



2017 Approved 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>
Introduction to the Budget in Brief	2
Budget Process	3
Cecil County Fiscal Policy	4
Budget Overview	5-6
Key Budget Assumptions for FY 2017 Budget	7-8
Important Budgetary Changes for FY 2017 Budget	9
Total Approved Budget All Funds Chart	10
Total Approved Revenues General Fund	11
Total Approved Expenses General Fund	12
General Fund Revenue Budget Summary FY 2017	13-14
General Fund Expense Budget Summary FY 2017	15-19
Capital Improvement Program Highlighted Projects	19-21
Approved Revenues Solid Waste Enterprise Fund	22
Approved Expenses Solid Waste Enterprise Fund	23
Approved Revenues Wastewater Enterprise Fund	24
Approved Expenses Wastewater Enterprise Fund	25
Full-Time Equivalent County Government Employees	26
Organizational Chart	27
Adherence to the Strategic Plan	28-32
Key Elected Officials and Administration	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. It includes information on how the budget is developed and what it ultimately means in terms of services to our community.

The annual budget process and calendar are included.

The Fiscal Policy section defines the cornerstones of our financial management plan.

The FY 17 Overview summarizes the fund structure of the operating and capital budgets.

The FY 17 Budget Highlights include pie charts and summaries for significant County operating funds. A brief explanation of how revenues were projected and appropriation decisions were made follows each fund's summary, with 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.

A County organization chart is included.

A summary of elected officials and departmental staff involved in the budget process is provided.

BUDGET PROCESS

With input from the Director of Finance, Budget Manager and budget staff, after meetings with all County departments, 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 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
- Expense, 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 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; 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

BUDGET OVERVIEW

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

OPERATING BUDGET

The Annual Operating Budget details fiscal information for all County departments and agencies along with information on: services, program, goals, objectives, and staffing requirements. Also defined are the County's contributions to the 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 buildings and other facilities 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 charges. 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 charges. 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 107 Chesapeake Boulevard, acquired during FY 2016.

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 for 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, 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. Such a program provides appropriation authority and planning for projects of long-term usefulness, size and cost, and/or which require large expenditures of funds exceeding \$100,000 and is usually programmed over more than one year and which result in a durable capital asset.

KEY BUDGET ASSUMPTIONS FOR FY 2017 BUDGET

This budget is the fourth one to be developed following the transition from the Commissioner form of government to Charter. 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 Approved 2017 Budget:

- Provides for increased compensation for all County employee groups, including funding for Cecil College and Cecil County Public Library, as follows:
 - Law Enforcement Officers collectively bargained under the FOP agreement – 1% Cost of Living increase on July 1, 2016, two 2% step increases on July 1, 2016, which approximates a 5% increase; additionally, for Law Enforcement Officers collectively bargained under the FOP agreement with 5 years of service as of July 1, 2016, on January 1, 2017, a one grade increase (remain in same step), which approximates an 11.06% increase (14.56% year over year);
 - For Emergency Responders collectively bargained under the IAFF agreement and for Correctional Officers, Dispatchers and all other County Employees- 1% Cost of Living increase on July 1, 2016, two 2% step increases on July 1, 2016, which approximates a 5% increase;
 - For Cecil College and Cecil Public Library – funding from the County to support 5% wage increases;
 - This is the first step of a four-year compensation plan to improve the County’s ability to attract and retain our employees;
- Provides for the first in-house animal care and control operation operated by the County;
- Provides a 1.3% increase in the County’s commitment to Cecil County Public Schools in operating expenses based on changes in enrollment and for small capital projects. Among other items, the increase provides a 1% COLA, and steps for all groups. With the FY17 budget, we are also supporting continued site work for the replacement of Gilpin Manor Elementary School, funding for boiler replacements at Bo Manor Middle/High School, Kenmore and Thomson Estates Elementary Schools, and Cherry Hill Middle School, a roof replacement at Cecilton Elementary, land acquisition for Chesapeake City Elementary School, and finish the construction on Perryville Elementary School;
- Provides increased levels of funding to Cecil College and Cecil County Public Library, which are intended to fund increases in the cost of health care and maintenance of facilities;
- Continues to provide \$345,000 in critical funds to the Health Department to support initiatives to reduce substance abuse in the County, including outreach, early intervention and treatment services funded by casino revenue funds;

- Provides full funding for our Volunteer Fire Companies Vehicle Replacement Match at \$100,000, to acquire one ambulance for the Water Witch Volunteer Fire Company;
- Includes a 30% cost increase for providing health benefits, shared between employer and employee, adds new participant tiers to allow for more employee choices;
- Reflects the Debt Service savings of \$ 667,000 from the bond refunding completed in January 2016;
- Reflects a Wastewater User Rate increase (4th of 5 years) of 2.98% to \$10.02 per 1,000 gallons
- Reflects a Solid Waste tipping fee increase of 5% to \$79 per ton for refuse based on tonnage projections, no increase for self-haulers;
- Sets the property tax rate at the constant yield tax rate of .9914, an increase of .0007 over the current tax rate of .9907; if the County maintained the current tax rate of .9907, revenues would have decline by \$61,959;
- Approved a \$25 minimum fee to be charged for a deed transfer fee for each instrument of writing.

IMPORTANT BUDGETARY CHANGES FOR FY 2017 BUDGET

The continued development of the allocation of Information Technology expenses: The fund was created to centrally manage information systems, and telephone and copier resources. The fund is accountable for management cost containment and oversight of this area. During FY 16, additional costs for the CAD (Computer Aided Dispatch) implementation were identified within public safety departments (Emergency Services, Law Enforcement, and Detention Center) that are now accounted for within the Internal Services Fund.

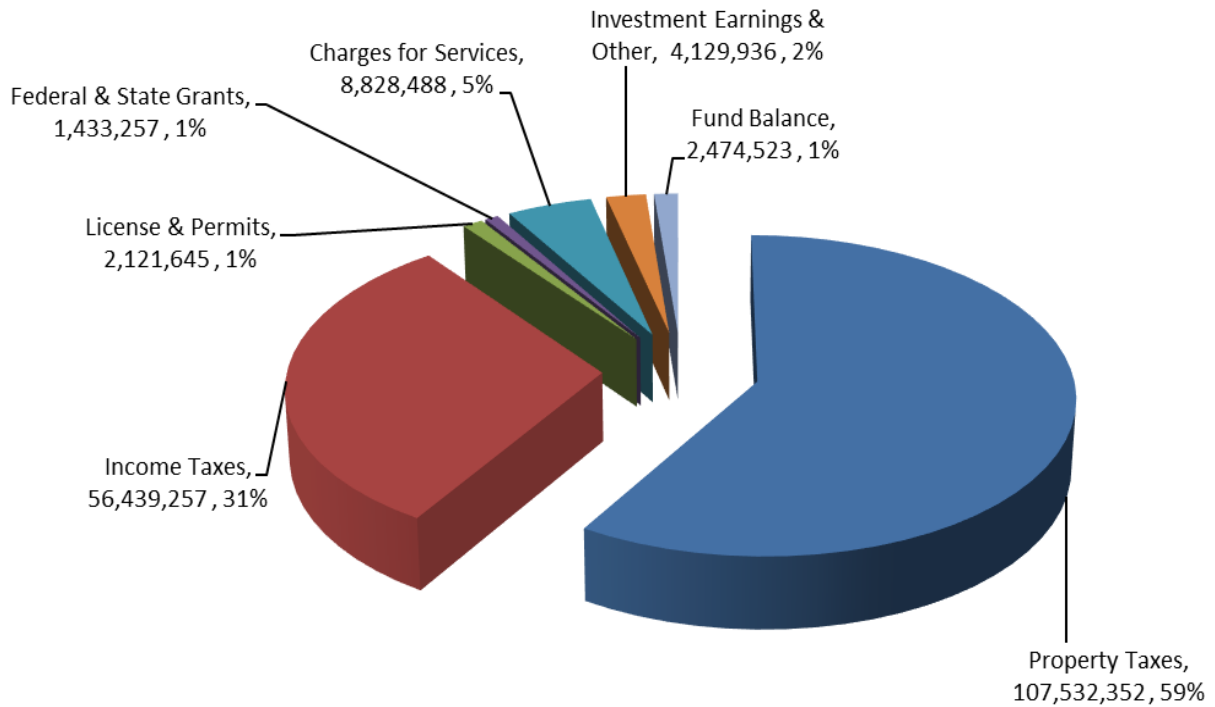
The consolidation of grant funded community services: This action of consolidating the Department of Senior Services and Community Transit with the Department of Housing and Community Development will provide both short-term and long-term savings, while creating efficiencies and coordination of community services. This reorganized department will also explore/administer/manage grant-funding opportunities, and provide enhanced public and community information. It is expected that this action will take effect on July 1, 2016.

