



Cecil County, Maryland

2020 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.



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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. A budget is a reflection of what resources are available to the government and how the government uses those resources to deliver services to the citizens of our community.

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

Core schedules present highlights of the FY 2020 Budget using summaries and charts of significant County operating funds. A brief explanation of how revenues were projected and appropriation decisions were made follows each fund's summary with specific emphasis on the General Fund. An overall summary of Capital Budget revenues and expenses is provided, as well as a listing of projects in which a great deal of citizen interest has been expressed.

Supporting information includes:

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

CECIL COUNTY MARYLAND

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

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

OPERATING BUDGET

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

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

The County reports the following major governmental funds:

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

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

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

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

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

The County reports the following major enterprise funds:

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

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

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

The County also reports the following fund types:

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

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

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

CAPITAL BUDGET & CAPITAL IMPROVEMENT PROGRAM

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

CECIL COUNTY MARYLAND

KEY PROVISIONS AND ACCOMPLISHMENTS OF THE FY 2020 BUDGET

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

Following are a few highlighted items that are included in the Approved FY 2020 Budget.

- This Budget continues to be a balanced budget with no use of Unassigned Fund Balance. The rate for both property and income tax were left unchanged meaning current revenues are paying for current expenditures.
- This Budget supports the County Executive's desire to attract and retain a high quality, trained workforce to staff ALL County positions within Cecil County Government. The FY2020 Approved Budget changes as it pertains to employees are:
 - Law Enforcement Officers collectively bargained are in the second year of a three year contract. On July 1, 2019 officers will receive a 1.5% COLA and a step increase on the anniversary of their entry on duty. The County Executive recognizes the need to fund Law Enforcement officers at a rate that will not only attract but retain skilled officers to keep our citizens safe.
 - Paramedics collectively bargained under the IAFF agreement, approved a new three year contract commencing on July 1, 2019. In the first year of the new IAFF agreement, the pay scale will be increased by 1.5% and its members will be placed on the pay scale based on years of service with the County. Starting with the first pay period of January, a 1.5% COLA will be added to their compensation.
 - FY2020 will be the second year of implementation of a new pay scale for non-public safety employees. County employees will all see a 1.0% COLA at the start of the fiscal year and a step increase on their anniversary with the County pending satisfactory work performance. The second year phase in of the compensation study will continue to address compression issues within the pay scale that are the result of many years where County employees saw no increase in compensation.
 - The Budget funds the 5.8% increase to the cost of the healthcare program provided to County, College, and Library employees. The budget supports normal claim increases and the average number of high-dollar claims for a plan this size.
- The FY2020 approved budget supports an enhancement to health care benefits upon retirement from the County.
- The County's workforce needs are constantly adjusting to provide new services and to keep up with the changes in how those services are provided to the community. The FY2020 budget request from County Departments returned an appeal for a total of 37 new full time positions. The FY2020 approved budget adds a net of 12.1 new positions: The approved positions are a direct result of the areas within the County that are experiencing growth: Parks & Recreation (1.5 positions), Animal Services (2.5 positions), Emergency Services (3 positions), Legal (1 position), Circuit Court (1 position), Facilities Maintenance (1 position), Sheriff's Office (1 position), Permits & Inspections (1 position) States

Attorneys' Office (2 positions starting in January 2020) & Facilities Management (1 position). However as a result of the County's changing needs, 2 positions have been eliminated: Community Corrections (1 position) & Permits (1 position). The approved positions will help to cut the dependence on overtime for existing staff and provide an increased level of service to our citizens.

