DORCHESTER COUNTY DEVELOPMENT REPORT

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Maryland
Rural
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Program

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Torrey C. Brown, M. D.
~~XXXXXXXXXXXX~~
SECRETARY

LOUIS N. PHIPPS, JR.
DEPUTY SECRETARY

STATE OF MARYLAND
DEPARTMENT OF NATURAL RESOURCES
TIDEWATER ADMINISTRATION
TAWES STATE OFFICE BUILDING
ANNAPOLIS 21401

May 24, 1984

Mrs. June Cradick, Program Assistant
Great Lakes & South Atlantic Regions
Coastal Programs Division
NOAA/OCRM
Page Building #1
3300 Whitehaven Street, N.W.
Washington, DC 20235

Dear June:

Enclosed is Dorchester County's Rural Development Report. It is an excellent one in that it focuses development where it is already occurring and it uses the study efforts we funded for Vienna and Cambridge (urban waterfront projects).

Enclosed also is a listing of major work efforts that the Counties have been undertaking with the FY84 grant. A sample proposed stormwater ordinance is also attached so that you know that the counties are moving ahead with them as required in our significant improvements. Only one sample is enclosed because the copying of other jurisdictions would consist of hundreds of pages of printed material. That we will provide you with in June.

Sincerely,

Sarah

Sarah J. Taylor, PhD
Director, Coastal Resources Division

SJT:mjb

Enclosures

Although the AA County stormwater ordinance is part of their plan, it is by no means their entire plan which is 1/5 of the FY83 sign tasks. (copy in AA County file)

TTY FOR DEAF - BALTIMORE 269-2609, WASHINGTON METRO 565-0450

DORCHESTER COUNTY DEVELOPMENT REPORT

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Prepared by:

Office of Technical Services
Division of Local and Regional Development
Maryland Department of Economic and Community Development

December 30, 1983

Preparation of the Program documents has been financed by Area Development Assistance Planning Grants (MD-A-0997 and MD-A-1464) from the Farmers Home Administration, U. S. Department of Agriculture, as authorized by the Consolidated Farm and Rural Development Act of 1926, as amended and by a Development Planning Assistance Grant (01-25-01332-05) from the Economic Development Administration as authorized by the Public Works and Economic Development Act of 1965, as amended.

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PREFACE

This Rural Development Report, prepared as a document of the Maryland Rural Development Program, presents an overall development strategy or action program intended to improve the quality of life for Dorchester County rural residents. The projects included in the strategy range from those which are concepts to those which are well engineered and environmentally approved. For some projects where a final design has not been prepared, regulatory or environmental approval by the appropriate State agencies still remain to be obtained. Although technical assistance has been provided by the Department of Economic and Community Development in preparing this Report, such assistance does not constitute and should not be inferred as representing the required State approval of any project. The Department's role is to assist the local governments in formulating an investment strategy, in developing concepts into implementable projects and in obtaining financing for projects with the requisite federal, State and local approvals.

ACKNOWLEDGEMENTS

As with all undertakings, the Maryland Rural Development Report for Dorchester County includes the contributions of many individuals. Particularly important contributions were made by Olga Radwick, Peter Johnston, and Deborah Silverman. Mr. Johnston originated the project and prepared Parts I and II of the original rural development report. Ms. Silverman and Ms. Radwick were responsible for the preparation of Part III and Ms. Radwick assisted in updating the statistics in Part I. Without the information and invaluable assistance provided by officials of Dorchester County, particularly Leonard Dayton, Linda Nabb and by the officials of Cambridge, Ray Willis, and Vienna, Dewey Blades, this report could not have been completed. In addition, other staff members of the Department of Economic and Community Development especially Ed White, Lowell Frederick, Robert Goodman, and Robert Schult provided both insights on the County situation and assistance in preparation and review of the documents. Likewise, William Livingston of the Department of State Planning provided valuable advice on the report. Throughout its preparation, initially Judith Trunzo and currently Penny Davis and John Moore of DECD, as well as John Daniello, James Waters, and Arthur Greenwood of the Maryland Farmers Home Administration Office, provided guidance and critical comment. Grace Gaffney, Marilyn Arend, and Dee Daugherty displayed both skill and stamina in typing the many drafts and the final report. Many thanks to all!

David A. Schultz
Program Coordinator
Maryland Rural Development Program
Division of Local and Regional Development

THE COUNTY COMMISSIONERS OF DORCHESTER COUNTY
COUNTY OFFICE BUILDING
P. O. BOX 26
CAMBRIDGE, MARYLAND 21613
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E. THOMAS MERRYWEATHER
ATTORNEY

RICHARD D. HARRINGTON
DEPUTY ATTORNEY

September 20, 1983

Mr. David Schultz
Program Coordinator
Maryland Rural Development
Maryland Department of Economic & Community Development
2525 Riva Road
Annapolis, Maryland 21401

Dear Mr. Schultz:

This letter is to advise you that the Board of County Commissioners for Dorchester County has considered and approved the Development Report for the County prepared by the Office of Technical Services of the Department of Economic and Community Development. This Development Report presents an overall development strategy in the areas of job creation, skills development housing rehabilitation and construction, and improvement of community facilities and lists important development projects that need funding assistance from State and federal agencies.

Projects of primary concern to the County Commissioners include (a) the Cambridge Creek Redevelopment Project; (b) Business Development at the Chesapeake Industrial Park; (c) upgrading of the Cambridge-Seaford Rail Line; (d) Eastern Shore Hospital Center. The County Commissioners encourage all funding agencies, particularly those on the Joint Funding Committee, to give prompt and favorable consideration to loan or grant applications for these and any other projects included in the investment strategy (Part V) of the Dorchester County Development Report.

Sincerely,

THE COUNTY COMMISSIONERS
OF DORCHESTER COUNTY

Calvin Travers

Calvin Travers, President

CT/sfj

City of Cambridge
Cambridge, Maryland 21613

EXECUTIVE DEPARTMENT

AREA CODE 301
TELEPHONE 228-4020

September 13, 1983

Mr. David A. Schultz
Program Coordinator
Maryland Rural Development Program
Maryland Department of Economic and Community Development
2525 Riva Road
Annapolis, Maryland 21401

Dear Mr. Schultz:

I am pleased to announce that during the regular City Council meeting held Monday evening, September 12, 1983, the Commissioners of Cambridge voted unanimously in favor of approving the Rural Development Report for Dorchester County, dated August 9, 1983.

We understand the Report is "continuing in nature" and subject to revision as local conditions warrant. The Commissioners and I look forward to working with you and your staff regarding this investment strategy for improving the quality of life for our local citizens.

We look forward to hearing from you very soon, to learn of programs that can be of assistance to Cambridge in the many projects we are currently implementing, as well as future projects planned to enrich the lives of all of our residents.

Best regards,

C. Lloyd Robbins

C. Lloyd Robbins,
Mayor

cc: Mr. Edward White
Mr. Raymond Willis

COMMISSIONERS OF VIENNA

VIENNA, MARYLAND 21869

August 22, 1983

Mr. David A. Schultz
Program Coordinator
Maryland Rural Development Program
Maryland Department of Economic &
Community Development
2525 Riva Road
Annapolis, Maryland 21401

Dear Mr. Schultz:

I want to thank you for sharing a copy of your publication Dorchester County.

It is certainly one of the most complete publications that I have seen prepared to furnish demographic information for Dorchester County.

There are a few typographical errors and some new information for Vienna which was left out through no fault of yours.

I am enclosing a copy of Vienna's Waterfront Plan prepared by Kenneth Creveling Associates of Fairfax, Virginia. Also, you will find a copy of our Comprehensive Planning Program which was completed in June 1981, with a grant from the Coastal Zone Management Program. As we discussed, excerpts from these documents may be included in an addendum to your report or other such manner you deem acceptable.

If I can be of further assistance please do not hesitate to contact me.

Yours truly,

Dewey E. Blades
President

Enclosures

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SUMMARY

Dorchester County in Ten Years

"Cambridge - January 15, 1994. At the County Economic Development Conference held yesterday, the County's Economic Development Coordinator discussed the economic assets that make the County one of the fastest growing in Maryland. He pointed out that the Chesapeake Industrial Park is fully occupied and that the seven new businesses in the park are going great. These businesses employ 750 workers and plan to add another 250 by 1995. Also, there are more businesses than ever using the public rail siding now that the new Choptank River Bridge has opened.

The Mayor of Cambridge smiled broadly when he spoke of the new Downtowner Motel. This year the motel will be the site of two major state conventions; a first for Cambridge. He noted that this activity in downtown Cambridge would not have been possible without the redevelopment of the Cambridge Creek area. Compared to the old buildings of the 1970s, we see a beautiful setting with a good restaurant and many shops catering to the ever increasing number of tourists."

If this type of news article is to be written in 1994, the following Rural Development Report is an important starting point. The article notes a significant improvement in the economy of Dorchester County. Such an improvement in the quality of life for County residents will be aided by implementing the rural investment strategy presented in this Report. This strategy is designed to alleviate socio-economic distress and to capitalize on the growth potential of the County. It is a guide for the allocation of funds within Dorchester County by federal and State funding agencies. Specifically, the rural investment strategy for Dorchester County is composed of four substrategies relating to: (a) industrial and commercial development; (b) housing development; (c) development of community facilities; and, (d) development of labor force skills.

1. Industrial and Commercial Development

The need for increased job opportunities is based on the following demographic information: (a) the 1982 annual average unemployment level in Dorchester County was 12.8 percent compared to 8.4 percent for the State. Seasonally, the County rate increased to 14.6 percent in the months of January through March, (b) the median household effective buying income of the County in 1980 was lower than that of the State ($13,776 vs $20,658), and (c) in 1980, 10.7 percent of the County's families had incomes below poverty compared to 7.3 percent for the State. To resolve this need, the County will continue to attract new industry, promote existing food processing industries, and develop recreational facilities and services related to tourism.

The County has and is continuing to pursue development activities that will accomplish these objectives. The primary step was the formation of an industrial development program through the Economic Development Committee of the County Chamber of Commerce. The County support of this program facilitated its certification under the Maryland Certified Counties Program. The County now has the staff capability to promote itself as a good place to do business and the resources to conduct a cooperative advertising program and a tourism program. In addition to local resources, outside funds are needed in the next three years to:

(a) continue grant support of the cooperative advertising program;

(b) provide financing for business development at the Chesapeake Industrial Park, Cambridge-Dorchester Airport and the Cambridge Creek Redevelopment area; and,

(c) promote port related industrial development.

These activities should stablilize employment in existing industries, and revitalize the central business district of Cambridge, and create an additional 1,500 permanent jobs in the County over the next five years.

2. Housing Development

The County needs to expand the quantity and the quality of its housing stock. In 1980, 9.6 percent of the year-round housing lacked some or all plumbing facilities. The largest number of these substandard units are in election districts of Cambridge (#7), Straits (#10), and Hurlock (#15). This need has been recognized for several years by the County and incorporated towns, which have established the objectives of rehabilitating substandard housing and providing new units including mobile homes for low and moderate income families. State and federal housing assistance has been used to improve or construct over 700 units of housing in Cambridge and Hurlock.

Regardless of this progress, substandard housing still exists in the County particularly in Crocheran, Lakesville, Upper Hooper Island, the Depot area of East New Market, and Vienna. To resolve this gap and to provide additional housing, certain actions/investments need to be implemented.

(1) Cambridge will continue to apply for CDBG funding for its housing rehabilitation program.

(2) The housing rehabilitation activities of the County Human Resources Commission should be strengthened. Such action would allow the Commission to process applications for CDA assistance, to aid the housing rehabilitation of the municipalities, and to administer community development block grants if the County applies.

(3) housing rehabilitation programs should be developed for the Depot area of East New Market and Vienna. CDBG funding is needed to conduct each of these programs.

Furthermore, investments of $1,350,000 in new single family housing in Cambridge and about $800,000 in rental housing in Vienna are needed. These investments will help to assure that low and moderate income families can obtain affordable housing. The construction and permanent financing will come from several sources, particularly FmHA, CDA, and HUD. Also, a market study is needed to determine the demand and economic feasibility of multi-family housing for low and moderate income families in the northern part of the County.

3. Community Facilities Development

In Dorchester County, the need exists in several communities to improve and expand community facilities and to improve medical care. There are four types of community facilities where the need exists: (1) water supply and sewerage facilities, (2) industrial and commercial park development, (3) transportation facilities, and (4) health care and social facilities. The election districts of Fork, East New Market, Vienna, Williamsburg, and Hurlock are medically underserved and the County has a general need for domiciliary care facilities.

The County's objectives to address the need for community facilities are to provide adequate facilities including maintenance of the rail line and improvement of the Cambridge port and to expand nursing home units. To accomplish the objectives, the County, its towns, and the State of Maryland have initiated several actions; some of which are only partially completed or are funded, but still need to be constructed. These actions include: (a) sewerage facilities for Cambridge, Hurlock, East New Market-Secretary, Church Creek and Christs Rock, (b) water facilities for Hurlock, Vienna, and East New Market, (c) highway improvements on Route 50 in Cambridge and Vienna and bridges across the Choptank and Nanticoke Rivers, (d) redevelopment of the Cambridge-Dorchester

Airport including construction of a taxiway, (e) constuction of an access road, a rail siding, and sewerage facilities for the Chesapeake Industrial Park, (f) financial support to maintain rail service between Cambridge, Hurlock, and Seaford, Delaware, and (g) support to development of the Cambridge Port by Maryland Port Authority (MPA). The priorities for funding are:

(a) water supply improvements and sewage improvements for Cambridge and Sanitary District #1 which will cost about $5.4 million;

(b) street improvements, bulkheading and water and sewerage facilities in the Cambridge Creek Area which will cost about $5 million;

(c) the new Choptank River Bridge with a cost of construction of $83 million;

(d) improvement of the quality of the Seaford-Cambridge rail line with an estimated cost of $150,000; and,

(e) a new fire house for Secretary at a cost of $150,000.

In the last decade, the County has supported several health care investments particularly the North Dorchester Health Service, Dorchester General Hospital, and the Cambridge House Expansion. These investments have resulted in improved medical care particularly more nursing home units. However, a gap currently exists related to domiciliary care. Investment of $1,500,000 of federal, State, and private funds are needed to provide 120 domiciliary units for the County.

4. Skills Development

To reduce unemployment of the County's labor force, its skills must be improved and matched to current job availability. In particular, the basic educational level of the labor force needs to be improved. In 1980, 44.9 percent of the County's population over 25 years of age had finished high school, compared to 66.7 percent for the State. The County is aware of this need and has supported and will continue to support key educational programs for County residents, namely, Chesapeake College, County Vocational Center, the Wor-Wic Tech Nursing program, and pre-employment industrial training. Outside funding of $15,000 from the Maryland Industrial Training Program is needed each year to train 50 workers and, thereby, facilitate industrial expansion. Also, the Chamber of Commerce needs to continue its efforts to improve communication and coordination between the educational system, manpower training network, and the business community.

The investments/actions included in this investment strategy should, when implemented, resolve the current development needs and improve the quality of life for the residents of Dorchester County. State and federal funding agencies are encouraged to direct funds to these particular actions.

INTRODUCTION

In 1979 the Carter Administration announced the intent to develop a nationwide Rural Development Policy. This initiative was supported by Congress with the enactment of the Rural Development Policy Act of 1980 (Public Law 96-355). The Reagan Administration assumed this commitment and established an Office of Rural Development Policy to formulate the policy framework. Integral to the development of such a policy was the initiation of a process through which "multi-state, State, substate, and local rural development needs, goals, objectives, plans and recommendations" could be reviewed and assessed on a continuing basis.

As part of this national initiative, the State of Maryland with the Department of Economic and Community Development (DECD) assuming a lead role launched the Maryland Rural Development Program in 1980 with Area Development Planning Assistance funds from Farmers Home Administration (FmHA) and planning assistance funds from the Economic Development Administration (EDA). The purpose of the Program is to establish an integrated, broad-based development planning/implementation process designed to alleviate socio-economic distress and to enhance the potential for economic growth and social well-being in certain rural Maryland jurisdictions. The rural counties that are included in the Program are the nine Eastern Shore counties (Caroline, Cecil, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico, and Worcester), four Western Maryland counties (Allegany, Frederick, Garrett, and Washington) and three Southern Maryland counties (Calvert, Charles, and St. Mary's).

The two major tasks of the Maryland Rural Development Program (MRDP) are: (a) the development of a rural investment strategy and (b) the establishment of a forum for the joint funding of development projects. The development of the investment strategy involves the identification of critical projects which could be funded by the federal and State funding agencies which are members of the joint funding forum. In this way, the two major tasks of the MRDP are integrally linked.

The initial step in developing the strategy is to describe the current economic condition and to identify the socio-economic distress in the County (socio-economic profile). In other words, the socio-economic profile outlines the County's development needs. The next steps are to summarize the local development objectives (plan profile) and to inventory the recently completed, current, and proposed development activities (activity profile). The plan profile shows the extent of the local commitment to alleviate distress and to take advantage of its natural assets and economic opportunities. The activity profile depicts the extent to which the local governments have initiated development projects and programs to alleviate distress or to take advantage of opportunities.

Based on information in the three profiles, the interrelationships among development needs, objectives, and activities are analyzed. This analysis identifies any gaps in planning and implementation. An implementation gap occurs when an objective was established by the County or by a town, but insufficient activities have been or are being implemented to accomplish the objective. This analysis provides a framework for identifying investments/actions to resolve the gaps. These investments plus some others that will prevent future gaps in implementation constitute the investment

strategy. In essence, the strategy is a guide to the allocation of investment resources in the County.