The creation of two additional funds for Grants and Property Management: 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 Property Management Fund accounts for the rental income and related expenses for the operation and efficient management of 107 Chesapeake Boulevard, acquired during FY 2016. The operation of the Property Management Fund for 2017 is expected to result in a \$209,000 savings that benefits the General Fund.

CECIL COUNTY TOTAL FY17 PROPOSED BUDGET ALL
FUNDS \$ 285,089,807

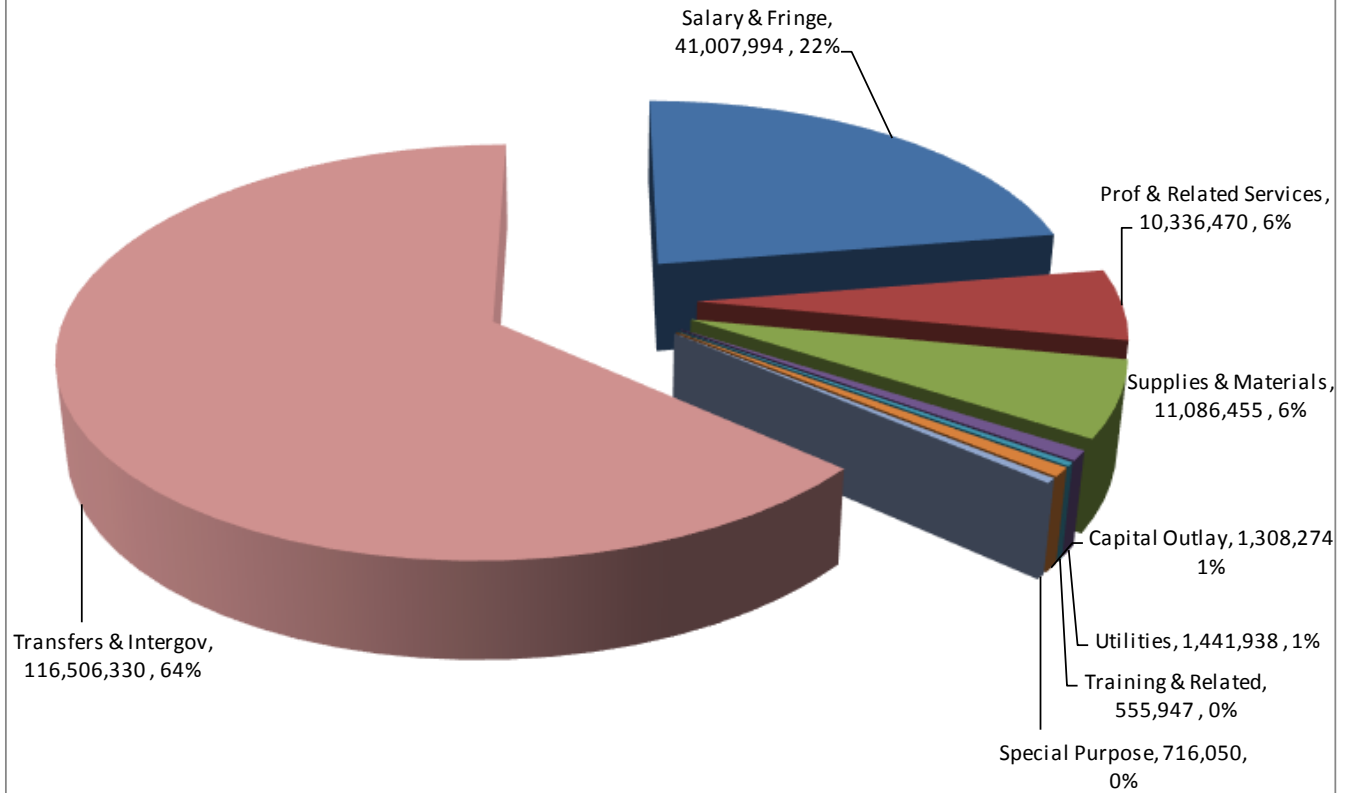
OPERATING BUDGET \$262,723,807	CAPITAL BUDGET \$22,366,000
GENERAL FUND \$182,959,458	PUBLIC SCHOOLS \$10,845,000
HOUSING FUND \$4,615,999	CECIL COLLEGE \$1,083,000
COMMUNITY SERVICES \$4,784,969	CECIL PUBLIC LIBRARY \$0
EMERGENCY SHELTER \$45,000	EMERGENCY SERVICES \$0
WORKERS COMPENSATION \$1,229,279	INFORMATION TECH. \$50,000
AGRIC. LAND PRESERV. \$1,178,680	DPW - ROADS & BRIDGES \$6,675,000
CASINO GRANTS \$2,693,232	PARKS AND RECREATION \$913,000
DEBT SERVICE \$16,640,114	FACILITIES MGMT. \$0
LANDFILL SERVICES \$7,415,306	LANDFILL SERVICES \$0
WASTEWATER SERVICES \$15,582,656	WASTEWATER SERVICES \$2,800,000
PROPERTY MANAGEMENT \$821,838	
HEALTH INSURANCE \$12,443,620	
MOTOR VEHICLE \$4,016,626	
INFORMATION TECHNOLOGY \$3,322,172	
CCSO CONFISCATED FUNDS \$14,146	
OTHER GRANTS \$4,960,712	

FY2017 APPROVED REVENUES GENERAL FUND



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
001 - GENERAL FUND							
	REAL PROPERTY TX	92,176,737	91,628,661	93,663,454	93,402,462	(260,992)	(0.3%)
	PERSONAL PROPERTY TX	8,962,949	8,447,290	8,883,766	9,754,134	870,368	9.8%
	PAYMT IN LIEU OF TX	2,570,047	3,069,109	3,705,047	3,704,109	(938)	(0.0%)
	DISCOUNT	(1,067,436)	(1,073,050)	-	-	-	-
	INTEREST & PENALTIES	722,706	657,731	735,172	671,647	(63,525)	(8.6%)
	INCOME TAX	50,800,381	53,954,296	53,900,000	56,439,257	2,539,257	1.9%
	LICENSE & PERMITS	1,644,732	1,795,237	2,014,825	2,121,645	106,820	5.3%
	FEDERAL GRANTS	1,006,286	692,510	-	20,000	20,000	-
	STATE GRANTS	3,554,089	3,512,606	1,408,275	1,413,257	4,982	0.4%
	OTHER INTERGOVERNMTL	1,128,930	1,219,251	1,335,886	1,851,136	515,250	38.6%
	CHARGES FOR SERVICES	6,810,594	7,147,884	8,581,701	8,828,488	246,787	2.8%
	INVESTMENT EARNINGS	149,609	194,448	250,000	125,000	(125,000)	(50.0%)
	CONTRIBUTNS & OTHER	491,671	232,023	382,940	215,800	(167,140)	(43.6%)
	TRANSFERS	1,225,000	2,719,353	1,749,000	1,938,000	189,000	10.8%
	FUND BALANCE	-	-	1,698,109	2,474,523	776,414	44.0%
	TOTAL GENERAL FUND	170,176,295	174,197,349	178,308,175	182,959,458	4,651,283	2.6%

FY2017 APPROVED EXPENSES GENERAL FUND



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 001 - GENERAL FUND							
	SALARY & FRINGE	40,320,163	41,025,711	38,744,067	41,007,994	2,263,927	3.3%
	PROF & RELATED SERV	11,416,491	11,425,699	11,370,774	10,336,470	(1,034,304)	(9.1%)
	SUPPLIES & MATERIALS	9,133,686	10,350,856	10,868,853	11,086,455	217,602	1.9%
	UTILITIES	1,391,049	1,290,948	1,403,621	1,441,938	38,317	3.3%
	TRAINING & RELATED	383,306	450,214	520,852	555,947	35,095	15.9%
	CAPITAL OUTLAY	2,246,199	2,605,532	1,295,735	1,308,274	12,539	(0.6%)
	DEBT SERVICE	12,525	9,430	12,000	-	(12,000)	(100.0%)
	SPECIAL PURPOSE	460,460	473,039	632,895	716,050	83,155	13.2%
	TRANSFERS & INTERGOV	110,174,486	108,851,706	113,459,378	116,506,330	3,046,952	2.1%
	TOTAL GENERAL FUND	175,538,366	176,483,136	178,308,175	182,959,458	4,651,283	1.7%

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 Board of Education's funding comes from County General Fund dollars. County support for Cecil College, the Health Department, and the Libraries also come from the General Fund. 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 (88%) of our General Fund Revenues come from Property Taxes and Income Taxes.