- The County's regular allocation to the Board of Education for managing the County's public schools is increasing by \$2,442,145 to a total of \$84,905,673. This allocation is 3.6% or \$3,000,000 above the State's Maintenance of Effort calculation.
- The County's small capital support program for the Board of Education funds an energy performance contract and the necessary funding to ensure the diesel program begins at the Cecil School of Technology in the fall of 2019. The total funding of small capital projects in FY2020 is \$1,203,913.
- The FY2020 Approved Budget for Cecil College supports a budget increase of \$361,165 over FY2019 which supports educating the future workforce in Cecil County and the administrative decision to hire the maintenance staff as College employees in order to better serve the needs of the College community.
- The Approved Budget funds Cecil County Public Library \$325,000 or 5.7% over FY2019. The Library is beginning the process of phasing in the operational expenses that will be necessary to support the new North East Library. Future budgets will see increases to support the need for additional personnel and the operations of the new branch.
- The Sheriff's Office continues to find itself in need of additional space. During the previous fiscal year some of the tenants ended their leases within the County owned building of 107 Chesapeake Boulevard. Instead of funding a capital project to build a new home for the agency, the County and the Sheriff have decided that utilizing additional space within the current building will serve the current and future needs of the office. The budget supports the costs associated with allowing the Sheriff's Office to move into the vacant space.
- The FY2020 Budget supports the consolidation of three departments into the Department of Community Services that historically have been managed by the Department of Social Services: Domestic Violence, the Help Center and the Child Advocacy Center. Although the buildings have always been County-owned facilities, and most of the employees that administer the programs are County employees, the oversight of those areas was initially thought to be more in line with the expertise found at DSS. However, with the County's growing diversity and experience within the Department of Community Services, it is believed greater efficiencies and program collaborations will be realized by managing the functions under one department.
- As the County continues to find ways to engage and enrich the lives of its youngest citizens, the Department of Parks and Recreation in collaboration with Cecil County Public Schools is developing a pilot program within two elementary schools to provide an after school program that addresses their needs. The program will focus on the whole child, meaning not only the need for physical activity, but homework help and the teaching of life skills that will help provide the foundation for those children to make smart choices. The goal of the program is to provide the supportive environment they may be lacking outside the traditional home framework.

- The Budget once again provides \$500,000 of funding towards compliance work related to the State's Municipal Separate Storm Sewer System (MS4) phase two permit. The funds are to be used as matching funds on a larger State/federal grant to satisfy a milestone of restoring 20% of the impervious surface area within Cecil County by the year 2025.
- The Debt Service Budget reflects savings of \$2,250,762 from the amortization of bond premiums received during the issuance of 2016 and 2017 bonds.
- The FY2020 Capital Improvement Program (CIP) has been set so that the projects established at the levels of funding can be sustained to the end of the program horizon. The ability to balance the program now and into the future ensures the fiscal sustainability of the capital program makes certain the County can meet its defined capital needs.
- The FY2020 Capital Budget supports the first year of construction of the new Chesapeake City Elementary School. The ability to fund construction of this school a year ahead of the FY2019 CIP funding plan, exemplifies the CCPS ability to contain costs and the County's commitment to school construction.
- Cecil County Public Library will see continued construction funding for the new Library in North East. Over the past year the project team has involved the ideas of many stakeholders all over the County to be certain the new library will supports the needs of the community. Construction begins in the spring of 2019.
- Three fields and counting. Due to the overwhelming success of the three turf fields throughout the County, the FY2020 CIP supports a new turf field at North East High School. The ability for schools to utilize the turf during the wettest of seasons has greatly enhanced not only game day but allows for a safer playing environment while at their home school.
- The Wastewater Capital Budget addresses the pressing need for expansion of sewer service along the Western Rte 40 corridor to allow for commercial growth while promoting new jobs.
- The General Capital Budget is supporting Phase 3 of Calvert Regional Park. The tournament success of the park has brought with it the need for additional parking and additional fields. In order to accommodate larger tournaments, the project will repair a field and a parking lot located on the grounds of the adjacent Rising Sun High School.
- As it did in previous years' budgets, the County will continue to work hard to avoid unnecessary tax increases, but the services requested by the citizens and the continued movement of State and Federal costs onto local governments means that the only way to produce a truly balanced, zero deficit budget, is to constantly monitor the efficiencies and effectiveness of County government and address current spending with current revenues.



