



# CECIL COUNTY, MARYLAND

## BRAC ACTION PLAN

**Recommendations of the  
Cecil County BRAC Advisory Panel  
Subcommittees**

Final Draft

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# COMMITTEES



## **LAND USE**

Chair: Robert Hodge

Members: Josh Brown, Roy Clough, Daniel Derr, Tony Di Giacomo, The Honorable James Eberhardt, Vaughn Ellerton, Carlton (Bud) Felty, Paula Gilley, Lawrence Haislip, The Honorable Nancy Jacobs, The Honorable Brian Lockhart, The Honorable William Manlove, Ewing McDowell, Rupert Rossetti, Eric Sennstrom, Donna Tapley, Michael Vaughan, Vernon Thompson, Daniel Whitehurst.



## **TRANSPORTATION AND INFRASTRUCTURE**

Chair: Eric Sennstrom

Members: Daniel Schneckenburger, Daniel Whitehurst, Eugene Cochrane, Scott Sturgill, Dave Gula.



## **EDUCATION & WORKFORCE DEVELOPMENT**

Chair: Dr. Stephen Pannill

Members: James Brady, Bruce England, Norman Gaither, Harland Graef, Dr. Kenneth Lewis, Dr. Diane Lane, Dr. Carl Roberts.



## **PUBLIC SERVICES**

Chair: Dr. Kenneth Lewis

Members: Dr. Virginia Bailey, Michael Browne, Barry Janney, Sr., Frank Muller, Nicholas Ricculti, Joseph Zurolo.



## **INFORMATION TECHNOLOGY**

Chair: Scott Mesneak

Members: David Austin, Hudson Benson, David Black, John Dillman, Rupert Rossetti, Mark Rothwell, Erika Quesenbery Matthews, Rebecca Wadsworth.



# EXECUTIVE SUMMARY

In November 2005, the Cecil County Commissioners enlisted a Base Realignment and Closure (BRAC) group to address the impacts of BRAC changes at the Aberdeen Proving Ground (APG). Due to Department of Defense (DOD) decisions to close and realign military installations all over the United States, the entire northeast region will experience a gain in missions that presents tremendous economic and community development opportunities, particularly throughout the I-95 corridor and in areas that are within a forty mile radius of the based . These new missions also present significant challenges in terms of growth, infrastructure and public services.



The regional impact of BRAC along with guidance from DOD's Office of Economic Adjustment caused the impacted counties to unite and create the regional Chesapeake Science and Security Corridor (CSSC) consortium. The consortium includes Harford County, Cecil County, Baltimore County and Baltimore city, as well as New Castle County, York county and Lancaster County. Each county and Baltimore city was encouraged to develop its own action plan from which a regional plan for OEA funding could be drawn. This document serves as Cecil County's report of the action plan in place to accommodate the opportunities and challenges presented by BRAC. The following recommendations were made by each subcommittee:



**Land Use:** Preserve rural character and sense of community while clustering development in a defined growth area that would create a stock of land for multi-use development.



**Transportation and Infrastructure:** Upgrade Route 40 intersections, remove the I-95 toll, build new interchange in Cecil off of I-95, improve connecting roads between Route 40 and I-95, extend rail service to Wilmington, and increase water and waste water capacity.



**Education and Workforce Readiness:** Develop Science, Technology and Mathematics (STEM) curriculum to prepare students for high tech jobs. Promote workforce development that compliments BRAC type jobs.



**Public Safety, Health and Community Services:** Access to real time demographic data to support the needs of public services, develop strategies for recruitment of personnel, and identify funding mechanisms.

**Technology:** Increase broadband availability, expand and enhance GIS capacity to allow for multi-layering and regional coordination, identify and plan for the increased use of technology in the county.



# EXECUTIVE SUMMARY

Workforce housing was one area of particular concern and critical importance that was not separated out for work by a specific subcommittee. It is an underlying component of the overall business development and growth strategy for Cecil County. It remains a key to our success in embracing the challenges of BRAC and our goal of creating higher quality jobs in the growth area. The mixed use development recommendations and incentive tools that will be implemented for the growth corridor will establish the framework for affordable housing that has access to the transportation resources planned for BRAC, as well as the amenities that exist within the growth area. As BRAC implementations are made, Cecil County will encourage affordable housing and promote the use of the state's down payment programs for first-time home buyers. Married with the higher education and workforce training goals of the County, these benefits will provide a strong base for Cecil County citizens to take advantage of employment opportunities related to BRAC.

This document represents the general recommendations of the BRAC subcommittees. It is and will remain a work in progress. It was developed as a road map for the necessary policies and investments to position Cecil County to both embrace the opportunities of BRAC and grow in a responsible manner. Paramount in these plans is the maintenance of the County's rural character and quality of life. Accomplishment of this goal can only be obtained by limiting residential sprawl and targeting growth to the designated growth corridor.





# LAND USE

## I. Organization of the Subcommittee and its Charge

The Land Use Subcommittee is comprised of representatives of the County's Board of Commissioners, its State legislative delegation, representatives from the Town of Perryville, the heads of the County's Department of Planning & Zoning, its Economic Development and its Planning Commissions, industry leaders and private citizens. Its charge was to examine all aspects of Cecil County land use issues, particularly in light of the challenges and opportunities which are anticipated to arise as the result of the regional impact of BRAC, and to make recommendations on land use issues to enable the County to meet and to capitalize upon those challenges and opportunities.

The Subcommittee was quickly able to reach a consensus to accept, as a general proposition, that the first task of the County should be to critically examine all aspects of the County's zoning and development process in an effort to enable the County to maximize beneficial opportunities and minimize negative impacts caused by BRAC, and, at the same time, direct growth into the designated Growth Areas and away from the rural tier. Working from this general proposition, the Subcommittee established the following topics for concentrated analysis: (i) Growth in the Route 40 Corridor; (ii) Commercial/Industrial land use issues; (iii) Residential Land Use issues, and (iv) Other/General land use issues. make recommendations to better prepare the County for the land use needs created by BRAC-related growth.

Subcommittee members observed that BRAC provides the impetus for the Subcommittee's immediate work, but they agreed that, irrespective of BRAC, a critical examination of all aspects of the County's zoning and development process was a goal which was laudable, and worthy of the County's best efforts, irrespective of the timing and impact of BRAC-induced growth pressures. Members thought that this process would enable the County to maximize beneficial opportunities and minimize negative impacts caused by growth and to direct that growth into the designated Growth Areas away from the rural tier.

