



Cecil County, Maryland 2019 Proposed Budget in Brief

Cecil County's Budget In Brief is a financial summary to provide our citizens with an overview of our Annual Operating and Capital Budgets. It includes information on how the budget is developed and what it ultimately means in terms of services to our community.



INTRODUCTION TO THE BUDGET IN BRIEF

	<u>Page</u>
Structure of the County's Funds & Purpose of Budgets	3
Key Provisions & Accomplishments - FY19 Budget	5-7
Cecil County Total FY19 Proposed Budget – All Funds	8
Total Proposed Revenues General Fund	9
Total Proposed Expenses General Fund	10
General Fund Revenue Budget Summary FY19	11-12
General Fund Expense Budget Summary FY19	13-18
Capital Improvement Program Highlighted Projects	18-20
Proposed Revenues Solid Waste Enterprise Fund	21
Proposed Expenses Solid Waste Enterprise Fund	22
Proposed Revenues Wastewater Enterprise Fund	23
Proposed Expenses Wastewater Enterprise Fund	24
Organization Chart	25
Key Elected Officials and Administration	26
Budget Process and Calendar	27
Cecil County Maryland, Fiscal Policy	28
Adherence to the Strategic Plan	29-33

Cecil County's Budget in Brief is a financial summary to provide our citizens with an overview of our Annual Operating and Capital Budgets. A budget is a reflection of what resources are available to the government and how the government uses those resources to deliver services to the citizens of our community.

- **Fiscal Policy** defines the cornerstones of our financial management plan.
- **Budget Overview** summarizes the fund structure of the operating and capital budgets.
- **Key Budget Assumptions** detail some of the strategies used to prepare the budget.

Core schedules present highlights of the FY 2019 Budget using summaries and charts of significant County operating funds. A brief explanation of how revenues were projected and appropriation decisions were made follows each fund's summary with specific emphasis on the General Fund. An overall summary of Capital Budget revenues and expenses is provided, as well as a listing of projects in which a great deal of citizen interest has been expressed.

Supporting information includes:

- The annual **Budget Process** and the deadline calendar are presented.
- A County **Organization Chart**.
- A list of **Key Elected and Administration officials** and staff involved in the budget process.
- The Budget's **Adherence to the Strategic Plan** is explained.

CECIL COUNTY MARYLAND

STRUCTURE OF THE COUNTY'S FUNDS AND THE PURPOSE OF THE BUDGETS

Cecil County's comprehensive financial and operating plan for the fiscal year is comprised of the Annual Operating and Capital Budgets for all funds as well as our Five Year Capital Improvement Program.

OPERATING BUDGET

The Annual Operating Budget details fiscal information for all County funds, departments, and agencies along with information on services, programs, goals, objectives, and staffing requirements. Also specified are the County's contributions to component units such as the Board of Education, Cecil College, and Cecil County Public Library.

The budget consists of separate established "funds" to record the receipt and application of resources which by law or generally accepted accounting principles must be kept distinct:

The County reports the following major governmental funds:

The **General Fund** is the primary operating fund of the County. It accounts for all financial resources of the County except those resources required to be accounted for in another fund. The general tax revenues of the County, as well as other resources received and not designated for a specified purpose, are accounted for in the General Fund.

The **Other Grants Fund**, a special revenue fund, accounts for state and federal general fund grants and associated matching funds requirements and similar project funds.

The **Housing Programs Fund**, a special revenue fund, accounts for state and federal grants legally restricted to assist low income families and individuals with paying their rent, utility, and other housing costs.

The **Casino Local Impact Fund**, a special revenue fund, was established to account for the County's share of the revenue generated at Penn National's Hollywood Casino – Perryville. The County shares 35% of the revenue with the Town of Perryville.

The **General Capital Projects – Construction Fund**, a capital projects fund, was established to account for the expenditures on facilities and capital infrastructure intended for general use by the County. Bonds and other general County resources fund these expenditures.

The County reports the following major enterprise funds:

The **Wastewater Fund** accounts for the sewage and wastewater service operations and is intended to be self-supporting through user fees. The Wastewater Fund operates sewage collection and treatment systems.

The **Landfill Fund** accounts for the solid waste operations and is intended to be self-supporting through user fees. The Landfill Fund operates solid waste collection points, recycling programs, and a central landfill.

The **Property Management Fund** accounts for the rental income and related expenses for the operation and efficient management of the property located at 107 Chesapeake Boulevard.

The County also reports the following fund types:

Internal Service Funds are used to account for vehicle maintenance services, information technology, and financing of workers compensation and health insurance provided by the County to other departments and component units of the County on a cost-reimbursement basis. In addition, employee contributions to the health insurance plan and related expenses are accounted for within these funds. This type of fund is to better allow management to plan and to manage the expenses.

The **Pension Funds** are fiduciary funds of the County and are used to account for monies set aside by the County to pay for future post-retirement benefits. This group consists of The Cecil County Pension Plan for Public Safety Employees Trust Fund which accumulates resources for pension benefit payments to qualified public safety employees or their beneficiaries and The Cecil County Maryland Non-Pension Post-Employment Benefits Trust Fund which collects monies to assist retirees with payment of post-retirement health insurance premiums.

Agency Funds account for assets held by the County in a custodial capacity (assets equal liabilities) and do not present results of operations or have a measurement focus. The State Tax Collection Fund and the State Bay Restoration Fund are used to account for taxes and fees collected by the County on behalf of the State of Maryland. The Town Collection Funds are used to account for taxes and fees collected by the County on behalf of the towns of Cecilton, Charlestown, Chesapeake City, Elkton, North East, Perryville, and Port Deposit and Rising Sun.

CAPITAL BUDGET & CAPITAL IMPROVEMENT PROGRAM

Cecil County Government officials, with input from all departments and agencies, identify the long-range need to construct new or improve existing public facilities, and formulate a capital plan consisting of a one year Capital Budget and a six year Capital Improvement Program. The Capital Budget provides appropriation authority and the Capital Improvement Program provides planning for projects of long-term usefulness and identifies the projected size and cost and likely financing sources. The Program includes projects which require large expenditures of funds exceeding \$100,000, are usually programmed over more than one year, and the projects result in durable capital assets.

CECIL COUNTY MARYLAND

KEY PROVISIONS AND ACCOMPLISHMENTS OF THE FY 2019 BUDGET

We are pleased to present this budget that reflects a balanced approach to governing, which was crafted by adhering to sound fiscal management policies and practices, and complies with Charter Section 601 as it relates to the Strategic Plan.

Following are a few highlighted items that are included in the Proposed FY 2019 Budget.

- This Budget establishes a balanced budget with no use of Unassigned Fund Balance. The rate for both property and income tax were left unchanged meaning current revenues are paying for current expenditures.
- This Budget fulfills promises to our citizens by working to attract and retain a high quality, trained workforce to staff public safety and other positions within Cecil County Government, the Board of Education, Cecil College, and our Public Libraries.
 - Law Enforcement Officers collectively bargained and agreed to a new three year contract that is supported within the FY2019 Proposed Budget. On July 1, 2018 officers will be placed on a new competitive pay scale based on years of service with the agency. The County continues to support Law Enforcement's efforts to attract and retain skilled officers to keep our citizens safe.
 - For Emergency Responders collectively bargained under the IAFF agreement, a 2.5% COLA will be added to their compensation on July 1, 2018.
 - Dispatchers who have been employed with the County for more than 5 years will receive a 6% increase and will earn the rank of Senior Dispatcher. With the addition of Senior Rank for dispatchers, the County has now recognized and will promote all employees who work in Public Safety to a Senior Rank.
 - On July 1, 2018 the County will implement a new pay scale for non-public safety employees. The new structure enables the County to maintain salary structures at competitive market levels that rewards and retains qualified employees. Due to limited budget resources, the new pay plan will begin in FY2019, with all employees being placed on the scale, and will be funded as budget is available. In FY2019 the County's entry level jobs will see the biggest increases in compensation as the study confirmed several positions are not currently at a minimum competitive wage.
 - The Budget funds the increased costs of the healthcare program provided to County, College, and Library employees. The budget anticipates normal cost increases and a standard number of high-dollar claims for a plan this size.
- In efforts to enhance the benefits offered to County employees, the FY2019 proposed budget supports an increase to the County's match to the 457 Deferred Compensation Plan to a total match amount of \$500 from the current \$375. The County has also proposed to increase the life insurance death benefit for employees from the current maximum of \$50,000 to \$100,000.
- This Budget also continues to support the growing needs of public safety by adding two additional paramedics in January 2019, to the workforce. This group continues to feel the

strain on personnel, due to responses to calls relating to the opioid epidemic. Additional staff should help mitigate the use of overtime and help improve response times.

- The County's workforce needs are constantly changing as the services provided and the technology needed to efficiently manage and support County Government continues to adjust to the needs of its citizens. The FY2019 Proposed budget adds the following fulltime positions starting July 1, 2018:
 - Cyber-Security Analyst for the Information Technology Department. After a third party performed a cyber-assessment of Cecil County's IT network, it was determined the County should focus more on potential risks and threats to its network. An analyst dedicated to the integrity and safety of the system is essential to the daily operations of the County.
 - Animal Services attendant will be added to the staff at Cecil County Animal Services. The animal shelter continues to see increases in the number of animals needing assistance and as a result the need for trained staff continues to increase. This position will help alleviate the overtime budget for this department.
 - Recreation Specialist for Parks and Recreation. The growing need for programs in the County have reached levels that the current trained staff can no longer manage. The success of the after-school program at North East Middle School has escalated the need for trained staff to work with the County's youth to provide safe and healthy activities.
- The County's regular allocation to the Board of Education for managing the County's public schools is increasing by \$775,000 to a total of \$82,463,528. This allocation is 2.26% or \$1,826,450 above the State's Maintenance of Effort calculation.
- The County's small capital support program for the Board of Education funds an energy performance contract, a carry-over project to replace VAV (variable Air Volume) units and replace the track, fence and LED lighting at Bohemia Manor High School, replace septic piping in septic pump pit at Rising Sun Elementary School, attaching a handicap ramp to the stairs at Cecil Manor Elementary School and the first in a list of upgrades to ensure all entrances into Cecil County Public Schools are secure. The total funding of small capital projects in FY2019 is \$1,758,913.
- The FY2019 Proposed Budget for Cecil College supports a budget increase of \$350,000 over FY2018 to support the important work of educating the future workforce in Cecil County.
- The Budget's funding of Cecil County Public Library allows for a pilot program to open the Elkton branch on Sunday afternoon's during the school year. Cecil is one of the few counties in the state whose library system does not offer Sunday operating hours. The County supports the CCPL's valuable resources, services, and facilities being accessible on Sundays to the citizens of Cecil County.
- The Budget provides \$400,000 of funding towards compliance work related to the State's Municipal Separate Storm Sewer System (MS4) phase two permit. The funds are to be used as matching funds on a larger State/federal grant to satisfy a milestone of restoring 20% of the impervious surface area within Cecil County by the year 2025.
- The Debt Service Budget reflects savings of \$2,137,930 from the amortization of bond premiums received during the issuance of 2016 and 2017 bonds.