<u>PROPERTY TAXES</u>	FY 17 Approved	\$107,532,352, or 58.8% of the General Fund
	FY 16 Approved	\$106,987,439, or 58.7% of the General Fund
	\$ increase vs. FY 16	\$544,713
	% increase vs. FY 16	.005%

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. In FY 17, the decrease in assessed value was .1%. The tax rate proposed in the budget is at the Constant Yield Tax Rate (CYTR) of .9914, up by .0007 versus FY 16.

Revenue Type	Estimated Assessable Base 2015-2016	Estimated Assessable Base 2016-2017	Approved Tax Rates	Approved Property Tax Revenues
Real Property	9,263,213,933	9,333,043,272	0.9914	\$ 92,527,791
Real Property - New Construction	10,000,000	5,000,000	0.9914	49,570
Railroad Operating Property - Real	6,343,000	6,167,000	0.9914	61,140
Railroad Operating Property - Personal	5,339,000	5,801,000	2.4785	143,778
Public Utilities Operating Property - Real	15,658,000	16,390,000	2.4785	406,226
Public Utilities Operating Property - Personal	147,000,000	177,939,317	2.4785	4,410,226
Other Business Personal Property	194,860,000	193,419,587	2.4785	4,793,904
Total Estimated Assessable Base & Revenue	9,642,413,933	9,737,760,176		\$102,392,635

INCOME TAXES

FY 17 Approved	\$56,439,257
FY 16 Projected	\$55,717,765
FY 16 Approved	\$53,900,000

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 set its income tax rate at 2.80% of net taxable income in 2001. 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 2017 revenue from income tax is estimated to be \$56,439,257, an increase of \$2,539,257 or 4.38% over the FY 16 budgeted amount of \$53,900,000, and an increase of \$721,492 or 3.2% over the FY 16 projection of \$55,717,765. The 2017 budget reflects a reduction of \$1,000,000 in tax revenue to account for the impact to the county from the Wynne Case decided before the Supreme Court.

RECORDATION TAX

FY 17 Approved	\$5,000,000
FY 16 Approved	\$5,000,000

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 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. The revenue stream is projected to be unchanged versus FY 2016.

FUND BALANCE APPROPRIATED

Governmental funds report the difference between their assets and liabilities as fund balance. In FY 17 we have appropriated \$2,474,523 of unassigned fund balance, an increase of \$1,451,414 compared to \$1,023,109 in FY 16.



The FY 17 Approved 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. In spite of these factors, Cecil County has positioned itself favorably to withstand these challenges and stands prepared to provide a foundation as created by the strategic plan that keys on job creation, economic development, improved public health and safety, implementation of the Comprehensive Plan, and improvements to Quality of Life. As a result of sound fiscal management and forging of strong partnerships with the Board of Education, Cecil College, our Library system, the Volunteer Fire Companies, our public and our employees, have enabled us to meet these challenges and make Cecil County a great place to live. 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	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
551 - BOARD OF EDUCATION						
SUPPLIES & MATERIALS	3,117,889	3,352,878	3,943,745	3,943,745	-	-
CAPITAL OUTLAY	1,796,587	1,432,135	802,935	1,023,913	220,978	27.5%
TRANSFERS & INTERGOV	69,730,403	72,170,967	75,807,033	76,666,693	859,660	1.1%
TOTAL BOARD OF EDUCATION	74,644,879	76,955,980	80,553,713	81,634,351	1,080,638	1.3%

For FY 17, Cecil County has approved to fund the Board of Education at the required maintenance of effort level of \$ 80,610,438, an increase of \$859,660 versus FY 16. This represents the minimum maintenance of effort as prescribed by State law. This budget also reflects the fifth year of the shift of the teacher’s pension cost to the counties, as a result of the special legislative session in May 2012.

The operating budget provides for a 1.1% increase in education operating funding to Cecil County Public Schools to support the increase in education effort based on increasing student population.

The Board of Education’s approved FY 17 Capital Budget has a total of 7 projects totaling \$10,265,000. The budget provides funding for the completion of the Perryville Elementary School renovation project, supports continued site work for the replacement of Gilpin Manor Elementary School, funding for boiler replacements at Bo Manor Middle/High School, Kenmore and Thomson Estates Elementary Schools, and Cherry Hill Middle School, a roof replacement at Cecilton Elementary, and land acquisition for the Chesapeake City Elementary School.

CECIL COLLEGE

Division / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
554 - CECIL COLLEGE SCHOLARSHIP							
	SUPPLIES & MATERIALS	46,212	48,144	48,840	50,712	1,872	3.8%
	TOTAL CECIL COMM COLLEGE SCHOLARSHIP	46,212	48,144	48,840	50,712	1,872	3.8%
555 - CECIL COLLEGE							
	CAPITAL OUTLAY	157,701	121,256	246,460	68,973	(177,487)	(72.0%)
	TRANSFERS & INTERGOV	8,039,308	8,320,684	8,706,940	9,934,415	1,227,475	14.1%
	TOTAL CECIL COMMUNITY COLLEGE	8,197,009	8,441,940	8,953,400	10,003,388	1,049,988	11.7%

Cecil County’s support of the Cecil College is approved to increase by \$1,051,860 or 10.5% versus FY 16. 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 \$68,973 to install exterior cameras and a public address system for increased campus security and safety, refinish the gymnasium floor, and replace flooring to meet OSHA standards in the Health Care Careers classroom.

The approved FY 17 Capital Budget has 2 projects that total \$1,083,000, which are for Instructional Technology and ongoing Mechanical Infrastructure replacement.

CECIL COUNTY PUBLIC LIBRARY

Division / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
631 - LIBRARIES							
	CAPITAL OUTLAY	17,100	195,758	107,000	-	(107,000)	(100.0%)
	TRANSFERS & INTERGOV	4,399,920	4,553,917	4,678,667	5,082,667	404,000	8.6%
	TOTAL LIBRARIES	4,417,020	4,749,675	4,785,667	5,082,667	297,000	6.2%

Cecil County’s support of the Library System is approved to increase by \$297,000, or 6.2% versus FY 16. Funded initiatives are increased levels of support for compensation, library materials, contract increases in library systems, and occupancy costs.