## II. Findings of the Committee

Based on the discussions and presentations and based on a review of the comments that were compiled from the Subcommittee's meetings, the following findings and recommendations are offered:



# LAND USE

## A. General Observations and Findings: Challenges and Opportunities



1. There is a broad and deep consensus among Subcommittee members that the chief goal of Cecil County government with respect to land use issues – and either with or without regard to the impact of BRAC – should be to ensure that the growth that will inevitably occur within the County in the coming years does not destroy the quality of life for existing County residents.
2. There is further broad agreement that the following elements are the essential and mutually reinforcing means to achieving that end:
  - a. Maintenance and expansion of designated parks and natural resource areas;
  - b. Maintenance of the agricultural industry with viable agricultural production areas in the NAR and SAR zoning districts, by discouraging detrimental growth patterns, particularly the random, piecemeal, and disconnected development of agricultural land for residential use, which would result in the destruction of large contiguous tracts of agricultural land, thereby destroying the viability of the agricultural industry and quality of life for county residents; and
  - c. Maintenance of a consistent, conservative, long-term incremental growth and expansion program within the County's Growth Area, to encourage growth within the Growth Area while actively discouraging growth within the NAR and SAR and on or adjacent to designated parks and natural resource areas.

B. The public utilities infrastructure presently located within the Growth Area (however defined) is inadequate to permit the County to commence to channel high-density residential development within that area and away from private-well-and-septic development in the rural tier. The development of regional public utility infrastructure within the Growth Area is therefore critical, both to provide incentives for development within the Growth Area but, just as important, to take pressure off of growth in the rural tier.

C. There is a consensus that the lack of water and sewer service within the Growth Area will also severely impede the efficient development of commercially and industrially zoned land there, and that a regional water and sewer authority should be established to develop such infrastructure.



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- D. There is a consensus that the County does not presently have available a sufficient stock of commercially and industrially zoned land, located within the Growth Area, which is fully approved and permitted and available for immediate use. The lack of commercial office space is particularly acute: there is practically no stock of spec commercial office space within the Growth Area.
- E. Critical information about the County's stock of commercially and industrially zoned land should be made more accessible to the community. For example: Where is the stock located with respect to the Growth Areas, and how is this stock distributed within the Growth Areas? Of the stock of commercially/industrially zoned land within the Growth Areas, how much of this stock is practically developable, given environmental and other site constraints? Of the stock of practically developable land within the Growth Areas, how are the parcels distributed within the Growth Areas? What portion is now, or can readily be, served by municipal water and sewer service and other required utilities? For parcels which are not presently serviced by municipal utilities, how can they be prioritized for such service, so that the development of these parcels can proceed in a coordinated and complementary fashion with the growth and expansion of the County's water and sewer system within the Growth Areas?
- F. The Subcommittee is also uncertain how much practically developable residential land is available to the County in the Growth Area.
- G. A balance must be struck between Industrial/Commercial and Residential development in the Growth Area, including "workforce" housing, including review and revision of zoning and development regulations in order to promote innovative mixed use development incorporating workforce housing, as well as a mix of other residential types.
- H. There is also broad agreement that residential as well as commercial and industrial development in the Growth Area, and the development of regional water and sewer facilities there, should be coordinated, so that each proceeds together, in a mutually complementary fashion within the region. This can be achieved by first identifying the most economically efficient method for designing and expanding water and sewer service throughout the Growth Area, and then prioritizing approval of residential, commercial and industrial projects, creating regulatory incentives for development consistent with the overall plan.



# LAND USE



## III. Recommendations

- A. **Establish a water and sewer authority**, as an independent authority possessing full powers to raise and spend monies (including bond issuance authority), as a self-sustaining authority, to create, modify, improve and expand water and sewer facilities within the Growth Area, in partnership with existing facilities managers within the towns, to the extent possible, but as quickly as possible in any event. The report and recommendations of the County's previous water and wastewater task-force should be considered and re-evaluated in connection with this.
- B. **Direct the water and sewer authority to plan and construct a water and sewer infrastructure within the County's designated Growth Area**, with the cooperation and input from affected towns, to the extent that this can be achieved, but in any event, with or without that cooperation.
- C. **Inventory, at the earliest practicable date, all commercially and industrially zoned land within the County** which is actually capable of being brought on-line, and into productive use, within the next 3 to five years. This would mean critically examining the stock of nominally-zoned Commercially and industrially zoned land and deducting from that base the acreage which was not practically available, either as the result of clear site constraints or because the land was not likely to be made available for commercial and industrial uses (as, for example, commercially and industrially zoned land within MEA zones, which was being reserved for mining/extraction uses for the foreseeable future).
- D. **Allocate funds to maintain and enhance, within the Office of Planning and Zoning, the GIS system** for the County's lands, including necessary hardware and software, so as to permit the planning and zoning offices of the County to more accurately inventory the County's lands, track development and growth trends, and better plan within designated growth and preservation areas.
- E. **Prioritize the stock of commercially and industrially zoned land** within the County in terms of relative desirability for immediate or near-term development.



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F. **Identify public services/infrastructure impediments** to the rapid development of such commercially and industrially zoned lands and should tailor public infrastructure improvements to serve priority identified parcels or areas.

G. **Support and enhance the continuous improvement process for County's permitting operations.** The County should critically examine the development and plans review process in order to identify all readily removable barriers or impediments to the rapid and efficient processing of plans, permitting and approvals for priority identified commercially and industrially zoned lands. Establish plans review, creation of separate departments or subdivisions within the County's permitting staff to focus specifically on commercial and industrial plans review, or other matters with the general goal being to create the perception, as well as the reality, that the County is favorably disposed to commercial and industrial development within the Growth Areas and is prepared to be regulatorily competitive with other neighboring jurisdictions in this regard, and, within reason, is prepared to adapt its permitting and regulatory processes in a manner designed to make commercial and industrial development in Cecil County Growth Areas comparatively attractive in relations to other neighboring jurisdictions. Again, The Subcommittee wishes to emphasize that its call for increased efficiency and expeditious review and approval is not meant to be at the expense of timely and meaningful notice to, and participation by, all relevant stakeholders in the development review process.

H. **Review and modify existing planning and zoning ordinances, development plan and permitting processes,** where and as necessary, to insure that the effects of these regulations and processes support, rather than impede, the overall land use goals. Use of PUD and overlay zones, fast-track approval review and processes or other innovative procedures should be considered, employed or encouraged in order to incent efficient, cost-effective, publicly desirable development within the Growth Area and to promote innovative design, and uniformity or compatibility of design elements, for buildings, landscaping, signage, hardscaping and the like. The Subcommittee wishes to emphasize that its call for more efficient and expeditious review and approval is not meant to be at the expense of timely and meaningful notice to, and participation of, all relevant stakeholders, such as affected community representatives and concerned public interest groups, in the process as is permitted by



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growth in the rural tier.

- I. Establish regulatory or tax incentives, as well as disincentives, within the context of the County's zoning and development regulations, as well as within the recordation and transfer tax regulations, to encourage development of municipal-utility-served residential development within designated Growth Areas while discouraging such growth in the rural tier.
- J. **Plan for future energy-efficient living by emphasizing mixed-use and transit oriented development**, to promote residential, commercial, retail and recreation uses in close proximity to one another.
- K. **Emphasize code enforcement within the Route 40 Corridor to counteract blight**, require clean-up of unattractive properties, and industrially zoned lands and tailor public infrastructure improvements to service priority identified parcels or areas.





# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

## I. Overall Observations

- A. The Commissioners need to develop a shared vision of the desired impact of the base relocation on Cecil County. This vision needs to be incorporated into ongoing strategic and financial planning.
- B. Additional data will be needed on a continuing basis, including demographic data on those considering relocation to Cecil County. The experience and recommendations of local government, business and social service providers in St. Mary's County (Patuxent Naval Base) and Northern Virginia (Ft. Belvoir) should be solicited.
- C. Current concerns about workforce shortages in the public sector may be magnified when competing opportunities are created by BRAC. This is particularly relevant to law enforcement, social services, and public health. Salary ranges at both a county and state level are non-competitive.
- D. The focus of BRAC planning has primarily been on population shifts. The planning needs to emphasize collaborative program development with APG and Harford County.

## HEALTH SERVICES

### I. Key Challenges and Opportunities

- A. Increased growth most likely in western region of County, whereas health services, hospital, health department are concentrated in eastern region. New facilities and satellite offices would be needed in western region.
- B. Current shortages of obstetricians, primary care physicians, mental health and substance abuse professionals, dentists, nurses and other health professionals will be aggravated with additional population growth.
- C. Public health funding inadequate; flaws in funding mechanism are creating an ever-widening gap between requirements and State funding, which would be aggravated by need for additional services.
- D. A significant percentage of family members of potential transfers due to BRAC are currently employed in health care. Their recruitment to positions in Cecil County may reduce the deficit of healthcare workers.
- E. Providers of community health and public safety in areas impacted by prior base relocations (Fort Belvoir, PAX) should be incorporated into planning.
- F. Public transit to get to health care providers is limited or non-existent.



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

## II. Identify Needs

- A. Revision of the public health funding mechanism (requires State legislative action).
- B. Coordination between Union Hospital, the Cecil County Health Department, APG personnel, the Community Health Advisory Committee (CHAC), Cecil Partnerships for Children, Youth and Families and others for community health planning and needs assessments.
- C. Designation of Cecil County as federal Health Professional Shortage Area (HPSA) designation will facilitate physician recruitment.
- D. Planning of school-based wellness center(s) and their locations – to be completed in FY2007.
- E. Determination of target levels of health services and personnel needs based on population projections. Recruitment of personnel based on these needs.
- F. Research and planning for facilities to house additional services in western Cecil and to determine transit opportunities for all facilities.
- G. Revision of emergency planning to reflect increased population in Peach Bottom EPZ and western section of county.
- H. Periodic update data on demographics and timing of relocation activity.

## III. Recommendations

- A. **Recruit health care provider personnel as needed to meet demographics as determined by research** (above).
  - 1. Pursue designation as Health Professional Shortage Area (see above)
  - 2. Application submitted for Federally Qualified Health Center in western Cecil County.
  - 3. Enhance programs to meet community needs as assessed by HPSA data, CHAC Community Health Survey, Union Hospital planning studies and other community health planning and needs assessments.
- B. **Assure stable and adequate funding for public health infrastructure and core functions**; legislation needed to correct public health funding mechanism.
- C. **Provide satellite health facilities in western Cecil** so that services will be available where need is.
- D. **Enhance emergency health/public health infrastructure in western Cecil.**
- E. **Identify and establish public transit opportunities** serving health care facilities.



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

## IV. Challenges and Constraints

- A. Need for cohesive community approach to common challenges (multiple private and government agencies, multiple town governments).
- B. Inadequate public health infrastructure for expanded personnel and agency operations.
  - 1. Fragmented funding streams and inadequate public health funding.
  - 2. Need for satellite facilities in western Cecil.
  - 3. Inherent lag time in matching recruitment and facilities to population needs during a time of rapid growth. Private providers unlikely to expand services until after patient base has arrived.
  - 4. Need for ongoing reliable data about demographics and timing of relocation activity.

## SOCIAL SERVICES

### I. Key Challenges & Opportunities

- A. BRAC families will alter county demographics and increase the need for access to quality Human Services for those in crisis.
- B. Increased demand for non-emergency community services i.e. recreational, cultural, and other leisure activities.
- C. Increased demand for judicial and legal services. Current facilities are inadequate to accommodate volume increases.

### II. Identify Needs

- A. Need to establish process and procedures to quickly identify changing needs and resources.
- B. Need to improve coordination, communication and collaboration between municipal, county, state and federal governments and funding sources.
- C. Need to attract qualified staff.
- D. Need to secure adequate funding for staff, programs, and facilities.

### III. Recommendations

- A. **Seek grants to research impact of other base expansions on local communities** elsewhere in the United States.
- B. **Conduct yearly community needs assessments, funded by local governments** in cooperation with United Way and Cecil Partnerships for Children Youth and Families.



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

## IV. Challenges & Constraints

- A. Need for clear policy and political consensus on local response to BRAC and its effects vis-à-vis Cecil County.
- B. Local funding sources not identified.



## PUBLIC SAFETY - Law Enforcement

### I. Key Challenges and Opportunities

- A. Need for increased law enforcement manpower, including both sworn and civilian support staff to meet anticipated demand for additional public safety services associated with structured population growth. Current shortage of law enforcement officers throughout the country presents a difficult challenge to attract and retain qualified, diverse individuals at a local level.
- B. Emergency response plans need to be evaluated and adjusted to accommodate anticipated increase and/or shift in population density.
- C. Technology investments needed to adequately prepare for long-term projects and upgrades necessary to deliver professional and efficient public safety services.
- D. The current correctional facility needs to be expanded to adequately prepare for the anticipated additional inmate population growth.
- E. New commercial and residential facilities may strain current staffing in environmental/code enforcement.



### II. Identify Needs

- A. Funding to address the issues of recruitment and retention of adequate law enforcement personnel to provide a safe and secure environment for the citizens of Cecil County.
- B. A collective effort to consolidate law enforcement resources to work cooperatively with all departments and agencies.
- C. Research grant availability and other funding sources including State and Federal Legislative assistance
- D. Planning and funding of appropriate infrastructure (space, equipment, vehicles, communication system) to accommodate future additional manpower strength.

### III. Recommendations

- A. **Develop appropriate recruitment plan to attract sufficient number of candidates for law enforcement position** in anticipation of future



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES



public safety issues.

- B. **Coordinate all law enforcement administrators to develop a master plan to combine and share resources.**
- C. **Establish a public safety committee** to periodically review demographic information to adequately prepare and plan for future population expansion.
- D. **Identify appropriate training facilities to prepare and certify new law enforcement officers** for full service employment.

## IV. Challenges/Constraints

- A. Funding for staff hiring, additional facilities and all other infrastructure needs to support both law enforcement and corrections.
- B. Political support including local County Commissioners to prioritize and identify funding sources within structured time constraints.
- C. Research and identify an appropriate source of data information to judge the impact and timing of population growth.
- D. Timing of recruitment efforts to coincide with growth. Usually takes approximately four to six months to recruit and hire law enforcement officers. After hiring, there is a 25-week training academy course and finally 8 weeks of field training before being fully qualified.

