

QUANTICO GROWTH MANAGEMENT COMMITTEE

BRAC ACTION PLAN

Adopted March 30, 2009

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PURPOSE

This document is intended to identify priority issues of common interest among Committee members, and to guide QGMC Staff in addressing these issues on behalf of the Committee. It is anticipated that Staff will require ongoing support and guidance from QGMC members in pursuing the goals and objectives outlined herein, particularly in the areas of advocacy, policy, and intergovernmental and government / military affairs.

BACKGROUND

In May 2005, the Base Realignment and Closure Commission (BRAC) directed 2,658 people (351 military, 1752 civilian, and 555 contractor) from five federal agencies to co-locate at Marine Corps Base Quantico (MCBQ) no later than 15 Sep 2011:

- Defense Security Service (DSS) + DSS Academy
- Counterintelligence Field Activity (CIFA) + Joint Counterintelligence Training Academy (JCTA)

Note: CIFA has been integrated into the Defense Intelligence Agency (DIA)

- Headquarters Naval Criminal Investigative Service (HQ NCIS)
- Headquarters US Army Criminal Investigation Command (HQ USACIDC)
- Headquarters Air Force Office of Special Investigations (HQ AFOSI)

The Quantico Growth Management Committee (“QGMC”, or “Committee”) was formed in early 2007 by Prince William and Stafford counties focusing on the I-95 / US-1 corridor, which contains the two major entrance points to Marine Corps Base Quantico.

The Committee received a grant from the Department of Defense, Office of Economic Adjustment (OEA), adopted a mission statement, devoted staff resources, invited the MCBQ Commander to serve in a “liaison” role, provided office space, and employed a BRAC Coordinator.

The mission of the QGMC is “...to identify issues and opportunities related to Defense-associated growth, and develop growth management plans and strategies for implementation by local governing bodies”.

The initial focus of the Committee was on the Draft Environmental Impact Statement (DEIS), which was issued in July 2007. A detailed response to the DEIS was provided by the Committee to the Navy / Marine Corps in September 2007.

Sub-committees from diverse local stakeholder organizations helped QGMC assess and address key issues such as traffic, transit, workforce, small business, lodging, environmental, and other anticipated impacts of the BRAC action. The Final EIS, published in April 2008, and a Record of Decision signed in June 2008, paved the way for implementation of the BRAC action.

A workshop was held in Oct 2008 to review issues and suggestions from Sub-committee members and other stakeholders, prior to preparation of this BRAC Action Plan. Attendees urged action on the topics addressed in this document.

Construction is now underway on the 700,000+ square foot, \$300+ million BRAC facility that will contain the 5 incoming agencies, with anticipated completion in late 2010. In addition to the new building, BRAC funding will cover the cost of improvements to Russell Road and I-95 ramps, but not all of the roads and intersections identified as community concerns during the EIS process.

ASSUMPTIONS

Current conditions and assumptions at the time of writing --

1. BRAC #131 is law, the BRAC facility is under construction, and 5 agencies will move to MCBQ
2. QGMC was formed to address BRAC 2005 impacts, which are anticipated to conclude in 2011
3. Several local concerns identified during the EIS process remain unresolved
4. Severe traffic congestion exists in the region, and at entrances to MCBQ (including BRAC site)
5. Inadequate local resources exist to address BRAC transportation impacts
6. MCBQ is conducting studies to reduce internal / external traffic congestion
7. Lodging / dining / entertainment services may not be sufficient or convenient
8. Workforce and small business assistance providers exist to serve BRAC impacts
9. The troubled national economy and housing / labor markets may affect the incoming workforce
10. OEA assistance and funding will continue throughout the next 3 years
11. The Committee may choose to conduct or continue activities outside the OEA/BRAC scope
12. OEA grant funds cannot be used for non-BRAC or anti-BRAC activities
13. MCBQ cannot lobby for or against BRAC related projects or funding
14. A BRAC Coordinator and part-time assistant are adequate to execute the BRAC Action Plan
15. Stafford County will provide QGMC office space and act as fiscal agent for OEA grants
16. QGMC and Fort Belvoir BRAC Coordinators will collaborate on regional issues

FORMAT

Note that this document is not a typical strategic plan with a customary long-range focus and a rigorous sequence of vision, mission, goals, objectives, tasks, risks, and costs. It is by definition and function a rather narrower instrument, consistent with the special purpose of the Committee and staff, and intended for a limited spectrum of issues related to short-term BRAC 2005 impacts. At some point in the future, it may be appropriate for the Committee and/or other state / regional stakeholders to address a “big picture” view of military / civilian issues in the I-95 / US-1 corridor, beyond the scope of this document.