CECIL COUNTY SHERIFF

Overall funding support for the Cecil County Sheriff for FY 17 is approved to be \$21,354,344, an increase of 3.9%, or \$ 805,695 versus FY 16. The major divisions are listed below:

Division / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
311 - LAW ENFORCEMENT							
	SALARY & FRINGE	8,527,803	8,732,092	7,882,125	8,778,532	896,407	11.4%
	PROF & RELATED SERV	345,849	477,074	710,189	839,556	129,367	18.2%
	SUPPLIES & MATERIALS	894,692	1,011,883	1,078,842	1,121,096	42,254	3.9%
	TRAINING & RELATED	47,070	79,301	158,742	165,742	7,000	4.4%
	CAPITAL OUTLAY	-	-	-	1,000	1,000	-
	TRANSFERS & INTERGOV	12,556	22,935	-	-	-	-
	TOTAL LAW ENFORCEMENT	9,827,971	10,323,286	9,829,898	10,905,926	1,076,028	10.9%
331 - DETENTION CENTER							
	SALARY & FRINGE	5,205,869	5,177,982	4,994,591	5,148,698	154,107	3.1%
	PROF & RELATED SERV	1,621,006	1,545,524	1,612,218	1,807,583	195,365	12.1%
	SUPPLIES & MATERIALS	778,935	919,828	977,511	1,025,475	47,964	4.9%
	TRAINING & RELATED	45,924	35,879	67,650	69,941	2,291	3.4%
	CAPITAL OUTLAY	-	34,394	-	-	-	-
	TOTAL DETENTION CENTER	7,651,734	7,713,607	7,651,970	8,051,697	399,727	5.2%
333 - COMMUNITY CORRECTIONS							
	SALARY & FRINGE	1,781,922	1,894,398	1,684,264	1,808,915	124,651	7.4%
	PROF & RELATED SERV	227,000	235,909	268,081	295,186	27,105	10.1%
	SUPPLIES & MATERIALS	168,837	198,658	262,272	273,520	11,248	4.3%
	TRAINING & RELATED	3,869	4,255	17,900	19,100	1,200	6.7%
	CAPITAL OUTLAY	-	2,895	-	-	-	-
	TOTAL COMMUNITY CORRECTIONS	2,181,628	2,336,115	2,232,517	2,396,721	164,204	7.4%

Major initiatives funded in the FY 2017 Budget are as follows:

- Supports the funding for five new patrol deputies as requested;
- Supports the replacement of patrol vehicles as they are removed from service, and supports the acquisition of five vehicles for the new patrol deputies;
- Supports additional funding for specialized training opportunities for deputies;
- Supports ongoing funding for acquisition specialized gear and associated training;

DEPARTMENT OF PUBLIC WORKS

Division / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
401 - PUB WRK - OFFICE OF DIRECTOR							
	SALARY & FRINGE	352,372	353,029	348,534	362,988	14,454	4.1%
	PROF & RELATED SERV	4,499	4,939	7,294	6,628	(666)	(9.1%)
	SUPPLIES & MATERIALS	14,141	15,943	19,546	21,808	2,262	11.6%
	TRAINING & RELATED	2,294	2,384	5,250	5,700	450	8.6%
	SPECIAL PURPOSE	58,251	58,554	70,000	80,850	10,850	15.5%
	TOTAL PUB WRK - OFFICE OF DIRECTOR	431,557	434,849	450,624	477,974	27,350	6.1%
402 - PUB WRK - DEVELOPMENT SERVICES							
	SALARY & FRINGE	951,366	950,196	948,618	987,086	38,468	4.1%
	PROF & RELATED SERV	296,991	478,205	301,347	342,610	41,263	13.7%
	SUPPLIES & MATERIALS	79,837	92,571	109,073	122,346	13,273	12.2%
	TRAINING & RELATED	7,014	7,541	9,800	9,000	(800)	(8.2%)
	SPECIAL PURPOSE	36,824	10,543	131,000	135,000	4,000	3.1%
	TRANSFERS & INTERGOV	-	-	-	-	-	-
	TOTAL PUB WRK - DEVELOPMENT SERVICES	1,372,032	1,539,056	1,499,838	1,596,042	96,204	6.4%
403 - PUB WRK - ENGINEERING & CONST							
	SALARY & FRINGE	725,457	659,800	585,045	585,077	32	-
	PROF & RELATED SERV	91,715	161,743	101,282	143,561	42,279	41.7%
	SUPPLIES & MATERIALS	38,987	46,075	53,527	56,680	3,153	5.9%
	TRAINING & RELATED	4,320	3,837	6,000	6,000	-	-
	TOTAL PUB WRK - ENGINEERING & CONST	860,479	871,456	745,854	791,318	45,464	6.1%
412 - ROADS - ADMINISTRATION							
	SALARY & FRINGE	2,719,023	2,670,643	2,574,856	2,623,619	48,763	1.9%
	PROF & RELATED SERV	774,318	1,019,645	1,377,326	1,342,089	(35,237)	(2.6%)
	SUPPLIES & MATERIALS	465,645	431,829	472,593	471,478	(1,115)	(0.2%)
	UTILITIES	50,720	46,883	54,917	59,944	5,027	9.2%
	TRAINING & RELATED	17,817	11,229	11,350	11,350	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	SPECIAL PURPOSE	-	-	23,695	-	(23,695)	(100.0%)
	TOTAL ROADS - ADMINISTRATION	4,027,524	4,180,229	4,514,737	4,508,480	(6,257)	(0.2%)
415 - ROADS - SIGNS							
	PROF & RELATED SERV	-	5,700	-	-	-	-
	SUPPLIES & MATERIALS	63,919	49,806	78,000	43,000	(35,000)	(44.9%)
	TOTAL ROADS - SIGNS	63,919	55,506	78,000	43,000	(35,000)	(44.9%)
416 - ROADS - LIGHTING							
	UTILITIES	92,496	98,579	96,821	100,000	3,179	3.3%
	TOTAL ROADS - LIGHTING	92,496	98,579	96,821	100,000	3,179	3.3%
425 - ROADS - WEED CONTROL PROGRAM							
	SALARY & FRINGE	18,557	34,920	23,133	-	(23,133)	(100.0%)
	PROF & RELATED SERV	2,893	2,561	3,854	4,367	513	13.3%
	SUPPLIES & MATERIALS	9,604	9,313	8,218	9,257	1,039	12.6%
	TRAINING & RELATED	38	116	100	100	-	-
	TOTAL ROADS - WEED CONTROL PROGRAM	31,091	46,910	35,305	13,724	(21,581)	(61.1%)
471 - ROADS - MAINTENANCE							
	PROF & RELATED SERV	3,725,029	3,704,559	3,300,322	1,747,500	(1,552,822)	(47.1%)
	SUPPLIES & MATERIALS	533,735	623,349	603,633	357,000	(246,633)	(40.9%)
	TOTAL ROADS - MAINTENANCE	4,258,764	4,327,909	3,903,955	2,104,500	(1,799,455)	(46.1%)

The Department of Public Works is approved to be funded for FY 17 at \$9,635,038 a decrease of \$1,690,096, or 14.9% versus FY 16, largely due to decreased funding support for road overlay. Initiatives to be funded are sanitary sewer system modeling, Octoraro Creek and Christina River watershed assessments, MS-4 Permit Compliance, as well as a variety of WIP Compliance projects, and a storm water management pond compliance project.

CAPITAL IMPROVEMENT PROGRAM

The following is a list of highlighted projects within the FY 17 Approved Capital Budget:

	FY 2017
<u>Cecil County Public Schools</u>	
Perryville Elementary Renovation	2,543,000
Bo Manor Middle/High School Boiler Repl.	600,000
Kenmore Elementary School Boiler Repl.	490,000
Cherry Hill Middle School Boiler Repl.	697,000
Thomson Estates Elementary Boiler Repl.	574,000
Gilpin Manor Elementary Replacement	4,113,000
Cecilton Elementary School Exterior Env.	348,000
New Chesapeake City Elementary	900,000
BTOP - Broadband Initiative	580,000
<u>Cecil College</u>	
Instructional Technology	577,000
Mechanical Infrastructure	506,000
<u>DPW - Roads and Bridges</u>	
Replacement of Bridge CE-0072 Razor Strap Road over Stony Run	600,000
Razor Strap Road Improvements Phases I & II	500,000
Racine School Road Improvements	2,500,000
Oldfield Point Road Improvements (Old Chestnut to Old Ferry)	1,000,000
Replacement of Reservoir Road Culverts	450,000
Replace Star Route Road Culverts (2)	50,000
Lums Road Street Improvements (Bouchelle Road to Little North East Creek)	700,000
Replace Bohemia Church Road Culverts (3)	275,000
Replacement of Bridge CE-0042 Mechanics Valley Road over CSX	600,000
<u>Parks and Recreation</u>	
Calvert Regional Park - Development	913,000
<u>Information Technology</u>	
Permitting System	50,000
<u>Wastewater Enterprise Fund</u>	
Construct Principio San. Sewer North	2,200,000
Construct Rt. 40 West Sanitary Sewer	100,000
Replace CSX Sewer Line @ Red Toad Rd	500,000

Following are project descriptions of the projects that received a favorable recommendation for compliance with the Comprehensive Plan from the Planning Commission for inclusion in their first year of funding in the FY 17 Proposed Capital Improvement Program.