The second major task of the MRDP is to establish a forum of federal and State agencies to provide funds to critical rural development projects in a cooperative and joint manner. To achieve this cooperation, the Joint Funding Committee has been established. The Committee's specific objectives are as follows: (a) to review opportunities for joint funding of rural development projects, (b) to regularly provide up-to-date information to local officials and businessmen on the availability of State and federal funds and on revised program policies, and (c) to fund projects that are identified in local investment strategies. The member agencies of the Committee are (a) the Maryland Department of Economic and Community Development, (b) the Maryland Department of Health and Mental Hygiene, (c) the Maryland Department of Transportation, (d) Farmers Home Administration (USDA), (e) the Economic Development Administration (USDC), (f) the U.S. Department of Housing and Urban Development, and (g) the Small Business Administration.

The investment strategy outlined in this Maryland Rural Development Report for Dorchester County was developed by Office of Technical Services/Division of Local and Regional Development staff in conjunction with Dorchester County officials. The socio-economic profile for Dorchester County is presented in Part I, the plan profile in Part II and the activity profile in Part III. The analysis of interrelationships among County needs, objectives and activities is presented in Part IV, and Part V, the County investment strategy, is a listing of development projects to resolve the gaps in implementation.

PART I

SOCIO-ECONOMIC PROFILE

The purpose of the socio-economic profile for Dorchester County is to provide a statistical basis for the analysis of the County's needs. This profile is the starting point for the development of a County investment strategy as part of the Maryland Rural Development Program. This investment strategy will be used by FmHA, DECD, and other federal and State agencies on the Joint Funding Committee as well as the local governments of Dorchester County as a guide for the allocation of resources to further economic and community development.

Included in the profile is the most recent statistical information on various physical, economic and social characteristics of the County. Specifically, information on geographic characteristics, population, education and government finance is included in Section A. In Section B, the development needs indicators for Dorchester County are shown by statistics on the levels of income and poverty, employment and unemployment, housing and health care. Section C summarizes the development needs including the results of a survey of needs from the perspectives of the towns.

The information in the profile is from a number of sources. The statistics in Section A on population and education are from the Bureau of Census (U.S. Department of Commerce) and the Maryland Department of State Planning, while those on government finance are from Maryland Departments of Fiscal Services and Assessments and Taxation publications. In Section B, the data on income and employment are primarily from Bureau of Census sources, Bureau of Economic Analysis (U.S. Department of Commerce) sources and Maryland

Department of Human Resources publications. The housing statistics are from the Bureau of Census and the information on medical care is from the Public Health Service (U.S. Department of Health and Human Services), the Maryland Department of Health and Mental Hygiene and the Health Planning Council of the Eastern Shore.

Section A. Economic and Social Indicators

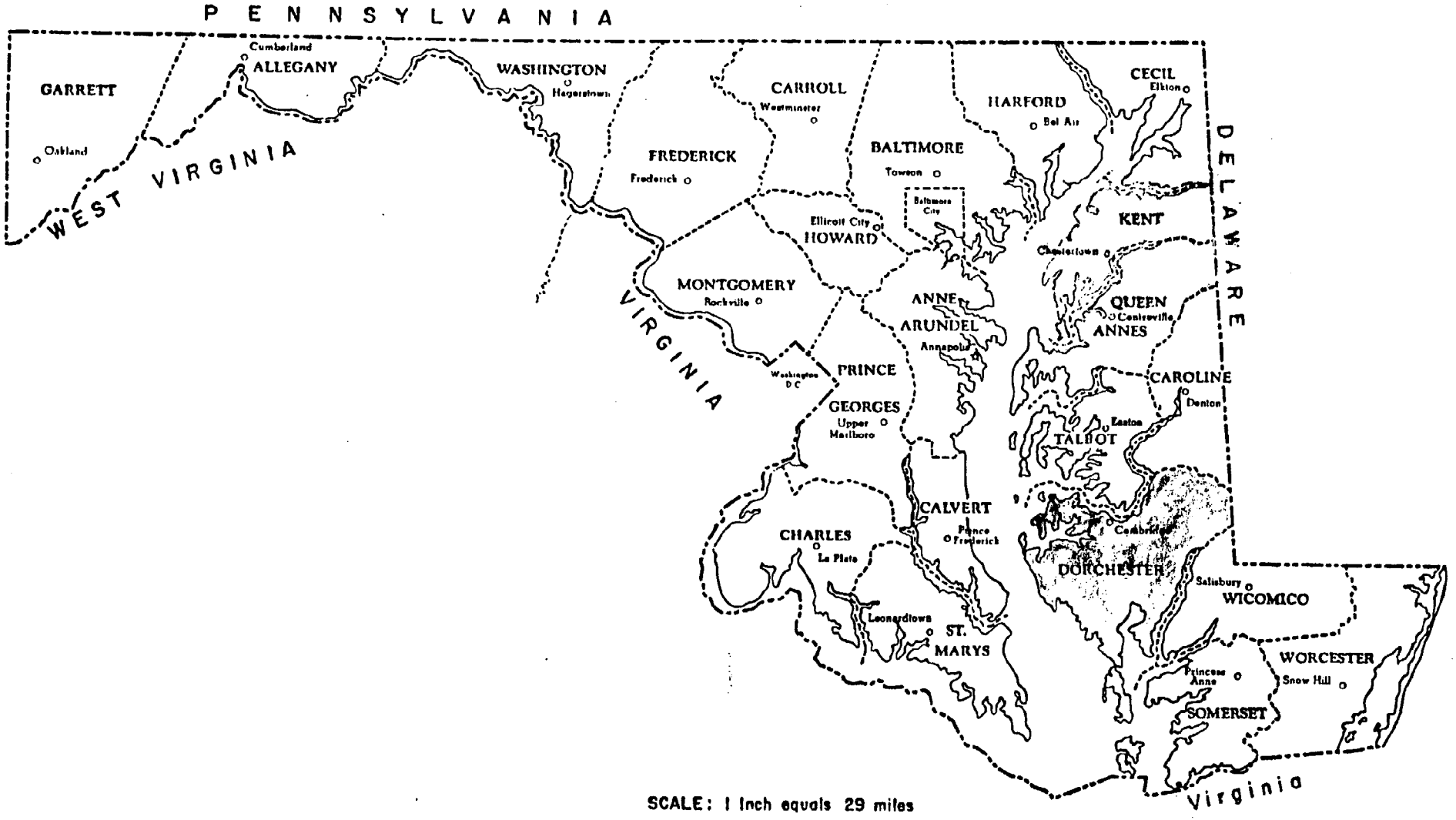
1. Geographic Description

Dorchester County, the largest Eastern Shore County, extends into the Chesapeake Bay as a broad peninsula almost surrounded by the waters of the Chesapeake Bay and the Choptank and Nanticoke Rivers (see Map 1). North across the Choptank River lies Talbot County, farther to the east is Caroline County and southeast across the Nanticoke is Wicomico County. The eastern extremity of Dorchester County borders the State of Delaware for approximately five miles.

Dorchester County lies entirely within the Atlantic Coastal Plain ranging in altitude from sea level to 53 feet in the northern part of the County. Much of the lower two-thirds of Dorchester County is marshland, with altitudes of two feet or less above sea level. Characteristic of tidewater regions, its 580 square miles of land area and 108 square miles of water area are marked by many bays, inlets, creeks and rivers. About 60 percent of the County is subject to control under the State Wetlands Law.

The drainage of the County is controlled by two large tidal rivers, the Choptank and the Nanticoke, and by many small rivers and creeks, which are direct tributaries to the Chesapeake Bay. The Nanticoke River has a prominent tributary, Marshyhope Creek, which is tidal up to Federalsburg. The Choptank River is tidal up to Greensboro.

MAP I



SCALE: 1 inch equals 29 miles

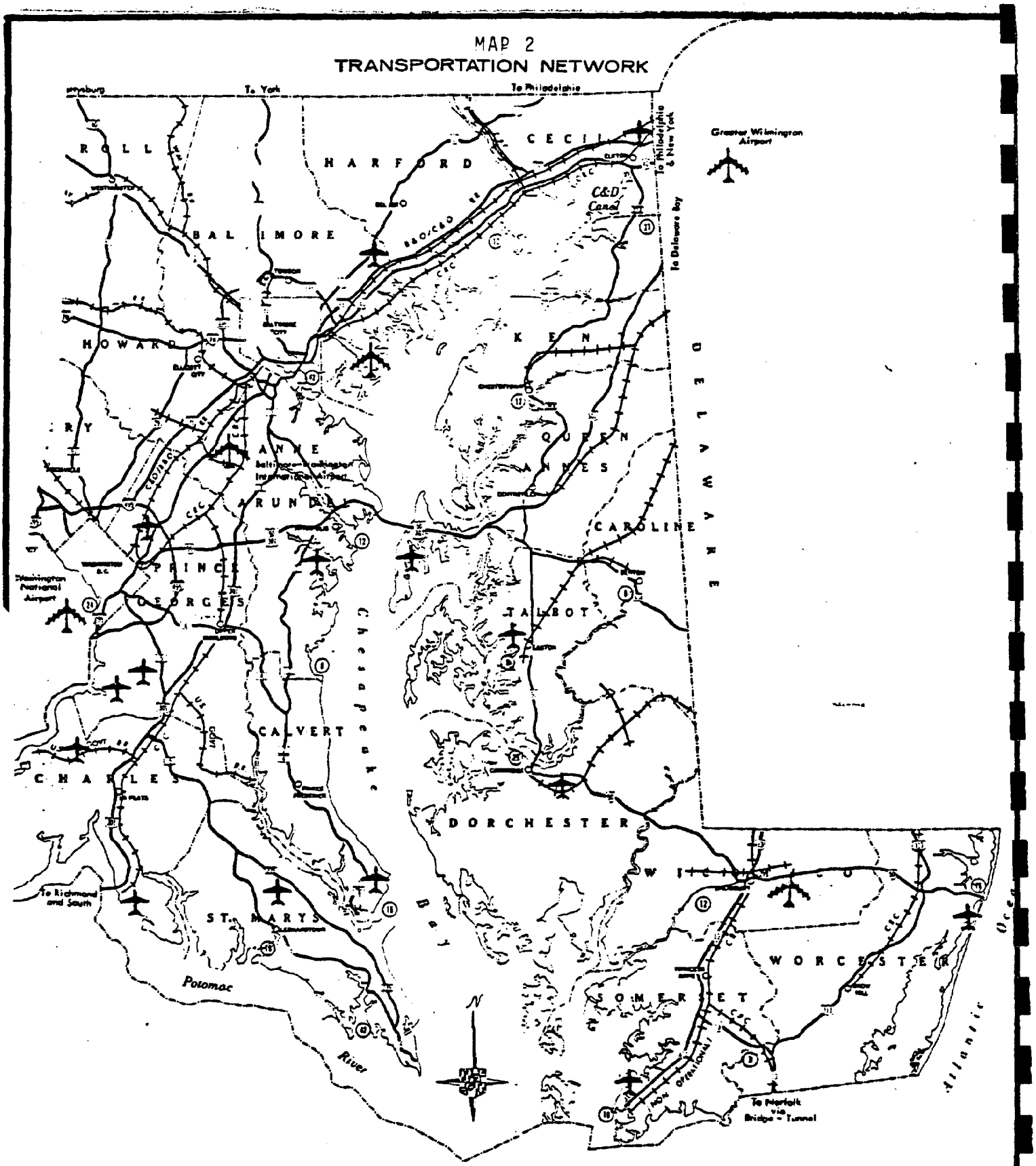
The major highway linking Dorchester to other regions of the State is Route 50 which crosses the Choptank River from Talbot County to Dorchester at Cambridge and traverses the northern part of the County east to west. U.S. 50 is one of the primary highways utilized by those traveling to the ocean resorts (see Map 2). A rail line owned by the State of Maryland operated by the short-line operator, Maryland and Delaware Railroad Company, links Cambridge to Seaford, Delaware and other points north and south. The County has a general aviation airport near Cambridge that was recently expanded to support aviation-oriented businesses. In addition, there is a deep-water port in Cambridge which is now owned by the State and is in close proximity to Route 50.

There are nine incorporated towns in Dorchester County which in 1980 contained 48 percent of the County population. The towns and their 1980 populations are: Cambridge - 11,703; Brookview - 78; Church Creek - 124; East New Market - 230; Eldorado - 93; Galestown - 142; Hurlock - 1,690; Secretary - 487; and Vienna - 300. Five of the incorporated towns, particularly Vienna, Brookview and East New Market, lost population between 1970 and 1980, while other towns and rural areas gained. For example, Hurlock's population grew by 60 percent over the same period, and Secretary grew by 38.4 percent. The population increase in the period of 1970 to 1980 was highest in the election districts of Hurlock, Madison, and Fork (26.7, 18.5, and 18.4 percent, respectively). [1]

2. Population

Dorchester County population increased in the period 1970 to 1980 from 29,405 to 30,623 (see Table 1). Although this increase in population reverses the decline of the previous decade, the rate of increase (roughly 4.0 percent) is small relative to other counties. Over several decades, there has been a

MAP 2
TRANSPORTATION NETWORK



PRINCIPAL HIGHWAYS

COUNTY SEAT

RAILROADS

RAILROAD LINES OPERATED UNDER PUBLIC SUBSIDY (As of April 1, 1976).

NAVIGATION CHANNELS (Number indicates depth in feet)

AIRFIELDS (Paved)

RUNWAY 2500' to 4999'

RUNWAY 5000' and up

TABLE 1

POPULATION: RANK AND PERCENT OF CHANGE FOR STATE OF MARYLAND AND EASTERN SHORE COUNTIES: 1980 and 1970

Political Subdivision	1980	Rank	1970	Percent Change 1980/1970
Maryland	4,216,446		3,923,897	7.5
Cecil	60,430	14	53,291	13.4
Kent	16,695	24	16,146	3.4
Queen Anne's	23,508	19	18,422	38.5
Caroline	23,143	22	19,781	17.0
Talbot	25,604	18	23,682	8.1
Dorchester	30,623	21	29,405	4.1
Wicomico	64,540	13	54,236	19.0
Worcester	30,889	20	24,442	26.4
Somerset	19,188	23	18,924	1.4

Source: Maryland Department of State Planning. Maryland Population Data: State, County Minor Civil Division and Municipal Trends Through 1980. DSP Publication 31-25, Baltimore: October 1981.

shift in distribution of population within the County. The southern part has experienced a continual decline in population while the northern part, particularly near Hurlock and Secretary, has experienced an increase in population. The growth in the northern part dovetails with the increased industrial and commercial development along major transportation routes and is associated with expanded community water and sewerage facilities and more favorable conditions for on-lot sewage systems. Conversely, the southern part of the County, which has extensive drainage problems, has experienced (a) a loss of many seafood industries and their associated employment because of the impacts of stringent environmental regulations, and (b) an abandonment of marginally productive farmland. Also, the communities in Southern Dorchester County lack public water and sewerage facilities and available home sites approved for on-lot water and sewage facilities.

According to the 1980 Census, the racial composition of Dorchester County's population was 69.9 percent white and 30.1 percent nonwhite. The composition by sex was 52.5 percent female and 47.5 percent male. Also, the population of Dorchester County continues to have an age structure similar to other Eastern Shore counties, namely, a higher percentage of people in the age group of 65 years and older. County population in the age group 65 years and more accounted for 15.6 percent of the County total, while this percentage for the State was 9.4. [2]

Dorchester County is primarily a rural county and is one of the least densely populated counties in the State, 52 persons per square mile in 1980. The proportion of Dorchester population living in rural areas actually increased in the period 1960 to 1980 with the shift of population out of Cambridge and other towns into unincorporated areas. In 1960, 58.7 percent of Dorchester was

rural; in 1970, this proportion increased to 60.6 percent, and in 1980, the proportion was 61.8 percent.

3. Educational Attainment

The level of education within an area will influence its capacity to support economic and community development. The higher its general educational level and the greater the skills of its labor force, the greater the capacity of the area to support development. This section presents information regarding the level of educational attainment and skill levels for Dorchester County compared to other areas.

As shown in Table 2, only 44.9 percent of the 1980 population 25 years and over in Dorchester County had completed at least four years of high school and presumably obtained a high school diploma. The diploma is an entry level requirement for employment with most firms and public agencies. In comparative terms, Dorchester County had a lower percentage than both the State of Maryland (66.7 percent) and the U. S. (66.3 percent). In essence, the need exists in 1970 to increase the basic educational level of the County residents.

