



2016 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

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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 16 Overview summarizes the fund structure of the operating and capital budgets.

The FY 16 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 Library, 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 **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 provides a 35% share of the revenue to 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 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 2016 BUDGET

This budget is the third 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 2016 budget:

- Maintains the property tax rate at .9907, below the constant yield tax rate;
- Provides a 5% increase in the County's commitment to Cecil County Public Schools in operating expenses and small capital projects. Among other items, this provides for 15 new teaching positions, a 1.3% COLA and step for eligible employees, supports the opening of the School of Technology, provides camera systems to North East and Rising Sun Middle Schools, expands bus security cameras, and initiates a comprehensive Drug Education prevention program called Life Skills - an evidence-based instructional program that begins in Grade 3 and continues throughout high school for students. With the FY16 budget, we are also initiating local planning efforts for the replacement of Gilpin Manor Elementary School, and continue construction on Perryville Elementary School;
- Establishes 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;
- 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;
- Provides for an Early Retirement Incentive Program which allows qualified individuals to select from two options (\$5,000 lump sum or one year of employee health insurance premiums paid), which will provide cost savings to the County, and better allow for the County to manage its workforce;
- 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 \$120,000, to acquire two ambulance chassis' for the Singerly Fire Company;
- Provides for a 15% cost increase of providing health benefits, shared between employer and employee;
- Proposes a reduction in State pension costs due to a positive actuarial report;
- Reflects the Debt Service savings of \$ 2.5 million dollars from the bond refunding completed in March 2015;
- Reflects a Solid Waste tipping fee increase to \$75 per ton for refuse based on projections;

- Eliminates the 2% early pay property tax discount;
- Proposes to alter the deed transfer fee from a flat fee per instrument to 0.5 % of the consideration payable for each instrument of writing to bring this in line with other Maryland counties;
- Continues to provide progress funding for the maintenance and replacement of the County's Road and Bridge infrastructure;
- Approved funding for a significant need area identified this year in public safety communication systems between the County and our Volunteer Fire Companies. This P25 Dispatch Migration will be partly funded through a \$3.5M grant over subsequent fiscal years.

IMPORTANT BUDGETARY CHANGES FOR FY 2016 BUDGET

The continued development of the allocation of Information Technology expenses: The fund was created to centrally manage information systems, **telephone and copier resources**. The fund is accountable for management cost containment and oversight of this area. During FY 15, additional costs for phones 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.

Shift Configuration Change in Law Enforcement – Patrol: The budget was constructed for Law Enforcement – Patrol to convert from an 8 hour shift configuration to an 11.25 hour shift configuration, which allocates additional law enforcement officers during the most critical shifts and service times, which will benefit our citizens.