Extensive documentation has been provided to the Committee in previous meetings and minutes regarding EIS concerns from late 2007, stakeholder workshop topics from Oct 2008, and the priority selection exercise from the Dec 2008 QGMC meeting. Summaries of these activities are attached as appendices, but in the interest of brevity, they are not discussed again in this document.

Once adopted, the QGMC BRAC Action Plan will empower QGMC staff to implement its recommendations, which will be periodically evaluated and modified as necessary and appropriate. Extensive interaction with multiple public, private, and military organizations will be required throughout the anticipated 3-year process.

GOALS AND OBJECTIVES

The overarching goals of QGMC are to minimize negative impacts and optimize positive impacts of BRAC 2005 on the local community. In addition, there is a desire for balance between local (EIS) concerns, the needs of incoming agencies, County Comprehensive Plans, and MCBQ missions / plans. Beyond these goals, the Committee may also plan for future long-term growth and change in the region.

Current and future plans and projects are anticipated to impact the BRAC Action Plan. MCBQ is currently conducting an Encroachment Control Plan (ECP), Transportation Demand Management (TDM) study, and Enhanced Use Lease (EUL) study, all of which are anticipated to conclude within a few months. County agencies are conducting Comprehensive Plan updates and transit / ferry / road studies, also anticipated to conclude within a few months.

Specific goals and measurable objectives to be achieved by the end of 2011 in the categories of transportation, workforce and small business, and lodging are outlined below.

Transportation

Transportation issues remain the primary concern of Northern Virginia localities. Segments of major highways are at “failure” levels, and more are expected to reach such levels unless breakthroughs are found. BRAC 2005 provides a catalyst for development of road / transit funding mechanisms as well as alternatives to single-occupancy vehicle trips. Without strong advocacy and substantive progress on this topic, the major local BRAC impact at Marine Corps Base Quantico cannot be adequately addressed.

Transportation goal 1: Secure funding for highest-priority BRAC-related projects.

Objective: Pursue DAR, stimulus plans, reauthorization, appropriation, and/or other programs

Why:

1. Reduce road congestion, improve safety, enhance emergency management
2. Ensure incoming agencies have safe / efficient routes and modes of travel
3. Address issues raised during EIS process

How:

1. Compile map / matrix of priority BRAC-related transportation projects in the area
2. Review laws, rules, policies for Defense Access Roadways (DAR) and other programs
3. Seek to influence “stimulus plans” regarding funding opportunities
4. Support Congressional, state, and local legislative initiatives
5. Help prepare position papers, applications, proposals, testimony, etc.
6. Seek allies and support by collaboration with others in similar situations
7. Attend briefings and hearings as necessary and appropriate
8. Report progress

Performance measures:

1. Magnitude, speed, and suitability of resources identified
2. Impact of secured resources
3. Satisfaction of stakeholders

Transportation goal 2: Merge BRAC-related plans of MCBQ and both counties.

Objective: Execute coordinated TDM, shuttle bus, parking, vanpool, VDoT/HOT lanes, ferry, and gate related projects

Why:

1. Reduce road congestion, improve safety, enhance emergency management
2. Capitalize on simultaneous and parallel studies and common interests

3. Ensure incoming agencies have safe / efficient routes and modes of travel
4. Address issues raised during EIS process

How:

1. Review relevant documents, consultant recommendations, policies, procedures, etc.
2. Help develop plans utilizing public and/or private transportation providers
3. Assist in executing plans in concert with MCBQ staff and consultants
4. Report progress

Performance measures:

1. Speed, efficiency, and effectiveness of collaborative efforts
2. Degree to which reductions in congestion, cost, and quality-of-life are impacted
3. Satisfaction of stakeholders and participants

Transportation goal 3: Ensure accessibility of lodging / dining / entertainment to BRAC users.

Objective: Create efficient means to physically connect customers and operators

Why:

1. Ensure incoming agencies meet operational and support expectations
2. Promote safe, efficient, cost effective, and reliable operational confidence
3. Address issues raised during EIS process and stakeholder workshop

How:

1. Review relevant documents, consultant recommendations, policies, procedures, etc.
2. Help develop plans utilizing public and/or private transportation providers
3. Assist in executing plans in concert with MCBQ staff and consultants
4. Report progress

Performance measures:

1. Numbers of customers and operators served
2. Speed, efficiency, and cost factors compared to expectations
3. Customer and operator satisfaction and feedback

Workforce and small business

Agencies relocating from the greater Washington metropolitan area into MCBQ due to BRAC 2005 wish to coordinate with workforce service providers, counties, and other stakeholders to help relocate and recruit suitable quantity and quality of employees to ensure mission continuity. A website / clearinghouse for relocation and employment information will enable QGMC to support those individuals, businesses, and organizations that are interested in, linked to, or dependent on BRAC-related growth in the MCBQ area, regardless of jurisdiction, distance, or nature of connection to the physical area.