## PUBLIC SAFETY - Emergency Services

### I. Key Challenges and Opportunities

- A. Assuming that the projected increase in population results in a parallel increase in call volume, as much as a 30% increase in calls to EMS will occur (assuming a 12,000 person increase in population). This will vary dependent on the demographics of new arrivals to the county. The result could be an additional dispatch/call taker position being needed as well as an additional medic unit. With a 30% increase in calls, fuel, maintenance and vehicle replacement would increase or decrease respectively by 1/3.
- B. With the projected increase in population, the possibility of additional cellular and VOIP services being used by citizens is more likely. The validity of Enhanced 911 data as well as Reverse 911 location accuracy may be a challenge. Billing for 911 services could be challenged. With an increase in call volume, additional 911 trunk lines will be needed.
- C. With the projected influx to the county, up to 15% of the population may not be aware of the county's emergency response resources.
- D. ED overcrowding can be anticipated; increases in usage, extended through times and an increase in yellow and red alert diversions must



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

be expected. EMS units will be re-routed resulting in extended in-service times.

## II. Identify Needs

- A. Legislative and Policy Needs (County Commissioners, State Legislature, Board of Education): Work with the ESNB to ensure legislation is adopted to ensure 911 services charges are appropriately enforced to include cellular phones and VOIP (Voice Over Internet Protocol) Users. Legislation must be adopted to ensure the maximum authorized local surcharge for 911 service is sufficient to support infrastructure build-out and maintenance.
- B. Information Needs and Sources: A profile of Public Safety organization and delivery serving the Monmouth, NJ area for comparison to current Cecil County services.
- C. Funding Needs and Sources: Legislative review of authorized surcharges and local jurisdictional allocations granted by the State to support 911 emergency access systems.
- D. Organizational Needs and Partnerships: Most partnerships are in place with state and local agencies.

## III. Recommendations

- A. **Work with Planning Commission to solicit information relevant to public safety, i.e., expectations of new residents;** develop communications media to be used for dissemination of local public safety services that outline access, response and planning.
- B. **Continue to work with the Emergency Numbers System Board on the Voice Over Internet Protocol technology** to ensure 911 calls are routed correctly and to ensure the 911 service charge is affixed to those phones utilizing the county's services.
- C. **Continue to evaluate the salaries and benefits for public safety positions to ensure they are comparable/competitive with jurisdictions with the same call volume and demographics.**

## IV. Challenges/Constraints

- A. Programs to be established at APG need to be researched in that they may affect public safety and disaster preparedness needs.
- B. Planning needs to continue for future as related to BRAC and other drivers of business and population growth. Strategic planning needs to be on ongoing process.
- C. Salary ranges for EMS, law enforcement and public health are low. BRAC will drain current staff unless increases are made.



# PUBLIC SAFETY , HEALTH & COMMUNITY SERVICES

- D. Ongoing need for doctors. Physician recruitment is challenging in Cecil County.



## **PUBLIC SAFETY - Fire and Ambulance**

### **I. Key Challenges and Opportunities**

- A. Residential, office and warehouse development in Cecil County will markedly increase the demand for fire and emergency medical services.
- B. Equipment, vehicles and facility needs for fire services are already substantial and will be increased by population growth.
- C. Recruitment and retention of well qualified staff will be necessary.

### **II. Identify Needs**

- A. Development of a 5-year capital equipment plan for fire and ambulance services with a focus on Western Cecil County.
- B. Coordination between local fire companies, the Cecil County Firemen's Association and County and local government to develop a master plan to combine and share resources.
- C. Development of a financial strategy to include state and federal assistance grants and taxes to fund necessary initiatives.

### **III. Recommendations**

- A. **Evaluate the need for additional fire substations in Western Cecil County.** Develop and implement a 5-year capital and facilities plan.
- B. **Consider the implementation of a mandatory sprinkler ordinance before major residential construction actively begins.**
- C. **Determine appropriate staffing needs and the balance of volunteer and professional fire fighters** to ensure recruitment and retention. Develop a county-wide membership drive to support staffing of the 9 volunteer fire companies.
- D. **Obtain funding for operating and capital needs through state and federal grants** and an additional property tax levy/builder impact fee.
- E. **Evaluate an incentive plan to encourage volunteer responsiveness** to emergency calls.
- F. **Accelerate planning and construction for bridge repair.**
- G. **Increase 911 fees on cell phones** in order to cover the expenses of updates and latest track mapping.

# TRANSPORTATION & INFRASTRUCTURE



## I. Challenges

### A. Roads

The Cecil County Department of Public Works contracted with Johnson Mirmiran & Thompson (JMT) in 2006 to conduct a road inventory study of the County's road system within our designated growth area. The study also looked at several roadways that are under the responsibility of the State Highway Administration (SHA) and the Maryland Transportation Authority (MdTA) as they are an integral part of our road network. The study identified deficiencies in the roadway network and has made recommendations for improvement to that system. Subsequent to the JMT Study, the Maryland Transportation Authority, in conjunction with the Toll Facilities Administration, conducted a study of the toll bridges over the Susquehanna River. Through this study, the issues of traffic flow, toll diversion and Rte. 40 intersection conditions was revealed in detail.

### B. Rail/Transit Service

Cecil County Government retained the services of Parsons Brinkerhoff in 2005 to examine the feasibility of closing the gap in commuter rail service that presently exists in Cecil County. The MARC Penn Line service terminates in Perryville and the SEPTA R2 service terminates in Newark, Delaware. The first phase of the study looked at what would be required to extend the SEPTA service into Cecil County. The second phase looked at extending the MARC service to Elkton. Relative to SEPTA service, the report recommended extending "Track A" to the south of the existing Elkton station, rebuilding both the Elkton and Newark stations, and re-configure the tracks in the Chrysler rail yard to eliminate conflicts between passenger and freight rail traffic. This recommendation was the most expensive of the options with an estimated price of \$63 million. The preferred alternative for MARC service extension was to provide service to Elkton and to Wilmington, Delaware. This alternative provided the best projection of ridership increase as well as the most rapid retirement of the capital costs.

### C. Water/Sewer

Cecil County Government has been working with a consultant and a Tributary Strategies Team to create a viable method to address the nutrient loading caps limiting discharges, both point and non-point, to the Chesapeake Bay. This is important due to the effect the nutrient caps could have in severely limiting expansion of existing sewage treatment plants and the establishment of new sewage treatment plants that will accommodate the



# TRANSPORTATION & INFRASTRUCTURE

residential, commercial and industrial development in the County's designated growth area.

Arro Consulting performed a study looking at surface and groundwater supplies. The result of this study as well as explorations by the private sector reveal that the water supply is promising to meet the County's future needs. The County has also been moving toward the provision of water and wastewater services in the area immediately north and west of the Town of Elkton. This effort may lead to the award of a franchise to an appropriate and qualified entity that can provide the required services to meet the projected quantities. County government is also aggressively moving to identify and correct system chokepoints and infiltration and inflow sources to maximize existing capacity.