CECIL COUNTY FY2020 APPROVED BUDGET – ALL FUNDS

OPERATING BUDGET

GENERAL FUND	\$	202,815,697
HOUSING FUND		4,966,166
COMMUNITY SERVICES		8,209,266
AGRICULTURAL LAND PRES.		172,915
CASNIO LOCAL IMPACT		2,600,000
DEBT SERVICE		18,271,058
CCSO - CONFISCATED FUNDS		14,146
OTHER GRANTS		4,670,096
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		241,719,344
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INTERNAL SERVICE FUNDS

HEALTH INSURANCE FUND		11,927,555
WORKERS COMP FUND		1,215,000
INFORMATION TECH FUND		4,667,938
MOTOR VEHICLE FUND		4,782,691
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		22,593,184
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ENTERPRISE FUNDS

WASTEWATER SERVICES		9,696,622
LANDFILL SERVICES		7,196,927
PROPERTY MANAGEMENT		824,328
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		17,717,877
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TOTAL OPERATING BUDGET **\$ 282,030,405**

CAPITAL BUDGET

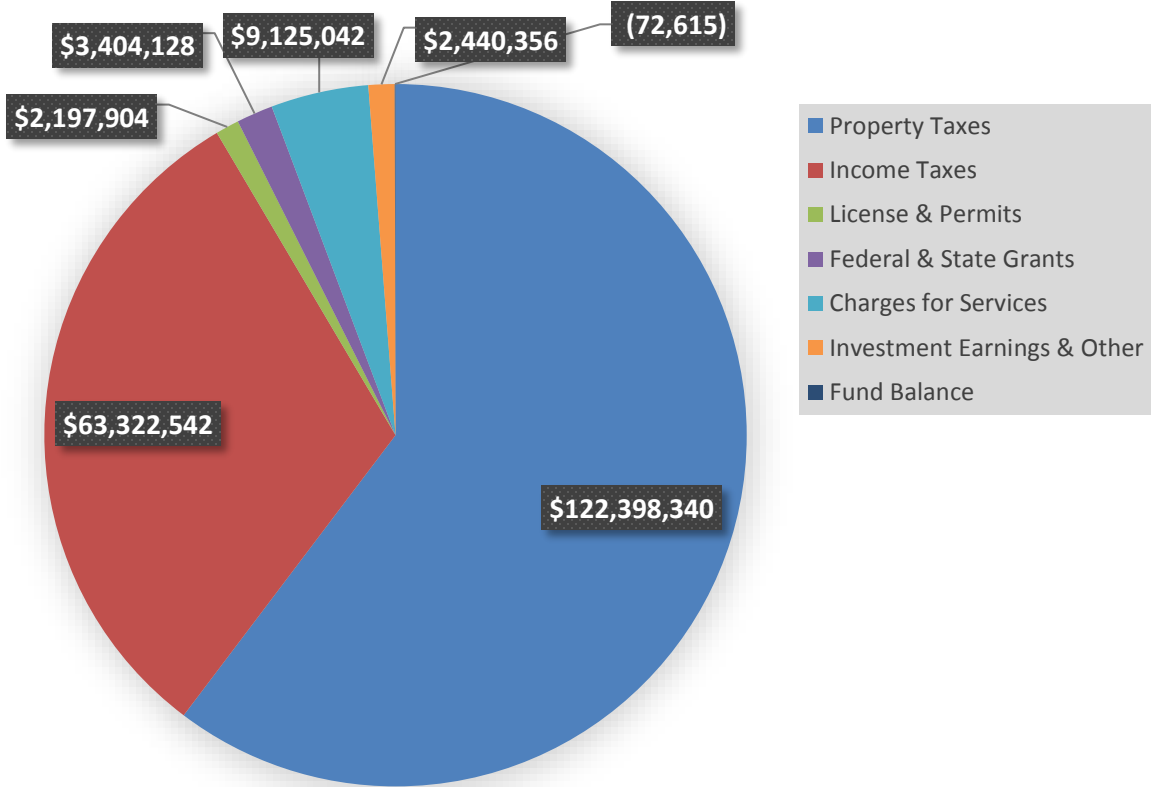
CECIL COUNTY PUBLIC SCHOOLS	\$	8,000,000
CECIL COLLEGE		1,728,000
CECIL COUNTY PUBLIC LIBRARY		8,265,000
DPW - ROADS & BRIDGES		9,705,000
PARKS & RECREATION		5,565,000
COURTHOUSE		750,000
WASTEWATER SERVICES		11,400,000
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TOTAL CAPITAL BUDGET	\$	45,413,000