Workforce goal 1: Help incoming agencies fill workforce positions at the BRAC site.

Objective: Attract current agency employees to relocate or commute to work at MCBQ

Why:

1. Add high-tech and high-paying jobs to local economy
2. Enable incoming agencies to maintain operating efficiency during / after relocation

How:

1. Review pertinent documents and policies of 5 incoming agencies
2. Coordinate with incoming agencies to develop a plan, roles, and budget
3. Enlist and coordinate chambers, Alliance, and others to implement the plan
4. Help conduct job fairs, tours, briefings, and other outreach services
5. Post relocation / employment and other information on website
6. Monitor results and report progress

Performance measures:

1. Numbers of events, communications, projects, resources, and persons involved
2. Number of employees who relocate or commute to agency jobs
3. Stakeholder and customer satisfaction feedback

Workforce goal 2: Promote employment opportunities for local residents at BRAC site.

Objective: Find, train, and coach local employment candidates for BRAC-related jobs

Why:

1. Create positive local economic impact
2. Reinforce school / college programs
3. Avoid out-migration, foreclosures, loss of local tax revenue

How:

1. Coordinate with Alliance, MARC, WIB's, and other service providers
2. Meet with representatives from 5 incoming agencies to develop a unified plan

3. Enlist chambers, Alliance, and others to allocate tasks / resources
4. Conduct relocation assistance programs
5. Monitor and report results

Performance measures:

1. Numbers of events, communications, projects, resources, and persons involved
2. Number of local candidates placed in agency jobs
3. Stakeholder and customer satisfaction feedback

Small business goal: Promote BRAC-related small business opportunities.

Objective: Help local product and service providers secure contracts

Why:

1. Create positive local economic impact
2. Retain and expand local employment in small businesses
3. Provide incoming agencies with quality products and services to enhance success

How:

1. Coordinate with SBDC's, PTAC's, SBA, Alliance, and other service providers
2. Meet with representatives from 5 incoming agencies to develop a unified plan
3. Enlist chambers, Alliance, and others to allocate tasks / resources
4. Coordinate with Defense contractor's associations
5. Conduct briefings, programs, networking, and related initiatives
6. Monitor and report results

Performance measures:

1. Numbers of events, communications, projects, resources, and persons involved
2. Number of contracts awarded to small businesses
3. Number of jobs retained or expanded
4. Stakeholder and customer satisfaction and feedback

Lodging

An adequate inventory of lodging facilities may exist in the areas surrounding Marine Corps Base Quantico to serve incoming agencies and the associated academy students, however the character and quality of such facilities needs further evaluation. Efficient access to and from lodging, the BRAC site, and dining / entertainment areas -- perhaps by a shuttle bus system -- would benefit all parties. Ongoing federal "per diem" lodging allowance increases, which have proven to motivate renovation, construction, and quality services, will also benefit all parties.

Lodging Goal 1: Align per diem rates with BRAC growth level-of-service expectations.

Objective: Obtain periodic increases in per diem rates in Prince William and Stafford counties

Why:

1. Encourage hotel operator investments in facilities and services
2. Ensure high quality experience for customers
3. Create additional local revenue to counties

How:

1. Learn current conditions, documents, history, and process
2. Meet with GSA officials (with OEA assistance) to discuss best practices
3. Meet with lodging industry re: data, advocacy strategies, realistic expectations
4. Prepare and submit applications and correspondence
5. Coordinate Congressional support through county legislative liaisons
6. Report results

Performance measures:

1. Frequency and magnitude of per diem increases
2. Comparison to surrounding jurisdictions and trends
3. Stakeholder satisfaction and feedback

Lodging Goal 2: Ensure that location, capacity, and character of services match BRAC growth.

Objective: Evaluate size, accessibility, quality, diversity, and capacity of local lodging services

Why:

1. Meet the needs of incoming agencies, workforce, contractors, and visitors
2. Retain and expand employment in lodging / dining / entertainment industries
3. Enhance tax revenue to counties

How:

1. Review current conditions, issues, documents, policies, etc.

2. Meet with incoming agencies re: services, meetings, extended stay, etc.
3. Meet with lodging industry re: legal / financial / logistical / timing issues
4. Identify follow-on actions if needed (promote construction / renovation?)
5. Monitor and report progress and customer satisfaction

Performance measures:

1. Accuracy and timeliness of market evaluation and needs, if any
2. Clarity and usefulness of findings and recommendations to operators and customers
3. Stakeholder and incoming agency satisfaction / feedback

Lodging goal 3: Promote new / improved facilities and services if needed for BRAC growth.