Cecil County Public Schools

Bohemia Manor Middle/High School Boiler Replacement

The existing heating plant serving this facility consists of two (2) equally sized oil fired fire tube boilers rated at 50 BHP (1,670,000 BTUH) each. The boilers were manufactured by Cleaver Brooks and are twenty-two (22) years old. Scope includes replacing existing with two (2) new 80 BHP Cleaver Brooks fire tube boilers with enhanced efficiency as well as upgrading approximately 100 terminal controls (variable air volume (vav) boxes, unit heaters).

Kenmore Elementary School Boiler Replacement

Kenmore Elementary School is heated by a central hot water heating plant. Heat is generated by two (2) oil fired scotch marine fire tube style boilers. The boilers were manufactured in 1984 by Cleaver Brooks, Model CB 50 Boiler Horse Power (1,670,000 BTUH). Fuel oil is stored in an underground 10,000 gallon tank. The existing boilers are thirty-one (31) years old and are standard efficiency (80 - 82%) non-condensing style boilers with a 5:1 turndown ratio. Each boiler was sized for approximately two-thirds (2/3) of the entire building load. They also utilize a more expensive, less clean fuel source in #2 fuel oil. It is recommended that the two (2) existing oil fired boilers be replaced with four (4) equally sized 1,500,000 BTUH nominal capacity vertical fire tube gas fired high efficiency condensing boilers. Additionally a boiler sequencing controller is recommended and for it to be interfaced with the existing Johnson Controls Energy Management System. The existing underground fuel oil tank, fuel oil pumps and piping is recommended to be removed in its entirety. Also, the existing domestic water heater and master mixing valve will need to be replaced with a high efficiency gas fired condensing style.

Cherry Hill Middle School Boiler Replacement

Cherry Hill Middle School is heated by a central hot water heating plant. Heat is generated by two (2) oil fired scotch marine fire tube style boilers with propane pilots. The boilers were manufactured in 1967 by Cleaver Brooks, Model CB 100 Boiler Horse Power (3,340,000 BTUH). Fuel oil is stored in an underground 10,000 gallon tank. The existing boilers are forty-eight (48) years old and are standard efficiency (80 - 82%) non-condensing style boilers with a 5:1 turndown ratio. They also utilize a more expensive, less clean fuel source in #2 fuel oil. Natural gas is available to the building. It is recommended that the two (2) existing oil fired boilers be replaced with six (6) equally sized 1,500,000 BTUH nominal capacity vertical fire tube gas fired high efficiency condensing boilers. Each boiler shall be provided with an automatic isolation valve so they can be sequenced in lead lag fashion and rotated daily. Additionally a boiler sequencing controller is recommended and for it to be interfaced with the existing Johnson Controls Energy Management System. The existing undergrounds fuel oil tank, fuel oil pumps and piping is recommended to be removed in its entirety. Also, the existing domestic water heater and master mixing valve will need to be replaced with a high efficiency gas fired condensing style.

Thomson Estates Elementary School Boiler Replacement

Thomson Estates Elementary School is heated by a central hot water heating plant. Heat is generated by two (2) oil fired scotch marine fire tube style boilers with propane pilots. The boilers were manufactured in 1975 by Cleaver Brooks, Model CB 100 Boiler Horse Power (3,340,000 BTUH). Fuel oil is stored in an underground 10,000 gallon tank. The existing boilers are forty (40) years old and are standard efficiency (80 - 82%) non-condensing style boilers with a 5:1 turndown ratio. Each boiler was sized for the entire building load so one boiler functions as a standby. They also utilize a more expensive, less clean fuel source in #2 fuel oil. Natural gas is available to the building. It is recommended that the two (2) existing oil fired boilers be replaced with four (4) equally sized 1,500,000 BTUH nominal capacity vertical fire tube gas fired high efficiency condensing boilers. The boilers also allow the building to be converted to variable primary flow thus enhancing operational efficiency during partial load conditions. The existing heating water pumps are recommended to be replaced in kind utilizing high efficiency inverter duty type motors which complies with IECC and controlled by a variable speed drive. Additionally a boiler sequencing controller is recommended and for it to be interfaced with the existing Johnson Controls Energy Management System.

New Chesapeake City Elementary School – Land Acquisition

Built in 1939, Chesapeake City Elementary once served as the area's high school. In time, the higher grades were moved into a new location, and in 1972 the school received a single story addition of 12,000 sf. This addition was designed in the "open classroom" format and is currently a difficult teaching environment. Chesapeake City is also one of the last schools in the county that is not completely air conditioned and it does not meet current ADA conditions, as it does not have an elevator or accessible rest rooms. The building occupies 2 locally-owned relocatable classrooms and currently has limited resources for media, data networks, music and art. The building's steam boiler is vintage 1939 and presents inconsistent heating control reflecting in safety concerns and indoor air quality issues. Studies are being conducted to determine other possible building locations in the area where water & sewer are available. It is intended to build a new replacement school on a less restrictive site.

DPW – Roads and Bridges

Replace Bohemia Church Road Culverts

This project consists of replacement of three (3) existing culverts that have deteriorated with new culverts along with minor drainage, site work, and roadway improvements. Culverts XCE1073, XCE1074, XCE1075.