CECIL COUNTY TOTAL FY16 APPROVED
BUDGET ALL FUNDS \$ 279,950,818

OPERATING BUDGET
\$252,232,818

CAPITAL BUDGET
\$27,718,000

GENERAL FUND
\$182,145,864

HOUSING FUND
\$4,349,815

COMMUNITY SERVICES
\$4,365,314

EMERGENCY SHELTER
\$45,000

WORKERS COMPENSATION
\$1,242,362

AGRIC. LAND PRESERV.
\$1,178,680

CASINO GRANTS
\$2,957,877

DEBT SERVICE
\$15,571,381

LANDFILL SERVICES
\$7,690,010

WASTEWATER SERVICES
\$13,234,978

HEALTH INSURANCE
\$12,914,526

MOTOR VEHICLE
\$3,631,962

INFORMATION TECHNOLOGY
\$2,881,084

CCSO CONFISCATED FUNDS
\$23,965

PUBLIC SCHOOLS
\$10,837,000

CECIL COLLEGE
\$934,000

CECIL PUBLIC LIBRARY
\$0

EMERGENCY SERVICES
\$2,300,000

INFORMATION TECH.
\$282,000

DPW - ROADS & BRIDGES
\$4,530,000

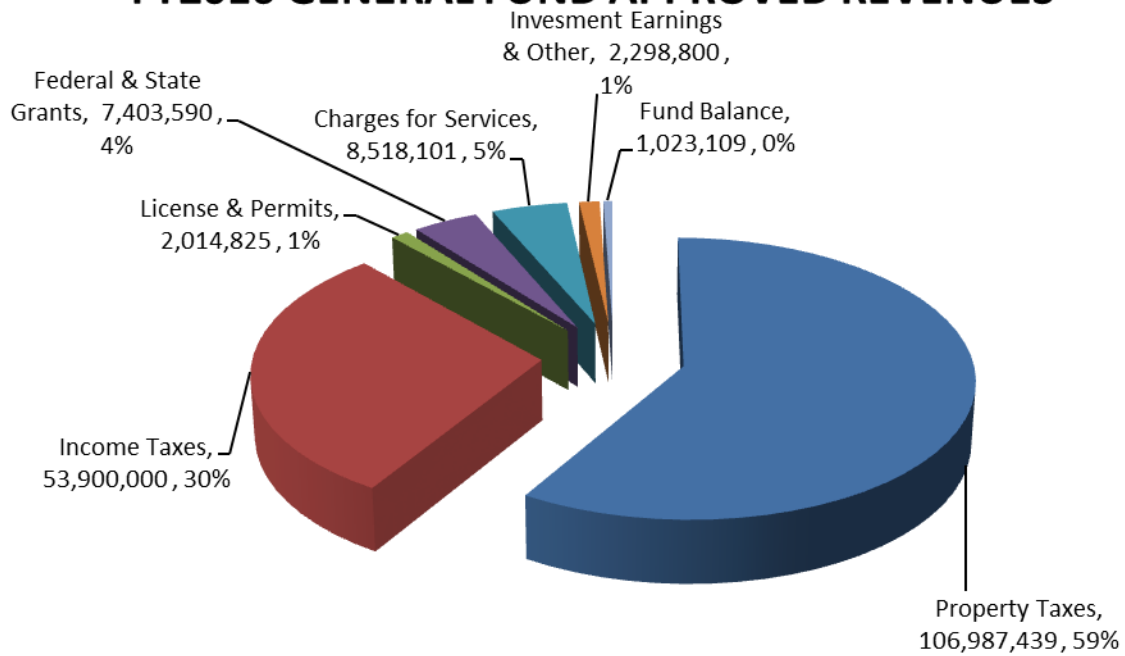
PARKS AND RECREATION
\$1,860,000

FACILITIES MGMT.
\$320,000

LANDFILL SERVICES
\$0

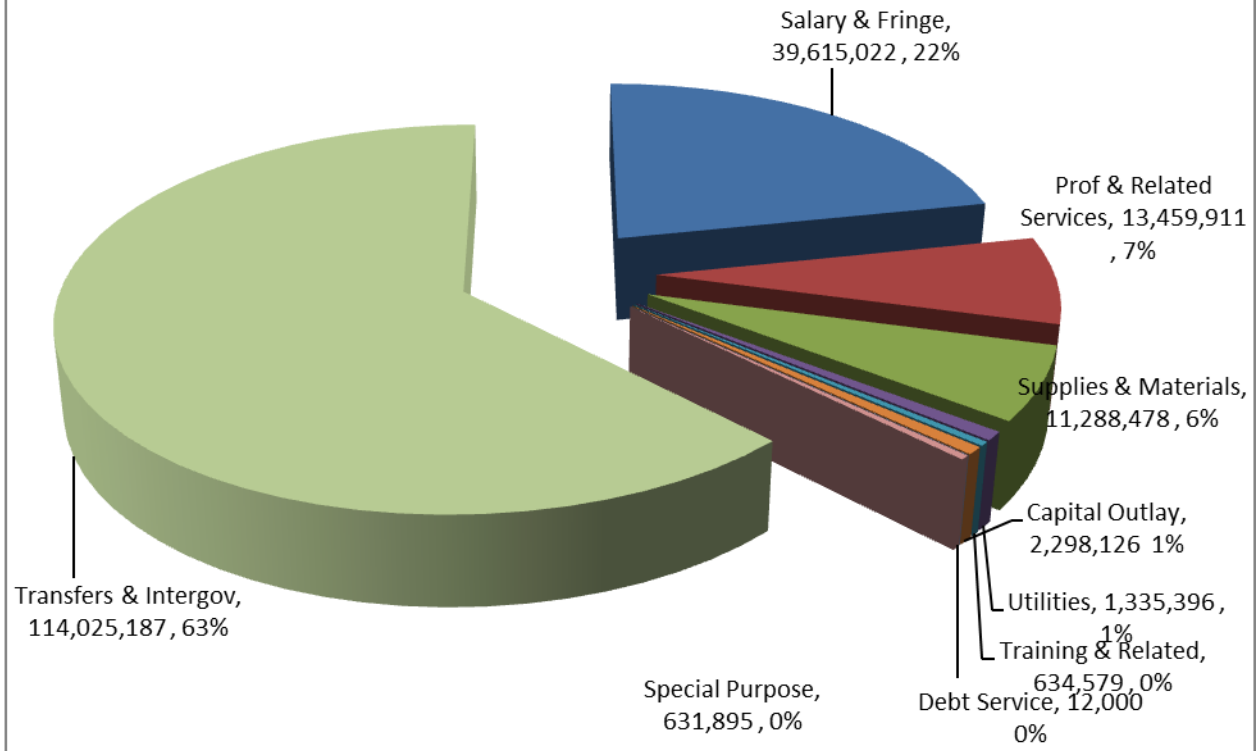
WASTEWATER SERVICES
\$6,655,000

FY2016 GENERAL FUND APPROVED REVENUES



Fund	2012 Actual	2013 Actual	2014 Rev. Budget	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
001 - GENERAL FUND								
REAL PROPERTY TX	94,035,012	94,493,704	91,775,348	92,176,737	91,652,568	93,663,454	2,010,886	2.2%
PERSONAL PROPERTY TX	7,241,492	8,053,605	7,784,525	8,962,949	8,536,798	8,883,766	346,968	4.1%
PAYMT IN LIEU OF TX	1,567,646	2,069,646	2,563,979	2,570,047	3,069,660	3,705,047	635,387	20.7%
DISCOUNT	(922,886)	(1,074,115)	(1,052,536)	(1,067,436)	(1,051,396)	-	1,051,396	(100.0%)
INTEREST & PENALTIES	707,381	693,156	693,095	722,706	695,790	735,172	39,382	5.7%
INCOME TAX	49,813,198	50,421,108	52,139,853	50,800,381	53,643,746	53,900,000	256,254	0.5%
LICENSE & PERMITS	1,500,605	1,710,531	1,412,225	1,644,732	1,922,175	2,014,825	92,650	4.8%
FEDERAL GRANTS	1,705,526	933,696	1,252,353	1,006,286	741,465	980,095	238,630	32.2%
STATE GRANTS	3,493,013	3,290,823	4,423,748	3,592,689	4,266,346	5,182,064	915,718	21.5%
OTHER INTERGOVERNMTL	826,202	1,190,741	1,134,844	1,128,930	1,228,629	1,241,431	12,802	1.0%
CHARGES FOR SERVICES	5,633,467	7,714,828	6,875,926	6,771,994	7,025,312	8,518,101	1,492,789	21.2%
INVESTMENT EARNINGS	281,792	221,678	250,000	149,609	215,000	250,000	35,000	16.3%
CONTRIBUTNS & OTHER	154,260	470,577	85,000	491,671	223,160	299,800	76,640	34.3%
TRANSFERS	860,981	1,113,800	1,225,000	1,225,000	2,115,000	1,749,000	(366,000)	(17.3%)
FUND BALANCE	-	-	6,645,112	-	4,164,855	1,023,109	(3,141,746)	(75.4%)
TOTAL GENERAL FUND	166,897,686	171,303,776	177,208,472	170,176,295	178,449,108	182,145,864	3,696,756	2.1%

FY2016 GENERAL FUND APPROVED EXPENSE



Fund	2012 Actual	2013 Actual	2014 Rev. Budget	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar	
							Increase or Decrease	Percent Change
Fund 001 - GENERAL FUND								
SALARY & FRINGE	38,450,091	38,165,522	39,300,889	40,320,163	40,213,690	39,615,022	(598,668)	(1.5%)
PROF & RELATED SERV	9,771,853	9,964,575	12,858,117	11,416,491	11,529,642	13,459,911	1,930,269	16.7%
SUPPLIES & MATERIALS	4,746,139	7,175,429	9,621,008	9,133,686	10,373,919	11,288,478	914,559	8.8%
UTILITIES	1,040,152	1,082,736	1,239,790	1,391,049	1,128,635	1,335,396	206,761	18.3%
TRAINING & RELATED	319,929	403,184	559,977	383,306	467,115	634,579	167,464	35.9%
CAPITAL OUTLAY	1,774,347	2,831,076	2,785,025	2,246,199	2,956,127	1,143,396	(1,812,731)	(61.3%)
DEBT SERVICE	170,709	10,670	8,375	12,525	12,000	12,000	-	-
SPECIAL PURPOSE	269,524	417,283	610,875	460,460	604,835	631,895	27,060	4.5%
TRANSFERS & INTERGOV	108,938,789	103,702,033	110,248,691	110,174,486	111,163,145	114,025,187	2,862,042	2.6%
TOTAL GENERAL FUND	165,481,533	163,752,506	177,232,747	175,538,366	178,449,108	182,145,864	3,696,756	2.1%

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 16 Approved	\$106,987,439, or 58.7% of the General Fund
	FY 16 at Const. Yield	\$107,232,803
	FY 15 Approved	\$102,903,420, or 57.7% of the General Fund
	\$ increase vs. FY 15	\$4,084,019
	% increase vs. FY 15	3.97%

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 16, the increase in assessed value was 1.47%, which generated \$2,111,184, and revenues are to increase due to a projected increase in the payment in lieu of taxes for the Wildcat Point Generation Station – up \$635,000. The elimination of the early pay discount generated an estimated \$1,051,396.

	Estimated	Estimated	Approved	Approved
	Assessable Base	Assessable Base	Tax	Property
	2014-2015	2015-2016	Rates	Tax Revenues
Real Property	9,140,958,681	9,263,213,933	0.9907	\$ 92,670,660
Real Property - New Construction	10,000,000	10,000,000	0.9907	99,070
Railroad Operating Property - Real	6,035,000	6,343,000	0.9907	62,840
Railroad Operating Property - Personal	5,041,000	5,339,000	2.4768	132,234
Public Utilities Operating Property - Real	22,447,016	15,658,000	2.4768	387,810
Public Utilities Operating Property - Personal	138,151,902	147,000,000	2.4768	3,640,823
Other Business Personal Property	179,037,468	194,860,000	2.4768	4,826,195
Total Estimated Assessable Base & Revenue	9,501,671,067	9,642,413,933		\$101,819,631

<u>INCOME TAXES</u>	FY 16 Approved	\$53,900,000, or 29.2% of the General Fund
	FY 15 Approved	\$53,643,746, or 30.1% of the General Fund

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 has set the income tax rate at 2.80%. The State Comptroller's Office administers and collects the tax and distributes the receipts to the counties and municipalities. We receive approximately 90% of income tax in quarterly distributions of the withholdings and estimated payments. Revenue from income tax for FY 16 is estimated to be \$53,900,000, an increase of \$256,254 or .005% over the FY 15 budgeted amount of \$53,643,746. Projected revenues for FY 15 are \$51,700,000. FY 16 is expected to increase by 4.25% over FY 15 projections. Generally, the increase in revenue is attributed to a bounce back in estimated payments that was generally expected given the federal fiscal cliff related to the 2013 reduction in income at the higher end of the taxable income scale. The approved budget does not include any estimated impact of the Wynne Case heard before the US Supreme Court.