Objective: Ensure the availability of timely and suitable lodging options

Why:

1. Assist customers and operators in meeting needs and expectations
2. Retain and expand employment in lodging / dining / entertainment industries
3. Enhance tax revenue to counties

How:

1. Review current conditions, issues, documents, policies, etc.
2. Coordinate with county economic development agencies and lodging industry
3. Promote locations and specific services to fill gaps, if any, in market
4. Monitor and report nature and extent of action needed, if any

Performance measures:

1. Speed, efficiency, and effectiveness of action recommended and followed
2. Operator and customer satisfaction / feedback

Additional goals and objectives

As part of its overall issue management function, QGMC will become a repository of data, maps, reports, and other BRAC-related references and links. In order to facilitate this role, the BRAC Action Plan identifies 2 activities related to awareness and communication.

Communication goal: Create a BRAC information clearinghouse and public resource.

Objective 1: Create a website for workforce, lodging, transportation and other data.

Why:

1. Depict data and conditions of interest and value to QGMC and other stakeholders
2. Utilize easily-updated and widely accessible format for communication
3. Use in conjunction with advocacy and fundraising activities
4. Provide public awareness of QGMC activities and invite feedback

How:

1. Review websites of stakeholders and similar organizations
2. Identify breadth and depth of anticipated needs, formats, links, technical specifications
3. Ensure adequate contractual funds are available from OEA
4. Identify and conduct required process for competitive selection
5. Integrate information from all stakeholders and users
6. Launch and evaluate performance, obtain feedback, make adjustments
7. Conclude main contractual activity, with follow-up services as needed
8. Monitor, update, and report on progress and customer satisfaction\
9. Develop a long-term website management plan beyond 2011

Performance measures:

1. Speed, cost, and quality of website consulting services
2. Number and nature of links and helpful resources
3. Timeliness and efficiency of staff updates
4. Stakeholder and user satisfaction / feedback

Objective 2: Create and maintain a GIS program among MCBQ, county, and other agencies.

Why:

1. Integrate information from multiple sources into useful products for stakeholders
2. Capitalize on the resources and capabilities of in-house county staff
3. Use in conjunction with advocacy and funding requests

How:

1. Learn the capabilities and interests of participants

2. Collect data from QGMC member organizations and other stakeholders
3. Ensure adequate funding is available from OEA for anticipated costs
4. Merge data and produce deliverables re: lodging, workforce, transportation, etc
5. Link GIS capabilities and deliverables to website (s) of stakeholders
6. Reimburse direct costs to Stafford County GIS Dept via OEA grant
7. Report progress

Performance measures:

1. Number, accuracy, quality, and usefulness of deliverables produced
2. Satisfaction of stakeholders and users

CONCLUSION

As BRAC 2005, the Marine Corps “Grow the Force” initiative, national / state / local economic conditions, and other factors influence the Marine Corps Base Quantico region over the next 3 years, the Quantico Growth Management Committee has a unique opportunity and a challenge to manage the cumulative and interrelated impacts of growth for optimal community / military benefit.

Implementation of the BRAC Action Plan goals and objectives will require close coordination with numerous stakeholders, including 5 incoming agencies and multiple counties, chambers of commerce, and lodging / workforce / education / planning / small business and governmental agencies. The BRAC Coordinator’s efforts over the past 6 months to meet as many of these participants as possible will enable an accelerated and efficient transition from discussion to action.

By incorporating and representing diverse interests -- public, private, and military -- QGMC can exercise a pivotal role from the center of an immense growth corridor containing tens of thousands of Defense related employees and several military installations. If appropriate, this role may expand beyond the current BRAC 2005 perspective.

BRAC ACTION PLAN TIMELINE

Mon 30 Dec 2009

		%	Partners	2009				2010				2011			
				1	2	3	4	1	2	3	4	1	2	3	4
TRANSPORTATION															
1	Secure funding for highest priority BRAC related projects	30	QGMC, county legislative liaisons, VNDIA, VDoT												
2	Merge BRAC-related plans of MCBQ and both counties	10	MCBQ, counties, PRTC, FRED, VRE												
3	Ensure accessibility of lodging / dining / entertainment to BRAC users	5	5 agencies, transp providers												
WORKFORCE & SMALL BUSINESS															
1	Help incoming agencies fill workforce positions at the BRAC site	10	Incoming agencies, Alliance, chambers, colleges, counties, workforce and small business assistance providers												
2	Promote employment opportunities for local residents at BRAC site	10													
3	Promote BRAC-related small businesses opportunities	5													
LODGING															
1	Align per diem rates with BRAC growth related level-of-service expectations	5	Legislators, county liaisons, lodging industry												
2	Ensure that location, capacity, and character of services match BRAC growth	5	Counties, chambers, lodging industry												
3	Promote new / improved facilities and services if needed for BRAC growth	5	Counties, chambers, lodging industry												
COMMUNICATION															
1	Create / maintain a BRAC information clearinghouse and public resource	15	Belvoir BRAC Coordinator, Stafford GIS, contractor												