During the decade of the 1970s significantly more young people in the County completed high school than did previously. In 1980, 356 students graduated from high school. This number of graduates represented 69.5 percent of the students that entered the 9th grade in 1976. In relative terms, this holding power percentage is among the lowest of the Eastern Shore counties.[3]

Table 2 showed that 28.8 percent of Dorchester's population in 1980 that had only an eighth grade education or less. The percentage was higher than that for the State of Maryland (17.4 percent) and for the nation (18.4 percent). A need exists to improve the skills of this segment of the population. During the 1970s, the County supported vocational and adult education courses for this

TABLE 2

EDUCATIONAL ATTAINMENT 1980

Persons 25 Years and over

	DORCHESTER COUNTY				MARYLAND		U. S.	
	NUMBER		PERCENT		PERCENT		PERCENT	
YEARS COMPLETED	1980	1970	1980	1970	1980	1970	1980	1970
ELEMENTARY 0-8	5594	7430	28.8	42.9	17.4	27.4	18.4	37.8
HIGH 1-3	5094	5011	26.3	28.6	15.9	20.3	15.3	17.1
HIGH 4	5626	3109	29.0	17.8	32.2	28.5	34.4	24.0
COLLEGE 1-3	1500	1035	7.7	5.9	14.7	9.9	15.7	10.1
COLLEGE 4 yrs. or more	1589	832	8.2	4.8	19.8	13.9	16.2	11.1
TOTAL	19403	17491	100.0	100.0	100.0	100.0	100.0	100.0
AT LEAST 4 yrs. H.S.	8715	4987	44.9	28.5	66.7	52.3	66.3	45.2

SOURCE: Bureau of the Census, U.S. Department of Commerce, General Social and Economic Characteristics, Maryland, PC (1) - C22, Issued March, 1972.

Maryland Department of State Planning, Census of Population and Housing, 1980 - Summary Tape File 3A, Dorchester County, Table 50, page 106

segment in the County High School, County Vo-Tech Center, Wor-Wic Tech, and recently Chesapeake College, and these programs are continuing.

4. Government and Governmental Finance

Dorchester County has a County Commissioner form of government with five commissioners elected every four years. The administrative offices of County government are located in Cambridge, which is the County seat. Besides the County government, there are nine incorporated towns, each with separate governmental powers exercised by a mayor and town council.

According to the State report, Local Government Finances in Maryland for fiscal year 1980, total County government revenue was $25,800,748 of which $9,877,703 was operating revenue and $15,923,045 was "other" revenue. As shown in Table 3, the major sources of the County operating revenues were local property taxes (53.3 percent) and income tax (25.2 percent). The major sources of "other" revenue were State grants (62 percent) and federal grants (28.6 percent). This revenue is earmarked for specific programs (e.g., education)

Table 4 shows the amount and distribution of operating and other expenditures for FY 80. Total County expenditures were $28,364,456 ($3,084,988 for operating and $25,279,468 for other expenditures). A total of 20.4 percent of operating expenditures was made for economic development and construction and maintenance of supportive community facilities. Of these expenditures, 6.0 percent were made for parks and recreation, 5.2 percent for sanitation and waste control, 3.6 percent for natural resources, and the remaining 5.6 percent for other public works, economic development, and economic opportunity. In addition 20.7 percent of County operating expenditures covered debt service which in most instances had been incurred in financing the construction of community facilities. Most of "other" expenditures were for education which amounted to 62.9 percent.

TABLE 3
DORCHESTER COUNTY
REVENUES FOR FY 1980

	County			Brookview	Cambridge	Church Creek
	Total County*	Operating	Other			
Total Revenues	$ 25,800,748	$9,877,703	$15,923,045	$ 1,622	$4,320,757	$ 5,252
Source of Revenues	%	%	%	%	%	%
Property Tax	20.4	53.3		22.4	25.4	20.7
Income Tax	9.6	25.2		23.8	4.1	50.7
Taxes, Other	0.7	1.8			0.2	
Taxes, State Shared	4.6	1.8	6.4	3.6	4.6	1.5
Licenses and Permits	0.1	0.3	0.0	2.9	1.4	2.5
Federal Revenue Sharing	1.8	4.5		25.6	5.0	14.4
Federal Grants	17.7	0.3	28.6		14.7	
State Grants	39.8	3.9	62.0		4.6	
County Sources	-		-	21.6	1.6	5.7
Other Sources	**		**			
Service Charges	2.1	1.9	2.1		32.5	
Fines and Forfeitures	0.1	0.2			0.5	
Miscellaneous Revenues	3.1	6.8	0.9		5.4	4.5

*"Total County" column includes aggregate of financial data of the County's boards, and its the special districts.
** Represents a value between 0.0 and 0.1 percent.
Source: Department of Fiscal Services, Local Government Finances in Maryland for the Fiscal Year Ended June 30, 1980.

TABLE
DORCHESTER COUNTY
REVENUES FOR FY 1980

	East New Market	Eldorado	Galestown	Hurlock	Secretary	Vienna
Total Revenues	$ 31,604	$ 2,806	$ 2,878	$347,344	$109,675	$84,741
Source of Revenues	%	%	%	%	%	%
Property Tax	29.2	29.1	18.6	27.3	29.4	26.0
Income Tax	18.2	22.8	35.6	4.3	6.1	6.6
Taxes, Other						
Taxes, State Shared	0.8	12.7	2.6	7.9	0.2	9.4
Licenses and Permits	0.8	1.6	2.5	0.7	0.5	0.6
Federal Revenue Sharing	3.3	15.8	13.9	5.1	3.7	2.5
Federal Grants						22.6
State Grants				2.7	13.7	5.6
County Sources	3.7	10.7	20.8	2.1	1.0	1.6
Other Sources						
Service Charges	40.1			38.8	44.0	20.5
Fines and Forfeitures				**		
Miscellaneous Revenues	3.8	7.3	5.9	11.1	1.4	4.6

*"Total County" Column includes the aggregate of financial data for the county's boards, and its special districts.
** Represents a value between 0.0 and 0.1 percent.
Source: Department of Fiscal Services, Local Government Finances in Maryland for the Fiscal Year Ended June 30, 1980.

Review of Table 4, which also presents the percentage of distribution of expenditures by each municipality, shows that all municipalities in Dorchester County spent more than 60 percent of their FY 80 budgets on community facilities supportive of economic and community development. The facilities include highways, sanitation and waste control, other public works, recreation and parks and debt service. Included in the percentage for Cambridge is expenditures for urban development and housing (12.4 percent) which was financed from federal grants.

The major sources of local revenue for the municipalities are property tax, income tax, service charges, and federal revenue sharing and grants. [4] The percentage distribution of all sources for each municipality are shown in Table 3.

Chart 1 presents a synopsis of statistical data on the County's financial capability as of June 30, 1979. The Table shows that the County government is in sound financial condition and well managed. The per capita net debt of the County is $152.10 and is low relative to other counties. The gross debt is only 4 percent of the assessed value, and the County has the capacity to borrow up to 10 percent of the assessed valuation. For FY 82, the total assessed valuation of property is $247 million and the property tax rate is $2.24 per $100 of assessed valuation. In essence, the County has the capacity to support an additional $20 million in development projects through the issuance of general obligation bonds without affecting its credit rating. Also, more funds can be obtained through industrial development bonds, which do not require the full faith and credit of the County.

TABLE 4
DORCHESTER COUNTY
EXPENDITURES FOR FY 1980

	County			Brookview	Cambridge	Church Creek
	Total County*	Operating	Other			
Total Expenditures	$28,364,456	$3,084,988	$25,279,468	$ 2,125	$4,561,362	$ 4,883
Expenditure Category	%	%	%	%	%	%
General Government	2.6	24.0		11.7	4.7	18.5
Police	1.2	10.9			13.9	
Fire	0.4	3.9		16.5	1.0	
Correction	0.2	2.1				
Other Public Safety	0.2	1.7			2 9	
Highways	14.3		16.0	43.1	7.6	26.0
Sanitation and Waste Control	1.2	5.2	0.7	28.7	21.0	55.5
Other Public Works	0.4	2.8	0.1		17.9	
Health	3.5	5.1	3.3			
Hospitals	5.2	3.4	5.4			
Social Services	9.0	0.4	10.1			
Education	56.1	**	62.9			
Recreation and Parks	0.7	6.0	**		0.8	
Library	0.8		0.9			
Natural Resources	0.4	3.6				
Urban Development and Housing					12.4	
Economic Development	0.2	1.8			0.1	
Economic Opportunity	0.1	1.0				
Intergovernmental	0.1	1.5				
Miscellaneous	0.6	5.9			6.2	
Debt Service	2.8	20.7	0.6		11.5	

TABLE 4
DORCHESTER COUNTY
EXPENDITURES FOR FY 1980

	East New Market	Eldorado	Galestown	Hurlock	Secretary	Vienna
Total Expenditures	$74,970	$2,432	$2,690	$564,248	$97,424	$81,875
Expenditure Category	%	%	%	%	%	%
General Government	9.2	33.5	11.1	3.7	33.5	14.3
Police				8.0		2.5
Fire	2.1			1.1	2.1	0.3
Correction				0.1		
Other Public Safety						
Highways	3.6	40.2	61.5	10.1	3.6	9.1
Sanitation and Waste Control	69.7	26.3	27.4	15.8	33.8	60.4
Other Public Works	14.5			49.6		12.6
Health						
Hospitals						
Social Services						
Education						
Recreation and Parks				0.3	**	0.2
Library						
Natural Resources						
Urban Development and Housing						
Economic Development						
Economic Opportunity						
Intergovernmental						
Miscellaneous				7.1	0.6	0.6
Debt Service	0.8			4.1	26.4	

*"Total County" Column includes aggregate of financial data of the county's boards, and its special districts.
** Represents a value between 0.0 and 0.1 percent.

Source: Department of Fiscal Services, Local Government Finances in Maryland for the Fiscal Year Ended June 30, 1980.

Section B. Need Indicators

1. Income and Poverty

The 1980 Census reported that 10.7 percent, 884 families of the 8,275 in Dorchester County, had incomes below poverty. The portion of Dorchester families living below poverty was higher than the State figure, 7.3 percent, and the U.S. figure, 9.6 percent. The largest percentage of these poor families resided in election districts of Vienna (#3), Cambridge (#7), Straits (#10), and Williamsburg (#12) (Map 3). As can be seen from Table 5, median family incomes varied from a low of 12,036 in election district 16, Madison, to a high of 27,321 in district 11, Drawbridge.

An indicator of income in Dorchester County is the median household effective buying income (EBI) which is essentially family income less payment for taxes. In 1969, Dorchester County's median household EBI was $6,992, one of the lowest in the State. Despite an increase of almost 100 percent in the period from 1969 to 1980, Dorchester County families had a low median household EBI of $13,776 in 1980 (see Table 6). In 1980, the State median household EBI was $20,658, over one third higher than that for Dorchester County.

Areas of concentration of poor families which have been identified by local planning staff as target areas for priority assistance are: Mission Hill, Harrison Terry Road, Travers Road, Bobtown, Crocheron-Tedious Creek, Butler Subdivision and Depot area. In addition concentrations of poor families, mostly nonwhite, exist in the City of Cambridge, Ward 2.

2. Employment and Unemployment

Dorchester County's labor force averaged 15,309 workers in 1982, down from 15,553 in 1981 and 16,896 in 1978.[5] In 1981, the largest segment of wage and salaried employees in Dorchester County by industry was manufacturing (see

CHART I

SYNOPSIS OF STATISTICAL DATA

Pertaining to

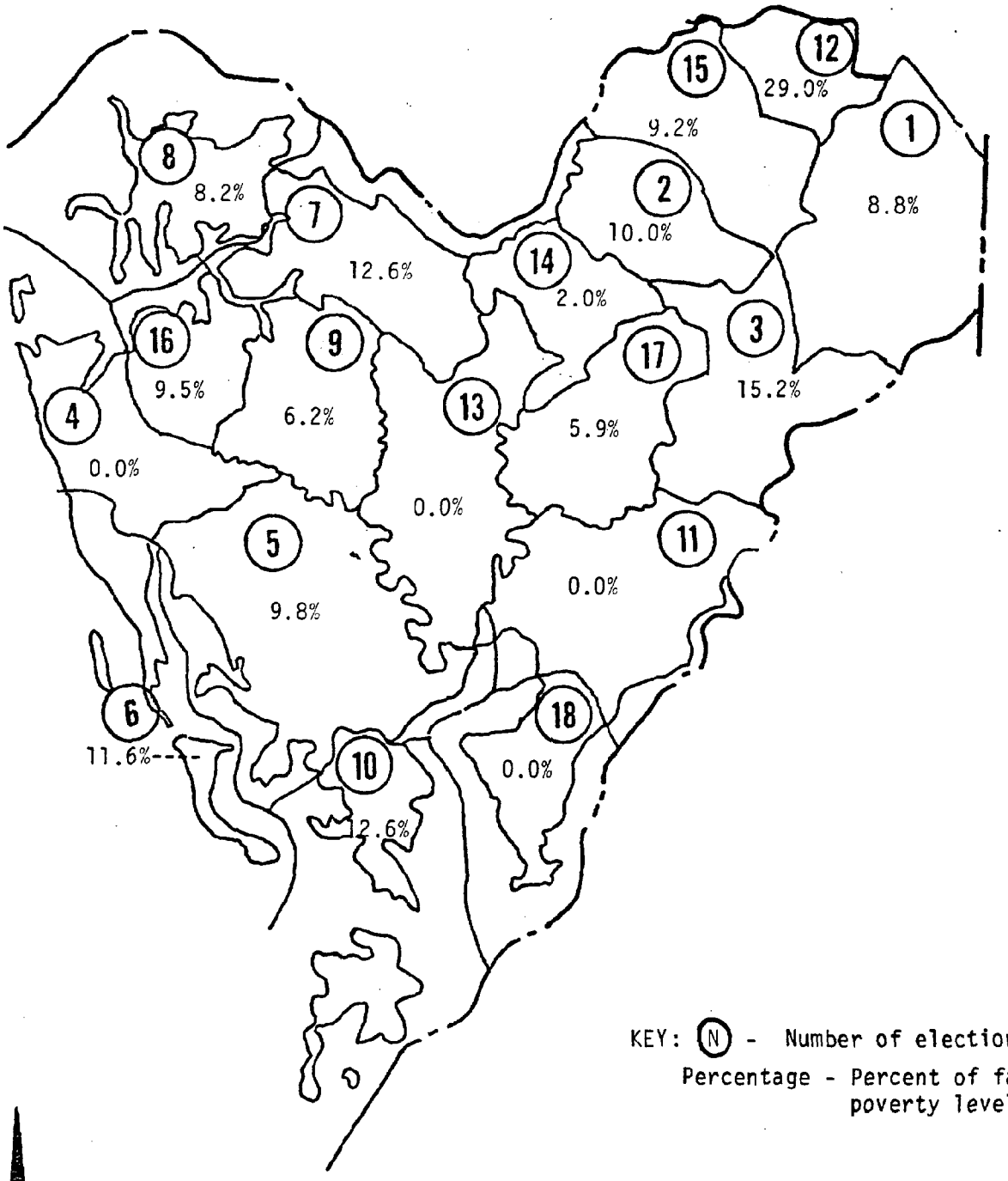
DORCHESTER COUNTY, MARYLAND

(As of June 30, 1979, unless otherwise noted)

Population (as of July 1, 1979)	31,000	(1)
Assessed value of all property	$214,879,888	(2)
Estimated market value	$346,384,533	(3)
Ratio of assessed value to estimated market value	62.0%	
Tax rate per $100 for fiscal year 1979	$2.45	
Tax rate per $100 for fiscal year 1980	$2.34	
Portion of 1979 levy collected as of June 30, 1979		
Amount	$ 4,756,581	(4)
Percentage	92.7%	(5)
Gross bonded indebtedness (after issuance of the Bonds)	$ 8,550,000	(6)
Less: Self-supporting debt	$ 3,835,000	(7)
Net bonded indebtedness (after issuance of the Bonds)	$ 4,715,000	
Overlapping debt	$ 5,005,499	(8)
Ratio of gross bonded indebtedness to assessed value (after issuance of the Bonds)	4.0%	
Ratio of net bonded indebtedness to estimated market value (after issuance of the Bonds)	1.3%	
Per capita net debt (after issuance of the Bonds)	$152.10	

(1) SOURCE: Maryland Department of State Planning, preliminary projection.
(2) This figure represents assessed value of residential real estate @ 45% of estimated market value, other real estate assessed @ 50% of market value, and assessed value of business personal property, domestic and foreign corporations and public utilities @ 100% of estimated market value.
SOURCES: (Amount) Audited financial statements of Dorchester County for year ended June 30, 1979; (Rates) Maryland State Department of Assessments and Taxation.
(3) Figures represent the estimated market value derived by the equalization ratio listed in Note (2) to the appropriate property.
(4) SOURCE: Audited financial statements of Dorchester County for year ended June 30, 1979.
(5) Represents the percentage of taxes collected in year of levy.
(6) This figure reflects the total bonded indebtedness of the County adjusted to include the Bonds offered hereby in the aggregate principal amount of $1,550,000.
(7) This figure reflects the total bonded indebtedness of the Dorchester County Sanitary Commission, the pre-June 30, 1967 school bonds and the Dorchester General Hospital Bonds of 1979.

MAP 3: Percent of families below the poverty level in Dorchester County by election district - 1979.



KEY: (N) - Number of election districts.
Percentage - Percent of families below poverty level.

Source: Maryland Department of State Planning, Census of Population and Housing, 1980 - Summary Tape File 3 A, Dorchester County, Table 61, pages 107 - 124.