Lastly, as the Meadowview Waste Water Treatment Plant (WWTP) does not discharge into a tributary of the Chesapeake Bay, it is not subject to the same nutrient cap limitations as the County's other WWTP's. Therefore, consideration will be given to a potential expansion of this facility to assist with meeting the sewerage demands of the County's designated growth area.

## II. Recommendations:

### A. ROADS

1. Improve intersections on Rt. 40, Rt. 222, Rt. 272, Rt. 279, and Rt. 213.
2. Widen Rt. 272 to four lanes between Rt. 40 and I-95.
3. Widen Rt. 222 to five lanes between Rt. 40 and I-95.
4. Develop access management plans for Rt. 222 and Rt. 40.
5. Placement of a new interchange on I-95 between Rt. 222 and Rt. 272.
6. Seek a partnership with Delaware and conduct a comprehensive analysis of the road network at the Delaware line to correct toll diversion and establish a joint toll facility.
7. Relocate the toll facilities on the Susquehanna River to the Delaware line.

### B. RAIL and TRANSIT

1. Extend MARC service to Elkton and Wilmington, Delaware and link to SEPTA service.
2. Link Rt. 65 bus service to Aberdeen Proving Ground.



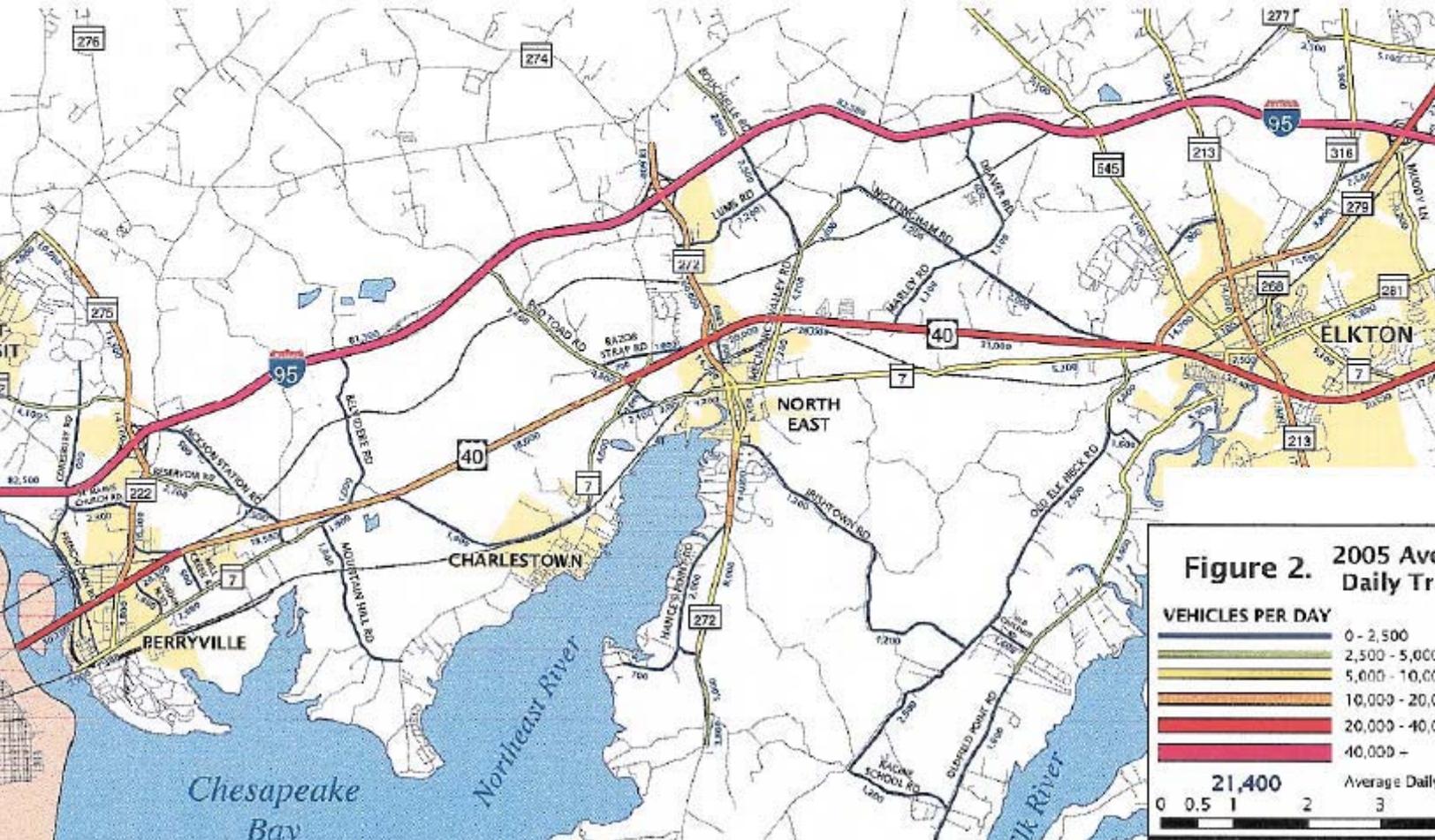
# TRANSPORTATION & INFRASTRUCTURE

## C. WATER/SEWER

1. Extend water and sewer service in the designated growth corridor.
2. Upgrade County wastewater treatment plants.
3. Evaluate all existing water service agreements and assess their current viability and to ensure they meet the health, welfare, and safety needs of Cecil County residents.
4. Explore the feasibility of a franchise system for the provision of water and sewer services by the private sector.
5. Eliminate inflow and infiltration issues throughout the system.
6. Seek an active, aggressive and solutions oriented partnership with the Maryland Department of the Environment and Maryland Department of Planning to facilitate the goals and objectives of the county comprehensive plan to concentrate the majority of residential commercial and industrial growth in the designated Growth Area.



# Cecil County 2005 Average Daily Traffic





# EDUCATION & WORKFORCE DEVELOPMENT

## YOUTH FOCUS

### I. Key Challenges & Opportunities

- A. Cecil County must build capacity for Science, Technology, Engineering, and Math (STEM) programs in the K-16 educational system.
- B. According to the 2000 Census, only 16.4% of Cecil County's population age 25 years and older have completed a Bachelor's or higher degree compared to the statewide average of 34.2%.
- C. The Cecil Community College/UMBC higher education partnership and Bainbridge Campus will provide access to Baccalaureate and graduate programs within Cecil County.
- D. Over the next 10 years (2005-2015), Cecil County's total population will increase by almost 11,000 individuals, or 11.5%. Three (3) age groups that are part of the community college market are anticipated to increase by double digits over the next 10 years: 20-29 will increase 23.6%, 50-59 will increase 11.4% and 60+ will increase 16.7%. Over the same time, public school enrollment will increase by 14% (MD Dept. of Planning).
- E. Cecil County must attract, inspire, and mentor young people to participate in STEM programs - - - particularly in middle school, high school and the first year of college.
- F. Possible educational program development to fill the workforce demand for BRAC jobs transferring to the region include Biotechnology, Computer Software Engineering (systems and applications), Electrical and Electronic Engineering, Environmental Science, and Network Systems.
- G. The Board of Education's plan for a new Career and Technical Education comprehensive high school will increase the number of graduates holding certification to fill the increased need for a highly technically literate workforce.
- H. A STEM Academy for high school students is being developed to enhance students' science, math, and technology education to provide greater access to higher education learning opportunities while attending high school.
- I. The County's undeveloped Bainbridge higher education campus is an opportunity for building capacity for STEM programs.
- J. Cecil County Public Schools has implemented Project Lead the Way curriculum in Engineering Principles, Engineering Design, Civil Engineering, and Digital Electronics.
- K. Cecil County Public Schools will pilot a new biomedical program in 2007.
- L. A well-developed career pathway is already in place for high school to higher education STEM programs.