<u>RECORDATION TAX</u>	FY 16 Approved	\$5,000,000
	FY 15 Approved	\$4,800,000
	\$ increase vs. FY 15	\$200,000
	% increase vs. FY15	4.17%

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.

FUND BALANCE APPROPRIATED

Governmental funds report the difference between their assets and liabilities as fund balance. In FY 16 we have appropriated \$1,023,109 of unassigned fund balance, a decrease of 75.4% when compared to the appropriation of \$4,164,855 in FY 15.



GENERAL FUND EXPENSE BUDGET SUMMARY

The FY 16 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	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
551 - BOARD OF EDUCATION							
SUPPLIES & MATERIALS	-	2,459,819	3,117,889	3,352,878	3,943,745	590,867	17.6%
CAPITAL OUTLAY	-	1,538,999	1,796,587	1,394,000	602,935	(791,065)	(56.7%)
TRANSFERS & INTERGOV	67,156,014	67,156,014	69,730,403	72,170,967	75,807,033	3,636,066	5.0%
TOTAL BOARD OF EDUCATION	67,156,014	71,154,832	74,644,879	76,917,845	80,353,713	3,435,868	4.5%

For FY 16, Cecil County is funding the Board of Education \$4.3 million above the State calculation of the required maintenance of effort level of \$ 71,492,210. This budget also reflects the fourth 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 5% increase in education funding to Cecil County Public Schools to support 15 new positions, a 1.3% COLA and step, funding to support the opening of the School of Technology, funding to provide camera systems to North East and Rising Sun Middle Schools, as well as funding for the expansion of bus security cameras.

The Board of Education's Approved FY 16 Capital Budget has a total of 4 projects totaling \$10,624,000. The budget provides funding for the continuation of the Perryville Elementary School renovation project, funding for the opening of the School of Technology, funding for the local planning of the Gilpin Manor Elementary School Replacement, and a systemic project at Cecilton Elementary School.

CECIL COLLEGE

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
555 - CECIL COMMUNITY COLLEGE							
CAPITAL OUTLAY	144,398	111,000	157,701	271,256	96,460	(174,796)	(64.4%)
TRANSFERS & INTERGOV	7,923,308	7,914,308	8,039,308	8,320,684	8,706,940	386,256	4.6%
TOTAL CECIL COMMUNITY COLLEGE	8,067,706	8,025,308	8,197,009	8,591,940	8,803,400	211,460	2.5%

Cecil County's support of the Cecil College is increased by \$211,460, or 2.5% versus FY 15. 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 \$ 96,460 to replace driver's education vehicles and funding for minor repair and painting projects.

The approved FY 16 Capital Budget has 2 projects that total \$934,000, which are for Instructional Technology and Mechanical Infrastructure replacement.

CECIL COUNTY PUBLIC LIBRARY

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
631 - LIBRARIES							
CAPITAL OUTLAY	-	-	17,100	171,000	107,000	(64,000)	(37.4%)
TRANSFERS & INTERGOV	4,283,817	4,283,817	4,399,920	4,553,917	4,678,667	124,750	2.7%
TOTAL LIBRARIES	4,283,817	4,283,817	4,417,020	4,724,917	4,785,667	60,750	1.3%

Cecil County's support of the Library System is approved to increase by \$60,750, or 1.3% versus FY 15. Funded initiatives are increased levels of support for library materials, contract increases in library systems, and occupancy costs. Also supported is the Library portion of the BTOP initiative, and parking lot improvements at the Elkton Branch.

CECIL COUNTY SHERIFF

Overall funding support for the Cecil County Sheriff for FY 16 is \$20,548,649, a decrease of .7%, or \$ 149,904 versus FY 15. The major departments are listed below:

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
311 - LAW ENFORCEMENT							
SALARY & FRINGE	7,927,383	7,726,754	8,527,803	8,417,467	8,019,261	(398,206)	(4.7%)
PROF & RELATED SERV	322,187	306,835	345,849	638,002	750,189	112,187	17.6%
SUPPLIES & MATERIALS	587,138	709,767	894,692	954,330	1,207,932	253,602	26.6%
TRAINING & RELATED	21,002	56,086	47,070	67,030	171,742	104,712	156.2%
CAPITAL OUTLAY	53,241	332,634	-	-	-	-	-
TRANSFERS & INTERGOV	13,388	22,715	12,556	21,397	35,808	14,411	67.4%
TOTAL LAW ENFORCEMENT	8,924,339	9,154,791	9,827,971	10,098,226	10,184,932	86,706	0.9%
331 - DETENTION CENTER							
SALARY & FRINGE	4,577,922	4,584,161	5,205,869	5,343,772	5,014,591	(329,181)	(6.2%)
PROF & RELATED SERV	1,562,689	1,618,036	1,621,006	1,740,862	1,777,218	36,356	2.1%
SUPPLIES & MATERIALS	544,647	587,266	778,935	929,105	904,011	(25,094)	(2.7%)
UTILITIES	311,734	-	-	-	-	-	-
TRAINING & RELATED	32,412	45,073	45,924	41,250	67,650	26,400	64.0%
CAPITAL OUTLAY	25,099	80,522	-	-	25,000	25,000	-
TOTAL DETENTION CENTER	7,054,502	6,915,058	7,651,734	8,054,989	7,788,470	(266,519)	(3.3%)
333 - COMMUNITY CORRECTIONS							
SALARY & FRINGE	1,671,690	1,688,133	1,781,922	1,788,412	1,684,264	(104,148)	(5.8%)
PROF & RELATED SERV	194,915	232,507	227,000	244,797	272,544	27,747	11.3%
SUPPLIES & MATERIALS	112,985	122,911	168,837	197,510	262,309	64,799	32.8%
UTILITIES	100,248	-	-	-	-	-	-
TRAINING & RELATED	3,475	6,819	3,869	4,200	15,400	11,200	266.7%
CAPITAL OUTLAY	23,440	17,595	-	-	-	-	-
TOTAL COMMUNITY CORRECTIONS	2,106,753	2,067,965	2,181,628	2,234,919	2,234,517	(402)	(0.0%)

Major initiatives funded in the FY 2016 Budget are as follows:

- Supports the replacement of 11 patrol vehicles that meet replacement guidelines for age, mileage, and repair history;
- Supports additional funding for specialized training opportunities for deputies;
- Accounts for 9% attrition amongst law enforcement deputies;
- Supports partial funding for acquisition of riot gear and associated training;
- Supports Sheriff Adams' reorganization of departments and start of a new 11.25 hour shift configuration, which places more officers on patrol at critical times during the week.