- The FY2019 Capital Improvement Program (CIP) has been set so that the projects established at the levels of funding can be sustained to the end of the program horizon. This is a policy change implemented last year to ensure the fiscal sustainability of the capital program and ensuring the County can meet its defined capital needs.
- The FY2019 Capital Budget supports the ongoing construction of the new Gilpin Manor Elementary School and will fund the State supported project for the roof replacement at Bohemia Manor Middle/High School
- Cecil County Public Library will see full funding for the first year of construction of the new Library in North East. The land has been acquired and the design is underway. The project is needed to fulfill citizens' unmet needs in the North East area. This will also ultimately allow renovation and expansion of patron useable space at the Elkton Library.
- The success of the turf field at Perryville High School has lead the way for the inclusion of a turf field at Bohemia Manor High School in the proposed budget. The location of the turf field continues to expand the regionalization efforts of the County Department of Parks and Recreation across the entire County.
- The Wastewater Capital Budget addresses the pressing need for expansion of service along the Western Rte 40 corridor to allow for commercial growth and promote new jobs.
- The General Capital Budget is supporting the P25 Communication Project. This project is required due to the County's current radio system approaching the end of its useful life. This multi-year project will help protect our public safety personnel and the citizens of Cecil County.
- As it did in previous years' budgets, the County will continue to work hard to avoid unnecessary tax increases, but the services requested by the citizens and the continued movement of State and Federal costs onto local governments means that the only way to produce a truly balanced – zero deficit – budget is to constantly monitor the efficiencies and effectiveness of County government and address current spending with current revenues.

CECIL COUNTY FY2019 PROPOSED BUDGET – ALL FUNDS

OPERATING BUDGET

GENERAL FUND	\$ 195,345,861
HOUSING FUND	4,794,336
COMMUNITY SERVICES	5,707,020
EMERGENCY SHELTER	45,000
AGRICULTURAL LAND PRES.	230,511
CASNIO LOCAL IMPACT	2,600,000
DEBT SERVICE	18,706,247
CCSO - CONFISCATED FUNDS	14,146
OTHER GRANTS	5,596,692
	<hr/>
	233,039,813

INTERNAL SERVICE FUNDS

HEALTH INSURANCE FUND	11,331,104
WORKERS COMP FUND	1,005,000
INFORMATION TECH FUND	4,522,552
MOTOR VEHICLE FUND	4,299,945
	<hr/>
	21,158,601

ENTERPRISE FUNDS

WASTEWATER SERVICES	9,725,115
LANDFILL SERVICES	6,633,716
PROPERTY MANAGEMENT	806,973
	<hr/>
	17,165,804

TOTAL OPERATING BUDGET **\$ 271,364,218**

CAPITAL BUDGET

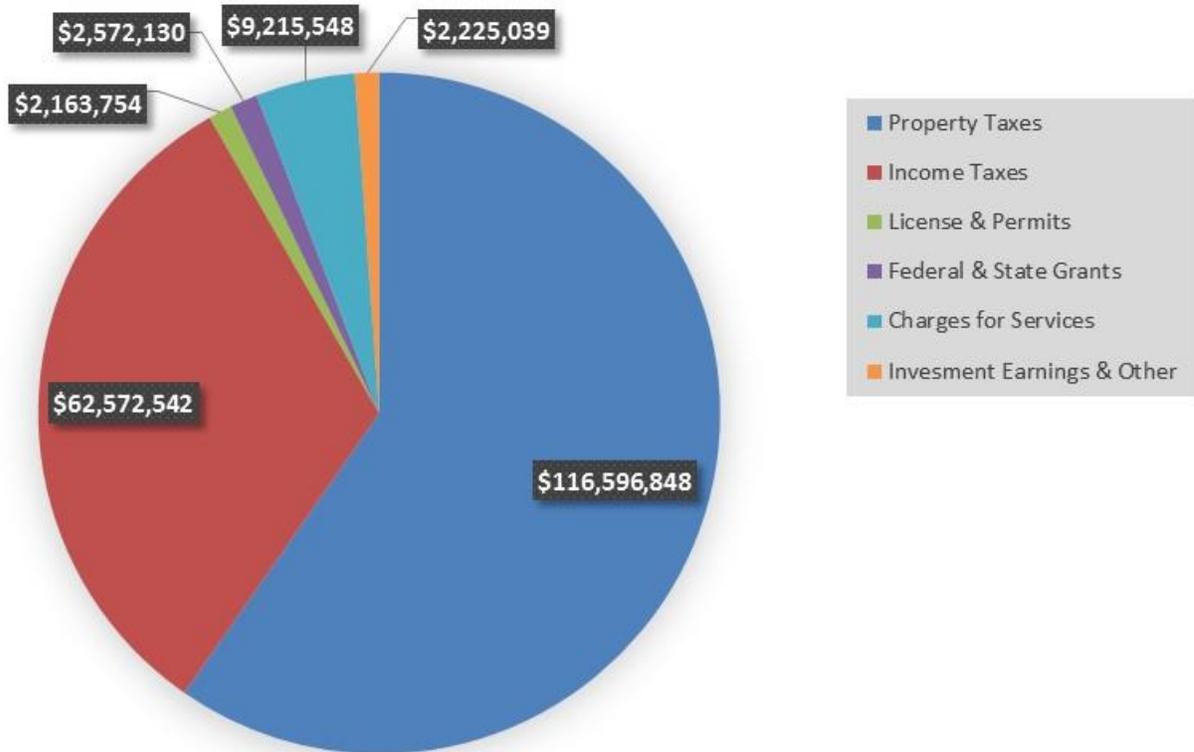
CECIL COUNTY PUBLIC SCHOOLS	\$ 10,186,000
CECIL COLLEGE	1,255,000
CECIL COUNTY PUBLIC LIBRARY	7,644,000
EMERGENCY SERVICES	3,740,000
DPW - ROADS & BRIDGES	1,190,000
PARKS & RECREATION	2,221,000
FACILITIES MANAGEMENT	515,000
LANDFILL SERVICES	-
WASTEWATER SERVICES	5,520,000
	<hr/>
TOTAL CAPITAL BUDGET	\$ 32,271,000

OTHER

PUBLIC SAFETY PENSION PLAN	2,934,718
OTHER POST-EMPLOYMENT BENEFITS	419,490
	<hr/>
TOTAL OTHER BUDGET	\$ 3,354,208

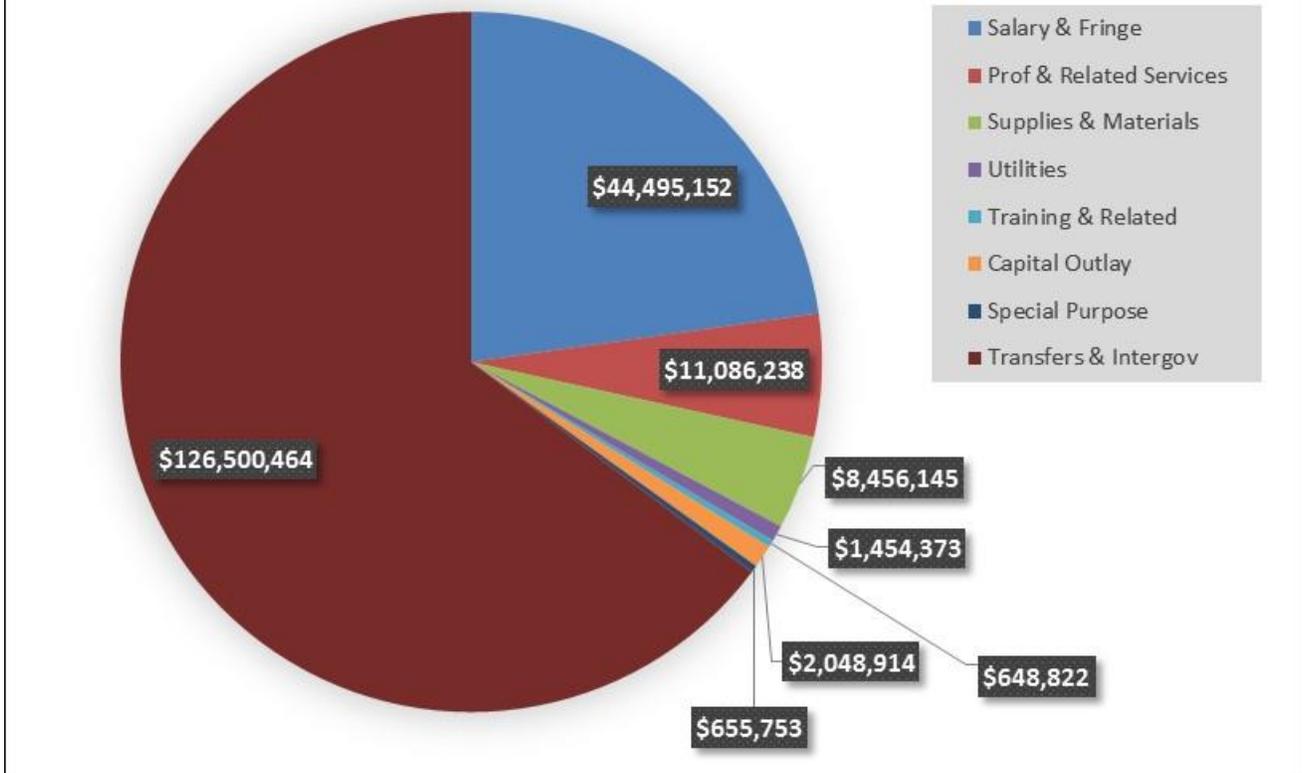
TOTAL OPERATING, CAPITAL & OTHER **\$ 306,989,426**