TABLE 5

DORCHESTER COUNTY

FAMILY INCOME DISTRIBUTION, 1979

	Under $2,500	$2,500 to $4,999	$5,000 to $9,999	$10,000 to $14,999	$15,000 to $19,999	$20,000 to $24,999	$25,000 to $34,999	$35,000 and Over	Median Family Income
DORCHESTER COUNTY	221	466	1396	1561	1403	1219	1188	821	$16,699
Districts									
1. Fork	4	30	74	80	109	85	66	65	$17,224
2. East New Market	9	44	94	98	106	65	56	60	16,250
3. Vienna	16	17	52	45	40	55	32	38	17,837
4. Taylors Island	0	7	0	41	37	14	0	0	15,250
5. Lakes	0	9	47	12	32	9	19	5	14,464
6. Hoopers Island	0	5	78	71	16	22	11	12	12,269
7. Cambridge	148	220	628	810	565	529	529	398	16,588
8. Neck	7	10	35	49	43	48	56	38	18,500
9. Church Creek	1	10	12	21	35	39	33	26	21,080
10. Straits	0	18	34	64	36	24	40	6	14,107
11. Drawbridge	0	0	5	0	0	0	18	0	27,321
12. Williamsburg	17	26	53	35	12	31	41	16	13,385
13. Bucktown	0	0	5	10	23	38	52	17	24,735
14. Linkwood	5	7	93	68	117	119	113	79	20,398
15. Hurlock	9	47	159	194	209	101	96	48	15,388
16. Madison	5	5	14	35	18	6	22	0	12,036
17. Salem	0	5	9	10	5	34	14	8	21,776
18. Elliott	0	0	4	18	0	0	0	5	13,819

Source: Maryland Department of State Planning, Census of Population and Housing, 1980 - Summary Tape File 3A, Dorchester County, Table 51, pages 106-124.

TABLE 6

MEDIAN HOUSEHOLD

EFFECTIVE BUYING INCOME

COUNTY	1980	1976	PERCENTAGE 1976-1980
Cecil	$ 16,744	$ 13,389	25.1
Caroline	13,350	9,151	45.9
Dorchester	13,776	9,408	46.4
Kent	14,810	9,570	54.7
Queen Anne's	16,004	12,719	25.8
Somerset	10,651	7,222	47.5
Talbot	15,423	11,383	35.5
Wicomico	15,826	12,158	30.2
Worcester	13,985	10,310	35.6
Total State	20,658	15,494	33.3

SOURCE: Sales and Marketing Management, Survey of Buying Power, 1976 and 1980.

Table 7). This segment accounted for more than 40 percent of wage and salary employment and nearly 35 percent of total employment. The second largest segment was government which accounted for 17 percent of wage and salary employment and more than 14 percent of total employment. Agriculture, including proprietors and wage and salaried workers, accounted for more than five percent of total employment in the County in 1981.[6]

The estimated total labor force of Dorchester County was 51 percent blue collar workers, 31 percent white collar workers, 13 percent service workers and 4 percent farm workers. The proportion of non-white employees that were blue collar workers was high at 68 percent, and for nonwhite males it was 73 percent (see Table 8). Overall, women comprise over 42 percent of the labor force and nonwhites about 28 percent.

The average payroll per employee in Dorchester County as reported by the Bureau of Census and measured in the first quarter of 1980 was $2,444. During the same period, the Maryland average was $3,178, which is about $734 greater than Dorchester County's average.[7]

Unemployment in Dorchester County is subject to high winter rates, primarily due to the seasonal nature of employment in the food processing industries. In 1982, the average annual unemployment rate for Dorchester County was 12.8 percent, but the average for January through March was over 14.6 percent. The State average unemployment rate in 1982 was 8.4 percent. Dorchester County's average annual unemployment rate has increased since 1976 and 1977 when it was 8.6 percent and over 10 percent respectively.[8] Table 9 shows that unemployment was most severe among non-white females (26.1 percent).

3. Housing

The Census Bureau reported a total supply of 12,342 year-round housing units in Dorchestr County in 1980 or a 14.2 percent increase over 1970. Of

TABLE 7

EMPLOYMENT BY MAJOR INDUSTRIAL SECTOR

FOR DORCHESTER COUNTY

BY PLACE OF WORK

	Employment 1978	Employment 1981	Percent Change 1978-1981
Total Employment	13,597	13,294	-2.2
Total Number of Proprietors	1,765	1,849	4.8
Farm	571	610	6.8
Non-Farm	1,194	1,239	3.8
Total Wage and Salary Employment	11,832	11,445	-3.3
Farm	392	393	0.3
Agricultural, Forestry, Fisheries and Other	119	129	8.4
Mining	(D)	(D)	(D)
Construction	740	(D)	(D)
Manufacturing	4,641	4,642	0.5
Non-Durable Goods	2,564	2,032	-20.7
Durable Goods	2,077	2,610	25.7
Transportation and Public Utilities	604	604	0.0
Wholesale Trade	291	(D)	(D)
Retail Trade	1,342	1,044	-22.2
Finance, Insurance and Real Estate	(D)	184	(D)
Services	1,479	1,648	11.4
Federal Government, Civilian	67	55	-21.8
Federal Government, Military	153	171	11.2
State and Local Government	1,798	1,718	-4.4

The employment figures used in this table are employment by type (wage and salary and proprietor) and by broad industrial sector published by the U.S. Department of Commerce, Bureau of Economic Analysis. These data are based on the covered employment series of the Md. Department of Human Resources and are then adjusted to obtain total covered and uncovered employment by place of work, as is the nonagricultural employment series.

(D) Not shown to avoid disclosure of confidential data.

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Note: Employment figures for 1978 and 1981 are based on 1972 Standard Industrial Classification.

TABLE 8

EMPLOYMENT BY MAJOR OCCUPATIONAL GROUPS AND RACE/SEX COHORTS[1]

1981 ANNUAL AVERAGES

DORCHESTER COUNTY

Occupation	Total	White		Non-white	
		Males	Females	Males	Females
Total Employed	13,682	5,808	3,990	2,049	1,835
Total White-Collar Workers	4,290	1,871	1,952	179	288
Professional, Technical and Kindred	1,315	525	572	74	144
Managers and Administrators, Except Farm	897	659	194	15	29
Sales Workers	656	385	254		17
Clerical and Kindred	1,422	302	933	90	98
Total Blue-Collar Workers	7,030	3,105	1,286	1,486	1,152
Craftsmen, Foremen, and Kindred Workers	2,025	1,584	111	288	42
Operatives, Exc. Transport	3,347	743	1,085	507	1,012
Transport Equipment Operatives	590	268	16	297	9
Laborers, Except Farm	1,068	511	74	394	89
Service Workers	1,771	407	713	263	387
Farm Workers	591	424	38	120	8

[1]Obtained by applying the 1981 annual average employment from the LAUS benchmark estimates to the 1970 percent distribution of employment by occupation, race and sex.

SOURCE: Maryland Department of Human Resources
Research and Analysis Division

TABLE 9

LABOR FORCE STATUS OF THE CIVILIAN NONINSTITUTIONAL POPULATION 16 YEARS AND OVER BY SEX, RACE, AND AGE - 1981 ANNUAL AVERAGES AND PERCENT DISTRIBUTION

DORCHESTER COUNTY

Population Group	Civilian Labor Force		Employment		Unemployment		
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent Distribution	Rate
Total	15,553	100.0	13,682	100.0	1,871	100.0	12.0
Males	8,595	55.3	7,857	52.4	738	39.4	8.6
Females	6,958	44.7	5,825	42.6	1,133	60.6	16.3
Both Sexes, 16-19	INA	-	INA	-	INA	-	-
White	10,630	68.4	9,792	71.6	838	44.8	7.9
Males	6,156	39.6	5,803	42.4	353	18.9	5.7
Females	4,474	28.8	3,989	29.2	485	25.9	10.8
Males, 16-19	INA	-	INA	-	INA	-	-
Females, 16-19	INA	-	INA	-	INA	-	-
Nonwhite	4,923	31.6	3,890	28.4	1,033	55.2	21.0
Males	2,439	15.7	2,054	15.0	385	20.5	15.8
Females	2,484	15.9	1,836	13.4	648	34.7	26.1
Males, 16-19	INA	-	INA	-	INA	-	-
Females, 16-19	INA	-	INA	-	INA	-	-

INA: Information not available.

NOTE: Figures may not add to totals due to rounding.

Sources: Maryland Department of Human Resources
Research and Analysis Division

these units, 7,730 (or 63 percent) were owner occupied and 3,599 (or 29 percent) were renter occupied. Over eight percent of the total units or 1,013 were vacant.

In 1980, 9.6 percent of the total year-round units were of substandard quality, lacking some or all plumbing facilities compared to 20.4 percent for 1970 (see Table 10). Substandard units are generally scattered throughout the County. Concentrations of substandard housing units which have been identified by the County as target areas for housing are Bobtown, Crocheron-Tedious Creek, the Depot area of East New Market, Cambridge, Hurlock, Rabbitown, Smithville, Upper Hopper Island, Travers Road area, Butler Subdivision, Mission Hill and Harrison Ferry Road.

For 1980, election districts of Cambridge (#7), Straits (#10), and Hurlock (#15) had the largest number of substandard units, while election districts of Lakes (#5), Straits (#10), and Drawbridge (#11) had the largest percentage of substandard units. During the decade of the 1970s, the greatest improvement in housing quality occurred in election districts of Fork (#1), Taylors Island (#4), Cambridge (#7), Neck (#8), Bucktown (#13), Madison (#16), and Salem (#17).

4. Health Care

Each resident of Dorchester County needs to have access to an adequate quality of health care. Basic health care is needed by all residents, and certain specialized care is needed for the newborn, elderly, handicapped people. Also, emergency services are needed at convenient locations. This section reviews the health care services currently available to the residents of Dorchester County and lists those areas of the County where additional medical services are needed.

TABLE 10

AMOUNT AND PERCENTAGE OF SUBSTANDARD HOUSING[1] BY MINOR CIVIL DIVISION IN DORCHESTER COUNTY, 1970 and 1980.

Minor Civil Division	Amount (Units)			Percentage of Total	
	1970	1980	Change	1970	1980
1. Fork	138	60	-56.5*	24.1*	8.5
2. East New Market	151	106	-29.8	24.4*	13.5*
3. Vienna	140	100	-28.6	32.6*	22.2
4. Taylors Island	92	33	-64.1*	58.6*	21.0*
5. Lakes	112	77	-31.3	46.5*	33.0*
6. Hooper Island	114	78	-31.6	38.3*	22.1*
7. Cambridge	468	177	-62.2*	9.0	3.1
8. Neck	77	25	-67.5*	18.5	6.3
9. Church Creek	58	33	-43.1	26.2*	12.6*
10. Straits	218	142	-34.9	60.9*	39.8*
11. Drawbridge	19	15	-21.1	42.2*	34.1*
12. Williamsburg	132	78	-40.9	45.2*	22.6*
13. Bucktown	78	37	-52.6*	42.4*	16.2*
14. Linkwood	73	42	-42.5	13.0	5.1
15. Hurlock	224	125	-44.2	26.4*	10.8*
16. Madison	44	21	-52.3*	27.2*	11.3*
17. Salem	35	17	-51.4*	33.3*	15.2*
18. Elliott	37	23	-37.8	49.3*	32.4*
Total	2210	1189	-46.2	20.4	9.6

[1] Substandard housing units are defined as units lacking some or complete plumbing facilities.

Source: Maryland Department of State Planning, 1980 Census Report, "Characteristics of Housing Units for Dorchester County", Census Printouts, page 10.

* Percentage exceeds the corresponding county percentage.

a. Inventory of Facilities and Services

Dorchester County residents are provided medical, surgical, obstetrical and pediatric care through a general community hospital in Cambridge, namely, Dorchester General Hospital. The hospital currently has 125 beds, and a staff of 50 physicians, both general practitioners and specialists. In addition, residents in the eastern part of Dorchester County have access to similar services at Peninsula General Hospital in Salisbury, which is a 660 bed regional medical facility. Peninsula General provides advanced cancer treatment and has an advanced diagnostic scanner. In addition, basic services are provided at the primary care center in Hurlock operated by North Dorchester Health Services, Inc.

County residents are provided specialized services through three State operated facilities. Serious emotionally disturbed individuals are housed at the Eastern Shore Hospital Center in Cambridge and this facility provides regional psychiatric services. Aged and chronically ill people are treated at Deer's Head Center in Salisbury. Deer's Head has a 232 bed capacity and also is a regional facility for dialysis treatment. The developmentally disabled can obtain care and treatment at Holly Center located in Wicomico County near Salisbury. Holly Center can accommodate 150 residents and provide out-patient care for 1,000 patients.

Lastly, the County Health Department in Cambridge provides basic public health services to County residents. These services include family planning and home health assistance, prenatal and mental health clinics, and environmental health management including control of water and sewage quality.

Elderly residents that need daily care are served by three nursing homes in Dorchester County having 228 beds. These homes are Glasgow Nursing Home in Cambridge, St. Mary's Domiciliary in Williamsburg, Cambridge House in

Cambridge. Based on 1986 population projections from the Maryland Department of State Planning and a demand of 47 beds per 1,000 population aged 65 years and over, the County demand is 239 beds or slightly more than current in-County supply. However, the excess nursing homes beds in Talbot and Wicomico Counties are available to meet this need. These estimates do not include the demand for domiciliary care facilities.

b. Medically Underserved Areas

Election districts of Fork (1), East New Market (2), Vienna (3), Williamsburg (12) and Hurlock (15), all in the Northeast portion of the County, were designated "primary care manpower shortage areas" as of June 1980. This designation shows a shortage of front line physicians, rather than buildings or physical equipment. The areas designated are targeted by the federal government for assistance in expanding the supply of medical personnel and expanding the size and number of medical facilities.

Section C. Development Needs

1. County Summary

The major socio-economic needs identified in the demographic profile for Dorchester County are the need to (a) increase employment opportunities, (b) increase family income level, (c) raise the skill level of the labor force, (d) improve the quality and increase the quantity of housing, and (e) improve medical care.

In 1982, the unemployment level in Dorchester County was 12.8 percent compared to 8.4 percent for the State. The need for an increase of job opportunities is manifested by the seasonal nature of the employment in the seafood and agricultural processing industries. The unemployment rate between January and March 1982 was 14.6 percent.

Due to the lack of employment opportunities and to the relatively low paying jobs, there is a need for an increase in the family income for County households. In 1980, Median Household Effective Buying Income was $13,776 compared to $20,658 for the State. The largest percentages of poor families resided in election districts of Vienna (#3), Cambridge (#7), Straits (#10), and Williamsburg (#12).

There is a need for raising the skill level of the Dorchester County labor force. According to the 1980 Census, only 44.9 percent of the population over 25 years of age had completed four years of high school. This percentage is lower than that for the State of Maryland (66.7 percent). Although general educational and skill level have increased during the 1970s, further increases are needed in order to effectively support industrial growth.

Another socio-economic need identified in Dorchester County is improvement in the quality of housing stock in the County. The need for additional housing and housing rehabilitation is high in the election districts of Lakes, Cambridge, Straits, Drawbridge, and Hurlock.

In June 1980, the election districts of Fork, East New Market, Vienna, Williamsburg, and Hurlock were designated as "medically underserved areas" which means that these areas show a shortage of general practitioners. The major need for the County is to expand the supply of medical personnel rather than to just expand the quantity of medical facilities.

Another need that exists in the County is the revitalization of retail sales in the central business districts (CBDs) of the County's established communities. Although relevant data are unvavailable, the CBDs of the incorporated towns, particularly Cambridge, have declined over the last twenty years. Resolution of this need will require a coordinated effort by the local

merchants, town officials, and county commissioners. This effort would include protection of the market for the businesses in the CBDs, improvement in their physical appearance, and integration of other compatible development into the CBDs.

Resolution of the identified needs will require development or expansion of supportive community facilities. These facilities, particularly water and sewerage, will not resolve the needs per se, but these are a necessary condition for economic growth and development. The socio-economic profile does not include specific information on the current status of the existing community facilites; however, such information is presented in other reports particularly the County water and sewerage plan.

2. Town Summary

The Towns of Cambridge and Vienna responded to the request of the Maryland Rural Develoment Program staff to provide information about needs from the Towns' perspectives. Identified needs are as follows: a) increase in job opportunties, b) improvement and expansion of community facilities, and c) improvement of quantity and quality of housing.

The need for an improvement in job opportunities was indicated by Cambridge and Vienna. In order to increase job opportunities, both towns desire business and industrial loans and industrial park development. The need for improvement and expansion of community facilities also exists in both towns. These needs include water supply facilities, wastewater facilities and highways and streets. In addition, Vienna desires improvement in port/navigation facilities. Both Towns indicated the need for improvement in quantity and quality of housing. The needs in Vienna are rental housing and housing rehabilitation while Cambridge needs more units of single family housing.

Footnotes

[1] Maryland Department of State Planning. Maryland Population Data: State, County, Minor Civil Division and Municipal Trends Through 1980. DSP Publication 81-25. Baltimore MD: October 1981. page 214.

[2] Office of Planning Data, Maryland Department of State Planning. Maryland 1980 Population by Age and Sex. Baltimore, MD: January, 1982. pages 1 and 16.

[3] Holding power is the percentage of the students who graduated from high school in a particular year compared to those who enrolled in ninth grade four years perviously.

[4] The revenue totals for each subdivision include federal grants, which are usually obtained through an application process on a project-by-project basis or on an annual basis. Therefore, the federal grants received in 1980 do not represent a steady source of local revenue.

[5] Maryland Department of Human Resources, Research and Analysis Division. Labor Force, Employment and Unemployment by Places and Residence, 1978, 1982.

[6] Regional Economic Information Systems. Employment by Type and Broad Industrial Sources, 1978-1981, Table 25, Bureau of Economic Analysis, U.S. Department of Commerce, April 1983.

[7] U.S. Bureau of Census. County Business Patterns, 1980 - Maryland, 1982.