DEPARTMENT OF PUBLIC WORKS

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
401 - PUB WRK - OFFICE OF DIRECTOR							
SALARY & FRINGE	348,430	324,120	352,372	346,318	348,534	2,216	0.6%
PROF & RELATED SERV	7,042	3,907	4,499	4,100	7,294	3,194	77.9%
SUPPLIES & MATERIALS	7,078	8,800	14,141	20,588	23,046	2,458	11.9%
TRAINING & RELATED	2,085	4,214	2,294	8,000	6,750	(1,250)	(15.6%)
SPECIAL PURPOSE	58,122	58,261	58,251	65,000	65,000	-	-
TOTAL PUB WRK - OFFICE OF DIRECTOR	422,757	399,302	431,557	444,006	450,624	6,618	1.5%
402 - PUB WRK - DEVELOPMENT SERVICES							
SALARY & FRINGE	881,877	831,756	951,366	926,800	948,118	21,318	2.3%
PROF & RELATED SERV	197,191	203,628	296,991	414,296	645,575	231,279	55.8%
SUPPLIES & MATERIALS	42,716	44,820	79,837	91,601	108,973	17,372	19.0%
TRAINING & RELATED	5,858	7,944	7,014	9,500	9,800	300	3.2%
CAPITAL OUTLAY	48,907	-	-	-	-	-	-
SPECIAL PURPOSE	-	-	36,824	119,660	131,000	11,340	9.5%
TRANSFERS & INTERGOV	-	-	-	440,000	440,000	-	-
TOTAL PUB WRK - DEVELOPMENT SERVICES	1,176,549	1,088,148	1,372,032	2,001,857	2,283,466	281,609	14.1%
403 - PUB WRK - ENGINEERING & CONST							
SALARY & FRINGE	649,105	634,731	725,457	578,402	585,045	6,643	1.1%
PROF & RELATED SERV	128,511	88,518	91,715	123,200	99,678	(23,522)	(19.1%)
SUPPLIES & MATERIALS	23,452	23,148	38,987	45,316	55,131	9,815	21.7%
TRAINING & RELATED	3,664	3,698	4,320	6,000	6,000	-	-
TOTAL PUB WRK - ENGINEERING & CONST	804,732	750,095	860,479	752,918	745,854	(7,064)	(0.9%)
412 - ROADS - ADMINISTRATION							
SALARY & FRINGE	2,379,836	2,305,025	2,719,023	2,478,380	2,524,856	46,476	1.9%
PROF & RELATED SERV	526,790	545,624	774,318	842,980	1,373,606	530,626	62.9%
SUPPLIES & MATERIALS	321,559	334,892	465,645	432,401	476,313	43,912	10.2%
UTILITIES	41,072	41,619	50,720	47,000	54,917	7,917	16.8%
TRAINING & RELATED	19,571	14,731	17,817	11,350	11,350	-	-
CAPITAL OUTLAY	672,134	339,953	-	-	-	-	-
SPECIAL PURPOSE	-	-	-	-	23,695	23,695	-
TOTAL ROADS - ADMINISTRATION	3,960,963	3,581,844	4,027,524	3,812,111	4,464,737	652,626	17.1%
415 - ROADS - SIGNS							
SUPPLIES & MATERIALS	84,367	61,230	63,919	88,000	78,000	(10,000)	(11.4%)
TOTAL ROADS - SIGNS	84,367	61,230	63,919	88,000	78,000	(10,000)	(11.4%)
416 - ROADS - LIGHTING							
UTILITIES	79,409	88,550	92,496	90,000	96,821	6,821	7.6%
TOTAL ROADS - LIGHTING	79,409	88,550	92,496	90,000	96,821	6,821	7.6%
471 - ROADS - MAINTENANCE							
PROF & RELATED SERV	2,260,416	2,217,008	3,725,029	3,077,500	3,077,500	-	-
SUPPLIES & MATERIALS	762,871	567,442	533,735	607,000	607,000	-	-
TOTAL ROADS - MAINTENANCE	3,023,287	2,784,450	4,258,764	3,684,500	3,684,500	-	-

The Department of Public Works is funded for FY 16 at \$ 12,074,342, an increase of \$1,172,281, or 10.8% versus FY 15, largely due to increased vehicle repair and maintenance projections, projected receipt of a \$244,000 State Grant and costs due to turnover and watershed initiatives. Major initiatives to be funded are sanitary sewer system modeling, Bohemia River and Back Creek watershed assessments, MS-4 Permit Compliance, as well as a variety of WIP Compliance projects, and a storm water management pond compliance project. The approved budget is expected to fund road overlay projects that are to pave 4 miles of County roads, to provide for snow emergency operations, and to acquire 1 tri-axle dump trucks and 1 trailer that meet replacement criteria for age, mileage, hours and repair history, amongst noteworthy items.

CAPITAL IMPROVEMENT PROGRAM

The following is a list of highlighted projects within the FY 16 Approved Capital Budget:

	FY 2016
<u>Cecil County Public Schools</u>	
Cecil School of Technology	537,000
Perryville Elementary Renovation	8,360,000
Gilpin Manor Elementary School Replacement	1,500,000
Cecilton Elementary School Exterior Envelope	227,000
<u>Cecil College</u>	
Instructional Technology	504,000
Mechanical Infrastructure	430,000
<u>Emergency Services</u>	
P25 Dispatch Migration - Dispatch/911	2,300,000
<u>DPW - Roads and Bridges</u>	
Oldfield Point Road Improvements	1,000,000
Red Toad Road at Route 40 Intersection Improvements	300,000
Replacement of Bridge CE-0017 Mechanics Valley Road over Little NE Creek	1,100,000
Road Improvements at Waibel Road from Firetower Rd. to Dr. Jack Rd.	550,000
Replacement of Reservoir Road Culverts	200,000
Replace Star Route Road Culverts (2)	325,000
Lums Road Street Improvements - (Bouchelle Road to Little NE Creek)	300,000
Replacement of Bridge CE-0042 Mechanics Valley Road over CSX	500,000
<u>Parks and Recreation</u>	
Calvert Regional Park - Development	1,860,000
<u>Facilities Management</u>	
Historical Society Building Renovations	180,000
<u>Information Technology</u>	
BTOP - Broadband Initiative	282,000

<u>Wastewater Enterprise Fund</u>	
Mobile Package WWTP	1,200,000
Replace Harbour View WWTP	550,000
Construct Holloway Beach Sewer	250,000
Expand Meadowview WWTP	400,000
Washington Street PS Upgrades Ph. II	400,000
Replace CSX Sewer Line @ Red Toad Rd	105,000
I/I - Port Deposit	2,200,000
Upgrade Meadowview Sewer Collect, Ph 4,5	1,050,000
I/I - Meadowview, Cherry Hill, Highlands	500,000

Following are project descriptions of the projects that received approval from the Planning Commission for inclusion in their first year of funding in the FY 16 Approved Capital Improvement Program.

Cecil County Public Schools

Gilpin Manor Elementary School Replacement

Gilpin Manor was built in 1952 with additions in 1954, 1980 and 2005. Even with the recent kindergarten addition, this building is not serving effectively as an elementary school. It was originally built to be a special education facility. As such, classrooms were built smaller than current state standards for primary classrooms. The gym, kitchen and cafeteria are undersized for the current population, with no space to enlarge them. Administrative and core areas are also too small. Mechanical and electrical systems need to be upgraded. HVAC upgrades in the existing building will be difficult to accomplish due to the low floor slab to roof deck height. Windows and exterior masonry are also in poor condition. ADA issues need to be addressed. This project is also intended to increase capacity of the school. A feasibility study has been conducted and provides justification for building a new school at the west end of the campus, then demolishing the existing building. New construction to replace the facility is more cost effective than the alternative of renovating and adding on to the existing building.

Cecilton Elementary School Exterior Envelope

The existing roof is a two-ply SBS modified bitumen roof that was installed in 1994 and 1997. The building was built in 1939 with an addition in 1997. The 1939 section of the building is part single floor and other parts two-story. The exterior brick has extensive deterioration of the mortar joints due to age. Water is entering the walls and getting behind wall flashings on parapet walls and roof transitions from single story to two-story. The project will include repair of all masonry and replacement of the roof with a new two-ply modified bitumen roof with tapered insulation, new counter flashings, and repair of coping stones on all walls.

Emergency Services

P25 Dispatch Migration – Dispatch/911

Cecil County Communications is reaching its 10th anniversary since installation. The radio system itself is scheduled for a changeover to the P25 technology (Project 25). Project 25 (P25 or APCO-25) is a suite of standards for digital radio communications for use by federal, state and local public safety agencies in North America to enable them to communicate with other

agencies and mutual aid response teams in emergencies. In this regard, P25 fills the same role as the European Terrestrial Trunked Radio (TETRA) protocol, although not interoperable with it. The current EDACS system will no longer be supported after 2014. This expenditure is a transformation of the dispatch center and backup center to P25 ready. It is a first step towards the conversion of the entire communications system to P25.

DPW – Roads and Bridges

Lums Road Street Improvements – (Bouchelle Road to Little North East Creek)

Lums Road has been a relief route for truck traffic from Mechanics Valley Road. The road has been closed to truck traffic because of its poor alignment and degraded condition. The resulting re-routing of traffic to Mechanics Valley has impacted the condition of the road and bridges CE0017 and CE0042. This project will involve roadway widening of Lums Road between Bouchelle Road to approximately 500 feet west of Plummer Road and includes roadway surface improvements on Lums Road between Bouchelle Road and Stevenson Road, and between MD 272 to Plummer Road. This project will seek coordination and cost sharing agreement between the County and the Town of Northeast for the surface improvements on Lums Road that are under the Towns limits on the projects western limits towards MD 272.