FY2019 PROPOSED REVENUES GENERAL FUND



Fund / Character Code	Account	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
001 - GENERAL FUND							
REAL PROPERTY TX		92,725,577	92,705,370	98,665,519	102,445,846	3,780,327	3.8%
PERSONAL PROPERTY TX		9,708,364	9,302,364	10,004,161	9,803,364	(200,797)	(2.0%)
PAYMT IN LIEU OF TX		3,705,162	3,754,856	3,704,138	3,704,138	-	-
DISCOUNT		342	263	-	-	-	-
INTEREST & PENALTIES		693,630	648,981	671,797	643,500	(28,297)	(4.2%)
INCOME TAX		55,806,618	57,614,306	60,363,860	62,572,542	2,208,682	3.7%
LICENSE & PERMITS		2,452,010	2,017,540	2,151,197	2,163,754	12,557	0.6%
FEDERAL & STATE GRANTS		1,271,257	1,215,818	1,383,907	1,375,907	(8,000)	(0.6%)
OTHER INTERGOVERNMTL		1,255,411	1,341,817	1,184,495	1,196,223	11,728	1.0%
CHARGES FOR SERVICES		3,840,572	3,767,133	3,703,208	3,791,348	88,140	2.4%
RECORDATION		5,302,873	4,818,084	5,300,000	5,424,200	124,200	2.3%
INVESTMENT EARNINGS		103,144	230,402	505,570	790,739	285,169	56.4%
CONTRIBUTNS & OTHER		327,871	443,928	228,800	220,300	(8,500)	(3.7%)
TRANSFERS		1,854,991	2,280,499	1,834,821	1,214,000	(620,821)	(33.8%)
FUND BALANCE		-	-	-	-	-	-
TOTAL GENERAL FUND		179,047,821	180,141,362	189,701,473	195,345,861	5,644,388	3.0%

FY2019 PROPOSED EXPENSES GENERAL FUND



Fund / Character Code	Account Description	2016 Actual	2017 Actual	2018 Original Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
Fund 001 - GENERAL FUND							
	SALARY & FRINGE	41,962,333	43,135,629	42,439,923	44,495,152	2,055,229	4.8%
	PROF & RELATED SERV	10,148,115	9,108,932	11,442,035	11,086,238	(355,797)	(3.1%)
	SUPPLIES & MATERIALS	10,211,428	10,448,552	8,014,992	8,456,145	441,153	5.5%
	UTILITIES	1,149,970	1,240,610	1,428,659	1,454,373	25,714	1.8%
	TRAINING & RELATED	401,994	427,559	604,052	648,822	44,770	7.4%
	CAPITAL OUTLAY	1,215,582	1,294,759	1,876,930	2,048,914	171,984	9.2%
	BOND ISSUE EXPENSE	10,285	-	-	-	-	-
	SPECIAL PURPOSE	494,255	471,290	652,850	655,753	2,903	0.4%
	TRANSFERS & INTERGOV	113,304,673	116,072,865	123,242,032	126,500,464	3,258,432	2.6%
TOTAL GENERAL FUND		178,898,636	182,200,196	189,701,473	195,345,861	5,644,388	3.0%

GENERAL FUND REVENUE BUDGET SUMMARY

The General Fund accounts for the largest portion of the total financial operations of Cecil County Government. General Fund appropriations are used primarily to provide programs and services to our citizens and to finance the administrative activities of County Government. A major portion of the funding for the Board of Education, Cecil College, the Health Department and the Library system comes from General Fund dollars. Other funding sources are comprised of revenues earmarked for specific expenses. It is solely General Fund revenues that are used for basic operations and government services.

REVENUES The majority (91%) of our General Fund Revenues come from Property Taxes and Income Taxes.

<u>PROPERTY TAXES</u>	FY 19 Proposed	\$116,596,848, or 59.7% of the General Fund
	FY 18 Approved	\$113,045,615, or 59.6% of the General Fund
	\$ Increase vs. FY 18	\$3,551,233
	% Increase vs. FY 18	3.14%

Maryland State law provides that all real property is subject to a property tax; properties are assessed by the State on a triennial basis and owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. The tax rate proposed in the budget is the current tax rate of 1.0414.

Revenue Type	Estimated Assessable Base 2017-2018	Estimated Assessable Base 2018-2019	Adopted Tax Rates	Adopted Property Tax Revenues
Real Property	9,391,370,083	9,734,256,579	1.0414	\$101,372,548
Real Property - New Construction	4,000,000	3,750,000	1.0414	39,053
Railroad Operating Property - Real	5,823,000	6,794,000	1.0414	70,753
Railroad Operating Property - Personal	5,334,000	6,794,000	2.6035	176,882
Public Utilities Operating Property - Real	15,264,000	15,318,000	2.6035	398,804
Public Utilities Operating Property - Personal	166,703,000	177,687,000	2.6035	4,626,081
Other Business Personal Property	189,275,175	174,736,763	2.6035	4,549,272
Total Estimated Assessable Base & Revenue	9,777,769,258	10,119,336,342		\$111,233,393

INCOME TAXES

FY 19 Proposed	\$62,572,542
FY 18 Approved	\$60,363,860

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of a 3.2% rate for local governments, Cecil County's income tax rate is 3.00% for FY 2019. The income tax rate was increased last fiscal year for the first time since FY2001. As income tax

is collected on a calendar year basis, the FY2019 proposed budget is the first full fiscal year that is being budgeted with the new rate in place.

The Comptroller of Maryland administers and collects the tax and distributes the tax receipts to the counties and municipalities. Cecil County receives approximately 90% of the income tax in quarterly distributions of withholdings and estimated payments. The FY 2019 revenue from income tax is estimated to be \$62,572,542, an increase of \$2,208,682 or 3.7% over the FY 18 budgeted amount of \$60,363,860.

RECORDATION TAX

FY 19 Proposed	\$5,424,200
FY 18 Approved	\$5,300,000

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Court (liens, deeds, mortgages, etc.) at the locally adopted rate of \$8.20 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Based on recent transaction history, the revenue stream is projected to increase by \$124,200 versus FY 2018.

FUND BALANCE APPROPRIATED

Governmental funds report the difference between their assets and liabilities as fund balance. In FY19 no appropriation of unassigned fund balance is proposed. The goal of the current Administration is to propose a balanced budget.



GENERAL FUND EXPENSE BUDGET SUMMARY

The FY 19 Proposed Budget continues to reflect the economic struggles we have faced for the past several years as a result of national economic uncertainties, cuts in revenue funding streams, and the ever growing mandates passed to local entities from our state and federal government. Last fiscal year, Cecil County increased its two largest revenue streams (Income Tax & Property Tax) in order to continue to meet the challenges of additional expenses from state and federal governments as well as meet the needs of a growing community. The FY2019 proposed budget is not raising these rates however, the budget's foundation is built on the Administration's goal of a balanced budget. The County was forced to look at what revenues were being projected and how to invest those revenues back into the critical services the County provides. As a result of sound fiscal management, and the strong partnerships with our components, the Volunteer Fire Companies, our public and our employees, has enabled us to meet the challenge of making current revenues pay for current operating expenditures. The payoff of sound fiscal management today is the backbone that will support Cecil County's future. Each group has provided valuable input and commitments of time in the spirit of cooperation during this budget effort.

BOARD OF EDUCATION

Division / Character Code	Account Description	2016 Actual	2017 Actual	2018 Original	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
551 - BOARD OF EDUCATION							
	SUPPLIES & MATERIALS	3,943,745	3,943,745	-	-	-	-
	CAPITAL OUTLAY	802,934	1,003,873	1,283,913	1,758,913	475,000	37.0%
	TRANSFERS & INTERGOV	75,807,033	76,666,693	81,688,528	82,463,528	775,000	0.9%
	TOTAL BOARD OF EDUCATION	80,553,712	81,614,311	82,972,441	84,222,441	1,250,000	1.5%

For FY 19, Cecil County has proposed to fund the Board of Education above the required maintenance of effort level of \$80,637,078. The County's allocation is proposed to be \$82,463,528 for FY2019 which is \$1,826,450 above the minimum maintenance of effort as prescribed by State law. The budget also reflects the change in FY 18 requiring teacher pension costs being a component of the overall County's allocation. The reporting of the of teacher's pension expense is now shown as a portion of the allocation.

The small cap budget being proposed for the Board of Education includes the carryover of \$260,000 for the project to replace the VA units at Bo Manor Middle/High School. The Administration alerted the County in December of 2017 that they would be unable to complete the work required by this project prior to the end of the fiscal year. In order to ensure the school system did not lose their funding for this much needed project, a budget amendment was passed to return the funds to the County's fund balance in order to have those funds re-appropriated in FY2019.

The operating budget provides for a 1.5% increase in educational operating funding to Cecil County Public Schools to support the increased cost in education.

The Board of Education's approved FY 19 Capital Budget has a total of two projects totaling \$10,186,000. The budget provides funding for continued construction of the new Gilpin Manor Elementary School, and the final allocation of funding for the roof replacement at Bo Manor Middle/High School

CECIL COLLEGE

Division / Character Code	Account Description	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
554 - CECIL COLLEGE SCHOLARSHIP							
	SUPPLIES & MATERIALS	48,840	50,712	52,560	56,136	3,576	6.8%
	TOTAL CECIL COLLEGE SCHOLARSHIP	48,840	50,712	52,560	56,136	3,576	6.8%
555 - CECIL COLLEGE							
	SALARY & FRINGE	389,875	352,167	-	-	-	-
	CAPITAL OUTLAY	246,460	68,965	357,514	162,000	(195,514)	(54.7%)
	TRANSFERS & INTERGOV	8,706,940	9,934,415	10,544,478	11,089,992	545,514	5.2%
	TOTAL CECIL COLLEGE	9,343,275	10,355,547	10,901,992	11,251,992	350,000	3.2%

Cecil County's support of the Cecil College is proposed to increase by \$350,000 or 3.2% versus FY 18. The County provides scholarship funding for five students annually, including all books and fees. Additional support is provided for small capital projects in the amount of \$162,000. In FY2019 the small capital budget includes such items as replacing failing coils on A&S Carrier air handler, sealing asphalt cracks campus wide, repairing the PE chiller coils, repairs to the tennis court, pump house modifications, and dugout improvements.