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- M. A statewide higher education workforce is in the process of developing an Associate Degree program for Engineering that would be transferable to any four-year university in the state.

## II. Needs

- A. More Cecil County students must enroll in Science, Technology, Engineering, and Math (STEM) programs of study for the scientific, high technology jobs that will be created by BRAC (estimated at 9,100 positions).
- B. Capacity with regard to the student pipeline, facilities for STEM programming, and program offerings is a critical factor.
- C. A clearly defined career pathway from middle school through graduate studies for multiple options within the STEM programs.
- D. Classrooms, labs and equipment to support STEM programs in all educational sectors to include K-12, baccalaureate and graduate programs.
- E. Professional development for faculty in Project Lead the Way and STEM.
- F. Meaningful work and internship opportunities for students to support and strengthen their enrollment in STEM programs.
- G. A pool of quality mentors to encourage students to enroll and persist in STEM programs.
- H. Financial support for STEM program enrollees.
- I. Soft-skill training programs that emphasize workforce readiness, attitudes, proper behaviors, etc. (CCPS, CCC, & SWN).
- J. Marketing related to STEM Education Plans for students, parents, teachers, and guidance counselors to outline career and program options.
- K. Comprehensive information packets and website content addressing all components of the Cecil County education system (preschools, parochial and private schools, career tracks and higher education).
- L. Ongoing monitoring and refinement of relocation numbers.
- M. A deeper understanding of the profile of BRAC relocators to include all dimensions of the demographic, psycho-social, and physiological (life cycle) impact on the regional population.

## III. Recommendations

- A. **Develop accessible educational programming and resources to support STEM (K through graduate studies).**
- B. **Create a STEM career pathway from middle school through graduate studies.**



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- C. Continue work among K-12, community college, and university partners to **develop STEM curriculum and programs.**
- D. **Secure financial and human resources to support curriculum development** for K-12, Associate, Baccalaureate, and Graduate programs.
- E. **Provide funding for professional development opportunities for STEM and Project Lead the Way** faculty to support curriculum development.
- F. **Develop business partnerships** to support K-16 STEM programs through advisory boards, internships, and student mentoring.
- G. **Create scholarships and secure financial aid for students who enroll in the STEM programs.**
- H. Identify ways to **tie into resources from the Advanced Technological Education Center at Montgomery County Community College, PA.**
- I. **Establish linkages in programmatic planning with UMBC Research Centers** such as Bioinformatics.
- J. **Seek funding support from the Maryland Higher Education Commission and the State of Maryland to develop the Bainbridge higher education campus.**
- K. **Expand the focus of the Bainbridge campus** higher education plan to include graduate studies.
- L. **Integrate elements of workforce readiness** in all aspects of educational preparation and career development activities. Identify affiliated occupations and cross check for capacity and programs.
- M. **Implement the Kuder Career Planning System** (Internet-based system combining research-based interest, skills, and work values assessments with portfolio development, comprehensive educational and occupational exploration resources) for all County high schools, Cecil Community College, and select major employers.
- N. **Pilot workforce readiness software** through the Susquehanna Workforce Network through CCPS & CCC.
- O. **Increase awareness of the security clearance process** associated with DOD and associated sub-contractors employment.



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- P. **Develop internships with local employers** to provide students with a better understanding of on-the-job soft-skill needs and hands-on experiences to affirm their interest in critical shortage employment fields.
- Q. **Implement a comprehensive marketing campaign to promote STEM** educational opportunities.
- R. **Create a centralized webpage on the EDC website with comprehensive information on all components of the educational system** in Cecil County with special emphasis on STEM program options and pathways.
- S. **Secure funding to develop and disseminate marketing materials, outlining educational choices** (K through graduate studies) with special emphasis on STEM..
- T. **Continuously update and analyze the information available regarding the profile of the BRAC relocators** to ensure that the planning effort is consistent with changes that may occur. Include information from previous BRACs (lessons learned).

## IV. Challenges & Constraints

- A. BRAC recommendations will be implemented by 2011, so time to build an educational pipeline for careers is limited.
- B. Resources for curriculum development, faculty development.
- C. Identifying and securing incentives to fill STEM pipeline.
- D. Resources for marketing.
- E. Capital funding to develop the Bainbridge Campus

## ADULT FOCUS WORKFORCE DEVELOPMENT

### I. Key Challenges & Opportunities

- A. Only 16.4% of Cecil County's population age 25 years and older have completed a Bachelor's or higher degree compared to the statewide average of 34.2% (Census 2000).
- B. Lack of a Bachelors-level educational institution in Cecil County (Economic Development Commission 2004 Strategic Plan).
- C. Basic life skills and attitudinal work ethic are cited as a frequent concern among employers (Economic Development Commission 2004 Strategic Plan).



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- D. Fifty-six percent of the County's workers commute outside the County for work (Cecil Community College Master Plan Environmental Scan).
- E. Through November, unemployment in Cecil County has averaged 3.7% for 2006 (MD DLLR).
- F. BRAC implementation will begin September 2007 and conclude by September 2011.
- G. The BRAC activities report indicates that Aberdeen Proving Ground (APG) will have a net loss of 545 military positions, and a net gain of 7,037 civilian jobs. In addition, 2,662 embedded contractor jobs (contractors who operate out of government-supplied on-base space) will move to APG, for a total net employment gain of 9,154 positions. (BRAC Activities Affecting Aberdeen Proving Ground, Andrews Air Force Base, Bethesda Naval Hospital, and Fort Meade in the State of Maryland, March 2006).
- H. BRAC positions being transferred to APG are associated with the following functional areas: Human Systems Research, Vehicle Technology Directorates, Army Test and Evaluation Command, Chemical Biological Defense Research, Development and Acquisition, Communications-Electronics Life Cycle Management, Communications-Electronics Research, Development, and Engineering Center, Information Systems Development and Acquisition, and Communications-Electronics Command Communications Security Logistics Activity.
- I. Coordination of BRAC could be handled through the Economic Development Commission.
- J. Central Maryland Workforce Development Consortium may be an asset.