Facilities Management

Historical Society Building Renovations

Remove old, single paned, uninsulated wood windows and replace with new double paned insulated window system. Remove old roofing and install new roll-on roofing, asphalt shingles and roof flashing as needed. Remove and replace damaged/deteriorated sections of soffit/fascia and trim board. Restore / renovate window shutters. Replace concealed spline ceiling with new acoustical ceiling tile. Replace existing, worn carpet as needed. Install an addressable fire alarm system with remote dial up monitoring capabilities that meet current NFPA code and safety standards.

DPW - Wastewater

Mobile Package WWTP

This project will purchase a mobile package WWTP that will treat 100,000 gpd. This plant will initially be placed in the vicinity of the existing Port Deposit WWTP so that plant can be taken out of service in order to address immediate maintenance concerns. At this location the plant will provide service to the existing customer and provide for some growth. Once a permanent WWTP is constructed to serve Port Deposit, this plant can be relocated to another site in the County and kept in service.

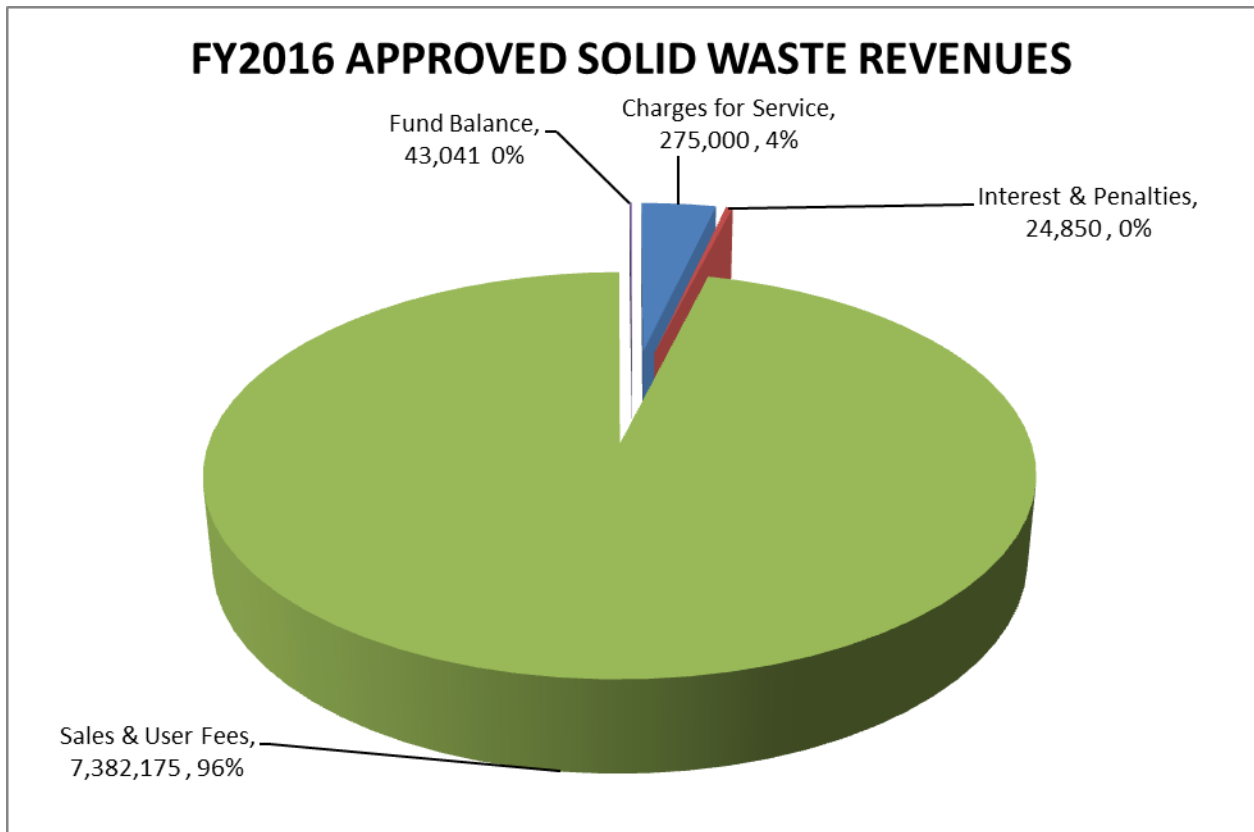
Replace Harbour View WWTP

This project will construct either a conventional WWTP, or an ENR package plant or a sewage pumping station that will send wastewater to the Chesapeake City ENR WWTP. The WWTPs will have an approximate capacity of 100,000 GPD. This project will improve water quality, eliminate potential public health concerns and help meet the nutrient TMDL (total maximum daily load) for the Elk River. This project is seeking substantial grant funding.

Replace CSX Sewer Line @ Red Toad Road

This project will construct a new sewer line to permit the complete abandonment of the existing sewer line that runs parallel to the CSX Railroad. (Currently known as the Chesapeake House Sewer Line) This will reduce CSX Railroad fees, maintenance costs and overflows from the existing lines.