The proposed FY 19 Capital Budget has one project that totals \$1,255,000, which is for ongoing Mechanical Infrastructure replacement.

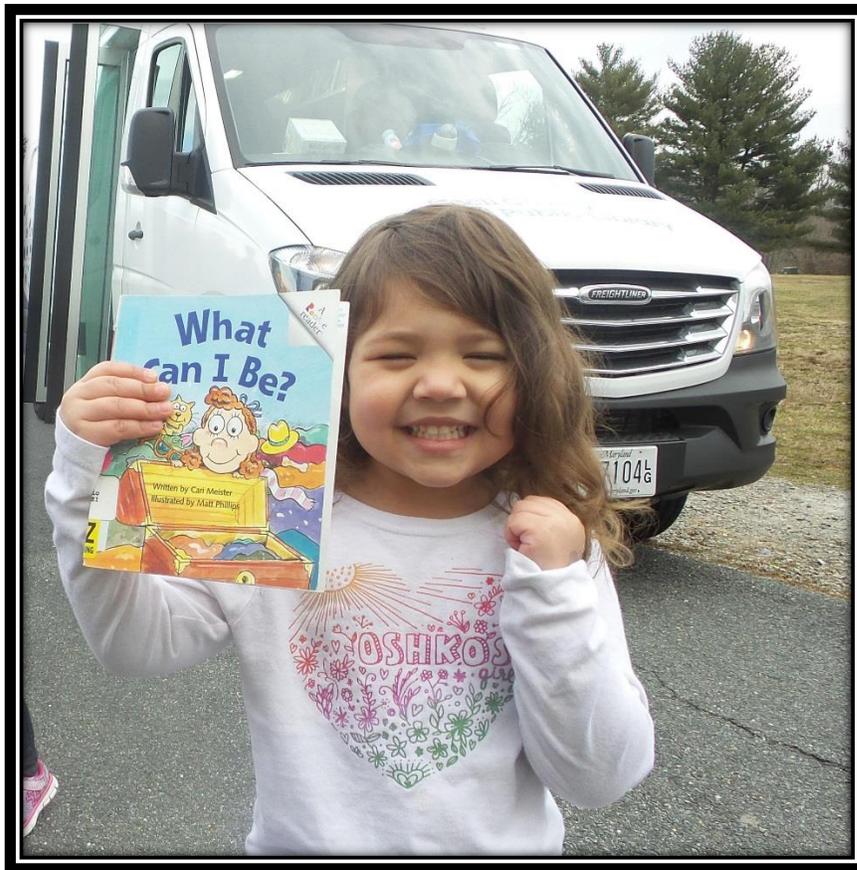


CECIL COUNTY PUBLIC LIBRARY

Division / Character Code	Account Description	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
631 - LIBRARIES							
	SALARY & FRINGE	113,092	107,241	-	-	-	-
	CAPITAL OUTLAY	91,020	60,961	-	-	-	-
	TRANSFERS & INTERGOV	4,678,667	5,082,667	5,442,217	5,685,417	243,200	4.5%
	TOTAL LIBRARIES	4,882,779	5,250,869	5,442,217	5,685,417	243,200	4.5%

Cecil County's support of the Library System is proposed to increase by \$243,200, or 4.5% versus FY 18. The proposed increases support compensation, contract increases in library systems, and occupancy costs. The proposed budget seeks to fund a pilot program to open the Elkton Central Library on Sunday afternoons during the school year (September – mid June); as Cecil is one of the few counties in the state whose library system does not offer Sunday operating hours.

The proposed FY 19 Capital Budget has one project that totals \$7,644,000, which represents the first phase of construction of the new North East Library.



CECIL COUNTY SHERIFF

Overall funding support for the Cecil County Sheriff for FY 19 is proposed to be \$23,337,369, an increase of 5.6%, or \$1,232,562 versus FY 18. The major divisions are listed below:

Division / Character Code	Account Description	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
311 - LAW ENFORCEMENT							
	SALARY & FRINGE	8,923,828	9,742,060	9,393,046	10,083,017	689,971	7.3%
	PROF & RELATED SERV	631,395	862,696	976,093	1,094,612	118,519	12.1%
	SUPPLIES & MATERIALS	906,230	1,037,528	1,209,119	1,308,312	99,193	8.2%
	TRAINING & RELATED	140,307	112,525	132,992	132,992	-	-
	CAPITAL OUTLAY	20,362	-	1,000	1,000	-	-
	TOTAL LAW ENFORCEMENT	10,622,122	11,754,809	11,712,250	12,619,933	907,683	7.7%
331 - DETENTION CENTER							
	SALARY & FRINGE	5,384,318	5,512,966	5,168,463	5,402,367	233,904	4.5%
	PROF & RELATED SERV	1,339,104	1,386,536	1,603,411	1,627,033	23,622	1.5%
	SUPPLIES & MATERIALS	885,563	917,498	1,030,659	1,040,983	10,324	1.0%
	TRAINING & RELATED	33,098	60,779	79,361	80,361	1,000	1.3%
	CAPITAL OUTLAY	-	-	-	-	-	-
	TOTAL DETENTION CENTER	7,642,082	7,877,780	7,881,894	8,150,744	268,850	3.4%
333 - COMMUNITY CORRECTIONS							
	SALARY & FRINGE	1,851,210	1,923,414	1,892,222	1,952,806	60,584	3.2%
	PROF & RELATED SERV	220,526	244,198	309,587	308,365	(1,222)	(0.4%)
	SUPPLIES & MATERIALS	268,604	246,494	288,584	285,251	(3,333)	(1.2%)
	TRAINING & RELATED	10,559	13,086	20,270	20,270	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	TOTAL COMMUNITY CORRECTIONS	2,350,900	2,427,192	2,510,663	2,566,692	56,029	2.2%
TOTAL SHERIFF'S OFFICE		20,615,104	22,059,781	22,104,807	23,337,369	1,232,562	5.6%

Major initiatives proposed in the FY 2019 Budget are as follows:

- Supports a three year collective bargaining agreement for Law Enforcement Officers. On July 1, 2018 the officers will be placed on a new competitive pay scale based on years of service with the agency. It is the expectation of the Administration that the increased pay structure for sworn officers will aid with retention of trained staff and alleviate pressures on future overtime budgets.
- Supports the continued training of officers to enhance their skills in the ever changing public safety environment.



DEPARTMENT OF PUBLIC WORKS

Division / Character Code	Account Description	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
401 - PUB WRK - OFFICE OF DIRECTOR							
	SALARY & FRINGE	359,718	379,715	377,100	369,626	(7,474)	(2.0%)
	PROF & RELATED SERV	6,218	6,716	7,300	6,943	(357)	(4.9%)
	SUPPLIES & MATERIALS	17,107	18,568	26,278	36,444	10,166	38.7%
	TRAINING & RELATED	2,472	3,750	5,800	5,800	-	-
	SPECIAL PURPOSE	68,656	73,924	85,200	85,200	-	-
TOTAL PUB WRK - OFFICE OF DIRECTOR		454,170	482,672	501,678	504,013	2,335	0.5%
402 - PUB WRK - STORMWATER MGMNT							
	SALARY & FRINGE	981,984	938,247	984,382	559,368	(425,014)	(43.2%)
	PROF & RELATED SERV	254,028	269,295	340,768	305,512	(35,256)	(10.3%)
	SUPPLIES & MATERIALS	117,541	122,847	179,111	114,706	(64,405)	(36.0%)
	TRAINING & RELATED	6,765	7,064	9,000	7,500	(1,500)	(16.7%)
	SPECIAL PURPOSE	22,775	49,628	110,000	110,000	-	-
	TRANSFERS & INTERGOV	-	-	567,500	400,000	(167,500)	(29.5%)
TOTAL PUB WRK - STORMWATER MGMNT		1,383,091	1,387,081	2,190,761	1,497,086	(693,675)	(31.7%)
403 - PUB WRK - ENGINEERING & CONST							
	SALARY & FRINGE	596,819	660,096	627,770	842,826	215,056	34.3%
	PROF & RELATED SERV	81,025	79,131	118,869	140,413	21,544	18.1%
	SUPPLIES & MATERIALS	45,988	52,506	62,042	63,014	972	1.6%
	TRAINING & RELATED	2,991	3,254	6,000	6,750	750	12.5%
	CAPITAL OUTLAY	-	65,015	65,115	-	(65,115)	(100.0%)
TOTAL PUB WRK - ENGINEERING & CONST		726,822	860,003	879,796	1,053,003	173,207	19.7%
412 - ROADS - ADMINISTRATION							
	SALARY & FRINGE	2,656,523	2,666,978	2,667,720	2,710,075	42,355	1.6%
	PROF & RELATED SERV	1,149,611	1,084,833	1,570,200	1,217,922	(352,278)	(22.4%)
	SUPPLIES & MATERIALS	356,042	361,903	456,489	462,709	6,220	1.4%
	UTILITIES	32,014	35,936	50,044	52,794	2,750	5.5%
	TRAINING & RELATED	8,782	15,572	14,000	16,000	2,000	14.3%
	CAPITAL OUTLAY	-	-	-	-	-	-
	SPECIAL PURPOSE	23,695	-	-	-	-	-
TOTAL ROADS - ADMINISTRATION		4,226,666	4,165,221	4,758,453	4,459,500	(298,953)	(6.3%)
415 - ROADS - SIGNS							
	PROF & RELATED SERV	11,400	11,400	-	11,400	11,400	-
	SUPPLIES & MATERIALS	39,391	65,409	43,000	43,000	-	-
TOTAL ROADS - SIGNS		50,791	76,809	43,000	54,400	11,400	26.5%
416 - ROADS - LIGHTING							
	UTILITIES	93,704	97,740	100,000	102,000	2,000	2.0%
TOTAL ROADS - LIGHTING		93,704	97,740	100,000	102,000	2,000	2.0%
425 - ROADS - WEED CONTROL PROGRAM							
	SALARY & FRINGE	21,988	21,165	31,931	25,369	(6,562)	(20.6%)
	PROF & RELATED SERV	3,464	4,026	5,567	38,515	32,948	591.8%
	SUPPLIES & MATERIALS	7,702	6,622	9,064	7,368	(1,696)	(18.7%)
	TRAINING & RELATED	98	75	100	100	-	-
TOTAL ROADS - WEED CONTROL PROGRAM		33,252	31,888	46,662	71,352	24,690	52.9%
471 - ROADS - MAINTENANCE							
	PROF & RELATED SERV	3,181,627	1,797,168	2,460,650	2,381,162	(79,488)	(3.2%)
	SUPPLIES & MATERIALS	588,327	386,351	607,000	627,000	20,000	3.3%
TOTAL ROADS - MAINTENANCE		3,769,954	2,183,518	3,067,650	3,008,162	(59,488)	(1.9%)
TOTAL DEPARTMENT OF PUBLIC WORKS		10,738,448	9,284,934	11,588,000	10,749,516	(838,484)	(7.2%)

The Department of Public Works is proposed to be funded for FY 19 at \$10,749,516, a decrease of \$838,484, or 7.2% versus FY 18. The decrease is largely due to the consolidation of the Department of Planning & Zoning and Development Plans Review. In FY2018 Plans Review was a component of the Department of Public Work’s budget. The current administration reorganized this function within the planning phase of development and the budget was transferred to a department under the direction of the Director of Planning & Zoning. The Governor’s budget included a transportation grant of \$652,757 for Cecil County’s road maintenance program. The funding for this work can be found in Fund 198 Special Revenue Fund – Other Grants. The combined Highway User Revenue in the General Fund and the grant in the fund will allow the Roads Division a budget of \$1,306,419 for asphalt overlay in FY2019.