## II. Needs

- A. Assessment of current and future workforce training needs by specific employment sectors (Economic Development Commission 2004 Strategic Plan).
- B. Broad-based, job readiness education in basic math, interpersonal communication, customer service skills, appropriate workplace behavior, attitude, etc.
- C. Expand access to baccalaureate and graduate degrees, for adults, through the Bainbridge higher education campus.
- D. Cecil County must encourage more young people to enroll in Science, Technology, Engineering, and Math (STEM) programs of study for the scientific, high technology jobs to fill employer demand for existing jobs and those created by BRAC (estimated at 9,100 positions).
- E. A clearly defined career pathway from middle school through graduate studies for multiple options within the STEM programs.
- F. Recruit, train, hire, and retain a workforce which addresses each of the following potential BRAC workforce population segments. (i.e.



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Emerging Workforce, Incumbent Workers, Existing Workforce, Dislocated Workers, Disenfranchised Workers, Returning Workers).

- G. Ongoing monitoring and refinement of relocation numbers.
- H. A deeper understanding of the profile of BRAC relocators to include all dimensions of the demographic, psycho-social, and physiological (life cycle) impact on the regional population.

## III. Recommendations

- A. **Develop workforce preparation and educational opportunities for the existing and emerging workforce that is consistent with the impact of BRAC**, particularly related to STEM.
- B. Continue **work among K-12, community college, and university partners to develop STEM** curriculum and programs.
- C. **Provide Financial Assistance for incumbent, transitional and low skill/wage workers targeting STEM occupations.**
- D. **Provide outreach to transferee areas to promote spousal/dependent employment assistance.**
- E. **Seek funding to identify best practices for incumbent worker training.**
- F. **Enhance involvement with existing and emerging employers** and provide assistance in addressing the impact of BRAC.
- G. **Secure funding to provide business assistance** in recruiting the requisite workforce.
- H. **Develop business partnerships to support STEM** program training and expand applied learning opportunities.
- I. **Develop internships with local employers** to provide workers with a better understanding of on-the-job soft-skill needs and hands-on experiences to affirm their interest in critical employment areas.
- J. **Integrate elements of workforce readiness** in all aspects of educational preparation and career development activities.
- K. **Implement the Kuder Career Planning System** (Internet-based system combining research-based interest, skills, and work values assessments with portfolio development, comprehensive educational and occupational exploration resources) for select major employers, alumni



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seeking career transition, and SWN clients.

- L. **Pilot workforce readiness software** through the Susquehanna Workforce Network through CCPS & CCC.
- M. **Enhance STEM occupational and career information.**
- N. **Increase awareness of the security clearance process associated with DOD** and associated sub-contractors employment.
- O. Implement a comprehensive **Marketing campaign to promote STEM** employment and educational opportunities.
- P. **Create a centralized webpage on the EDC** website with comprehensive information on workforce training and educational options in Cecil County with special emphasis on STEM program options and pathways.
- Q. **Secure funding to develop and disseminate marketing materials**, outlining workforce training and educational options with special emphasis on STEM.
- R. **Promote BRAC/employment opportunities to commuters.**
- S. Continuously **update and analyze the information available to ensure that the planning effort is consistent with changes** that may occur.
- T. **Assess career opportunities in Cecil County** in sectors identified by those considering relocation.

## IV. Challenges & Constraints

- A. Time to develop and implement training programs - BRAC recommendations will be implemented by 2011, 38% of those who are definitely relocating and 38% of those who are considering relocation will have a spouse or significant other searching for a non-DOD position. Education, healthcare and skilled trade positions were among the primary career fields for these individuals. Resources will be needed to assist them with job placement.
- B. Capital funding to develop the Bainbridge Campus.
- C. Resources for curriculum development for both associate through graduate studies and training programs for incumbent workers.
- D. Resources for marketing.



# INFORMATION TECHNOLOGY

## I. Challenges and Opportunities

- A. Sufficient financial resources to both develop and maintain IT infrastructure and resources.
- B. Obtain the buy-in and active support of County leadership and public on the need for continued IT investments.
- C. Establish Cecil County as a vibrant and technologically advanced community focused on attracting high paying jobs for its residents.
- D. Position Cecil County to capitalize on the increasing opportunities associated with a technology based economy.
- E. Empower Cecil's new and existing businesses through the use of new technologies.

## II. Recommendations

- A. **Obtain specific information from broadband service providers concerning the current and planned location(s) of industrial and residential capacity.**
- B. **Develop a plan to continually educate the County leadership and citizens concerning the vital importance of strategic technological investments.** Seek funding support, in cooperation with the private sector, from all who will benefit at the federal, state, and local level.
- C. **Position the County's technology infrastructure to serve as a magnet for industry.** To do this shall require:
  - 1. Full implementation of a robust automated permitting system.
  - 2. Continued enhancements to the GIS platform.
  - 3. Promoting available industrial sites in the growth corridor.
  - 4. Aggressive marketing of Cecil County as the ideal place to do business along the I-95 corridor through the ever increasing use of technology.
- D. **Identify resources and programs to assist and educate the small business community on effective use of new technologies.**

## III. Overall

The County's use of technology should be used to:

- A. Improve the efficiency of government
- B. Make information more accessible to the public
- C. Market the County's assets
- D. Maintain and/or improve public health and safety

# APPENDIX



The following are acronyms that seem most likely to be encountered by Cecil's BRAC group members in the course of their deliberations. The list is not intended to exhaustively cover all acronyms used by military organizations, but even for Cecil County's BRAC purposes, it may be incomplete; as additional acronyms arise, let the Cecil County Office of Economic Development know and the list will be revised. A brief description of the organizations relocating to APG as a result of BRAC is also being provided separately.



**AEC.** Used as an acronym for each of two distinct organizations: (1) the US Army Environmental Center, relocating from the Edgewood Area of APG to Fort Sam Houston, TX, and (2) the Army Evaluation Center. Presently the Army Evaluation Center is partially co-located with HQ ATEC in Alexandria, VA and at APG; as a part of BRAC actions it will be consolidated at APG.



**AMC.** Army Materiel Command. Located in Alexandria, VA, HQ AMC is the higher HQ for several APG organizations and is to relocate to Redstone Arsenal, AL.



**AMSAA.** Army Materiel Systems Analysis Activity, located at APG. Its higher HQ is

**APG.** Aberdeen Proving Ground.

**ARL.** Army Research Laboratory. The HQ and some of its subordinate activities are located at Adelphi, MD; three directorates are located at APG, and the Vehicle Technology Directorate (VTD) now located at Glenn, OH and Langley, VA, will relocate to APG. ARL is a part of RDECOM.



**ATC.** US Army Aberdeen Test Center, located at APG. Its higher HQ is DTC, also at APG.

**ATEC.** US Army Test and Evaluation Command. Also sometimes used to refer only to the HQ of the command, HQ ATEC, which is located in leased space at Alexandria, VA and is to move to APG. Commanded by a general officer; ATC and DTC report to HQ ATEC, which in turn reports to HQ DA.

**BRAC.** Base Realignment and Closure.

**C4ISR.** Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance; C4ISR is not an organization, but a unifying concept of operations for the organizations involved in this broad area of activity.