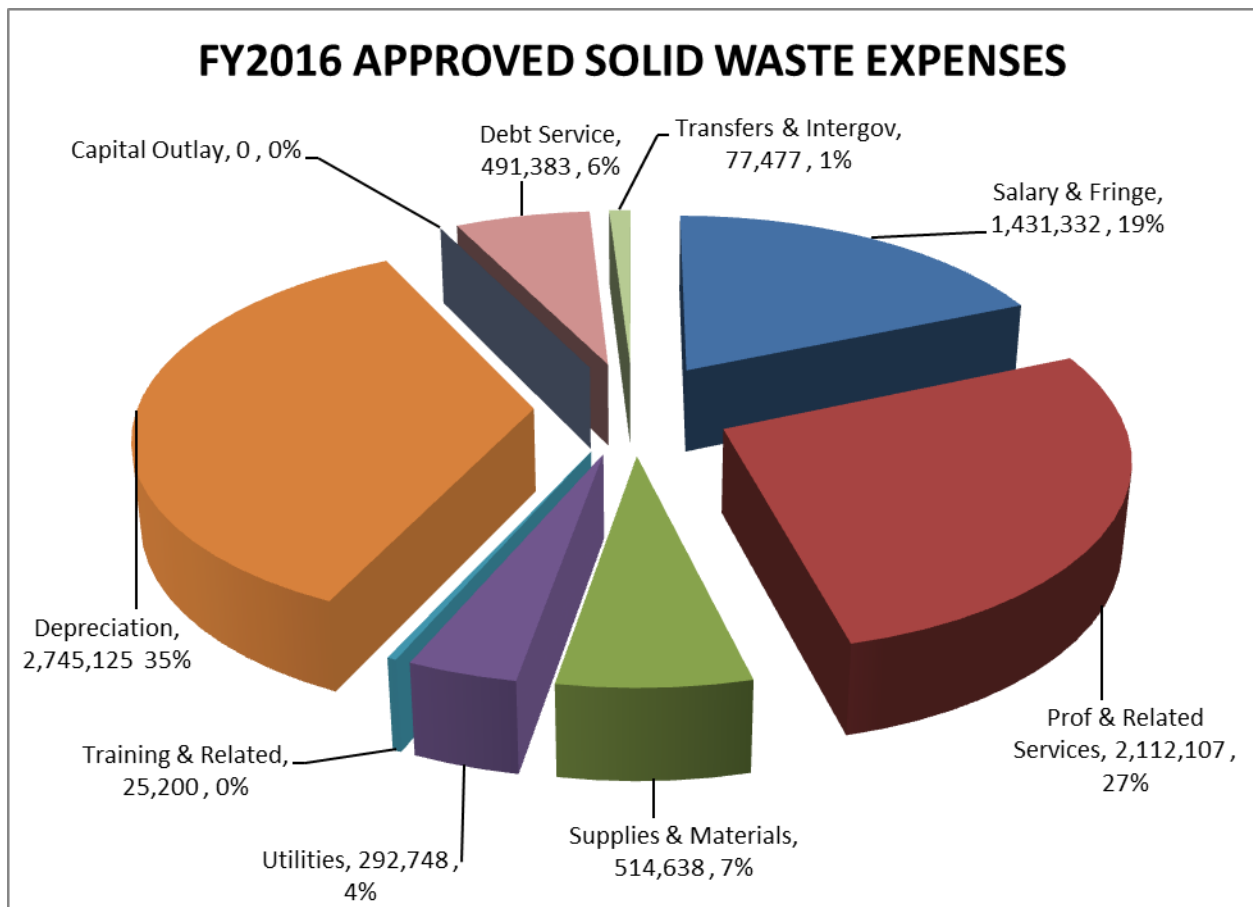
SOLID WASTE ENTERPRISE FUND - REVENUES



Fund	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
602 - LANDFILL SERVICES							
DISCOUNT	-	-	(13,488)	-	-	-	-
INTEREST & PENALTIES	10,758	6,708	7,179	4,775	4,850	75	1.6%
FEDERAL GRANTS	7,668	-	-	-	-	-	-
STATE GRANTS	-	-	6,145	-	1,000	1,000	-
CHARGES FOR SERVICES	100,811	79,291	212,078	165,000	275,000	110,000	66.7%
INVESTMENT EARNINGS	4,340	2,479	12,358	-	20,000	20,000	-
CONTRIBUTNS & OTHER	(25,595)	9,566	22,911	26,000	111,000	85,000	326.9%
SALES & USER FEES	5,087,754	5,207,801	5,668,628	6,610,000	7,270,175	660,175	10.0%
BONDS	-	-	-	350,000	-	(350,000)	(100.0%)
FUND BALANCE	-	-	-	673,618	7,985	(665,633)	(98.8%)
TOTAL LANDFILL SERVICES	5,185,737	5,305,845	5,915,811	7,829,393	7,690,010	(139,383)	(1.8%)

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 FY2016 reflects an 8.7% increase in the tipping fee for residential and recycling as well as for construction and demolition refuse.

SOLID WASTE ENTERPRISE FUND - EXPENSES



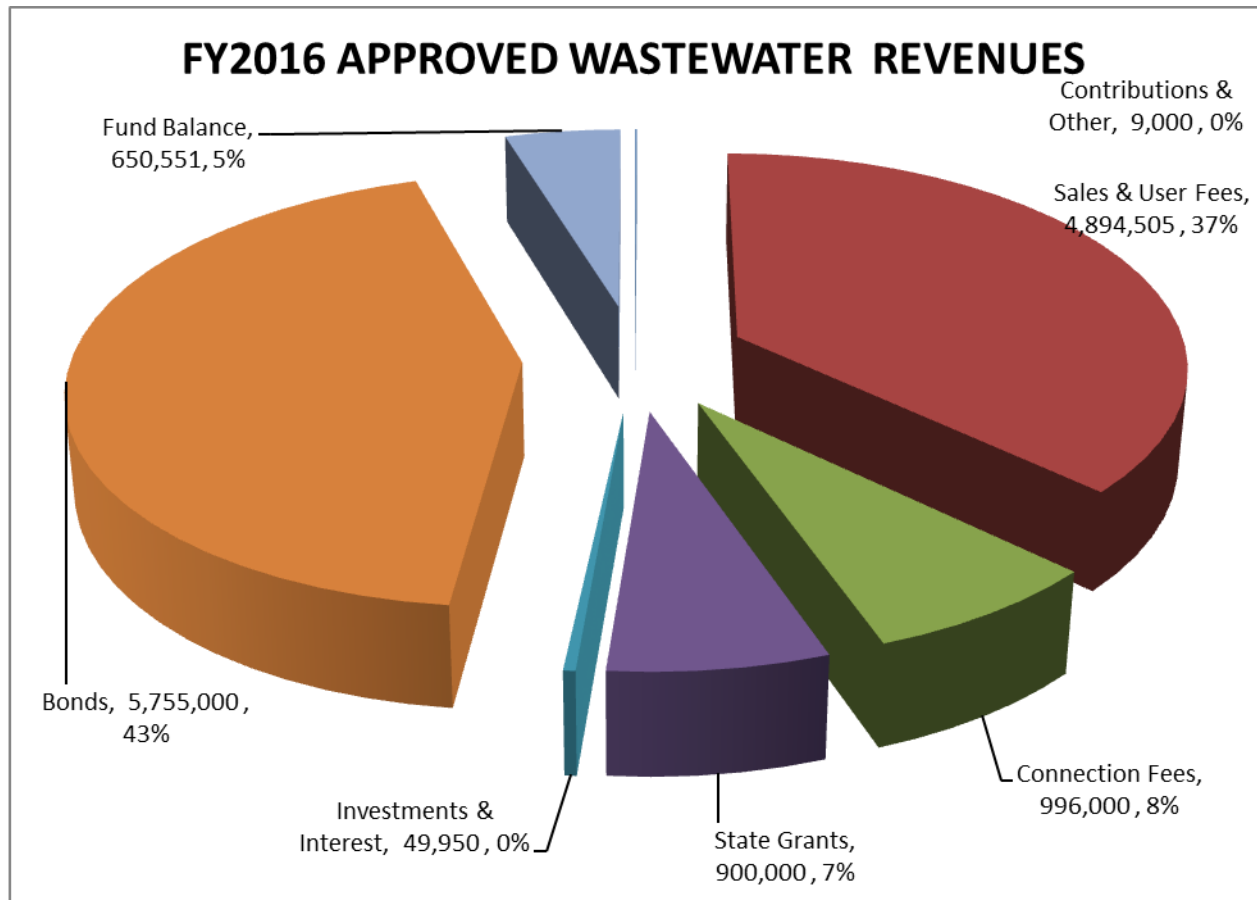
Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
421 - CENTRAL LANDFILL							
SALARY & FRINGE	1,096,675	1,072,305	1,221,854	1,248,761	1,185,413	(63,348)	(5.1%)
PROF & RELATED SERV	1,227,051	1,491,451	2,382,837	1,920,399	2,089,107	168,708	8.8%
SUPPLIES & MATERIALS	331,365	346,084	405,831	423,810	436,737	12,927	3.1%
UTILITIES	26,073	212,127	263,485	229,000	280,223	51,223	22.4%
TRAINING & RELATED	11,769	19,694	13,657	28,500	25,200	(3,300)	(11.6%)
DEPRECIATION	2,486,007	2,361,151	3,033,597	2,685,000	2,745,125	60,125	2.2%
CAPITAL OUTLAY	-	-	-	-	-	-	-
SPECIAL PURPOSE	(10,108)	26,476	8,862	-	-	-	-
TRANSFERS & INTERGOV	129,128	116,215	103,302	90,390	77,477	(12,913)	(14.3%)
TOTAL CENTRAL LANDFILL	5,297,960	5,645,503	7,433,424	6,625,860	6,839,282	213,422	3.2%
422 - WOODLAWN TRANSFER STATION							
SALARY & FRINGE	229,039	203,393	170,367	193,176	191,241	(1,935)	(1.0%)
PROF & RELATED SERV	306	6,653	851	11,500	15,000	3,500	30.4%
SUPPLIES & MATERIALS	12,713	11,203	23,029	19,589	25,010	5,421	27.7%
UTILITIES	5,313	5,974	6,488	6,500	7,005	505	7.8%
TOTAL WOODLAWN TRANSFER STATION	247,370	227,224	200,735	230,765	238,256	7,491	3.2%