[8] Maryland Department of Human Resources Research and Analysis Division, Labor Force, Employment, and Unemployment by Place of Residence, 1982, 1978, 1977, 1976, 1975.

PART II

PLAN PROFILE

The plan profile for Dorchester County is a consolidated statement of the County's needs, goals and objectives as reflected in existing plans. This statement is integral to the development of a County investment strategy as part of the Maryland Rural Development Program. This strategy will be used by FmHA, DECD, and the other federal and State agencies on the Joint Funding Committee as well as by the local governments of Dorchester County as a guide for the allocation of resources to further economic and community development in the County.

In preparing this consolidated statement, County and municipal comprehensive development plans as well as the County Overall Economic Development Plan (OEDP) and County water and sewerage plan were reviewed. Based on this review of Dorchester County planning documents, the plan profile includes a discussion of County needs in Section A, a statement of the County's and towns' overall development goals and objectives in Section B, a generalized description of the desired pattern of development for the County in Section C and an evaluation of the plan documents with regard to their consistency, relevancy and conformity to a standard planning processes in Section D.

Because it addresses a broad range of economic and community development issues, the County comprehensive development plan is the most important planning document in Dorchester County. In contrast, the OEDP and the water and sewer plan deal only with specific development issues. In many instances, these specific documents provide more detailed information and recommendations on issues covered generally in the comprehensive plan. In

effect, these specific plans could be considered components of the overall planning program of the County, supplementing the comprehensive development plan with functional and/or technical recommendations.

Section A. Statement of Needs

In the 1970s, Dorchester County was faced with the problem of reversing long term decline both in the population base of the County and in its economy. As a result, restoring economic vitality, while maintaining the existing population, was a major concern of the County. Population loss, particularly of those people in their prime working years, detracted from the County's appeal for industry seeking available labor. The economy of the County was subject to high rates of unemployment, particularly in the winter, and median family incomes were low. These problems were most severe among the non-white population of the County. These needs were reflected in the 1974 County Comprehensive Plan which has not been updated.

The plan also indicated that a significant portion of the existing housing stock was substandard. The need for low and moderate income housing was termed "critical" in the County plans.

According to the Comprehensive Plan, the central business district of Cambridge had suffered a loss of its competitive position through the development of commercial areas and shopping centers along Route 50 which offered more convenient shopping facilities, lower prices and better access. The older commercial areas in downtown Cambridge were unable to compete successfully for an adequate amount of limited retail sales and could not justify reinvestment in properties. Until the Cambridge Creek redevelopment project was conceived, no new investment in the older business area was occurring and some properties were deteriorating.

Section B. Statement of Goals and Objectives

According to the 1974 plan, the County's overall aim of maintaining a high quality of life for Dorchester County residents involves several major goals in which the County intends to concentrate its efforts. The most important one is the provision of well-paying employment opportunities for the County's residents. Other goals are the provision of housing and public services to the existing population, including provision for the needs of the elderly and poor, safe, economical, and convenient movement of goods and people; and judicious use of the County's natural resources. Also, maintenance of quality of life in Dorchester County involves a number of plan objectives designed to provide adequate community facilities and services and to minimize costs of these facilities.

Provision of stable well-paying employment opportunities will help in accomplishing a number of objectives such as raising incomes, stabilizing the population, expanding economic opportunity and reversing the decline of existing industries. In order to raise incomes, the County set as its objective attraction of new industry that will provide skilled and semi-skilled employment for young workers and those displaced from declining industries. By providing jobs for young workers in new industries and expanding existing manufacturing and service industries, the County was acting to reverse the out-migration of young workers and overall population loss.

Since 1974, Dorchester County has undertaken projects that have expanded economic opportunity. The projects included development of the County's tourism industry with related accommodations and recreation facilities and promotion of the existing industries, agriculture and seafood. Since the plan was developed, two additional objectives have been approved by the County

Commissioners: (a) to increase the tax base by supporting an expansion of the Vienna Power Plant, and (b) to create new jobs through development of the Woods Road Industrial Park and the Chesapeake Industrial Park, which includes a public rail siding. As an incentive to industrial development and expansion, the County grants property tax concessions to specific industries.

Provision of adequate facilities and services includes recreation facilities, police and fire protection, cultural and educational facilities and health and social services. The objective established by the County in 1974 is to provide these facilities and services at levels adequate to meet the needs of the County and consistent with revenues.

The goal of comfortable, safe and affordable housing includes three basic objectives. One objective is to insure that new housing is sound and that it is provided in a choice of locations and styles that meet citizen needs including mobile home developments. Another objective is to preserve the existing housing stock and upgrade units as warranted. The third objective is removal of housing not suitable for habitation.

The County transportation goal of safe, economic and convenient movement of goods and people includes water, rail, air and highway modes of transport as well as public transit. Water transport is centered around Cambridge Port and the objective is to promote expansion and greater use of the Port. Maintenance of rail service is an objective shared by the County and City of Cambridge. The existing airport is to be promoted for use by industries that can utilize air transport. Highway transport objectives include upgrading Route 50 at Cambridge and Vienna, a new Choptank River Bridge, and improved traffic circulation for the major growth centers. Finally, Dorchester County has established an objective of providing a public transportation system for County residents.

The abundant natural resources located in Dorchester are of great importance to the County. Farmlands, wetlands and forests are to be retained and protected from exploitation. The resource objectives of Dorchester are to control pollution, erosion and flooding to the benefit of the natural environment, to encourage good land management practices, to protect water quality, and to utilize mineral resources (i.e., sand and gravel) wisely.

Minimizing costs is to be accomplished through the concentration of growth around existing communities and the utilization of existing facilities to serve new growth. Other objectives for minimizing costs include maintaining an adequate commercial/industrial assessable base, not allowing growth to occur in areas of inadequate facilities, and requiring any new development to support financially the community services that it requires.

Section C. Desired Pattern of Development

Dorchester County has two major objectives in its development philosophy. One objective is to accommodate a one percent per annum population increase in predetermined growth areas. The other objective is to insure that growth does not destroy the positive natural and man-made features of the County that already exist. The growth areas are those areas in which the County will encourage residential, commercial and industrial development in order to provide most efficiently community services and to reduce conversion of open space and agricultural land. Areas marked for conservation include wetlands, farmlands and forest area. These areas are to be maintained for their value to the economy of the County for agricultural land, seafood production, boating, recreation and tourism.

Three types of growth areas, principal, secondary and limited, were identified. In addition, the County has included existing villages as minor

growth areas. In all, there are 26 growth areas scattered throughout the County which include nine municipalities and 17 unincorporated villages. The Cambridge area in the northern part of the County has been designated as the principal population, employment and commercial center for the County. The Hurlock area and Secretary-East New Market Complex are secondary growth areas serving as regional centers for population, employment and commerce for North Dorchester. Limited growth, primarily residential and convenience commercial, and waterfront redevelopment are envisioned for the Vienna area in the eastern part of the County. In essence the desired pattern would focus on industrial, commercial and residential activity in the northern and northeastern parts of the County.

These five growth areas are programmed for or already have central water and sewerage systems with capacity for additional development as needed. Water and sewerage facilities are viewed as principal tools in implementing the County's growth policy and these facilities are programmed by the County in cooperation with the major growth centers. Cambridge and Secretary have water and sewerage policies expressed in their plans, and current water and sewerage project priorities have been given to Vienna, Hurlock, Cambridge and East New Market. Growth of the remaining 21 minor areas, the villages, will be limited by the extent to which water and sewage facilities including shared system leasing can be made available and by the unsuitable nature of the soils around many of the villages for on-lot septic systems.

In order to meet its growth objectives, the County will need to strengthen its economy, by expanding employment opportunities and, thereby, raising family incomes. To accomplish these ends, the County intends to selectively choose new industries, to expand existing industries and to promote local traditional industries, agriculture and seafood. The criteria for

selecting industry include stability of products or services, financial soundness, stable year-round employment, high wage levels and lack of negative environmental effects. In general, new industries that would employ the existing labor force, and perhaps provide job training that would use existing community facilities, particularly the Cambridge marine port, Woods Road and Chesapeake Industrial Parks and the airport, are to be especially encouraged. Elsewhere, new manufacturing plants are to be located in or near Hurlock, Vienna and Linkwood Village.

The County planned to add 1600 to 1800 new jobs per decade in the 1970s and 1980s to meet its growth objectives. In the manufacturing sector the County wants to add 50 to 60 new manufacturing jobs annually. The County also feels that 800 additional wholesale and retail jobs are currently required to upgrade the current level of employment to meet its growth objectives and, after reaching this level, 25 to 30 new jobs should be added annually to maintain a desirable level of employment in this sector. In support of development of the tourism industry in the County, service industries will have to be expanded, particularly the hotel/motel/restaurant business; however, no specific levels of employment have been established. Because the plan has not been updated, the employment objectives for the 1980s have not been specified by the County.

Key transportation projects that the County wants to complete are improvements to Route 50 in Cambridge and across the Choptank River, access to the Woods Road and Chesapeake Industrial areas, expansion of the State owned Cambridge Port and related marina facilities, planned expansion of the Cambridge Airport and rural transit development. County and City of Cambridge officials would like to see the port active in order to provide more employment and increased income. County officials will continue to provide funds to operate

the State owned rail line between Cambridge, Hurlock and the principal north-south line in Delaware. State funds are available for rehabilitation of the rail line, which is considered important to the development of the County's agriculture and food processing industries.

Community facilities of major interest to the County are waterfront facilities, fire protection facilities, water and sewerage facilities, and health care facilities. Projects such as a large waterfront park near Cambridge are envisioned as a means of boosting the tourism industry and improving public access to water. The County also feels it lacks adequate nursing home capacity and would like to add additional nursing home beds in the Cambridge area. Recently, there has been an expansion of Cambridge House, which partially satisfied the need for additional nursing home beds.

To meet the County-wide critical demand for low and moderate income housing and the shortage of decent housing, both the County and the City of Cambridge are encouraging the rehabilitation of substandard units and the construction of new housing for low and middle income families. The rate of production that is desired to meet the current demand is 250 new low and middle income housing units per year for a 10 year period and 60 to 70 units of low and moderate income units added thereafter. In Cambridge, the rehabilitation of many neighborhood units and the construction of public housing for the elderly and low and moderate income groups are proposed.

Section D. Plan Evaluation

Plans reviewed for Dorchester County include the County Comprehensive Plan (prepared by a consultant and adopted in 1974), the town plans of Secretary (adopted in 1981) Cambridge (which was prepared by a consultant and adopted in 1978), Vienna (adopted in June, 1981), and the County OEDP and water and

sewerage plan. The plan documents of Dorchester County, the City of Cambridge, Vienna, and Secretary collectively present a consistent development program for the County. The County comprehensive plan which recommends that development occur in the existing towns, villages and the City of Cambridge, is supported by the growth policies expressed in the plans of Cambridge, Vienna and Secretary. The other incorporated municipalities in Dorchester have no plans or implementing ordinances.

The development plans of Dorchester County followed a standard planning process. Problems, opportunities and existing conditions are adequately identified, long-range goals set, objectives to be achieved in reaching the long-range goals are established, and recommendations to implement goals and objectives given. Since 1974, many of the objectives in the County Plan have been addressed. Long-range goals are provided for a number of areas such as land use, the economy, population, community facilities and others. In areas, such as port or rail, where the County has little effective control, the goals cannot be achieved solely by local actions.

Objectives in the Dorchester plans relate to parts or all of identified problems that should be addressed to insure accomplishment of long-range goals. Recommendations give some specific levels of accomplishment such as construction of 250 units of new low and middle income housing annually, but for most part do not recommend a prescriptive action program. One exception is the Cambridge Creek Redevelopment Program. This program is an action plan designed to retain existing businesses, improve and expand housing, and develop a hotel/restaurant complex adjacent to the Creek.

The County, City and Town development plans do address most of the needs identified in the socio-economic profile (limited employment, low median family income, deficient health care facilities and housing). The primary

exception is the need for increased skill level in the labor force. Because the needs addressed have existed for many years, the County plans, which are based on 1970 Census data, are still generally reliable in their identification of needs.

PART III

ACTIVITY PROFILE

The purpose of the activity profile is to provide a summary of proposed, ongoing or recently completed development projects and/or programs in Dorchester County for use in analyzing their interrelationships with development needs and objectives. This analysis will facilitate the development of a County investment strategy as part of the Maryland Rural Development Program. This investment strategy will be used by FmHA, DECD and other federal and State agencies on the Joint Funding Committee as well as by the local governments of Dorchester County as a guide for the allocation of resources to further economic and community development.

Section A of the profile is a summary of recent development actions in Dorchester County through February, 1981, while specific projects and programs to address the development needs are enumerated in Sections B through H. The information contained in the profile is from federal, State and local sources and has been reviewed for accuracy and completeness by representatives of Dorchester County. Federal sources include the Environmental Protection Agency (EPA) Sewer Priority List and material from the U. S. Department of Housing and Urban Development (HUD), U. S. Corps of Engineers and FmHA. State sources include Maryland Department of State Planning's (DSP) Grants in Aid List, Maryland Department of Transportation's (MDOT) Consolidated Transportation Plan and material from Maryland Department of Natural Resources (DNR), Maryland Office on Aging, School Construction Division of the Maryland Department of Education, DECD's Community Development Administration (CDA), Maryland

Industrial Land Act (MILA), Maryland Industrial Development Financing Authority (MIDFA), Maryland Industrial and Commercial Redevelopment Fund (MICRF), and the Division of Local and Regional Development.

Section A. Summary of Current Activities

As shown in the following map of Dorchester County, six types of development projects and programs are in progress at the present time in the County. Most of these projects contribute to the improvement or expansion of public facilities or services (water and sewer, transportation, and educational facilities), areas of investment traditionally assumed to be the responsibility of the public sector. Numerous projects, however, are also ongoing in the area of housing rehabilitation and/or development, industrial and commercial development, and nursing care, areas of responsibility into which the public sector has recently moved. In addition, most of these projects were or are being assisted with federal or State monies from FmHA, HUD, EPA, Maryland DECD (CDA, MILA and MIDFA), Maryland DOT and Maryland Department of Health and Mental Hygiene. Also, the majority of the projects are located in Cambridge, which supports the County's and towns' intent to encourage development in and around existing town centers, particularly Cambridge which is considered the principal growth area in the County.

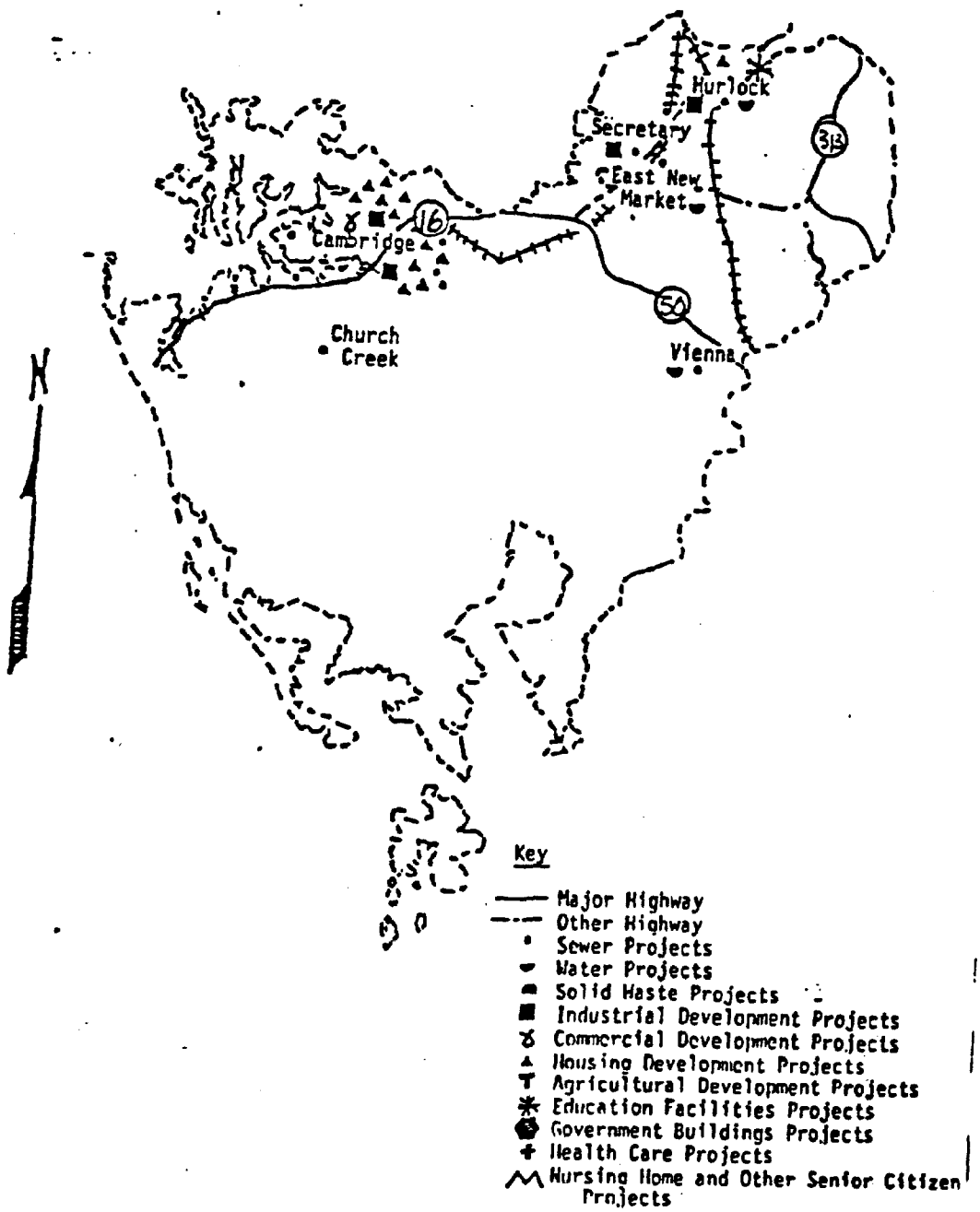
Section B. Employment Projects

The projects listed below are directed toward resolving the need to increase full time employment opportunities that help to increase family income and reduce the advantage of out-of-county employment.