CAPITAL IMPROVEMENT PROGRAM

The following is a list of highlighted projects within the FY 19 Proposed Capital Budget:

	FY 2019
<u>Cecil County Public Schools</u>	
Gilpin Manor Elementary Replacement	8,869,000
Bo Manor Middle/High School Roof Replacement	1,317,000
<u>Cecil College</u>	
Mechanical Infrastructure	1,255,000
<u>Cecil County Public Library</u>	
North East Branch Library	7,644,000
<u>Emergency Services</u>	
P25 Dispatch Migration Phase II	3,740,000
<u>DPW - Roads and Bridges</u>	
Painting of County Bridges - CE0018, CE0024 & CE0063	700,000
Upgrade Nottingham Roads Facility	350,000
Replace Central Yard Fuel Point Tank	40,000
Rehabilitation of Bridge CE-0096 Bethel Church Road over Stoney Run	100,000
<u>Parks and Recreation</u>	
Calvert Regional Park - Development	700,000
Bo Manor Synthetic Turf Athletic Field - Development	1,121,000
Bittersweet Development	400,000
<u>Facilities Management</u>	
Courthouse Holding Cell Renovations	160,000
Retrofit Additional Space for Sheriff’s Office	200,000
CC Animal Services Security Fencing & Asphalt	155,000
<u>Wastewater Enterprise Fund</u>	
Construct Elkton West Sanitary Sewer	4,870,000
Construct Rte 40 West Sanitary Sewer	650,000

Following are project descriptions for the projects that are in the first year of funding within the Capital Improvement Program, however the projects did not meet the definition of requiring Planning Commission support to be included in the FY 2019 Proposed Capital Improvement Program.

Emergency Services

P25 Dispatch Migration – Phase III

Cecil County Communications system is comprised of 1500 user units. The portable, mobile, and base station radios provide the direct communication between personnel and dispatch. The current user units are nearing end of life and are original to the system. The replacement P25 units will provide multi frequency use and incorporate the MDFirst 700 mhz system into Cecil County. This is of paramount importance to our interoperability with surrounding jurisdictions. Cecil County is surrounded by two states and two Maryland counties all on different radio frequencies.

Department of Public Works – Roads & Bridges

Replace Central Yard Fuel Point

This project is proposed to replace the existing Central Yard's fuel pumps and supporting infrastructure.

Facilities Maintenance

Cecil County Animal Services Security Fence & Asphalt

The proposed CIP project seeks to improve fencing and paving efforts at Cecil County Animal Services. Specifically, the project will repave the parking areas and driveways, create a walking path and replace an existing walkway. The estimated cost associated with paving the parking areas/driveways includes milling/grinding and re-grading the existing asphalt/tar & chip/etc. to make a homogeneous stable base, 2" asphalt base and 1.5" asphalt surface. A walking path will be added to the site and the existing concrete walkway will be replaced. Fencing includes installation of a 470ft, 6ft high, chain link system with a 50ft double slide gate opening around a dog play area and installation of a 50ft wide gate with electric opener to enhance security at the site.

Parks and Recreation

Bittersweet Development

The County purchased the former Bittersweet Golf Course in FY2018 with funding from the State of Maryland Project Open Space. It is intended to be transformed into a park for recreation (fishing, trails, bird watching). The plan is to purchase amenities for public use on the north side of Williams Road. The project will request funds in the future for design and engineering of the site. A grant opportunity has become available for FY2019 to allow the initial purchase of amenities on the site. The inclusion of the project within the Capital Improvement Program is to capture the grant and secure the required County match for the grant award. (50/50 grant/County match.)

Bohemia Manor School Synthetic Turf Field - Development

Most Cecil County High Schools have and continue to play on natural grass surfaces which are in need of renovation. The County has created an MOU with CCPS that will improve school facilities for all Cecil County residents and help regionalize Parks and Recreation programs. The new turf fields will provide safer playing areas, require less maintenance, are environmentally friendly and will extend daily and seasonal participation levels. The outcome of this venture is to provide safer, more consistent playing surfaces, increase the physical activity, promote healthier lifestyles, and create a partnership that will help regionalize Parks and Recreational efforts



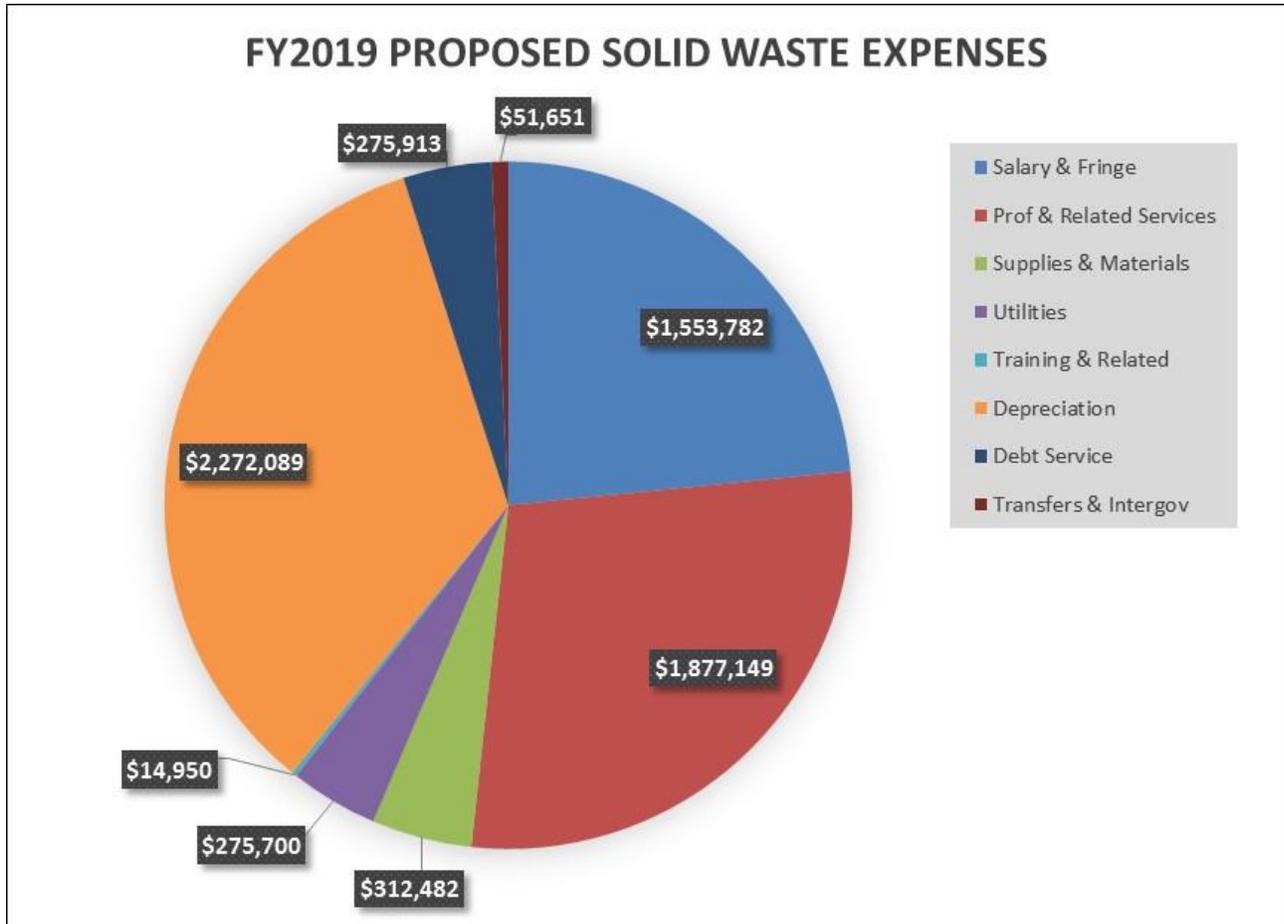
SOLID WASTE ENTERPRISE FUND - REVENUES



Fund / Character Code	Account	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
602 - LANDFILL SERVICES							
	INTEREST & PENALTIES	4,696	6,888	5,175	5,175	-	-
	STATE GRANTS	49,998	12,600	12,600	13,600	1,000	7.9%
	CHARGES FOR SERVICES	271,539	274,474	192,971	168,171	(24,800)	(12.9%)
	INVESTMENT EARNINGS	35,943	40,381	131,312	300,000	168,688	128.5%
	CONTRIBUTNS & OTHER	14,235	13,419	-	-	-	-
	SALES & USER FEES	6,972,560	7,570,184	7,312,260	7,571,460	259,200	3.5%
	FUND BALANCE	-	-	(886,092)	(1,424,690)	(538,598)	60.8%
	TOTAL LANDFILL SERVICES	7,348,970	7,917,946	6,768,226	6,633,716	(134,510)	(2.0%)

The Solid Waste Enterprise Fund records revenues and expenses pertaining to the County's management of the daily processing of solid waste. The County operates one central Landfill site and two transfer stations to serve the citizens of Cecil County. The fund is intended to be self-sustaining with revenues generated through tipping fees and recycling revenues. The proposed revenue for FY19 reflects decreases in recycling revenues as the very volatile market is estimated to be down in price compared to the FY18 budget. The fund continues to budget a surplus as expenditures continue to be less than estimated revenues.