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
423 - STEMMER'S RUN TRANSFER STATION							
SALARY & FRINGE	68,223	80,323	96,529	108,993	54,678	(54,315)	(49.8%)
PROF & RELATED SERV	60	5,529	3,294	9,500	8,000	(1,500)	(15.8%)
SUPPLIES & MATERIALS	4,758	3,304	31,584	8,892	52,891	43,999	494.8%
UTILITIES	1,432	3,224	4,726	4,000	5,520	1,520	38.0%
TOTAL STEMMER'S RUN TRANSFER STATION	74,473	92,380	136,133	131,385	121,089	(10,296)	(7.8%)

The major expense initiatives within the Solid Waste Enterprise Fund for FY 16 are:

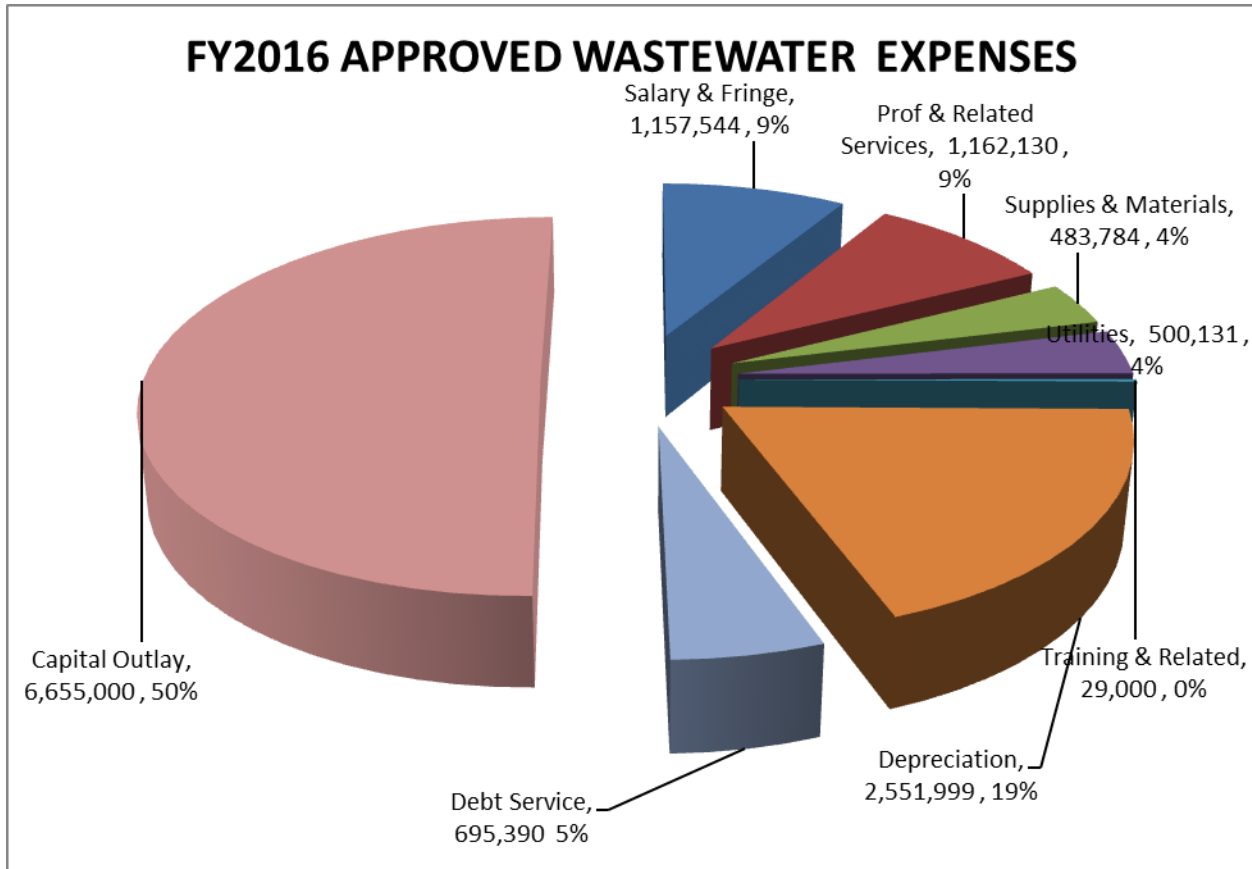
- Funds for replacement of a tracked skid steer, and funds for the acquisition of an elevated stacker for the green waste processing area at the Central Landfill.

WASTEWATER ENTERPRISE FUND - REVENUES



Fund	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
605 - WASTE WATER SERVICES							
INTEREST & PENALTIES	37,450	47,853	52,051	-	45,150	45,150	-
FEDERAL GRANTS	105,420	-	-	-	-	-	-
STATE GRANTS	-	-	2,189,734	-	900,000	900,000	-
CHARGES FOR SERVICES	673	-	7,297	-	-	-	-
INVESTMENT EARNINGS	9,070	7,859	6,515	-	4,800	4,800	-
CONTRIBUTNS & OTHER	4,368	270,255	(450)	10,000	9,000	(1,000)	(10.0%)
SALES & USER FEES	4,589,840	4,670,716	4,969,166	4,779,596	4,894,505	114,909	2.4%
CONNECTION FEES	1,581,657	2,812,244	1,520,207	1,527,814	996,000	(531,814)	(34.8%)
DEVELOPERS CAP CONTR	129,180	-	962,362	-	-	-	-
TRANSFERS	2,248,311	-	-	-	-	-	-
BONDS	1,483,000	-	-	1,535,000	5,755,000	4,220,000	274.9%
FUND BALANCE	(1,483,000)	-	-	-	630,523	630,523	-
TOTAL WASTE WATER SERVICES	8,705,968	7,808,927	9,706,881	7,852,410	13,234,978	5,382,568	68.5%

WASTEWATER ENTERPRISE FUND - EXPENSES



Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
431 - NORTH EAST SANITARY DISTRICT							
SALARY & FRINGE	822,327	936,031	1,137,891	1,077,315	1,110,829	33,514	3.1%
PROF & RELATED SERV	901,223	1,138,602	1,231,728	1,072,750	1,152,130	79,380	7.4%
SUPPLIES & MATERIALS	390,650	318,503	524,304	470,937	476,084	5,147	1.1%
UTILITIES	431,226	448,374	469,847	482,000	500,131	18,131	3.8%
TRAINING & RELATED	11,577	17,837	23,381	25,000	29,000	4,000	16.0%
DEPRECIATION	2,362,418	2,384,682	2,323,630	2,400,000	2,551,999	151,999	6.3%
CAPITAL OUTLAY	-	-	-	30,000	-	(30,000)	(100.0%)
SPECIAL PURPOSE	13,257	934	4,341	-	-	-	-
TOTAL NORTH EAST SANITARY DISTRICT	4,932,679	5,244,962	5,715,120	5,558,002	5,820,173	262,171	4.7%
484 - BOARD OF EDUCATION SERVICES							
SALARY & FRINGE	39,189	60,794	65,119	46,518	46,715	197	0.4%
PROF & RELATED SERV	2,766	3,366	6,141	7,000	10,000	3,000	42.9%
SUPPLIES & MATERIALS	3,172	815	2,798	10,500	7,700	(2,800)	(26.7%)
TOTAL BOARD OF EDUCATION SERVICES	45,127	64,975	74,058	64,018	64,415	397	0.6%

Division	2012 Actual	2013 Actual	2014 Actual	2015 Orig. Budget	2016 Appr. Budget	Dollar Increase or Decrease	Percent Change
424 - CAPITAL PROJECTS							
CAPITAL OUTLAY	-	-	-	1,535,000	6,655,000	5,120,000	333.6%
TOTAL CAPITAL PROJECTS	-	-	-	1,535,000	6,655,000	5,120,000	333.6%
811 - GEN OBL DEBT NON-TAXABLE							
DEBT SERVICE	470,626	497,438	533,050	453,270	453,270	-	-
TOTAL GEN OBL DEBT NON-TAXABLE	470,626	497,438	533,050	453,270	453,270	-	-
812 - STATE LOANS							
DEBT SERVICE	220,994	204,151	202,593	178,339	178,339	-	-
TOTAL STATE LOANS	220,994	204,151	202,593	178,339	178,339	-	-
829 - BOND ISSUE EXPENSE							
DEBT SERVICE	66,609	83,182	76,120	63,781	63,781	-	-
TOTAL BOND ISSUE EXPENSE	66,609	83,182	76,120	63,781	63,781	-	-
TOTAL WASTE WATER SERVICES	5,736,035	6,094,709	6,600,942	7,852,410	13,234,978	5,382,568	68.5%

The major expense initiatives within the Wastewater Enterprise Fund for FY 16 are:

- Provide funds for a mobile package WWTP, funds to replace the Harborview WWTP, funds for design of the construction the Holloway Beach Sewer, expand Meadowview WWTP, Washington Street Pump Station upgrades, replace CSX sewer line at Red Toad Road, Infiltration and Inflow at Port Deposit, Upgrade Meadowview sewer interceptor, and continue I&I work at Meadowview, Cherry Hill and the Highlands.