1. Construction of an access road, a rail siding and sewer and water facilities for the Chesapeake Industrial Park is being undertaken by

MAP 4

DORCHESTER COUNTY



SCALE: 1 INCH EQUALS 5 MILES

the County with $738,400 from the Economic Development Administration (EDA), $100,000 from the Maryland Section 304 Program, $84,600 from the County and a $500,000 MILA loan closed in December of 1980. During construction, the new industrial park supported 30 jobs and will create 940 jobs through the location of new industrial tenants. These facilities will also serve the site of Airpax Electronics.

2. DECD is aiding in the restructuring of present loans of the Harper and Bateman Pickle Company in Hurlock to permit the removal of old buildings and construction of new facilities. The extent of this project is still under consideration by the owner.

3. Daffin Disposable, Inc. was aided by DECD in financing the purchase of the former Perfect Garment Company Building in Secretary. Money was also used for building renovation, purchase of equipment and the training of the initial work force. The company is currently operating in its new location and expects to increase its work force to almost 350 by 1984.

4. DECD aided the Railcon Corporation in locating prospective sites in Dorchester County. Preliminary zoning approval is pending site approval. This company would be a rail user and employ 20 to 30 persons.

5. Dorchester County approved on December 21, 1982 an industrial revenue bond for $500,000 for the Eastern Maryland Wood Treating Company. The bond was issued on December 22, 1982 for an adjustable rate based on a percentage of the prime interest rate. This company is expected to create an additional 20 jobs.

6. An Industrial Retention Program was begun in March of 1980 by the Chamber of Commerce in conjunction with the economic development consultant. The Chamber is continuing to manage the program with funds from the County Commissioners. The Chamber has contracted for a full time Economic Development Coordinator. These actions have allowed the county to become certified under the Maryland Certified Counties Program.

7. In 1982, DECD provided a $3,340 matching grant for development of County tourism. This grant is being used to advertise tourist attractions in various ways including publication of tourism bulletins.

Section C. Education Projects

The projects listed below are directed toward resolving the need to increase the skill level of the population and labor force. Educational facilities include development of new educational and training programs, new school construction projects and additions and renovation of existing schools. The construction projects are approved by the School Construction Division of the Maryland Department of Education.

1. Construction was completed in June, 1982 of a new school facility with a capacity of 395 students and contains 38,000 square feet to replace the Hurlock Intermediate School built in 1925 and the Hurlock Primary School built in 1956.

2. A grant of $38,952 from the U. S. Department of Education has been provided to the County Board of Education to undertake a reading improvement program.

3. Chesapeake College, a 2-year regional community college with an enrollment of over 1,400 in Queen Anne's County, serves Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties. Chesapeake provides general training in the areas of secretarial science, business management technology, electronics technology and wide variety of pre-employment and specific training at convenient locations throughout the County.

4. The Dorchester Vo-Tech Center in Cambridge offers courses in auto mechanics, body and fender repair, carpentry, electricity, horticulture, medical science, food service, air conditioning and refrigeration, diesel and marine mechanics, welding, and masonery. These courses increase the technical skills of all segments of the labor force.

5. The Maryland Industrial Training Program of DECD has aided Airpax Electronics and Daffin Disposables in establishing training programs. Airpax, which is located in Cambridge adjacent to the proposed industrial park, expects to add 325 jobs in the next few years.

6. Wor-Wic Tech conducts a nursing program in Cambridge. The program has two types of courses. One course leads to a practical nursing certificate (one year) and the other to an Associate degree (two years) in nursing. The certificate course is attended by 32 full time and 12 part time students and the degree course is attended by 20 full time and 40 part time students.

Section D. Housing Development Projects

The projects listed below are directed toward resolving the need to improve quantity and quality of housing particularly for low income, elderly and

handicapped people. Housing projects are categorized as multifamily projects, single family projects, housing rehabilitation projects and housing targeted specifically to the elderly.

1. Multifamily Housing

- Two housing projects are located in Cambridge and administered through the City Housing Authority. One housing project has 150 units with a contract authority of $117,402, a budget authority of $4,696,000 and a loan authority of $2,453,006. The other project has 40 units with a contract authority of $71,476, a budget authority of $2,859,040 and a loan authority of $828,702.
- Burt Mill Apartments is located in Cambridge and has 40 units of FmHA Section 8 housing.
- Cambridge Park Apartments located in Cambridge has 30 units of Section 8 housing.
- Greenwood Village Apartments is located in Cambridge and has 20 units of FmHA Section 8 housing.
- Thirty-seven units of CDA existing Section 8 housing is located in three housing projects in Cambridge and administered by the Cambridge Housing Authority.
- CDA Multifamily Program has provided financing for two projects in the County from implementation to December 31, 1982. These projects contains 152 Section 8 units funded for $4,737,800.
- The Crusader Arms Apartments is located in Cambridge and has 56 units of Section 8 housing.
- The Prospect Heights Apartments is located in Hurlock and has 16 units of FmHA admininstered Section 8 housing.

2. Housing Rehabilitation

- Nineteen units of Section 8 moderate rehabilitated housing are located in Cambridge. Eight of these units are designated for elderly persons.
- A small cities CDBG of $486,780 from HUD has been awarded to Cambridge to provide decent housing especially for low and moderate income families.
- Through December 31, 1982, the Maryland Housing Rehabilitation Program has assisted the rehabilitation of 15 units at an investment of $128,950 and the Residential Energy Conservation Program has assisted six units for a cost of $20,000.

3. Elderly Housing

- Cambridge Senior Citizen Apartments contain 122 Section 8 elderly units mortgaged under the CDA Multifamily Program for $3,662,000 (CDA Revenue Bond, 1979 Series B). Parkside Village contains 30 units mortgaged for $1,075,760.

4. Single Family Housing

- From implementation of the program to December 31, 1982, 32 loans for a total of $766,600 have been made in Dorchester County through CDA's Single Family Programs. The Maryland Home Financing Program financed 25 units at a cost of $553,400 and the Mortgage Purchase Program financed seven at a cost of $213,200.
- FmHA 502 program for low income families has provided $1,040,220 for 52 units in Dorchester County. FmHA 504 Program has provided $6,320 for two projects.

Section E. Health Care Projects

The projects listed below are directed toward resolving the need to improve health care.

- The North Dorchester Health Service received a rural health initiative grant of $73,600 from the U.S. Department of Health and Human Services (DHHS) to develop a primary care clinic.
- A Senior Volunteer Program is sponsored by the Dorchester Community Development Corporation with funding of $18,558 from ACTION. This program is to develop a variety of community volunteer service opportunities for persons 60 and over through community oriented, cost shared projects.
- Through the Maryland Office on Aging and Maintenance of the Aged in the Community, Inc., funds are channeled into Dorchester County for nutrition programs ($72,821, federal Title III-C), social services and senior centers ($52,742, federal Title III-B, and $16,429, federal Title V), home delivered meals ($557), a life support program (which provides personal services of volunteers to nursing home residents) and other funds totaling $500.
- In 1979, Cambridge House expanded its facility by 60 beds for a cost of $660,000 (1977 dollars). This expansion was privately financed.
- Dorchester General Hospital provides medical, surgical, obstetrical and pediatric care. The hospital has 125 beds and a staff of 50 physicians. In 1980, the hospital was renovated, and the County issued a general obligation bond of $1.8 million to help finance the renovation. The County continues to support the hospital with 1/2 percent of the funds of the liquor dispensary program of the hospital.

Section F. Community Facilities Projects

The projects listed below are directed toward resolving the need to improve community facilities.

1. Transportation Projects

- Four lane primary highway construction for 3.7 miles on U.S. Route 50 at the Choptank River crossing and approaches to Cambridge are proposed by MDOT. This project which has costs of $364,000 for preliminary planning, $4,400,000 for preliminary engineering, $3,234,000 for right of way acquisition and $80,000,000 for construction. The purpose of construction is to prevent tie ups on Route 50 during summer weekends.
- Evaluation of four lane freeway construction on U.S. Route 50/Vienna Bypass is being undertaken by MDOT. This project, which will be built if more money is available, has costs of $169,000 for preliminary planning, $4,540 for preliminary engineering, $180,000 for right of way acquisition and $57,200,000 for construction.
- Two lane reconstruction of Maryland Route 14 from Maryland 392 to Maryland 331 for 2.64 miles is being undertaken by MDOT. Costs include $80,000 for preliminary engineering, $55,000 for right of way acquisition, and $910,000 for construction.
- Evaluation of two lane construction and bridge replacement for 0.42 miles on Maryland Route 313 at the Sharptown Bridge is being undertaken by MDOT. This project, which will be funded if more money becomes available, has costs of $66,000 for preliminary engineering, $10,000 for right of way acquisition and $4,989,000 for construction.
- A $200,000 community facility loan from FmHA has been made to the Cambridge-Dorchester Airport for the purchase of hangars and an

existing lease at the airport from Jet America, Inc. The County will use its own money (approximately $73,000) to construct an administration building using three modular units. The airport now has a new fixed based operator. In addition, the U.S. Department of Transportation (DOT) awarded grants totaling $372,866 and the State contributed approximately $36,000 to the County for the construction of a taxiway and drainage improvements which were completed in early 1981.

2. Sewerage Projects

- The City of Cambridge Department of Public Works is undertaking a sewer system evaluation survey to determine the impacts of system rehabilitation and total separation of sanitary waste and storm runoff. The total cost of this survey is $646,500 and is supported by an EPA grant of $484,870 and State grant from DHMH of $80,815 plus $80,815 from the City. Until the survey is completed, accurate estimates of construction cost cannot be made. However, it is anticipated that the complete project including the total separation of sanitary and storm water would cost about $4 million.
- The City of Cambridge Department of Public Works is conducting a study of the market and marketing techniques for composted sludge.
- The Mayor and Council of Hurlock are expanding and upgrading the Town's sewerage treatment plant. Planning for this project began in January, 1977 with the issuance of State and federal grants that allowed preparation of a facilities plan for a cost of $70,000. This plan was completed in May, 1981 and it recommended upgrading of the treatment plant and addition of a disinfection system with a

pretreatment program. Also, this plan recommended no discharge during the summer months to protect water quality. Treatment plant improvements are currently under design and construction of the entire project will cost an estimated $424,000 of which the EPA share is $318,000 and the State and local shares are both $53,000. The State and federal grants for this project were awarded in August, 1981.

- The Mayor and Council of Vienna are undertaking the construction of improvements to the sewerage treatment plant and the sewer system. The recommended sewerage treatment plant improvements involve installation of an extra chamber on the effluent stream that would provide for chlorination and dechlorination. Improvements to the collection system would be to correct the infiltration/inflow problems to provide better treatment and to prevent overloading during storm conditions. The total cost of this project is $340,800, and in September, 1980, EPA and State grants were awarded in the amounts of $255,600 and $42,600 respectively. The local share of the project is also $42,600 for which an FmHA loan will be requested. Although the construction of the treatment plant improvements was contracted for March, 1981, the sewer system improvements have not been bid to date.
- The Towns of Secretary and East New Market sponsored construction of a sewer collection system for the communities. This project involved upgrading of the sewerage treatment system and installation of force mains and pumping stations. The existing lagoons at Secretary would be utilized for secondary treatment. The construction grant for

this project was issued in February, 1980. The total cost of the project was $799,600 of which the EPA share was $599,700, the State grant was $99,950 and the local share was $11,700. The local share was financed by a loan from the FmHA. This project was completed in March, 1982.

- The Dorchester County Sanitary Commission is redesigning a 30,000 gpd innovative alternative vacuum collection system for the Church Creek area. During the redesign, disposal options are being restudied. The Commission is evaluating the feasibility of connecting a pressure sewer system to the City of Cambridge system. Before the redesign study, EPA and State grants were awarded for an innovative system, the EPA share of the project is 85 percent of the total eligible cost of $1,102,510 or $937,130. The local share is $41,348 and the State share $124,032. Because of the redesign study, this project cannot be implemented until 1984.
- The Dorchester Sanitary Commission developed a facilities plan for the Christs Rock area. This plan evaluated the use of an innovative system that would have cost $417,500. The County Commissioners decided not to construct the facility because of the lack of citizen support. Presently, each individual owner is responsible for managing his own sewerage discharge.
- The Dorchester Sanitary Commission also is considering improvements to the lagoon in Sanitary District #1, located west of Cambridge. The facilities plan has been expanded to review the alternative of pumping sewerage to the City of Cambridge system. The current cost of this

planning study is $62,160 of which the EPA share is $46,620 and the State and local shares are both $7,770. The estimated cost of the selected alternative is $1,800,000.

- The Dorchester County Sanitary Commission is constructing sewerage facilities for the Jacktown area located east of Cambridge. This area has a high percentage of septic tanks in need of repair. The Commission is considering an innovative grinder pump pressure sewer system to connect to Cambridge that would cost $1.6 million to construct. As presently designed, the project was amended to be done in phases. State and federal grants for Phase I of the project were awarded in August, 1981. The total cost of Phase I is $725,550 of which the federal share is $616,930 and the State share is $81,650. The local share is $27,220 and will be funded out of sanitary sewer charges to be levied by the Sanitary Commission. The project should be operational in late 1983.
- The City of Cambridge and Dorchester County are pursuing the construction of a hospital force main. This project is for the purpose of separating the hospital's sewage flow from the City's system. The project is funded by a State loan of $76,650 and local funds equaling $10,950.
- Maryland Environmental Service is pursuing the engineering and construction of an innovative treatment system and pressure sewer system for the Horn Point Center for Estuarine and Environmental Studies. The engineering study will cost $173,600, and the construction will cost $762,000.

3. Water Projects

- Construction of a water tank in Hurlock is sponsored by the Town with a $449,000 domestic water loan from FmHA.
- The Town of Vienna is currently sponsoring a water project with $304,000 in loans and $354,000 in grants from FmHA. This project will replace the high sodium water supply currently being pumped from the Calvert Strata.
- The Town of East New Market has a $197,900 grant and a $176,800 loan from FmHA for the construction of a water project.

4. Public Facilities Projects

- Dredging, pier construction, repairing and resurfacing of the parking lot for a public boat ramp in Secretary was to be undertaken 1978-79 with $39,820 in funds from the Maryland DNR. The project provides improved access to recreational facilities.
- An "imminent threat" grant from HUD is being sought by the Secretary Volunteer Fire Co., Inc. to construct a new firehouse to replace the existing, inadequate facility.
- The Vienna Volunteer Fire Co. is replacing obsolete equipment to maintain equipment certification with $63,000 in loans from FmHA and $63,000 from fund raising activities sponsored by the fire company.

Section G. Revitalization Projects

The projects listed below are directed toward resolving the need to increase retail sales in the central business districts of Cambridge and Vienna.

1. Cambridge Creek Redevelopment Project. This project involves the development of motel-restaurant complex, commercial stores, and housing around Cambridge Creek primarily with private investment. The project would include developing a river walk, bulkheading of the

Creek, and improving water, sewer, and streets. The development program and marketing survey for this project was conducted by the American Cities Corporation for a cost of $435,000. The County and the City of Cambridge paid for the development program, and the County sold land to the developer of luxury homes. These homes were developed in 1982. American Cities is currently acting as a financial packager and a facilitator.

2. Vienna prepared a plan for redevelopment of its waterfront. The plan recommends acquisition of the land adjacent to the waterfront, removal of existing structures, and development of a park and a restaurant. The park development will include construction of a shelter, resurfacing of the boat ramp, installation of an off-street parking area, and dredging, bulkheading, planting, and seeding. The total public investment will be $670,000.

Section H. Capacity Building

This section lists activities that aid in increasing the capacity of Dorchester County in a variety of areas including planning.

1. Technical assistance was provided by DECD to the City of Cambridge in determining UDAG elibility.
2. The Maryland Historical Trust has provided $5,000 for the restoration of the Customs House in Vienna. This grant is to aid in preserving the Town heritage.
3. The Maryland Arts Council has provided $10,530 for the artist in schools program and assisted in various concerts, classes and performances. Some local contribution has aided in these projects.

4. An archeological survey was undertaken by the Maryland Historical Trust. Funding of $3,000 was provided for a summer intern to do the survey.

5. The Maryland Historical Trust provides approximately $23,000 per year to support the Lower Delmarva Regional Preservation Center at Salisbury State College. The Center, which started in June, 1980 and serves the counties of Dorchester, Somerset, Wicomico, and Worcester, is responsible for assisting local governments in managing cultural resources. In 1981, the Center prepared a cultural management plan and conducts compliance related studies and shoreline surveys. A priority activity is to utilize remote sensing data to better manage the cultural resources.

6. A comprehensive development plan and zoning ordinance is being prepared by an independent consultant for the Town of Vienna. In addition, the consultant is also undertaking a study of the impact of the expansion of the Delmarva Power and Light plant and construction of the Vienna Bypass on the Town. Both the plan and the study were completed in 1981.

