARC train lines, and an Amtrak line – which provide easy access to Fort Meade and surrounding areas. The Fort is strategically located between two large metropolitan areas, Baltimore, Maryland, and Washington, D.C.

Maryland's workforce is also ready to respond to immediate and future employment needs as a result of the growth in the Fort Meade facility. Maryland is first in the country for the number of PhD employed in mathematical and health sciences, second in biological sciences, third in physical sciences, and fifth in computer and information sciences.

Maryland also has a world-class education system in the Baltimore-metro region, which includes Johns Hopkins University, University of Maryland Baltimore County, University of Baltimore, and Towson University, as well as an excellent community college system.

Howard and Anne Arundel counties have a large number of NSA contractors – with fully cleared personnel and sensitive classified information facilities – that are continuing to grow to meet the demands of Fort Meade, as our defense and intelligence budget increase.

Let me address two of the concerns raised by the DOD in the BRAC recommendations as they relate to Fort Meade.

First, Fort Meade has taken aggressive action to meet the debate for quality child care facilities, with the construction and opening of Child Development Center III (CDC-III) and the planned development of CDC-IV, which will meet the requirements of BRAC realignment to Fort Meade.

Second, Fort Meade is planning more robust mitigation measures to address the anticipated increase in traffic and potential impact on air quality. These measures will include improved use of the nearby MARC commuter lines, expanded bus service on campus and to BWI Airport, and widening of key roads near Fort Meade.

Anne Arundel County is also ready to reach the new workforce at Fort Meade, as the county is the center of the fourth largest labor market in the United States. It has a highly educated and mobile work force, a large and growing number of available housing units, and a large and growing school capacity at the high school and middle school levels.

I thank the Commission for the opportunity to testify, and I urge the Commission to accept the Department of Defense recommendations as they relate to expand military facilities in Maryland.

CONGRESSMAN WAYNE GILCHREST

TESTIMONY TO THE 2005 BRAC COMMISSION

JULY 8, 2005

I submit this statement to demonstrate my support for many of the BRAC Commission's recommendations relating to the State of Maryland. As the representative for Maryland's First Congressional District, which abuts Aberdeen Proving Ground (APG) in the northern part and Fort George Meade in the south, I am pleased to have the opportunity to extol the virtues of my home state and my neighbors.

As you listen to the testimony today, you will learn about the educated workforce, existing infrastructure, strong school system, available housing, and strong local economies that will support the influx of thousands of jobs.

Although I will not delve into all the arguments supporting Maryland, as a representative of 34% of APG's workforce and also a member of the US House of Representatives' Science Committee, I want to state that Maryland's workforce is unparalleled. Nearly one-quarter of Maryland's population works in professional or technical functions. Thirty-seven percent of Maryland's population over the age of 25 holds at least a bachelor's degree. The State is often cited as one of top states for scientific and technical industries, and was recently ranked fourth in this category by the Milken Institute. Maryland continues to supply an increasingly skilled and educated workforce with over 310,000 students enrolled in 58 colleges and universities throughout the state. These statistics prove the State's ability to meet new challenges, and its particular aptitude in science and technology.

The BRAC Commission has recommended that the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) functions of Fort Monmouth be consolidated into one Life Cycle Management Command (LCMC)

at APG. I believe that implementation of this recommendation is a wise use of existing resources as APG is ranked highest in its military value and has the existing space to accommodate the new functions resulting in \$143 million in annual savings.

Thank you for the opportunity to submit this statement.

DELEGATE JOHN R. LEOPOLD



The Maryland House of Delegates

ANNAPOLIS, MARYLAND 21401-1991

July 1, 2005

Hon. Anthony J. Principi
Chairman, BRAC
2521 S. Clark Street - Suite 600
Arlington, Virginia 22202

Dear Chairman Principi:

As Anne Arundel County is a growing center for the defense industry, with eight of the nation's ten largest defense contractors having offices here, and as the expansion of Fort George G. Meade is a validation of the growing importance of intelligence and technology in modern warfare, I strongly support Pentagon plans to realign the nation's military bases with its proposed shift of more than 5,000 jobs to Fort Meade.

Though some of the jobs at Fort Meade would be filled with transfers from other bases, the shifts would create high-paying positions that might be filled by Anne Arundel County and other area residents. The realignment would not only create on-base jobs but would bolster private-sector firms around Fort Meade and other bases.

With adequate funding supplied in part by federal financial incentives, Anne Arundel County is potentially well positioned to handle the influx resulting from this realignment. Planned housing and office space developments near Arundel Mills and the Odenton Town Center, as well as recent or planned transportation improvements to Route 32 and Route 175 and a potential Metro rail extension from the Washington area to Fort Meade, would offer an infrastructure that could ably facilitate the projected growth and help capture the enormous economic development benefits that realignment would bring to Anne Arundel County.

Realignment offers a great challenge, as well as an extraordinary opportunity. We must take the necessary steps to meet the challenge in order to reap the benefits of the opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "John R. Leopold".

JOHN R. LEOPOLD
Delegate

Aberdeen Proving Grounds Military Value Summary

APG was deemed the best receiver of the Ft. Monmouth mission for two primary reasons: cost and synergy with other Research, Development, Test and Evaluation missions and activities already at APG.

The BRAC recommendation to move the Ordnance Center and School from APG offers substantial office/admin space to house Ft. Monmouth personnel and minimize new construction costs. This related BRAC recommendation, coupled with the base operations savings from closing Ft. Monmouth, allows a payback in only 6 years and has an annual recurring savings of \$144M. APG is a full spectrum Research, Development, Test and Evaluation Army installation. With the BRAC recommendation to close Ft. Monmouth, the research and engineering functions for communications, electronics, night vision, and chemical/biological defense will be co-located with the Army Research Laboratory's Weapons and Material Research and, Human Research Engineering Directorates as well as the HQ, Army Research, Development and Engineering Command. For development and acquisition functions, 3 Program Executive Offices (including the Joint PEO for Chemical/Biological Defense via a related BRAC recommendation) and subordinate program managers will be located at APG, and the testing capabilities that exist at APG today are complementary and can be readily expanded to provide direct support to additional C4ISR programs while in the early development stages of acquisition.

APG was favored by both the Army and by the Technical Joint Cross Service Group (TJCSG) as the preferred site for the land C4ISR center. The Army's military value criteria assigned greater value for land acreage and diversity of mission at all installations. By these criteria, APG scored significantly higher than Ft. Monmouth. The Army has a critical requirement to build a networked future force and the related technology areas coming together at APG will enable faster technology transition to the warfighter.

The TJCSG strategy was to create full spectrum R, D&A, T&E centers where feasible. The co-location of testing and evaluation facilities with the program managers and the researchers is a key part of the TJCSG recommendations. The TJCSG also recommended the creation of agile, diverse research capabilities and this is reflected in other BRAC recommendations as well. APG offers a solution to this strategy; Ft. Monmouth does not. For completeness, a COBRA run was made early in the deliberative process to examine the feasibility of consolidating the C4ISR center at Ft. Monmouth. This scenario was deleted from further consideration given its payback period exceeded 100 years and that there was not sufficient real estate available at Ft. Monmouth to support extensive outdoor testing.