OTHER

PUBLIC SAFETY PENSION PLAN		2,945,500
OTHER POST-EMPLOYMENT BENEFITS		176,500
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TOTAL OTHER BUDGET	\$	3,122,000

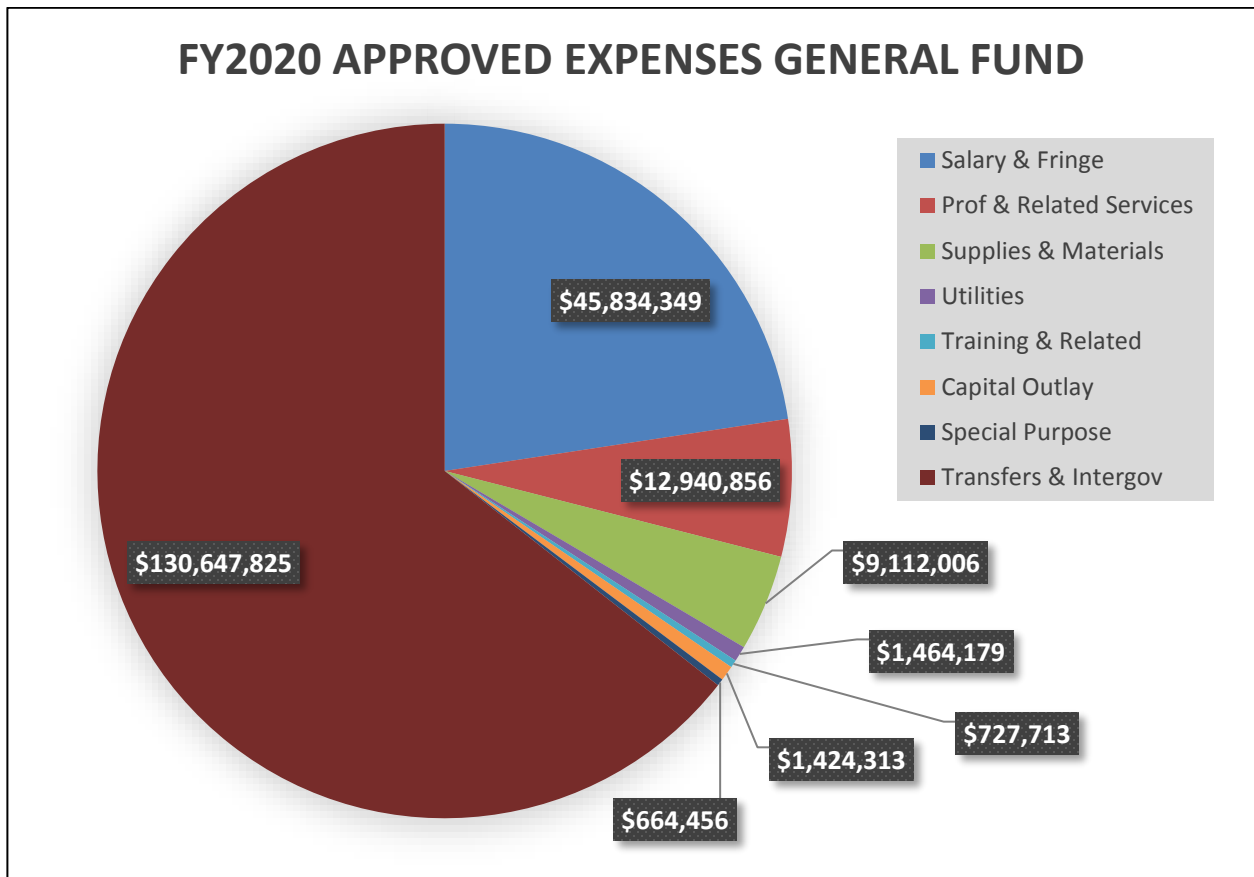
TOTAL OPERATING, CAPITAL & OTHER **\$ 330,565,405**