7. Church Creek is participating in the Small Town Assistance Program of the Delmarva Advisory Council. This program aids towns in defining their problems, acquiring sources of assistance and developing solutions to identified problem areas.

8. With $15,000 in funds from the Coastal Zone Management Program, DNR's Tidewater Administration sponsored the establishment of additional benchmarks in flood prone areas. These funds are also being used to develop Vienna's comprehensive plan and zoning ordinance.

PART IV

ANALYSIS OF INTERRELATIONSHIPS

The analysis of the interrelationships among Dorchester County's development needs (as identified in the socio-economic profile and the plan profile), development objectives (as presented in the plan profile), and development activities (as listed in the activity profile) has been undertaken to identify gaps in planning or implementation with regard to socio-economic needs. Generally, a gap in implementation under the Maryland Rural Development Program is identified when one of the following conditions was observed:

a. Lack of certification under the Maryland Certified Counties Program.

b. Insufficient housing rehabilitation programs to reduce the percentage of substandard units to below the State average.

c. Insufficient job training programs to effectively retrain the labor force.

d. Inadequate physical facilities in size and quality to support the projected industrial, residential, and commercial development.

e. Existence of a medically underserved area in the County.

f. Incomplete implementation of a downtown revitalization program by a community with a deteriorated central business district.

Because the purpose of the investment strategy for Dorchester County is to develop projects to resolve such gaps, the analysis of interrelationships is crucial to the development of the investment strategy. The findings of the analysis are presented in Section A and possible local investments/actions needed to resolve gaps are discussed in Section B.

Section A. Findings of the Analysis

The development needs listed in Table 11 and discussed in Part I (socio-economic profile) and Part II (plan profile) are as follows: (a) greater full time employment opportunities that will help to raise family income and reduce the advantage of out-of-county employment, (b) improvement in the skill level of labor force, (c) improved and expanded community facilities, (d) more and better housing, (e) increased retail sales, and (f) improved medical care.

The County and town development plans for Dorchester County have addressed each of the above needs with the exception of increasing the skill level. The planning gap regarding skill levels should be resolved when the plans are updated. In particular, updating of the County plan is critical. The current plan was adopted in 1974, and since that date, many of the needs identified in the plan have been or are being resolved. For example, before 1974, a significant percentage of the County's young people were moving from the County to find job opportunities. Today, out-migration is not a major problem because of increased job opportunities in the County. An updating of the plan would recognize the progress in economic development since 1978 and would refine the development objectives to address today's needs.

Despite the jobs created during the decade of the 1970s, the need still exists to increase full time employment opportunities that help to raise family income and reduce the advantage of employment in other counties. To resolve this need, the County intends to attract new industry providing year-round employment, promote existing food processing industries, and develop recreational facilities and services related to tourism.

Table 11: INTERRELATIONSHIP OF DEVELOPMENT NEEDS, OBJECTIVES, AND ACTIVITIES IN DORCHESTER COUNTY

	Development Needs	Development Objectives	Development Activities	Gaps in Implementation
1.	Increase full time employment opportunities that help to raise family income and reduce the advantage of out-of-county employment.	- Attract new industry - Expand existing industry especially agricultural and seafood processing. - Develop recreational and tourism facilities and services	- Industrial expansion projects - New industry on rail line - Tourism Projects - Industrial Retention Program for Chamber of Commerce - MCCP Certification	- None
2.	Improve the skill level of labor force.	- None	- Industrial training program for Airpax & Baffin Disposables - County Vo-Tech Center in Cambridge - Support of Chesapeake College - Wor-Wic Tech-Nursing	- None
3.	Improve and expand community facilities.	- Provide adequate facilities including maintenance of rail and improvement of port	- Chesapeake Industrial Park - Water and Sewerage Projects - Highway Projects - Financial support of Cambridge rail line - Cambridge-Dorchester Airport - MPA's Development of Cambridge Port	- Insufficient local financial resources to adequately improve and expand community facilities.
4.	Improve and expand the quality and quantity of housing.	- Rehabilitate substandard housing - Provide units, including mobile homes, for low and moderate income families	- Rehabilitated housing in Cambridge - New multi-family housing in Cambridge and Hurlock	- Unmet housing rehabilitation needs particularly in Crocheron, Upper Hooper Island, Lakesville and East New Market

	Development Needs	Development Objectives	Development Activities	Gaps in Implementation
5.	Increase retail sales.	- Revitalize CBD of Cambridge	- Cambridge Creek Redevelopment Project - Small Town Assistance Program for Church Creek - Vienna Waterfront Plan	- None
6.	Improve medical care.	- Expand nursing home units	- Senior Volunteer Program - North Dorchester Health Service - Cambridge House Expansion - County support of Dorchester General Hospital	- Insufficient domiciliary care capacity

The development activities associated with the objectives of expanding existing industry and attracting new industry have been initiated by the private sector with the assistance of the DECD financing programs. These activities include assistance with (a) refinancing of loans for the Harper and Bateman Pickle Company in Hurlock, (b) site selection of Railcon Corporation and (c) funding for Eastern Maryland Wood Treating, (d) acquisition and renovation of building and purchase of equipment for Daffin Disposable, Inc. and, (e) the expansion of Airpax Electronics. Although the County and town governments did not provide direct financial support to the businesses, they provided support in terms of zoning approvals and funding of supportive community services and facilities. Also, the County has spent many dollars on disposal of food processing waste and has encouraged the Department of Health and Mental Hygiene to lower its disposal requirements.

The ongoing Chamber of Commerce's Industrial Program emphasizes expansion of existing business. DECD assisted the Chamber in developing its industrial retention program, and in 1982, the County was certified under the Maryland Certified Counties Program. Certification provides grant funds to the County for promotion of industrial development.

The objective of developing recreational and tourism facilities is being accomplished by three activities. The County, using State funds, is (a) repairing public boat ramps, particularly one in Secretary, that will provide access to recreational facilities, (b) restoring the Customs House in Vienna, and (c) advertising the County's tourist attractions. These activities appear to be sufficient for the near future.

The need to improve the skill level of the labor force has not been addressed in the County's plans. Therefore, a planning gap exists. Despite the

planning gap, four activities have been or are being implemented to address these needs: (a) vocational education classes are provided through the County Vo-Tech Center, (b) vocational/technical and adult education courses at Chesapeake College and Delaware Tech have been initiated in the last two years, (c) a nursing program is being operated through Wor-Wic Tech; and (d) industrial training programs funded by the Maryland Industrial Training Program for Airpax Electronics and Daffin Disposables are being conducted. These activities should be sufficient to satisfy the need to increase skill levels of all segments of the labor force. Also, the existing programs at the County Vo-Tech Center and Chesapeake College should be sufficient to provide the needed pre-employment training.

The need to improve and expand community facilities is addressed by the County's objective of providing adequate facilities including maintenance of the rail line and improvement of the Cambridge Port. The activities to satisfy this objective are as follows: (a) construction of sewerage facilities for Cambridge, Hurlock, East New Market-Secretary, Church Creek and Christs Rock, (b) construction of water facilities for Hurlock, Vienna, and East New Market, (c) highway improvements on Route 50 in Cambridge and Vienna and across the Choptank and Nanticoke Rivers, (d) redevelopment of the Cambridge-Dorchester Airport including construction of a taxiway, (e) construction of an access road, a rail spur, and sewerage facilities for the Chesapeake Industrial Park, (f) financial support to maintain rail service between Cambridge, Hurlock, and Seaford, Delaware, and (g) administrative support to development of the Cambridge Port by Maryland Port Authority (MPA). These activities when fully implemented, should provide adequate public and community facilities and, thereby, contribute to the County's capability to keep and attract industry.

However, local financial resources are insufficient to fully support these activities.

The need to expand the quantity and to improve the quality of housing has the objectives of providing new units including mobile homes for low and moderate income families and rehabilitating substandard housing. Projects to date have resulted in the construction of an estimated 695 new Section 8 housing units in Cambridge and Hurlock and the rehabilitation of about 20 units of Section 8 housing in Cambridge. All of these projects utilized State and federal financial assistance. Regardless of the progress in Cambridge and Hurlock, substandard housing still exists in these communities in Crocheron, Upper Hooper Island, Lakesville, and East New Market. Although this gap in implementation needs to be resolved, its resolution in Crocheron, Upper Hooper Island, and Lakesville is dependent on finding a solution to the sewerage problems that currently exist throughout the southern part of the County.

The need to increase retail sales in downtown Cambridge has existed for many years. In 1970 both the County and the City of Cambridge established the objective of revitalizing the central business district of the City. The core of this revitalization effort is the Cambridge Creek Redevelopment Concept. The concept was refined by the American Cities Corporation in a waterfront revitalization study that was supported by County, City, and private funds. Based on this study and technical assistance from DECD, several businesses in downtown Cambridge have been or are now being renovated. Implementation of the American Cities Program is critical to resolving this need in Cambridge.

The need to improve health care is being partially addressed by the objective of expanding nursing home units. Although Cambridge House has been expanded and the Senior Volunteer Program is providing needed services to the elderly, additional domiciliary care units are needed in the County. However, no projects are being pursued that would provide the needed domiciliary units.

The medically underserved areas that exist in Dorchester County have been addressed by the County Commissioners through support of Dorchester General Hospital and development of a primary care center at Hurlock. The North Dorchester Health Service was assisted in this effort by a rural health initiative grant. These health care improvements should eliminate the current medically underserved designations for the election districts of Fork, East New Market, Vienna, Williamsburg, and Hurlock.

Section B. Possible Local Investments/Actions

Section A notes the following gaps in planning and implementation: (a) no County objective to increase the skill level of the labor force, (b) unmet needs for housing rehabilitation particularly in Crocheron, Upper Hooper Island, Lakesville, and East New Market, (c) insufficient local financial resources to adequately improve and expand community facilities, and (d) insufficient domiciliary care units.

The planning gap related to increasing skill levels arise because the towns and County plans are mostly concerned with land-use issues, zoning, and the provision of public services and facilities. This focus is related to the State regulations regarding these plans. However, the most recent plan for the City of Cambridge is broader in scope and includes poverty and unemployment issues. It is anticipated in future updates of the County's plan that the need for increased skill levels will be addressed. If so, the planning gap can be corrected easily.

The gap regarding housing rehabilitation can be closed by conducting a formal rehabilitation program in the County and towns. Additional resources are needed for the County's program and these resources should be focused on rehabilitation of housing in the smaller communities in the County, particularly Crocheron, Upper Hooper Island, Lakesville, and East New Market. In addition, the County should develop greater staff capability in housing development or rehabilitation. For example, the individuals trained at Chesapeake College or the County Vo-Tech Center could be employed to improve substandard units in the County.

The implementation gap regarding community facilities will be somewhat difficult to resolve. First, the County and the appropriate towns should maintain effective capital improvement programs that schedule the implementation of needed physical facilities to support economic development. These governments should then allocate greater local resources and more actively seek State and federal resources to implement their respective programs.

The gap related to domiciliary care could be corrected either by encouraging development of a private non-profit nursing home operation assisted financially by an industrial revenue bond or the County developing such a facility with available grant and loan assistance. Initially, both alternatives will require the formation of a committee of local governmental leaders and health professionals. This committee should determine the best location for a domiciliary care facility and the level of care that the facility should provide.

PART V

RURAL INVESTMENT STRATEGY

The development actions/investments presented in this part of the Dorchester County Development Report are intended to resolve the existing gaps in implementation identified in Part IV or to prevent additional gaps in implementation from occurring in the future. These specific actions/investments for Dorchester County constitute the rural investment strategy for Dorchester County being developed under the Maryland Rural Development Program (MRDP). The actions included in the strategy are categorized into four types of development:

1. Industrial and Commercial Development - Actions related to (a) the need to retain existing job opportunities and to promote additional job oppportunites through cooperative advertising, financial assistance to businesses, marketing of industrial property, and (b) the need to revitalize retail sales in the central business districts of existing communities.

2. Housing Development - Actions related to the need to improve the quality and quantity of housing including housing rehabilitation and development of additional single-family, rental, mobile, and specialized housing.

3. Community Facilities Development - Actions related to the needs to improve health care and to improve and expand physical infrastructure, namely, water, sewer, transportation facilities, recreational facilities and detention centers.

4. Skills Development - Actions related to the need to increase the skill level of the labor force including communication and coordination between the educational system, the manpower training network and the business community, development of specialized vocational training, and improvement of the skills of the lowest trained segment of the labor force.

These four types of development are related to the six areas of development need presented in the socio-economic profile (Part I) and summarized in the analysis of interrelationships (Part IV). The need to increase retail sales was combined with the need to increase job opportunities because the same basic federal and State funding programs apply to both. For the same reason the

need to improve health care was combined with the need to improve other community facilities.

The actions or investments cited will resolve the gaps or will accomplish an objective currently considered to be most important by the local government(s). As additional actions to accomplish local development objectives and to resolve socio-economic needs presented in the socio-economic profile are identified by the County or the towns through the rural development process, these actions will be added to the investment strategy for Dorchester County. Thus, the rural investment strategy (i.e., listing of development actions/investments) will act as a guide for the allocation of current and future investment within Dorchester County by federal and State funding agencies and private financial institutions.

Part V presents a combination of tabular information and text that describe the needed development actions or investments. Table 12 presents information relating to implementation for each action, specifically the implementing agency, the potential sources of finance and the related supportive resources needed to implement a project, plus the consequences and extent of the impact of a particular action with a time frame for its implementation. The table also shows which gap an action will help to resolve and which local development objective will be accomplished by the action. The text summarizes the projects and presents an overall analysis of impacts.

Section A. Industrial and Commercial Development

Investments/actions A-1 through A-5 shown in Table 12 will help Dorchester County to attract new industry and to expand existing industry. These five projects will help the County to: (1) increase its effectiveness in promoting itself as a good area for new industrial growth; (2) encourage existing

industries to stay in Dorchester County; and, (3) restore the economic viability of the central business district of Cambridge. The recommended actions expand on the current activities of the Chamber of Commerce, which have been effective in promoting the County for business development. The current actions of the Chamber include certification under the Maryland Certified Counties Program, development of the Chesapeake Industrial Park, and implementation of physical improvements needed for the Cambridge Creek Redevelopment Project.

Action A-1 is an outgrowth of the recently completed certification process and represents an acceleration of the existing cooperative advertising program for the County. A $10,000 grant from the Office of Business and Industrial Development/DECD will accelerate the current promotion program by allowing the Economic Development Committee formed through the County Chamber of Commerce to more aggressively recruit those industries that most closely match the skills of the existing labor force of Dorchester County. This accelerated and continuing program was initiated in 1982.

The Economic Development Committee is also attempting to implement two specific Actions (A-2 and A-5) designed to attract new industries in the Cambridge area. Action A-2 is the promotion in business development at Chesapeake Industrial Park, and Action A-5 is promotion of the Cambridge-Dorchester Airport. Construction of the necessary access roads and water and sewage facilities was recently completed for the industrial park, and it is now ready for business occupancy. The airport is currently ready for industrial and commercial firms. Outside investments are needed to aid private investors at both sites. Potential sources of funds are industrial revenue bonds, loan guarantees, and loans. The County's promotion of these sites will be coordinated closely with Chesapeake Country, the regional promotion agency, and

NUMBER	NAME AND LOCATION OF PROJECT OR ACTION	IMPLEMENTING AGENCY	WHAT GAP WILL ACTION HELP RESOLVE	RELATED LOCAL DEVELOPMENT OBJECTIVE	FUNDING SOURCES	TECHNICAL (HUMAN) RESOURCES
A-1	Cooperative Advertising Program	Economic Development Committee (EDC)	None	Attract new industry and assist existing industry	DECD/BID	
A-2	Promotion and business development of the Chesapeake Industrial Park	Economic Development Committee (EDC)	None	Attract new industry and expand existing industry	IRB, EDA DECD/MIDFA, DECD/MILA	Chesapeake Country DECD/BID
A-3	Business development in the Cambridge Creek Redevelopment Area	American Cities Corporation	None	Attract new industry and expand existing industry	IRB, EDA, DECD/MIDFA, DECD/MICRF, DECD/MSBDFA FmHA, HUD/UDAG	
A-4	Promotion of the Cambridge Port	Maryland Port Administration (MPA) & EDC	None	Attract new industry and expand existing industry	MPA, IRB, EDA, DECD/MIDFA, DECD/MSBDFA HUD/UDAG	
A-5	Industrial and Commercial Development of the Cambridge-Dorchester Airport	Economic Development Committee (EDC)	None	Attract new industry and expand existing industry	IRB, EDA, FmHA, HUD/UDAG, DECD/MIDFA, DECD/MSBDFA DECD/MILA	

NUMBER	OTHER RELATED ACTIVITIES (e.g., DOES) SUPPORTIVE INFRASTRUCTURE NEED TO BE DEVELOPED?)	EXPECTED IMPACTS OF ACTION		TIME FRAME FOR IMPLEMENTATION
		CONSEQUENCES	EXTENT OF IMPACT	
A-1		Implement a County business advertising program to promote new businesses in the County and to match these industries to the existing labor force. The Economic Development Director will administer the cooperative advertising grant.	Countywide	On going
A-2	Cooperative Advertising Program; shell building construction; pumping station	Provide 1200 new jobs using current County staff and a portion of the cooperative advertising grant	Countywide	1983-7
A-3		Provide 1200 new jobs using current County staff and a portion of the cooperative advertising grant.	Countywide	1983-7
A-4	Pier improvements	Promote at least one additional customer of the port through its regular promotion program.	Cambridge area	1983-7
A-5	Water and sewer facilities to airport and a road to connect the airport to the Industrial Park	Provide 100 new jobs using the current County staff and a portion of the cooperative advertising grant	Countywide	1984-5

BID/DECD, the State promotion agency. When the sites are fully developed, 1200 new permanent jobs should be available in the area.