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

<u>Function</u>	<u>2007</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>
General Government	91.00	91.00	103.00	104.00	102.00	107.00	104.00	99.00	101.00	99.00
Public Safety	260.00	282.00	298.00	289.00	291.00	284.00	303.00	302.00	305.00	305.00
Law Enforcement	83.00	87.00	92.00	96.00	97.00	97.00	95.00	99.00	100.00	100.00
Detention Center	57.00	66.00	62.00	55.00	65.00	63.00	84.00	81.00	81.00	81.00
EMS & Emergency Services	61.00	67.00	86.00	80.00	81.00	80.00	77.00	74.00	76.00	76.00
Other	59.00	62.00	58.00	58.00	48.00	44.00	47.00	48.00	48.00	48.00
Highways, Streets, and Bridges	70.00	76.00	72.00	67.00	68.00	64.00	68.00	68.00	68.00	68.00
Roads Maintenance	45.00	47.00	45.00	43.00	45.00	44.00	45.00	45.00	45.00	45.00
Engineering and Other	25.00	29.00	27.00	24.00	23.00	20.00	23.00	23.00	23.00	23.00
Health and Welfare	49.00	44.00	50.00	60.00	50.00	51.00	43.00	43.00	44.00	45.00
Community Services	33.00	24.00	27.00	27.00	24.00	24.00	23.00	23.00	24.00	25.00
Other	16.00	20.00	23.00	33.00	26.00	27.00	20.00	20.00	20.00	20.00
Recreation and Culture	3.00	5.00	6.00	7.00	8.00	6.00	7.00	8.00	8.00	8.00
Economic Development	5.00	4.00	6.00	6.00	5.00	6.00	6.00	6.00	6.00	6.00
Agriculture	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Water	4.00	5.00	3.00	3.00	3.00	-	-	-	-	-
Wastewater	14.00	14.00	11.00	12.00	12.00	14.00	16.00	16.00	16.00	16.00
Solid Waste	24.00	25.00	24.00	24.00	25.00	25.00	22.00	25.00	25.00	24.00
Central Garage	-	-	-	-	-	-	-	-	-	-
Totals	524.00	551.00	578.00	577.00	569.00	562.00	574.00	572.00	578.00	576.00

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.)

2016 New Position is as follows:

1 – FT – Chief, Community Partnerships – Dept. of Community Services (formerly Senior Services and Community Transit)

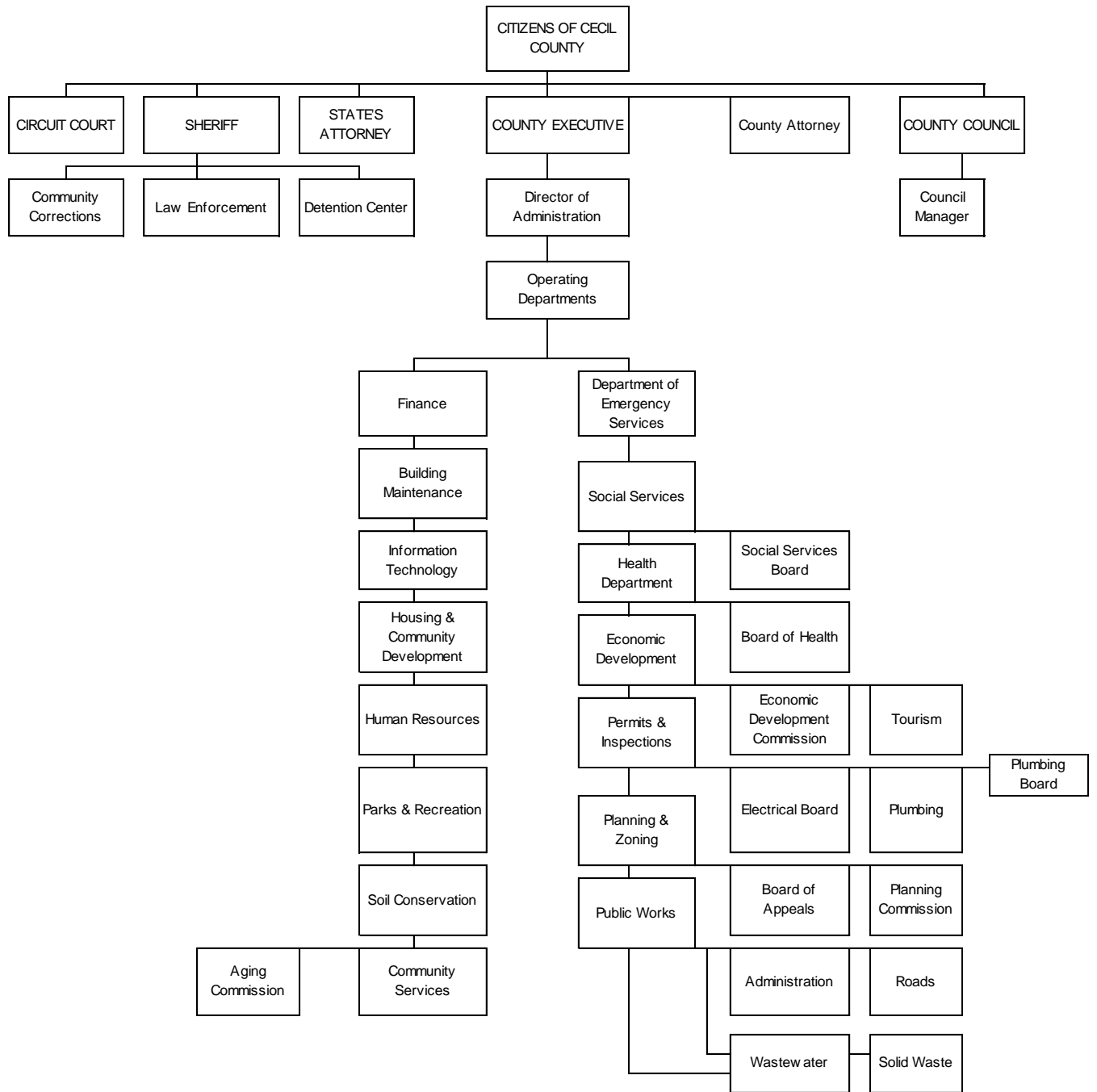
2016 Positions Eliminated

1 – FT – Office Services Assistant – Finance

1 – FY – Purchasing Assistant - Finance

1 – FT – Transfer Station Operator – Solid Waste

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 second 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.

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 development of the Cecil County School of Technology.

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.

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, the Port Deposit Wastewater Treatment Plant and the abandonment of the Highlands Wastewater Treatment Plant, to name a few.

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.

The Broadband Task Force has been created to determine the extent of broadband availability in the County, and to identify areas of need, and provide recommendations for consideration.

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.

Promote a new shift configuration for Law Enforcement patrol which will provide more deputies on patrol during critical service hours and shifts.

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

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