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**CECOM.** Communications-Electronics Command; a part of the CE LCMC located at Fort Monmouth and to be relocated to APG; CECOM performs what is generally known as sustainment, (the acquisition, logistics, maintenance, and repair of communications and electronics equipment and software).

**CE LCMC.** Also C-E LCMC; the Communications-Electronics Life Cycle Management Command; headed by a major general; located at Fort Monmouth and to be relocated to APG; serves as a unifying headquarters for CECOM, PEO C3T, and PEO IEW&S. Its higher HQ is AMC.

**CERDEC.** Communications-Electronics Research, Development and Engineering Center. A part of RDECOM and one of the organizations relocating to APG from Fort Monmouth; also considered to be a part of “Team C4ISR.”

**CHPPM.** The US Army Center for Health Promotion and Preventive Medicine, located at the Edgewood Area of APG; not involved in BRAC changes.

**CMA.** Chemical Materials Agency, located at the Edgewood Area of APG with oversight of chemical weapons destruction; not involved in BRAC changes.

**COE.** Can have either of two distinct meanings: (1) sometimes used as an acronym for the US Army Corps of Engineers; (2) occasionally used as an abbreviation for “center of excellence,” a phrase the Army often uses to describe a massing of expertise and resources on some area of work at a single location.

**DA.** Department of the Army.

**DOD.** Department of Defense; also written as DoD.

**DOL.** Department of Labor.

**DTC.** Developmental Test Command. The HQ for DTC is located at the Aberdeen Area of APG and is a part of ATEC; headed by a general officer.

**DTRA.** Defense Threat Reduction Agency. The portion of DTRA HQ that deals with defense against chemical and biological weapons, located at Fort Belvoir, VA, is to relocate to APG. DTRA reports to OSD.

**ECBC.** US Army Chemical Biological Research, Development and Engi-

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neering Center; located at the Edgewood Area of APG and a part of RDECOM; not directly involved in BRAC relocations, but its missions are related to those of several incoming organizations.



**FCS.** Future Combat System; FCS is the Army's largest and most complex development program, with an estimated cost of over \$130 billion and intended to provide a new generation of vehicles (including unmanned aerial vehicles as well as ground systems), communications, and command and control systems. It is not directly a factor in BRAC, but may arise in discussions because sub-elements of FCS are important activities for the Fort Monmouth organizations and the T&E organizations at APG.



**HQ.** Headquarters.

**ICD.** An acronym sometimes used in verbally referring to the US Army Medical Research Institute for Chemical Defense, located at the Edgewood Area of APG. Not involved in BRAC actions, but its activities are related to those of personnel relocating from Walter Reed Medical Center. Also sometimes called MRICD.



**JPEO.** Joint Program Executive Office, Joint Program Executive Officer. A PEO whose activities provide products for more than one of the services (the Army, Navy, Air Force, and Marine Corps). The JPEO for Chemical and Biological Defense (JPEO CBD) is to relocate from leased space in Alexandria, VA to APG.



**LCMC.** Life Cycle Management Command. A HQ, commanded by a major general, which oversees the activities of a grouping of PEOs and sustainment activities and reports to AMC. The intent of the LCMC concept is to provide "cradle to the grave" oversight for an area of Army materiel.

**MILCOM.** Literally a contraction of "Military Communications," this is the title for a large symposium and display held each year for the broad C4ISR area, e.g., MILCOM 2005 was held in Atlantic City in October.



**MILCON.** Military Construction; may refer to construction projects, e.g., for buildings, but often refers to funding for those projects. MILCON funding is a distinct national budget appropriation, separate from other defense funding that is provided via the annual National Defense Authorization and Appropriation Acts.

**OC&S.** The US Army Ordnance Center and Schools; colloquially known as the Ordnance School, relocating from APG to Fort Lee, VA.

**O&M.** Operations and Maintenance; often refers to the category of funding

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that supports the broad range of activities in maintaining military bases and activities.

**OEA.** Office of Economic Adjustment; an OSD field agency that assists State and local governments in planning and carrying out community-based programs in response to DOD actions. The OEA provides planning grants to deal with BRAC gains as well as BRAC losses.

**OSD.** The Office of the Secretary of Defense.

**PEO.** An office managing a group of related program, project, or product offices which together represent significant levels of funding and complexity for development and procurement activities. The program executive officer is usually a brigadier general or equivalent level member of the civilian senior executive service.

**PEO C3T.** Program Executive Office Command Control and Communications Tactical; located at Fort Monmouth and part of the CE LCMC, to be relocated to APG.

**PEO EIS.** PEO Enterprise Information Systems; located at Fort Belvoir and will not move to APG. It provides business information systems and information technology support to the Army and addresses such areas as procurement, manpower, and force management software. It is not part of the CE LCMC, but is viewed as a strategic partner and part of the C4ISR team.

**PEO IEW&S.** PEO Intelligence, Electronic Warfare and Sensors; a part of the CE LCMC, to be relocated to APG.

**PM.** An acronym for program manager, project manager, or product manager; each of these manages the development and initial procurement of a set of related materiel programs, the largest and most complex being managed by a program manager, the smallest by a product manager. PM may refer either to the office or to the officer who heads it.

**PM Guardian.** Project Manager Guardian, manager for a large program providing US military installations protection against attack with chemical and biological weapons; reports to JPEO CBD.

**RDE.** Research, development and engineering.

**RDEC.** Research, development and engineering center; a generic term sometimes used in discussions of the centers, such as ECBC and CERDEC, that are a part of RDECOM.

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**RDECOM.** The US Army Research, Development and Engineering Command. The HQ is located at the Edgewood Area of APG; headed by a major general, RDECOM includes ARL, AMSSA, ECBC, CERDEC, and five other RDECs across the country.



**RDT&E.** Research, development, test, and evaluation; a broad categorization of activities and funding, e.g., in contrast to procurement or O&M.

**T&E.** Test and evaluation.

**Team C4ISR.** Team C4ISR (command, control, communications, computers, intelligence, surveillance, and reconnaissance) is an operating concept, rather than a formal organization, that encompasses the three PEOs, CECOM, and CERDEC.



**USAMRICD.** US Army Medical Research Institute for Chemical Defense. See also ICD.

**VTD.** Vehicle Technology Directorate, an ARL directorate that is being relocated from Glenn, OH and Langley, VA to APG.



**20th Support Command (CBRNE).** The 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosives); located at APG and headed by a general officer, the Command is not involved in BRAC actions. It is a major subordinate command of the US Army Forces Command and manages technical assets for response to a wide variety of attacks.

**VTD.** Vehicle Technology Directorate, an ARL directorate that is being relocated from Glenn, OH and Langley, VA to APG.



**20th Support Command (CBRNE).** The 20th Support Command (Chemical, Biological, Radiological, Nuclear and High Yield Explosives); located at APG and headed by a general officer, the Command is not involved in BRAC actions. It is a major subordinate command of the US Army Forces Command and manages technical assets for response to a wide variety of attacks.





# CONTACTS

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