FY2020 APPROVED REVENUES GENERAL FUND



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
001 - GENERAL FUND							
	REAL PROPERTY TX	92,705,370	99,490,746	102,445,846	104,320,608	1,874,762	1.8%
	PERSONAL PROPERTY TX	9,302,364	10,227,246	9,803,364	13,719,070	3,915,706	39.9%
	PAYMT IN LIEU OF TX	3,754,856	3,703,026	3,704,138	3,705,162	1,024	0.0%
	DISCOUNT	263	40	-	-	-	-
	INTEREST & PENALTIES	648,981	671,822	643,500	653,500	10,000	1.6%
	INCOME TAX	57,614,306	58,909,734	62,572,542	63,322,542	750,000	1.2%
	LICENSE & PERMITS	2,015,950	2,359,424	2,163,754	2,197,904	34,150	1.6%
	FEDERAL GRANTS	-	-	-	-	-	-
	STATE GRANTS	1,215,818	1,300,047	1,375,907	1,330,534	(45,373)	(3.3%)
	OTHER INTERGOVERNMTL	1,341,817	1,321,075	1,196,223	2,073,594	877,371	73.3%
	CHARGES FOR SERVICES	3,636,067	5,183,542	3,791,348	3,700,842	(90,506)	(2.4%)
	RECORDATION	4,818,084	8,166,708	5,424,200	5,424,200	-	-
	INVESTMENT EARNINGS	230,402	719,893	790,739	1,374,631	583,892	73.8%
	CONTRIBUTNS & OTHER	443,928	169,940	220,300	220,500	200	0.1%
	TRANSFERS	2,280,499	1,805,821	1,214,000	845,225	(368,775)	(30.4%)
	FUND BALANCE	-	-	-	(72,615)	(72,615)	-
TOTAL GENERAL FUND		180,008,706	194,029,065	195,345,861	202,815,697	7,469,836	3.8%

FY2020 APPROVED EXPENSES GENERAL FUND



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Original Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
Fund 001 - GENERAL FUND							
	SALARY & FRINGE	43,135,629	42,502,352	44,495,152	45,834,349	1,339,197	3.0%
	PROF & RELATED SERV	9,108,932	10,047,603	11,086,238	12,940,856	1,854,618	16.7%
	SUPPLIES & MATERIALS	10,400,241	7,273,934	8,456,145	9,112,006	655,861	7.8%
	UTILITIES	1,240,610	1,306,203	1,454,373	1,464,179	9,806	0.7%
	TRAINING & RELATED	427,559	437,061	648,822	727,713	78,891	12.2%
	CAPITAL OUTLAY	1,294,759	1,469,294	2,048,914	1,424,313	(624,601)	(30.5%)
	BOND ISSUE EXPENSE	-	-	-	-	-	-
	SPECIAL PURPOSE	471,290	376,538	655,753	664,456	8,703	1.3%
	TRANSFERS & INTERGOV	116,072,865	122,763,312	126,500,464	130,647,825	4,142,361	3.3%
TOTAL GENERAL FUND		182,151,886	186,176,296	195,345,861	202,815,697	7,469,836	3.8%

GENERAL FUND REVENUE BUDGET SUMMARY

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

REVENUES The majority (91.5%) of our General Fund Revenues come from Property Taxes and Income Taxes.

<u>PROPERTY TAXES</u>	FY 20 Approved	\$122,398,340, or 60.3% of the General Fund
	FY 19 Approved	\$116,596,848, or 59.7% of the General Fund
	\$ Increase vs. FY 19	\$7,542,451
	% Increase vs. FY 19	3.9%

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

<u>INCOME TAXES</u>	Estimated Assessable Base 2018-2019	Estimated Assessable Base 2019-2020	Adopted Tax Rates	Adopted Property Tax Revenues
Real Property	9,734,256,579	9,864,554,263	1.0414	\$102,729,468
Real Property - New Construction	3,750,000	5,695,000	1.0414	59,321
Railroad Operating Property - Real	6,794,000	6,862,000	1.0414	71,461
Railroad Operating Property - Personal	6,794,000	5,638,000	2.6035	146,785
Public Utilities Operating Property - Real	15,318,000	17,967,000	2.6035	467,771
Public Utilities Operating Property - Personal	177,687,000	192,904,000	2.6035	5,022,256
Other Business Personal Property	174,736,763	323,982,352	2.6035	8,434,881
Total Estimated Assessable Base & Revenue	10,119,336,342	10,417,602,615		\$116,931,943

FY 20 Approved	\$63,322,542
FY 19 Approved	\$62,572,542

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of a 3.2% rate for local governments, Cecil County's income tax rate is 3.00% for FY 2020. 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 from quarterly distributions of withholdings and estimated payments. The FY 2020 revenue from income tax is estimated to be \$63,322,542, an increase of \$750,000 or 1.2% over the FY 19 budgeted amount of \$62,572,542.