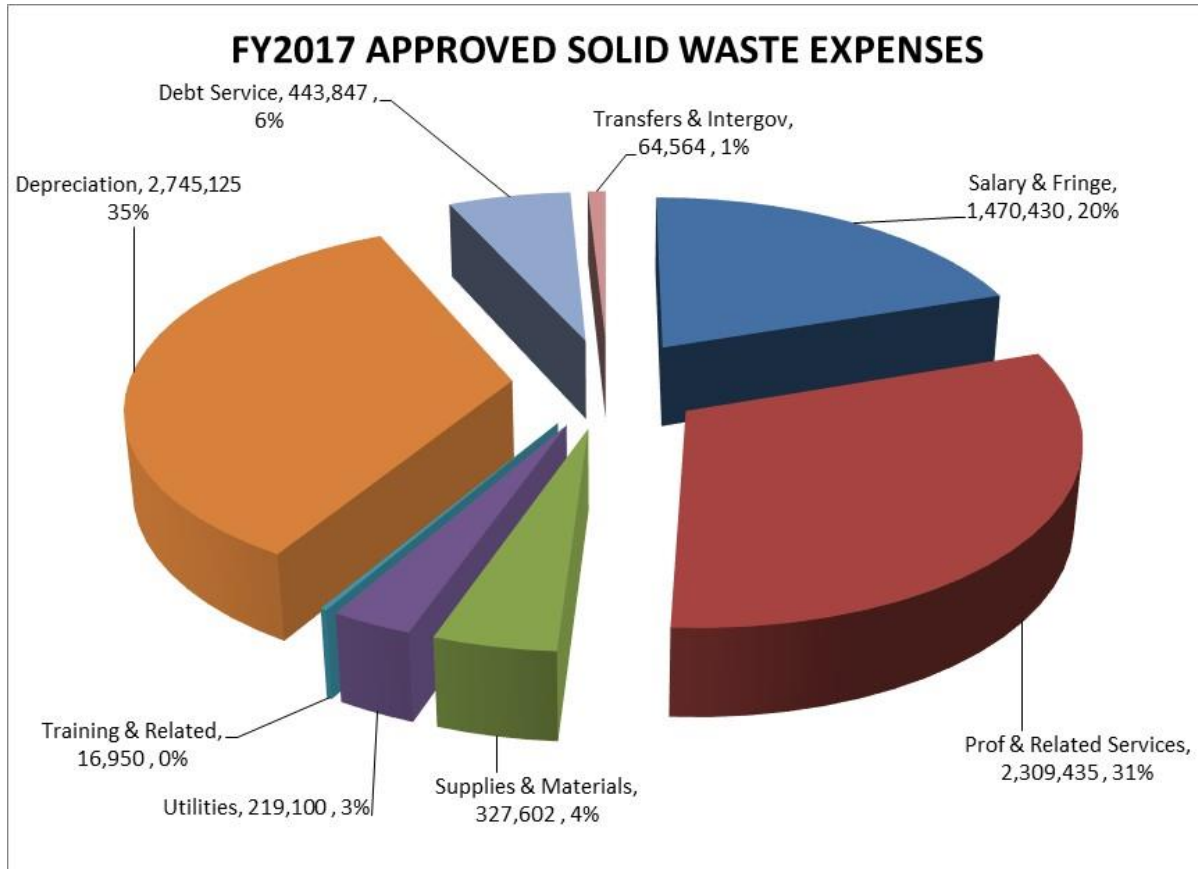
SOLID WASTE ENTERPRISE FUND - REVENUES



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
602 - LANDFILL SERVICES							
	DISCOUNT	(13,488)	(29,906)	-	-	-	-
	INTEREST & PENALTIES	7,179	5,320	4,850	5,175	325	6.7%
	STATE GRANTS	6,145	35,600	179,300	-	(179,300)	(100.0%)
	CHARGES FOR SERVICES	212,078	311,827	275,000	27,800	(247,200)	(89.9%)
	INVESTMENT EARNINGS	12,358	20,392	20,000	20,000	-	-
	CONTRIBUTNS & OTHER	22,911	65,990	111,000	-	(111,000)	(100.0%)
	SALES & USER FEES	5,668,628	6,243,315	7,270,175	7,362,331	92,156	1.3%
	FUND BALANCE	-	-	7,985	-	(7,985)	(100.0%)
	TOTAL LANDFILL SERVICES	5,915,811	6,652,538	7,868,310	7,415,306	(453,004)	(5.8%)

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 approved revenue for FY2017 reflects a 5% increase in the tipping fee for residential and recycling as well as for construction and demolition refuse, however the increase does not affect self-hauler fees as currently adopted.

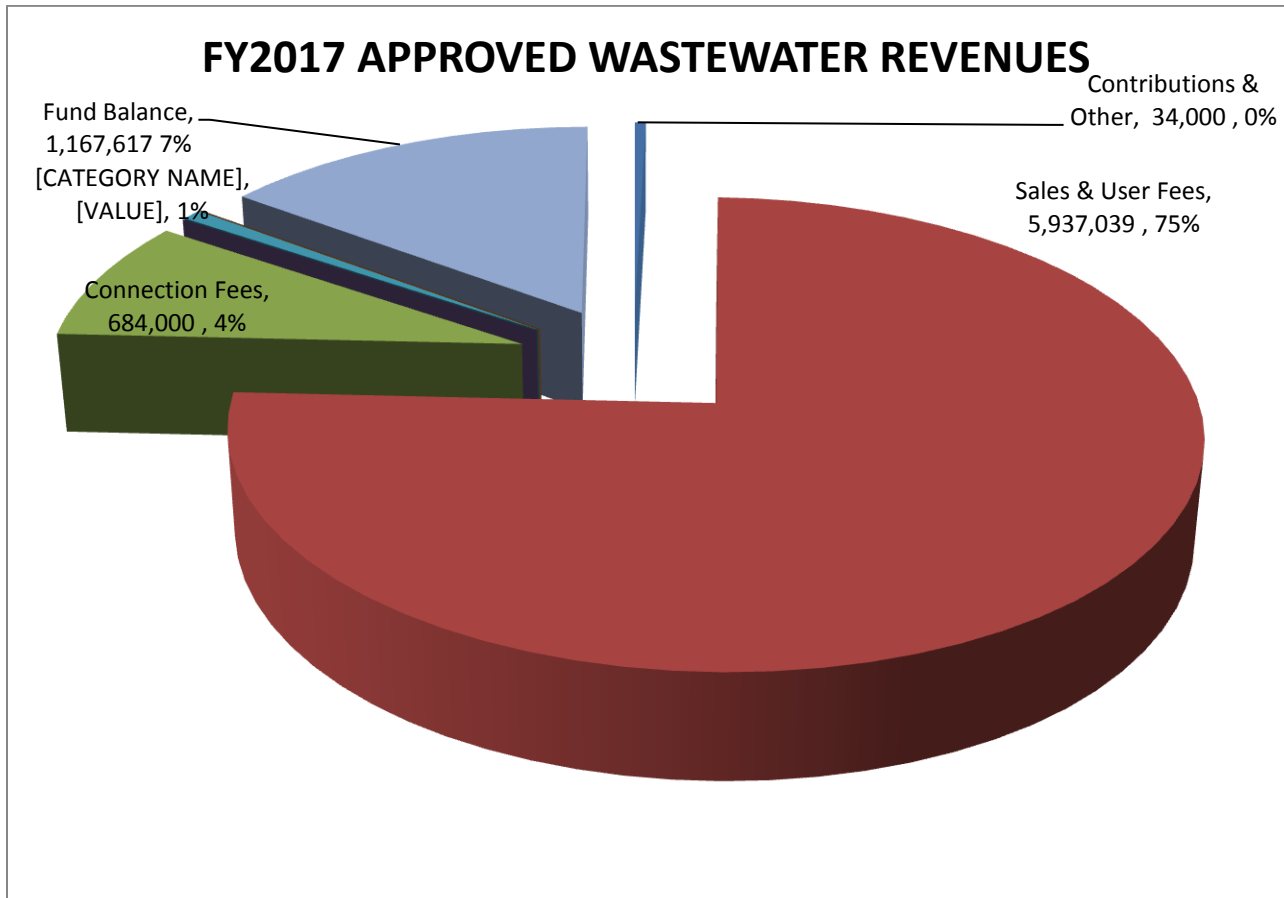
SOLID WASTE ENTERPRISE FUND - EXPENSES



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 602 - LANDFILL SERVICES							
	SALARY & FRINGE	1,488,750	1,481,733	1,432,532	1,470,430	37,898	2.6%
	PROF & RELATED SERV	2,386,982	2,444,761	2,282,207	2,309,435	27,228	11.9%
	SUPPLIES & MATERIALS	460,444	405,271	516,638	327,602	(189,036)	(37.2%)
	UTILITIES	274,699	363,602	297,748	219,100	(78,648)	(26.4%)
	TRAINING & RELATED	13,657	16,992	25,200	16,950	(8,250)	(33.0%)
	DEPRECIATION	3,033,597	2,430,947	2,745,125	2,563,378	(181,747)	(6.6%)
	DEBT SERVICE	510,305	513,039	491,383	443,847	(47,536)	(9.7%)
	SPECIAL PURPOSE	8,862	(3,041)	-	-	-	-
	TRANSFERS & INTERGOV	103,302	90,389	77,477	64,564	(12,913)	(16.7%)
	TOTAL LANDFILL SERVICES	8,280,597	7,743,692	7,868,310	7,415,306	(453,004)	(5.8%)