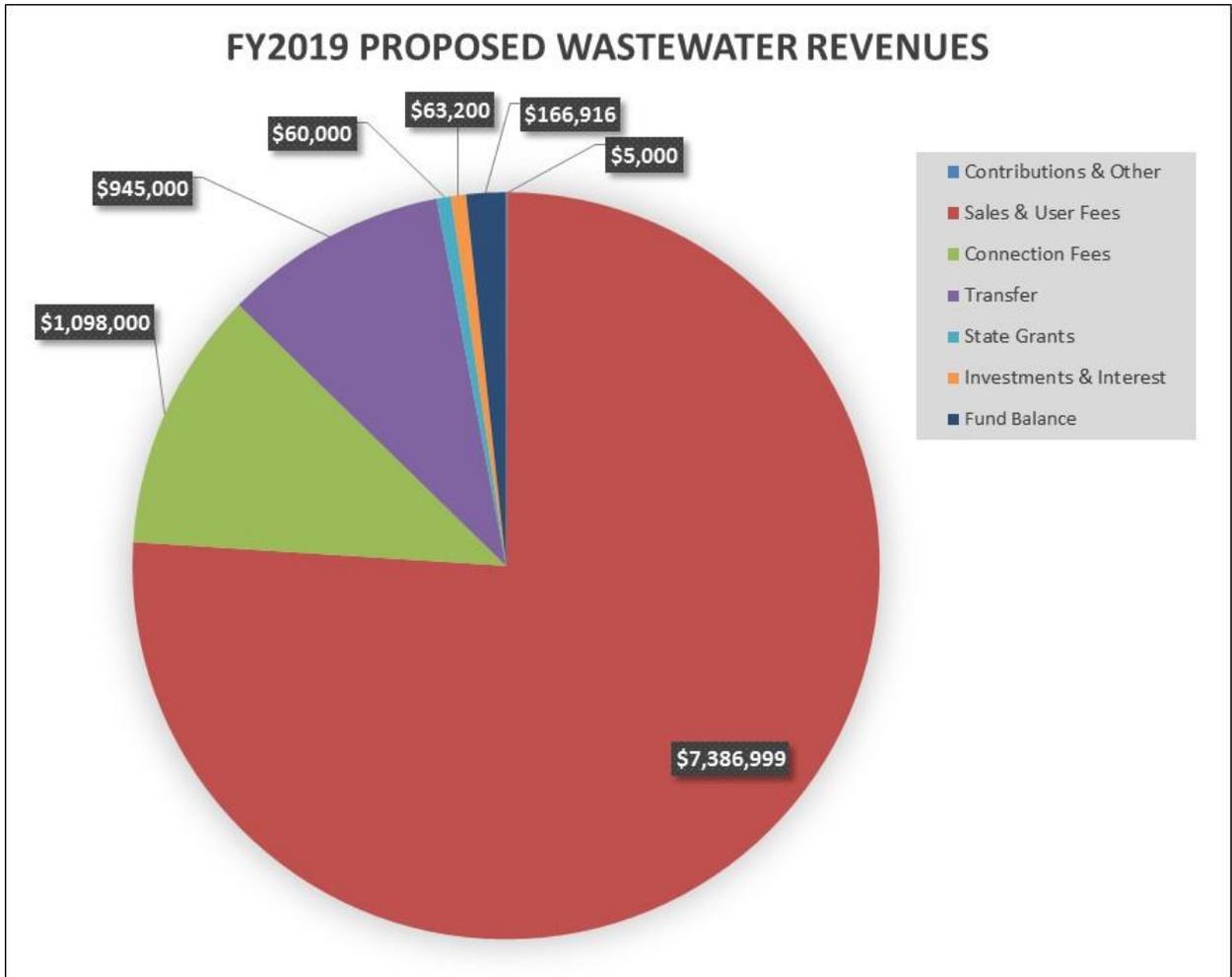
SOLID WASTE ENTERPRISE FUND - EXPENSES



Fund / Character Code	Account Description	2016 Actual	2017 Actual	2018 Original	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
Fund 602 - LANDFILL SERVICES							
	SALARY & FRINGE	1,435,130	1,487,905	1,540,550	1,553,782	13,232	0.9%
	PROF & RELATED SERV	2,170,325	1,766,182	1,927,230	1,877,149	(50,081)	(2.6%)
	SUPPLIES & MATERIALS	350,044	245,613	304,119	312,482	8,363	2.7%
	UTILITIES	268,338	296,645	234,000	275,700	41,700	17.8%
	TRAINING & RELATED	5,766	4,199	15,950	14,950	(1,000)	(6.3%)
	DEPRECIATION	2,087,396	1,984,330	2,281,209	2,272,089	(9,120)	(0.8%)
	DEBT SERVICE	(212)	(2,556)	-	(76,773)	(76,773)	-
	BOND ISSUE EXPENSE	1,138	-	-	-	-	-
	DEBT SERVICE INT EXP	420,039	435,434	413,517	352,686	(60,831)	(14.7%)
	SPECIAL PURPOSE	3,091	5,297	-	-	-	-
	TRANSFERS & INTERGOV	77,477	64,564	51,651	51,651	-	-
TOTAL LANDFILL SERVICES		6,818,531	6,287,612	6,768,226	6,633,716	(134,510)	(2.0%)

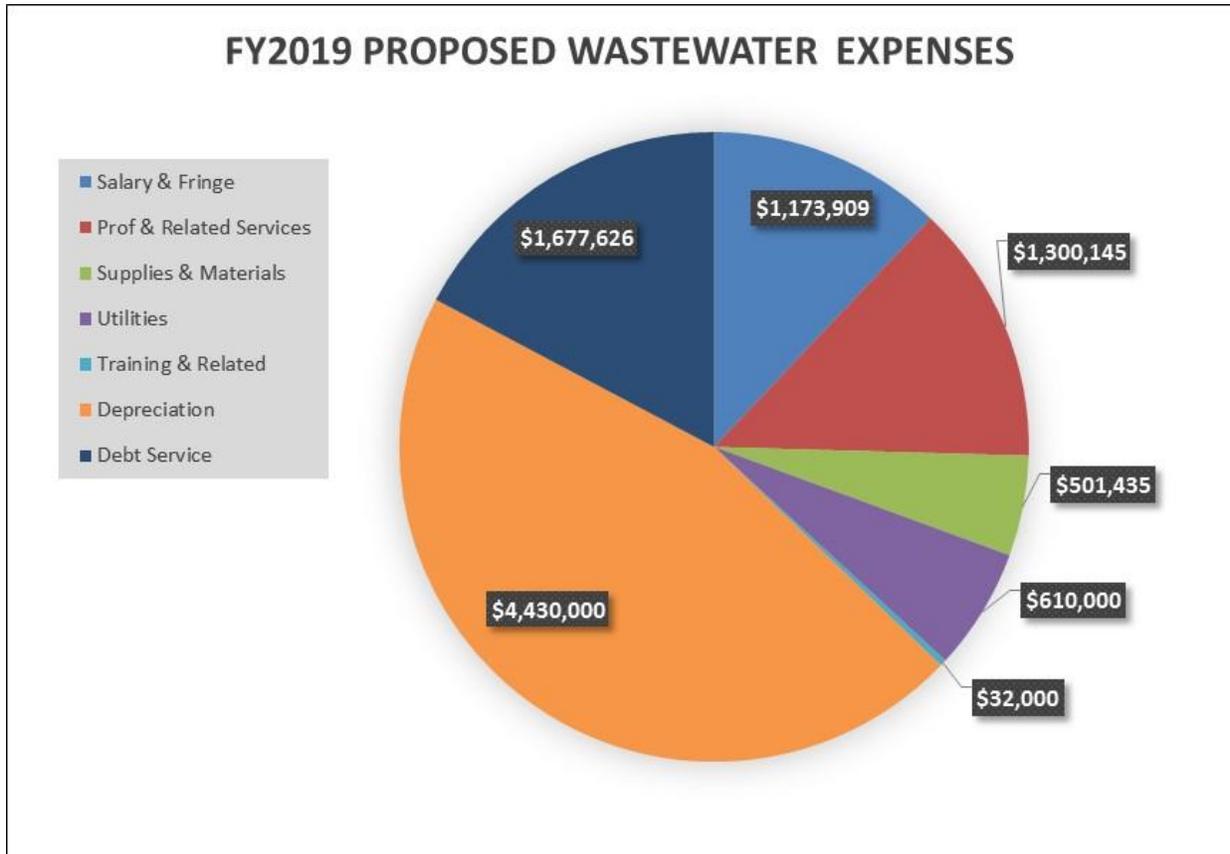
Cost control initiatives implemented over the past two fiscal years have resulted in significant surpluses and permitted the Solid Waste Enterprise Fund to lower the advance received from the General Fund.