RECORDATION TAX

FY 20 Approved \$5,424,200

FY 19 Approved \$5,424,200

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Court (liens, deeds, mortgages, etc.) at the locally adopted rate of \$8.20 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Based on recent transaction history, the revenue stream is projected to remain flat for FY 2020.

FUND BALANCE APPROPRIATED

Governmental funds report the difference between their assets and liabilities as fund balance. In FY2020 there is no appropriation of unassigned fund balance. The goal of the current Administration is to balance the operating budget without the use of unassigned fund balance.



GENERAL FUND EXPENSE BUDGET SUMMARY

The FY 20 Approved Budget reflects the County’s success in attracting new business to the County while being fiscally responsible with the needs of today, without forgetting the future. Uncertainties at the federal level that may ultimately manifest itself as a recession in the next 12 to 18 months, will eventually be reflected in the County’s revenue streams. Changes in the tax code and government shut downs only heighten the uncertainty. At the State level, the General Assembly is emphasizing the need for increased funding for K-12 education, but not being specific about a plan to pay for those increases in the future. Previous State legislatures have forced the County to make difficult choices with regards to balancing a budget. (specifically in regards to State decreases towards road infrastructure) At that point, the County had to make tough choices to raise the necessary revenue to offset what was not funded by the State. The FY2020 approved budget is not raising tax rates however, the budget’s foundation is built on the Administration’s goal of a balanced budget without the use of unassigned fund balance. The State could easily put the County’s future balanced budgets at risk with unfunded mandates in education. Two years ago, the County was forced to look at what revenues were being projected and how to invest those revenues back into the critical services the County provides. As a result of sound fiscal management, and strong partnerships with our components, the Volunteer Fire Companies, our public and our employees, the County has be able to meet the challenge of making current revenues pay for current operating expenditures. The payoff of sound fiscal management today is the backbone that will support Cecil County’s future.

BOARD OF EDUCATION

Division / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
551 - BOARD OF EDUCATION							
	SUPPLIES & MATERIALS	3,943,745	-	-	-	-	-
	CAPITAL OUTLAY	1,003,873	974,098	1,758,913	1,203,913	(555,000)	(31.6%)
	TRANSFERS & INTERGOV	76,666,693	81,688,528	82,463,528	84,905,673	2,442,145	3.0%
	TOTAL BOARD OF EDUCATION	81,614,311	82,662,626	84,222,441	86,109,586	1,887,145	2.2%

For FY2020, Cecil County has approved to fund the Board of Education above the required maintenance of effort level of \$81,905,673. The County’s allocation is \$84,905,673 for FY2020 which is \$3,000,000 above the minimum maintenance of effort as prescribed by State law. The budget continues to reflect the change in FY2018, requiring teacher pension costs being reported as a component of the overall County’s allocation. The reporting of the of teacher’s pension expense is currently shown as a portion of the allocation.

The small cap budget approved for the Board of Education includes the necessary funding for the renovation costs associated with the Cecil School of Technology’s Diesel Program. This program has the overwhelming support of the County’s agricultural community to help train students to become the future mechanics for their farm equipment.

The Board of Education’s approved FY2020 Capital Budget is funding \$8,000,000 to begin construction on a new elementary school in Chesapeake City. The current elementary school was built in 1939 and once served as that area’s high school. The current elementary school is one of the last schools in the County that is not completely air conditioned nor does it meet current ADA requirements. The State has approved construction funding for this project and the County will avail itself of the State construction funding to replace the school.