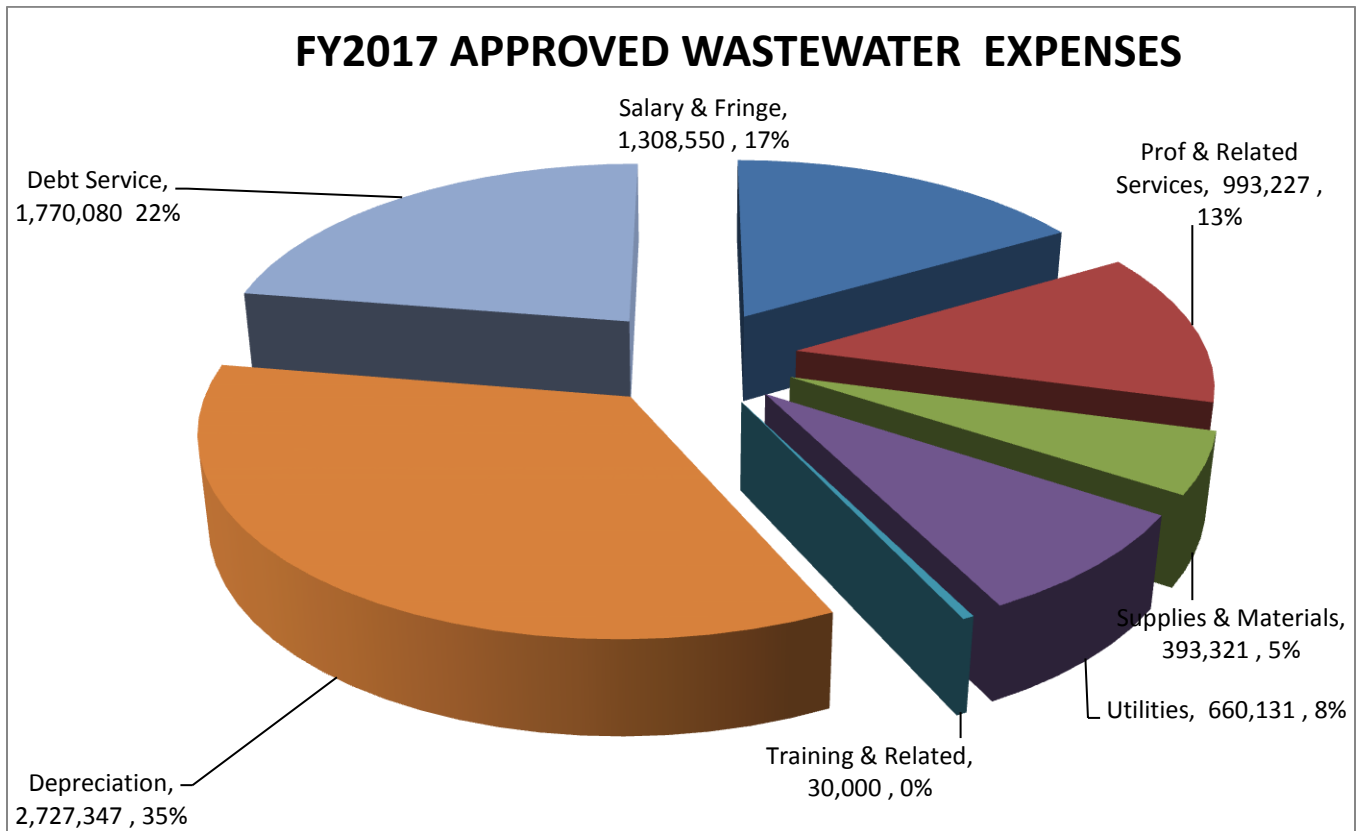
The major expense initiatives within the Solid Waste Enterprise Fund for FY 17 are providing for a major rebuild of the Caterpillar 973 compactor and having a full year of expense for the newly installed Tire Wash system to improve environmental compliance.

WASTEWATER ENTERPRISE FUND – REVENUES



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
605 - WASTE WATER SERVICES							
	INTEREST & PENALTIES	52,051	56,018	45,150	55,200	10,050	22.3%
	STATE GRANTS	2,189,734	5,801,587	900,000	-	(900,000)	(100.0%)
	CHARGES FOR SERVICES	7,297	-	-	-	-	-
	INVESTMENT EARNINGS	6,515	4,851	4,800	4,800	-	-
	CONTRIBUTNS & OTHER	(450)	8,467	15,780	34,000	18,220	115.5%
	SALES & USER FEES	4,969,166	5,590,452	4,894,505	5,937,039	1,042,534	21.3%
	CONNECTION FEES	1,520,207	624,058	996,000	684,000	(312,000)	(31.3%)
	DEVELOPERS CAP CONTR	962,362	65,940	-	-	-	-
	BONDS	-	-	5,755,000	-	(5,755,000)	(100.0%)
	FUND BALANCE	-	-	630,523	1,167,617	537,094	85.2%
	TOTAL WASTE WATER SERVICES	9,706,881	12,151,373	13,241,758	7,882,656	(5,359,102)	(40.0%)

WASTEWATER ENTERPRISE FUND - EXPENSES



Fund / Character Code	Account Description	2014 Actual	2015 Actual	2016 Revised Budget	2017 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 605 - WASTE WATER SERVICES							
	SALARY & FRINGE	1,203,010	1,158,257	1,157,544	1,308,550	151,006	13.0%
	PROF & RELATED SERV	1,237,869	1,066,734	960,130	993,227	33,097	3.4%
	SUPPLIES & MATERIALS	527,101	443,327	488,784	393,321	(95,463)	(19.5%)
	UTILITIES	469,847	482,135	675,131	660,131	(15,000)	(2.2%)
	TRAINING & RELATED	23,381	22,054	29,000	30,000	1,000	3.4%
	DEPRECIATION	2,323,630	2,347,512	2,551,999	2,727,347	175,348	6.9%
	CAPITAL OUTLAY	-	-	6,683,780	-	(6,683,780)	(100.0%)
	DEBT SERVICE	811,763	1,440,847	695,390	1,770,080	1,074,690	154.5%
	SPECIAL PURPOSE	4,341	10,384	-	-	-	-
	TOTAL WASTE WATER SERVICES	6,600,942	6,971,250	13,241,758	7,882,656	(5,359,102)	(40.0%)

The major expense initiatives within the Wastewater Enterprise Fund for FY 17 are:

- Provide additional operating funds for the formal startup and initial performance period for the North East River Advanced Wastewater Treatment Plant, capital funds to Principio Sanitary Sewer North and replace the CSX Sewer Line at Red Toad Road.

**FULL-TIME EQUIVALENT COUNTY GOVERNMENT EMPLOYEES
BY FUNCTION
LAST TEN FISCAL YEARS**

<u>Function</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
General Government	91.00	103.00	104.00	102.00	107.00	104.00	99.00	101.00	99.00	97.50
Public Safety	282.00	298.00	289.00	291.00	284.00	303.00	302.00	305.00	305.00	321.50
Law Enforcement	87.00	92.00	98.00	97.00	97.00	95.00	99.00	100.00	100.00	107.50
Detention Center	68.00	62.00	55.00	65.00	63.00	84.00	81.00	81.00	81.00	81.00
EMS & Emergency Services	67.00	86.00	80.00	81.00	80.00	77.00	74.00	76.00	76.00	76.00
Other	62.00	58.00	58.00	48.00	44.00	47.00	48.00	48.00	48.00	57.00
Highways, Streets, and Bridges	76.00	72.00	67.00	68.00	64.00	68.00	68.00	68.00	68.00	68.00
Roads Maintenance	47.00	45.00	43.00	45.00	44.00	45.00	45.00	45.00	45.00	45.00
Engineering and Other	29.00	27.00	24.00	23.00	20.00	23.00	23.00	23.00	23.00	23.00
Health and Welfare	44.00	50.00	60.00	50.00	51.00	43.00	43.00	44.00	45.00	49.00
Community Services	24.00	27.00	27.00	24.00	24.00	23.00	23.00	24.00	25.00	30.00
Other	20.00	23.00	33.00	26.00	27.00	20.00	20.00	20.00	20.00	19.00
Recreation and Culture	5.00	6.00	7.00	8.00	6.00	7.00	8.00	8.00	8.00	8.00
Economic Development	4.00	6.00	6.00	5.00	6.00	6.00	6.00	6.00	6.00	6.00
Agriculture	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Water	5.00	3.00	3.00	3.00	-	-	-	-	-	-
Wastewater	14.00	11.00	12.00	12.00	14.00	16.00	16.00	16.00	16.00	16.00
Solid Waste	25.00	24.00	24.00	25.00	25.00	22.00	25.00	25.00	24.00	23.00
Central Garage	-	-	-	-	-	-	-	-	-	-
Totals	551.00	578.00	577.00	569.00	562.00	574.00	572.00	578.00	576.00	594.00

Sources: Cecil County Finance and Human Resources Departments

Note: Budgeted Positions at the end of the fiscal year. There are no positions purposely kept vacant. (Actual data is not available.)