WASTEWATER ENTERPRISE FUND – REVENUES



Fund / Character Code	Account	2016 Actual	2017 Actual	2018 Orig. Budget	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
605 - WASTE WATER SERVICES							
	INTEREST & PENALTIES	61,764	67,067	55,200	55,200	-	-
	STATE GRANTS	2,115,513	610,177	4,060,000	60,000	(4,000,000)	(98.5%)
	INVESTMENT EARNINGS	44,240	56,662	4,800	8,000	3,200	66.7%
	CONTRIBUTNS & OTHER	26,931	(781,517)	5,000	5,000	-	-
	SALES & USER FEES	5,505,981	5,923,985	5,807,452	7,386,999	1,579,547	27.2%
	CONNECTION FEES	688,200	504,102	684,000	1,098,000	414,000	60.5%
	DEVELOPERS CAP CONTR	-	76,716	4,000,000	-	(4,000,000)	(100.0%)
	TRANSFERS	-	-	-	945,000	945,000	-
	FUND BALANCE	-	-	2,136,870	166,916	(1,969,954)	(92.2%)
	TOTAL WASTE WATER SERVICES	8,442,629	6,457,192	16,753,322	9,725,115	(7,028,207)	(42.0%)

WASTEWATER ENTERPRISE FUND - EXPENSES



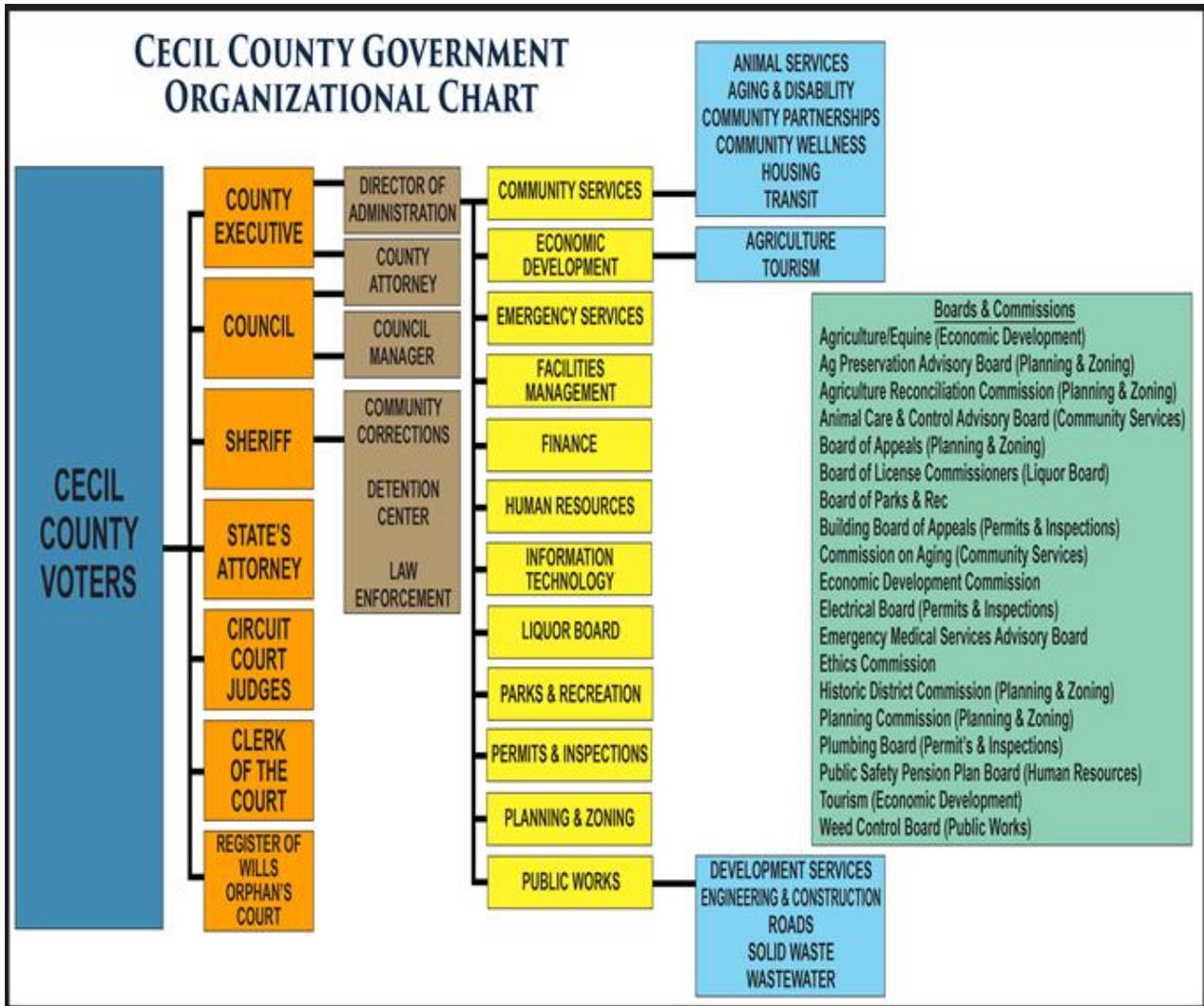
Fund / Character Code	Account Description	2016 Actual	2017 Actual	2018 Original	2019 Prop. Budget	Dollar Increase or Decrease	Percent Change
Fund 605 - WASTE WATER SERVICES							
	SALARY & FRINGE	1,248,987	1,262,727	1,290,324	1,173,909	(116,415)	(9.0%)
	PROF & RELATED SERV	1,802,842	1,127,956	1,172,702	1,300,145	127,443	10.9%
	SUPPLIES & MATERIALS	422,293	341,209	487,052	501,435	14,383	3.0%
	UTILITIES	550,282	541,043	595,000	610,000	15,000	2.5%
	TRAINING & RELATED	20,296	15,940	32,000	32,000	-	-
	DEPRECIATION	2,344,087	3,089,377	3,315,961	4,430,000	1,114,039	33.6%
	CAPITAL OUTLAY	-	-	8,000,000	-	(8,000,000)	(100.0%)
	DEBT SERVICE	(8,659)	(16,949)	-	(41,273)	(41,273)	-
	BOND ISSUE EXPENSE	126,910	122,591	122,591	122,591	-	-
	DEBT SERVICE INT EXP	1,496,598	1,603,016	1,737,692	1,596,308	(141,384)	(8.1%)
	SPECIAL PURPOSE	1,062	5,268	-	-	-	-
	TOTAL WASTE WATER SERVICES	8,004,699	8,092,178	16,753,322	9,725,115	(7,028,207)	(42.0%)

The major expense initiatives within the Wastewater Enterprise Fund for FY19 are:

- The FY19 budget is proposing a user rate increase to support the operating and capital costs associated with operations of the wastewater facilities. The plan is to increase the rate over three years from the current \$10.32 to \$15.70 per 1000 gallons. Capital funds are proposed to continue the infrastructure improvements within the Route 40 growth corridor.

CECIL COUNTY MARYLAND

ORGANIZATIONAL CHART



CECIL COUNTY MARYLAND

**KEY ELECTED AND ADMINISTRATION OFFICIALS
INVOLVED IN THE BUDGET PROCESS**

County Administration

Dr. Alan McCarthy — County Executive

Alfred C. Wein, Jr. — Director of Administration

Lisa A. Saxton — Acting Director of Finance

Rebecca L. Anderson — Budget Manager

Jeffrey Koss — Accounting Manager

Jason L. Allison — County Attorney

Sally Kilby — Director of Human Resources

David P. Trolio — Director of Community Services

Christopher Moyer — Director of Economic Development

Clyde S. VanDyke — Director of Parks & Recreation

Eric S. Sennstrom — Director of Planning and Zoning

W. Scott Flanigan — Director of Public Works

Scott A. Adams — Sheriff

Richard K. Brooks, III — Director of Emergency Management

County Council

Joyce Bowlsbey — District 2, President

Dan Schneckenburger — District 3, Vice-President

Bob Meffley — District 1

George Patchell — District 4

Jackie Gregory — District 5

CECIL COUNTY MARYLAND

BUDGET PROCESS AND CALENDAR

With input from the Citizens of Cecil County, the Director of Finance, Budget Manager and Administration, after meetings with all County departments and representatives of the Board of Education, Cecil College and the Cecil County Public Libraries, the County Executive proposes an annual budget not later than April 1 to the County Council. The Council then holds its own public hearings. Not later than June 15th, the County Council shall by law adopt the “Annual Budget and Appropriation Ordinance of Cecil County.”

Late July – Early August

- Preliminary revenue and expense estimates from Finance
- Board of Education, Cecil College, Cecil County Public Library provide preliminary request information

September

- County Executive establishes base budget guidelines

November

- Departments and agencies submit capital requests to Finance

January

- All departments and agencies submit draft operating requests to Finance
- County Executive holds a public hearing for citizen input on the budget (not in the Charter)

February 1st

- All departments and agencies submit final operating requests to Finance

April 1st

- County Executive’s Proposed Budget must be submitted to the Council and shall be reproduced and made available to the public
- Budget shall include budget message, which shall contain supporting summary tables and explain the current expense budget, current revenue budget, the capital budget, and the capital improvement program. It shall indicate any major changes in financial policies as compared to the FY currently ending

April – May

- County Council conducts at least one, open public hearing on the budget

By June 15th

- Council shall adopt the “Annual Budget and Appropriations Ordinance of Cecil County.”

CECIL COUNTY MARYLAND'S FISCAL POLICY

Cecil County's Fiscal Policies and Budget Process were framed by the County Charter, Article 5, Budget and Finance and the County Code; expanded by our Budget and Debt Policy; enhanced by recommendations of the Government Finance Officers Association; and conform to Federal, State, and local regulations as well as requirements of the Governmental Accounting Standards Board.

The core of the County's policy is the determination to remain fiscally conservative, yet recognize fluctuations in the economy, changing trends, the adoption of new laws, and the concerns of our citizens.

Financial Plan

- Expenditures will be based on mandates, needs, and in accordance with the County's Strategic Plan.
- Expenses, functions, services and projects will be affordable.
- An affordable five year capital program will be planned and implemented in accordance with the County's debt policies.
- Conservative operating budgets will be planned and prepared.
- New sources of revenue will be identified and advanced.
- A fund balance equal to 7.5 % of the General Fund Operating Expense Budget will be preserved to maintain our credit rating and provide for emergencies.

Debt Management

- Pay-As-You-Go (PAYGO) will be used for minor renovations and repair projects with an asset life of less than ten years; new buildings, major renovations and repairs to existing facilities, which contribute to the asset's life can be financed with General Obligation Bonds.

Cash Management

- 100% of pooled cash will be invested based on an analysis used to determine the best possible return while ensuring maximum cash availability.

Revenue Policies

- An annual review of revenue projections is performed; setting user charges and fees at a level related to the cost of providing the service; continue to follow an aggressive policy of collecting revenues due to the County so as not to subsidize the General Fund.

Operating Budget Policies

- Assures all current expenses will be paid for with current revenues; capital plant and equipment will be maintained and scheduled for orderly replacement; expenditure projections will be updated annually; enacted budgets will be adhered to; monthly reports will be prepared comparing actual revenues to expenses; fiscal notes will be prepared for all legislative proposals.

Capital Improvement Budget Policies

- Require the County to use the most beneficial method of financing all new projects, and to coordinate the capital budget with the operating budget; projected debt service must follow the County's debt policies.