Action A-3 is business development of the Cambridge Creek area. As with the Chesapeake Industrial Park, this development was begun in 1982 and 83. The program is being implemented by the American Cities Corporation and will be coordinated with the State and regional promotion agencies. Financial assistance will be needed to aid private investors. In addition to the aforementioned agencies, MICRF, EDA, and FmHA are potential sources for funding.

Action A-4 is industrial and commercial expansion in the area of the Cambridge Port. The same technical and financial assistance needed for the previously mentioned actions will be needed for port development. Also, this activity needs to be coordinated with the promotion activity being implemented by the Maryland Port Administration. Promotion and industrial development of the port are to be implemented within 1983 and 1984.

In summary, the industrial and commercial development projects will help to satisfy the need for job opportunities within Dorchester County. In general, these activities will stabilize employment in the existing commercial and industrial firms and will create an additional 1500 permanent jobs over the next five years.

Section B. Housing Development

Investment/actions B-6 through B-12 will resolve the gaps in implementation related to housing development or will accomplish local development objectives relating to providing new housing for low and moderate income families. The six projects address the gaps and/or objectives in two ways: (a) rehabilitation of existing units and (b) new housing construction.

As indicated in Part IV, the City of Cambridge is already conducting a housing rehabilitation program (Action B-6). Using funds from Community Development Block Grants (CDBG), the City maintains an administative staff (i.e., rehab administrator, inspectors, and secretarial support). A total of $40,000 per year in CDBG funds or other funds is needed to support these employees. In addition, CDBG funds need to be combined effectively with funds from FmHA and DECD's Maryland Housing Rehabilitation Program to rehabilitate about 25 homes per year. This program will allow Cambridge to complete rehabilitation of the existing substandard units in about five years.

Next, the housing rehabilitation activities of the County Human Resources Commission (Action B-8) should be strengthened. Additional County resources for the Commission's staff will facilitate (a) more active processing of applications for loan assistance under CDA's Home Improvements Program, (b) the provision of assistance to the housing rehabilitation programs of the incorporated municipalities, and (c) the future administration, if desirable, of CDBG funds for rehabilitation. Also, the staff could provide technical assistance to non-incorporated areas like Lakesville, Upper Hooper Island, and Straits, that need adequate water and sewerage facilities before housing can be rehabilitated.

In addition, housing rehabilitation programs for the Depot area of East New Market and Vienna (Actions B-7 and B-9) need to be developed. These programs would both seek funding for needed sewerage facilities and for housing rehabilitation of 25 houses per year. Over a five year period, implementation of such programs would rehabilitate about 50 percent of the substandard units in these areas. Approximately $500,000 from all funding sources (HUD, FmHA and DECD) plus technical assistance from DECD/TA staff and the County Human Resources Commission will be needed to undertake these programs.

NUMBER	OTHER RELATED ACTIVITIES (e.g., DOES) SUPPORTIVE INFRASTRUCTURE NEED TO BE DEVELOPED?)	EXPECTED IMPACTS OF ACTION		TIME FRAME FOR IMPLEMENTATION
		CONSEQUENCES	EXTENT OF IMPACT	
B-6		Rehabilitate 25 houses per year to assure adequate plumbing, structural safety and general appearance for $10,000 per house plus the cost of salaries for housing rehab staff	Cambridge	Ongoing
B-7	Water and sewer facilities	Rehabilitate 25 houses per year to assure adequate plumbing, structural safety and general appearance for $10,000 per house plus the cost of salaries for housing rehab staff	East New Market	1984
B-8	Water and sewer facilities	Rehabilitate 25 houses per year to assure adequate plumbing, structural safety and general appearance for $10,000 per house	Targeted areas particularly Crocheron, Upper Hooper Island, and Lakesville	1984
B-9	Water and sewer facilities	Rehabilitate 25 houses per year to assure adequate plumbing, structural safety and general appearance for $10,000 per house plus the cost of salaries for housing rehab staff	Vienna area	1985
B-10		Provide additional units of rental housing. Conduct a market study to determine feasibility of market rate rental housing in the northern area of the County	Northern part of County between Cambridge-Hurlock	1984

TABLE 12: INVESTMENT STRATEGY FOR DORCHESTER COUNTY

NUMBER	NAME AND LOCATION OF PROJECT OR ACTION	IMPLEMENTING AGENCY	WHAT GAP WILL ACTION HELP RESOLVE	RELATED LOCAL DEVELOPMENT OBJECTIVE	NEEDED RESOURCES: FUNDING SOURCES	NEEDED RESOURCES: TECHNICAL (HUMAN) RESOURCES
B-6	Continuation of housing rehabilitation program for Cambridge	City of Cambridge	Unmet housing rehabilitation needs	Rehabilitate substandard housing	FmHA, HUD, DECD/MHRP	DECD/TA staff
B-7	A housing rehabilitation program for homes outside of Towns	Town of East New Market	Unmet housing rehabilitation needs	Rehabilitate substandard housing	FmHA, HUD, DECD/MHRP	DECD/TA staff
B-8	Housing Rehabilitation Program for homes outside of town	Dorchester County Human Resources Commission, DECD/CDA	Unmet housing rehabiitation needs	Rehabilitate substandard housing	FmHA, HUD, DECD/MHRP	DECD/TA staff
B-9	Housing Rehabilitation Program for Vienna		Unmet housing rehabilitation needs	Rehabilitate substandard housing	FmHA, HUD, DECD/MHRP	DECD/TA staff
B-10	Development of multi-family housing between Cambridge and Hurlock	Private developer	None	Provide housing for low and moderate income families	HUD, FmHA, DECD/CDA	County Humar Resources Commission

NUMBER	NAME AND LOCATION OF PROJECT OR ACTION	IMPLEMENTING AGENCY	WHAT GAP WILL ACTION HELP RESOLVE	RELATED LOCAL DEVELOPMENT OBJECTIVE	NEEDED RESOURCES: FUNDING SOURCES	NEEDED RESOURCES: TECHNICAL (HUMAN) RESOURCES
B-11	Development of rental housing in Vienna	Town of Vienna	None	Provide housing for low and moderate income families	FmHA, DECD/CDA	-
B-12	Development of single family housing in Cambridge	City of Cambridge	None	Provide housing for low and moderate income families	HUD, FmHA, DECD/CDA	City Grants Administrator
C-13	Improvement of facilities in the Cambridge Creek area including water, sewer, bulkheading, streets	City of Cambridge and Dorchester County Commissioners	Insufficient local financial resources to adequately improve and expand community facilities	Revitalize CBD of Cambridge	DECD/MICRF, FmHA, EDA, EPA/DHMH	City Grants Administrator, American Cities Corporation
C-14	Improvement of the Cambridge-Seaford Rail line	State Rail Adm. (SRA)	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities including maintenance of rail and improvement of ports	Transportation Trust Fund (TTF)	Economic Development Committee
C-15	Development of a public rail siding on the Cambridge line	Rail Users Association	Insufficient local financial resources to adequately improve and expand communty facilities	To provide adequate facilities including maintenance of rail and improvement of ports	MDOT/TTF	Economic Development Committee

A second set of investments relating to housing development are construction and permanent financing of new single family housing in Cambridge (Action B-12) and of rental housing for low and moderate income families in the northern part of the County and in Vienna (Actions B-10 and B-11). Even though no specific gap for new housing has been identified, such housing is needed in addition to the rehabilitation of units to assure that low and moderate income families can obtain affordable housing in the future. Each municipality with the technical assistance from DECD/TA staff would be responsible for implementing the projects. The construction and permanent financing would come from several sources including FmHA, DECD/CDA and HUD. About $1,350,000 for single family development in Cambridge and $800,000 for rental housing development including supportive infrastructure in Vienna will be needed. These two projects will provide 32 units of new housing in Cambridge and approximately 20 units in Vienna.

Action B-10, the undertaking of a market study, will lead to the development of additional multi-family housing for moderate income families in areas that can be served with water and sewerage facilities. The market study will help to confirm the level of demand for one or two bedroom apartments with a $200-$300 per month rent and to estimate the needed amount of investment funds for this housing project.

Section C. Community Facilities Development

Investment/actions C-13 through C-23 will resolve the gap in implementation related to community facilities (i.e., insufficient local financial resources) or will accomplish the objectives related to providing adequate community facilities in the County. Financial assistance is needed for four basic types of community facilities: (1) water supply and sewerage facilities, (2) industrial and commercial park development, (3) transportation facilities, and

NUMBER	OTHER RELATED ACTIVITIES (e.g., DOES) SUPPORTIVE INFRASTRUCTURE NEED TO BE DEVELOPED?)	EXPECTED IMPACTS OF ACTION		TIME FRAME FOR IMPLEMENTATION
		CONSEQUENCES	EXTENT OF IMPACT	
B-11		Provide additional 20 units of rental housing for a cost of $800,000 for construction and permanent financing	Vienna area	1984
B-12	Water and sewerage facilities	Provide an additional 32 units of single family housing for low to moderate income families for a cost of $1,350,000 for construction and permanent financing.	City of Cambridge	1984
C-13	Cambridge Creek Commercial development	The improved facilities would provide off loading equipment and more dockage area for a construction cost of $5,000,000.	City of Cambridge	1983
C-14		Improve 7 grade crossings on rail line to achieve Class 2 standards for a cost of $180,000.	Countywide	1983 - 84
C-15		Provide a public loading/unloading facility to increase the volume of business on the rail line for a cost of $150,000.	Countywide	1984

(4) health care and five protection facilities. Sufficient funds will be available by combining the funds from the identified outside financial assistance programs with available local investment funds.

Currently, water supply improvements in Vienna (Action C-19) and sewage improvements (e.g., system rehabilitation or expansion of facilities) for Cambridge and Sanitary District #1 (Actions C-22 & C-23) are needed to support additional industrial, commercial, and residential development. In the next year, these improvements need to be implemented. These facilities will support projected development in Vienna and Cambridge for approximately ten years. The total cost of all of these projects will be about $5.4 million. The major sources of outside investment for these projects will be the FmHA, the Maryland Department of Health and Mental Hygiene (DHMH), EPA, and HUD.

Redevelopment of the Cambridge Creek area is a major objective of the County's development activities. The street improvements, bulkheading, and water and sewerage facilities (Action C-13) will be needed to adequately revitalize this area so that business redevelopment can continue to take place. In 1983, loan and grant assistance from FmHA, EDA, MICRF, and the Maryland DHMH will be needed to implement the needed facilities. The construction cost of all of the needed community facilities is $5 million.

Several transportation improvements (Actions C-14 through C-18) are needed to provide better support for business development in the County. These improvements include improvement of the Seaford Cambridge rail line, development of a public rail siding, development of the Choptank River Bridge and its approaches, development of the Nanticoke River Bridge in Vienna, and port related developments at Vienna and Cambridge. The most significant project is the Choptank River Bridge. This bridge will be built to interstate standards at

NUMBER	NAME AND LOCATION OF PROJECT OR ACTION	IMPLEMENTING AGENCY	WHAT GAP WILL ACTION HELP RESOLVE	RELATED LOCAL DEVELOP-MENT OBJECTIVE	NEEDED RESOURCES: FUNDING SOURCES	NEEDED RESOURCES: TECHNICAL (HUMAN) RESOURCES
C-16	Construction of a Choptank River Bridge and approaches	MDOT/SHA	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities including maintenance of rail and improvement of ports	MDOT/TTF	County Engineer
C-17	Construction of a Nanticoke River Bridge and approaches at Vienna	MDOT/SHA	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities including maintenance of rail and improvement of ports	MDOT/TTF	County Engineer
C-18	Redevelopment of the waterfront in Vienna	Town of Vienna	Insufficient local financial resources to adequately improve and expand the waterfront area	To revitalize the waterfront and create compatible commercial and recreational development	DECD/MICRF, FmHA, HUD, DNR/WIF and POS	
C-19	Improvement of facilities (water supply, wastewater, and streets) in Vienna	Town of Vienna	Insufficient local financial resources to adequately improve and expand community facilities		DECD/MICRF FmHA, EDA, EPA/DHMH	
C-20	Development of domiciliary care facilities for County	Private Developer	Insufficient domiciliary care capacity	Expand nursing home units	FmHA, DHMH	Health Planning Council

NUMBER	OTHER RELATED ACTIVITIES (e.g., DOES) SUPPORTIVE INFRASTRUCTURE NEED TO BE DEVELOPED?)	EXPECTED IMPACTS OF ACTION		TIME FRAME FOR IMPLEMENTATION
		CONSEQUENCES	EXTENT OF IMPACT	
C-16		Construct a bridge to interstate standards for a cost of $83,000,000.	Countywide	1985 - 87
C-17		Construct a bridge to interstate standards for a cost of $80,000,000.	Vienna area	1984 - 88
C-18	New Nanticoke River Bridge	Restore Old Customs House, develop Open Shelter, Restaurant and Fishing Pier, and redevelop Boat Ramp and Ferry Tenders Office for a cost of $700,000	Vienna area	1984 - 89
C-19		Expand system capacity and rehabilitate system for a construction cost of $340,000.	Vienna area	1984
C-20		Construct 120 units at a construction cost of $1,500,000.	Countywide	1985

a cost of $83,000,000 dollars. Construction will be initiated in 1985. Another important project is improvement of the quality of the rail line. The State Rail Administration using Transportation Trust Fund money will upgrade the line to make it more feasible for industrial use. The estimated cost of construction is $180,000 dollars and it should facilitate a threefold increase in traffic on the rail line over the next five years.

Additional health care and fire protection facilities (Actions C-20 & C-21) are also needed in the County. Specifically, a domiciliary care facility is needed in the County and a new fire house for the Town of Secretary. The fire house would be a 15,000 square foot building to house two fire engines at a construction cost of $150,000. The domiciliary care facility would resolve an implementation gap in health care by providing 120 domiciliary care units within the County. Funding for this project could come from the FmHA and Maryland DHMH. The development of this facility is being coordinated with the Health Planning Council for the Eastern Shore, which is the agency responsible for approving the development of additional health care facilities.

Section D. Skills Development

A goal of the rural investment strategy is the reduction of local unemployment. To accomplish this goal, it is important that the skills of the labor force be matched to job availability. The current activities of the Chamber of Commerce are helping to accomplish this goal by providing for improved communication and coordination between the educational system, the manpower training network, and the business community and also by providing a more complete program of vocational and technical training in the skilled trades for all segments of the labor force. Action D-24 is provision of pre-employment

TABLE 12: INVESTMENT STRATEGY FOR DORCHESTER COUNTY

NUMBER	NAME AND LOCATION OF PROJECT OR ACTION	IMPLEMENTING AGENCY	WHAT GAP WILL ACTION HELP RESOLVE	RELATED LOCAL DEVELOPMENT OBJECTIVE	NEEDED RESOURCES: FUNDING SOURCES	NEEDED RESOURCES: TECHNICA (HUMAN) RESOURCE
C-21	New firehouse for Secretary	Secretary Fire Dept.	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities	FmHA	County Fir Marshall
C-22	Renovation of the Cambridge sewer system	City of Cambridge	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities	EPA, DHMH, FmHA	City Engineer
C-23	Lagoon improvements in Sanitary District #1	City of Cambridge	Insufficient local financial resources to adequately improve and expand community facilities	To provide adequate facilities	EPA, DHMH, FmHA	--
D-24	Pre-employment industrial training	PIC	None	None	DECD/MITP	Economic Developmen Director, Chesapeake College

NUMBER	OTHER RELATED ACTIVITIES (e.g., DOES) SUPPORTIVE INFRASTRUCTURE NEED TO BE DEVELOPED?)	EXPECTED IMPACTS OF ACTION		TIME FRAME FOR IMPLEMENTATION
		CONSEQUENCES	EXTENT OF IMPACT	
C-21		Construct a 15,000 sq. ft. garage to house two fire engines for a construction cost of $150,000	Secretary area	1984
C-22		Improve effluent quality, rehabilitate system, and separate storm and sanitary waste for an estimated construction cost of $4,000,000.	Cambridge	1983
C-23		Improve effluent quality and rehabilitate system for a construction cost of $1,000,000.	Sanitary District #1	1984
D-24		Train 50 employees per year to add to production operations at new or growing industries for an annual cost of approximately $15,000	Countywide	Ongoing

training to industrial employees. This training will be aided by financial assistance from the Maryland Industrial Training Program. The cost of this training would be approximately $15,000. The current activities as well as additional preemployment training will provide additional marketable skills to 50 employees in the existing labor force each year. Maintenance of these training programs will help the County to maintain its effectiveness in industrial promotion and business retention.

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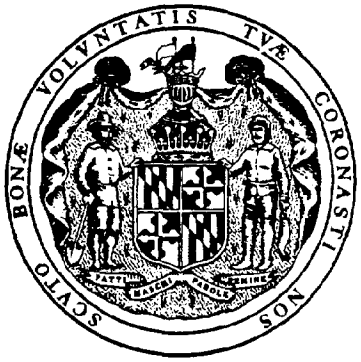

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