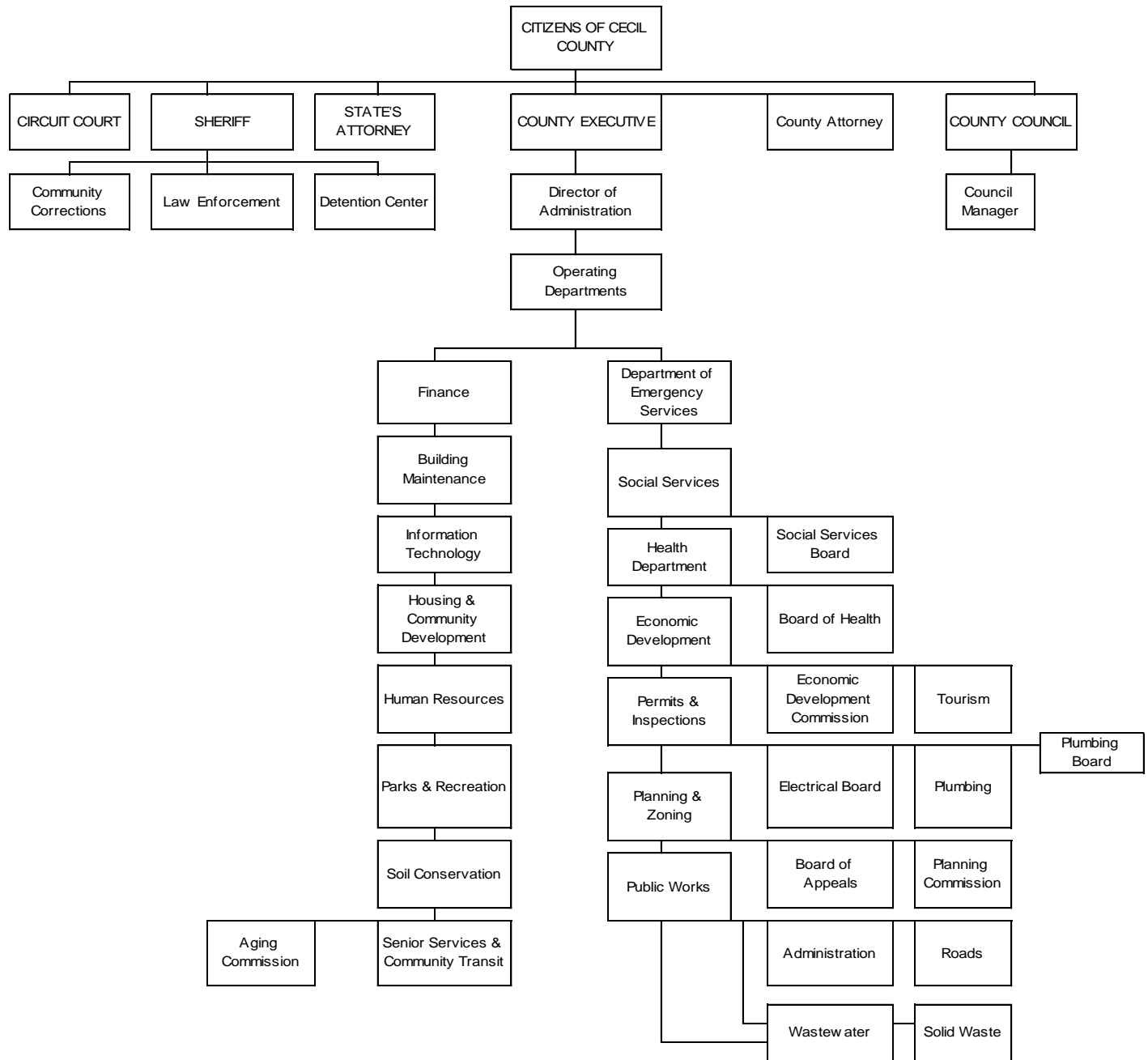
2017 New Positions are as follows: 21.5 Full Time Equivalents

Add 5 – Full Time Deputy Sheriff Positions to staff Traffic Unit
 Create 1 – Full Time – Custodian of Records – Law Enforcement
 Convert 1 – Part Time Office Services Specialist – Law Enforcement to Full Time
 Convert 1 – Grant Funded – Crime Analyst – Law Enforcement to Full Time Non-Grant Funded
 Convert 1 – Grant Funded – Victim Witness Coordinator – States Attorney’s Office to Full Time
 Add 1 – Full Time – Health and Wellness Coordinator – Community Services
 Add 1 – Full Time – Local Management Board Coordinator – Community Services
 Add 3 Bus Drivers – Community Services – New Bus Route
 Add 1 Kennel Supervisor – Animal Control
 Add 1 Veterinary Technician – Animal Control
 Add 2 Kennel Technicians – Animal Control
 Add 1 Enforcement Supervisor – Animal Control
 Add 1 Animal Control Officer – Animal Control
 Add 2 Clerical – Animal Control

2017 Positions Eliminated - 4 Full Time Equivalents

Reduce 1 – Full Time – Collection Specialist – Finance to Part Time
 Eliminate 1 – Full Time – Zoning Administrator – Planning and Zoning
 Eliminate 1 – Full Time – Director, Housing
 Eliminate 1 – Full Time – Program Worker – Community Services

ORGANIZATIONAL CHART



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 capital investments, the Math and Science Building, and the School of Technology.

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.

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

This budget supports the third year of funding towards a 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, minimizing the usage of unassigned fund balance.

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 FY2017 budget reflects debt service savings of \$807,000.

Adhering to self-imposed debt affordability limitations in the development of the County's annual Capital Improvement Program.

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, a new division within the reorganized and renamed Department of Community Services, seeks to build and foster collaborations with public and private entities to evaluate and address the needs of the community. The division would oversee coordination of the County's Local Management Board and develop 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 budget proposes to establish a formal policy to initiate local planning/funding for replacement of a public school facility every other year to replace/repair aging school infrastructure and provide continuity in planning.

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 development of the Cecil County School of Technology and the initiation of the Gilpin Manor Elementary project will ultimately accommodate expanded parking for the Elkton Branch Library.

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.

Provides extracurricular program opportunities available to all students, and to provide enriched, safer athletic opportunities, and increasing opportunities for the public to utilize the Calvert Regional Park.

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 other facilities within the growth area, including Infiltration and Inflow, and the Port Deposit Wastewater Treatment Plant and abandonment of the Highlands Wastewater Treatment Plant, which was completed.

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

The budget supports the Broadband Technology Opportunities Program (BTOP) from the State of Maryland, and is intended to support the deployment of broadband infrastructure to connect "community anchor institutions" such as governments and public safety facilities. The program envisions that user entities will pay certain annual operating costs and certain costs for connections. Related expenses are annual costs associated with the ISP, leasing of fiber space, equipment purchases, creation of hub sites at Bo Manor Middle/High and Perryville Middle Schools, switches, firewalls, backup generators, and uninterruptible power sources.

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, as well as the creation of a Mid-Connector Circulator, and the assumption of the former DeIDot Route 65 service.

The County is pursuing efforts to extend MARC rail service to Elkton and beyond, potentially to Newark, Delaware.

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.

Effectuated a new shift configuration for Law Enforcement patrol which has provided more deputies on patrol during critical service hours and shifts.

This budget proposes to add five patrol deputies in Law Enforcement to replenish the effective strength of patrol due to the creation of multiple specialized patrol units.

This budget continues to leverage State Drug Court funding, Safe Streets, and Forensic Analyst Funding, 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 nutrition. This Division provides 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, an instrumentality of County Government, 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.

KEY ELECTED OFFICIALS AND ADMINISTRATION

County Administration

Tari Moore – County Executive

Alfred C. Wein, Jr. — Director of Administration

Winston L. Robinson — Director of Finance

Lisa A. Saxton – Deputy Director of Finance

Rebecca L. Anderson, Accounting Manager, Finance

Craig W. Whiteford — Budget Manager

Jason Allison — County Attorney

W. Scott Flanigan — Director of Public Works

Eric S. Sennstrom — Director of Planning and Zoning

Lisa L. Webb — Director of Economic Development

County Council

Robert J. Hodge — District 5, President

Dr. Alan J. McCarthy — District 1, Vice-President

Joyce Bowlsbey — District 2

Dan Schneckenburger — District 3

George Patchell — District 4