ADHERENCE TO THE STRATEGIC PLAN

As stated in Charter Section 601(a), “Under the direction of the Executive, the Government shall establish a strategic plan for the County, which shall be designed to align the County with anticipated shifts in demographic, economic, legal, political, social or physical conditions. The strategic plan shall be created using the best practices for the creation of such plans, which shall include the participation of all elected county officials, the heads of all principal operating departments, agencies and offices, and members of the public. The strategic plan shall be the principal planning document of the County to which all other planning documents shall adhere, including the Budget and the County’s comprehensive plan.”

The Cecil County 2014-2019 Strategic Plan is the first comprehensive plan developed, approved, and adopted under the new system of charter government and specifically responds to the regulations described in Article 6, Section 601 (a). The process for developing the plan included the work of the Strategic Planning Advisory Network, public feedback, and a review by County employees and affiliate agencies, prior to approval by the County Executive and submission and approval by the Council.

The following priorities are integral to achieving the Vision of the County and are therefore of equal significance to advancing the Mission of Cecil County:

Economic Development Strategic Priority: Cecil County will create an environment that encourages economic growth through job creation, business development, and community revitalization.

Fiscal Stability Strategic Priority: Cecil County will provide fiscal stability that is predictable, sustainable, and supports the community to establish a secure financial foundation.

Education Strategic Priority: Cecil County will advance lifelong educational opportunities for citizens of all ages that serve as a foundation to enhance the quality of life.

Infrastructure Strategic Priority: Cecil County will implement improvements in infrastructure, consistent with the County Comprehensive Plan, that result in creating enhanced quality of life for citizens and opportunities for residential and economic development while preserving our natural environment.

Safe, Healthy, and Active Communities Strategic Priority: Cecil County will improve the quality of life for citizens by enhancing safe, healthy and active communities.

Strategic Priority: ECONOMIC DEVELOPMENT

Cecil County will create an environment that encourages economic growth through job creation, business development, and community revitalization.

GOALS AND OBJECTIVES

GOAL 1: Accelerate efforts to create jobs and prepare the workforce for the demands of emerging employment opportunities with a technology focus.

Continue efforts to attract viable businesses to the County through a variety of proven methods that highlight the uniqueness of Cecil County and its quality of life through the Office of Economic Development.

The County supports efforts by Cecil College and Cecil County Public Schools to provide technical education and provide workforce development opportunities through increased allocations for the operational support of both entities.

GOAL 2: Increase County efforts to create a flexible and streamlined environment for business development that eliminates barriers to business recruitment and retention.

Budget supports promoting the streamlining of the County's permitting process, directing all departments and agencies to be more business friendly, with an emphasis on quality customer service, providing guidance to eliminate unnecessary steps, and to continue to enhance the fast-track permitting process.

GOAL 3: Promote a positive County image which serves to attract new residents and businesses.

The County has invested in media campaigns through the use of print and other media to promote the County's image in a positive way. The County is continuing its support of a new branding campaign within the Office of Economic Development to support the positive image effort.

In FY2018 the County hired a Public Information Officer whose focus is to communicate information to the citizens of Cecil County pertaining to operations and services of the County.

GOAL 4: Support community revitalization and the development of mixed-use communities.

This budget again supports funding for the program to demolish abandoned structures that are blight on residential communities.

County has been and is supporting of a variety of successful elderly and mixed-use housing developments.

GOAL 5: Protect and leverage the unique natural, agricultural, and historic aspects of Cecil County to promote economic development while preserving natural resources.

The County has taken proactive steps to go beyond State funded programs to create robust land preservation initiatives consisting of our local purchase of development rights and transfer of development rights ordinances. These programs will support the viability of our agricultural enterprises helping to ensure the continued success of our largest industry.

Strategic Priority: FISCAL STABILITY

Cecil County will provide fiscal stability that is predictable, sustainable, and supports the community to establish a secure financial foundation.

GOALS AND OBJECTIVES

GOAL 1: The County will exercise responsible stewardship in the allocation, maintenance, and use of public resources.

The County has promoted responsible budgets emphasizing a balanced approach to governing, and ending the use of unassigned fund balance to meet current operating needs.

GOAL 2: Demonstrate fiscal sustainability to address current needs and anticipate the emerging financial demands of a growing population.

The budget supports the routine exploration and enactment of bond refunding opportunities to maximize debt service savings. The FY2019 budget reflects debt service savings of \$2,137,930.

Adhering to self-imposed debt affordability limitations in the development of the County's annual Capital Improvement Program, the FY2019 CIP's focus is a balanced and affordable plan for not just the proposed current year but continues to be affordable for the next four years.

GOAL 3: Advance strategies to increase State and Federal funding for projects within the County that fall within regulatory guidelines for financial eligibility.

By creating a Community Partnerships division, within the Department of Community Services, the County seeks to build and foster collaborations with public and private entities to evaluate and address the needs of the community. The division oversees coordination of the County's Local Management Board and is developing a Grants Management initiative.

GOAL 4: Forecast and align projected revenues and capital expenditure needs over a five-year period to strengthen the linkages between community infrastructure and the financial capacity of the County.

The 2019 Capital Improvement Program supports local planning/funding for the replacement or major renovation of public school facilities one project at a time. The County is in the next to last year of funding the replacement of Gilpin Manor elementary School. As it completes in FY2020, the County will begin funding the new Chesapeake City Elementary School in FY2021. While completing one school project at a time, the County has the debt capacity to potentially afford a large project for the library system or Cecil College. Balancing the component unit's capital needs based on the County's affordability will result in the County's ability to afford the debt service in future budgets.

Strategic Priority: EDUCATION

Cecil County will advance lifelong educational opportunities for citizens of all ages that serve as a foundation to enhance the quality of life.

GOALS AND OBJECTIVES

GOAL 1: Provide advocacy to enhance the public perception of the value of education.

The budget supports the efforts of the public school system through the advancement of critical projects such as the continued construction of the Gilpin Manor Elementary project and will accommodate expanded parking for the Elkton Branch Library. The proposed budget also supports a roof replacement at Bohemia Manor High School to aid the school system in updating and achieving greater efficiencies within its facilities.

GOAL 2: Support community efforts to increase degree attainment at the secondary and college levels.

Students will graduate from high school prepared for college and/or the world of work, through the Cecil County School of Technology, by providing career and technology programs.

Expanded course offerings in Advanced Placement and STEM programming.

GOAL 3: Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.

The Department of Parks & Rec has established an after school program at North East Middle School to allow students a place to go after school, instead of the streets of North East or home alone. The FY2019 budget supports additional program staff to aid the development of additional programs in other schools within the County. The FY2019 budget proposes the build out of a turf field at Bohemia Manor High School, to further extend the regionalization of County and public school assets. These efforts will provide extracurricular program opportunities available to all students, and to provide enriched, safer athletic opportunities for public use.

The FY2019 budget proposes a pilot program to open the Elkton branch of the library on Sunday afternoon's during the school year.

Strategic Priority: INFRASTRUCTURE

Cecil County will implement improvements in infrastructure, consistent with the County Comprehensive Plan, that result in creating enhanced quality of life for citizens and opportunities for residential and economic development while preserving our natural environment.

GOALS AND OBJECTIVES

GOAL 1: Provide support to advance recommendations outlined in the Comprehensive Plan.

Proposes to provide wastewater infrastructure enhancements and upgrades to various facilities within the Route 40 growth area. The proposed budget continues to energize the effort to provide County sewer within the defined growth corridor to attract new business to Cecil County.

GOAL 2: Expand access to technology and communications throughout the County.

County staff continues to identify Broadband providers and communicates with the providers relative to expansion opportunities.

GOAL 3: Improve public transit options for residents.

Through Cecil Transit, the County oversees transit operations through the implementation of a fixed route and demand response bus service and the Rural Transportation Initiative which includes the Taxi Voucher Program and the Veteran's Bus Pass Program. Cecil Transit also provides bus service between rail systems spanning from Perryville, MD to Newark, DE.

GOAL 4: Advance conservation and preservation efforts in rural and sensitive lands to protect the County's natural environment.

The funding of a variety of Capital Improvement projects in both Wastewater and in Roads and Bridges will promote development in the planned growth area which will in turn lessen the focus of growth in the rural areas, which will reduce stress on agricultural operations.

Strategic Priority: SAFE, HEALTHY, AND ACTIVE COMMUNITIES

Cecil County will improve the quality of life for citizens by enhancing safe, healthy, and active communities.

GOALS AND OBJECTIVES

GOAL 1: Provide public safety resources appropriate to meet the complement of needs of citizens.

The FY2019 budget supports a three year contract with Law Enforcement's collective bargaining unit to place officers on a new competitive pay scale based on years of service with the agency. The County continues to struggle with attracting and retaining trained officers. The contract will allow for programmed increases over the three year contract period. Additional paramedics positions proposed at the Department of Emergency Services are to help with the growing need for additional staff to meet the needs of the County.

This budget continues to leverage State Drug Court funding, Safe Streets and Vivitrol grants to provide critical services to assist our Law Enforcement community with drug related issues.

GOAL 2: Improve the health status of Cecil County citizens.

Through three initiatives under the Cecil County Health Department, the "Early Intervention Initiative", "Expand Services in Detention Center" and the "Expand Outreach Efforts", these programs intend to meaningfully impact substance abuse and the effects in a variety of positive ways, leveraged by the use of Video Lottery Terminal funding.

GOAL 3: Promote healthy lifestyles by engaging citizens in health and wellness activities.

The Community Wellness Division offers a wide array of programming that promotes active and healthy lifestyles, volunteerism and civic engagement, enhanced socialization options and nutritional planning. This Division provides the following services: health promotion opportunities, exercise and fitness programming, community engagement through Volunteer Cecil, nutrition services, the Elkton Senior/Activity Center, the Healthy Lifestyles Fitness Center, Congregate and Home Delivered Meal Programs, Home Shopping Program, Healthy Options Programs and a series of Chronic Disease Self-Management Programs, entitled "Living Well Programs". The division prides itself on strong partnerships and rich collaborations with other community organizations to include the Health Department, Cecil College, Upper Bay Counseling, the YMCA and Union Hospital.

GOAL 4: Collaborate with social service agencies to support citizens with the greatest need.

The Cecil Human Service Agency is Cecil County's designated local management board and it rests under the division of Community Partnerships within the Cecil County Department of Community Services.