CECIL COLLEGE

Division / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
554 - CECIL COLLEGE SCHOLARSHIP							
	SUPPLIES & MATERIALS	50,712	52,560	56,136	61,200	5,064	9.0%
	TOTAL CECIL COLLEGE SCHOLARSHIP	50,712	52,560	56,136	61,200	5,064	9.0%
555 - CECIL COLLEGE							
	SALARY & FRINGE	352,167	-	-	-	-	-
	CAPITAL OUTLAY	68,965	357,514	162,000	100,000	(62,000)	(38.3%)
	TRANSFERS & INTERGOV	9,934,415	10,544,478	11,089,992	11,513,157	423,165	3.8%
	TOTAL CECIL COLLEGE	10,355,547	10,901,992	11,251,992	11,613,157	361,165	3.2%

Cecil County’s support of the Cecil College is to increase by \$361,165 or 3.2% versus FY 2019. 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 \$100,000. In FY2020, the small capital budget includes classroom & lab upgrades, furniture and equipment upgrades to support IT Academic Programs.

The FY 2020 Capital Budget has one project that totals \$1,728,000, which is for ongoing Mechanical Infrastructure replacement.



CECIL COUNTY PUBLIC LIBRARY

Division / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
631 - LIBRARIES							
	SALARY & FRINGE	107,241	-	-	-	-	-
	CAPITAL OUTLAY	60,961	-	-	-	-	-
	TRANSFERS & INTERGOV	5,082,667	5,442,217	5,685,417	6,010,417	325,000	5.7%
	TOTAL LIBRARIES	5,250,869	5,442,217	5,685,417	6,010,417	325,000	5.7%

Cecil County's support of the Library System is to increase by \$325,000, or 5.7% versus FY2019. The increase supports compensation, contract increases in library systems, and occupancy costs. The budget falls short of providing the requested funding to start hiring the staff necessary for the new North East Library. The County will continue to work with Library administration to figure out the most prudent and affordable implementation plan for the new staff needed for the new branch.

The FY2020 Capital Budget has one project that totals \$8,265,000, which represents the second year of construction funding for the new North East Library. The library is scheduled to open in the Fall of 2020.



CECIL COUNTY SHERIFF

Overall funding support for the Cecil County Sheriff for FY 2020 is \$24,510,830, an increase of 5.0%, or \$1,173,461 versus FY 19. The major divisions are listed below:

Division / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
311 - LAW ENFORCEMENT							
	SALARY & FRINGE	9,742,060	9,902,458	10,083,017	10,884,140	801,123	7.9%
	PROF & RELATED SERV	862,696	929,093	1,094,612	1,100,963	6,351	0.6%
	SUPPLIES & MATERIALS	1,037,528	1,272,085	1,308,312	1,404,846	96,534	7.4%
	TRAINING & RELATED	112,525	92,977	132,992	135,492	2,500	1.9%
	CAPITAL OUTLAY	-	21,369	1,000	-	(1,000)	(100.0%)
TOTAL LAW ENFORCEMENT		11,754,809	12,217,982	12,619,933	13,525,441	905,508	7.2%
331 - DETENTION CENTER							
	SALARY & FRINGE	5,512,966	5,295,373	5,402,367	5,647,080	244,713	4.5%
	PROF & RELATED SERV	1,386,536	1,478,132	1,627,033	1,687,008	59,975	3.7%
	SUPPLIES & MATERIALS	912,131	925,411	1,040,983	1,057,931	16,948	1.6%
	TRAINING & RELATED	60,779	44,522	80,361	84,825	4,464	5.6%
TOTAL DETENTION CENTER		7,872,413	7,743,438	8,150,744	8,476,844	326,100	4.0%
333 - COMMUNITY CORRECTIONS							
	SALARY & FRINGE	1,923,414	1,928,257	1,952,806	1,864,067	(88,739)	(4.5%)
	PROF & RELATED SERV	244,198	251,927	308,365	320,504	12,139	3.9%
	SUPPLIES & MATERIALS	245,694	252,019	285,251	302,048	16,797	5.9%
	TRAINING & RELATED	13,086	13,815	20,270	21,926	1,656	8.2%
TOTAL COMMUNITY CORRECTIONS		2,426,392	2,446,018	2,566,692	2,508,545	(58,147)	(2.3%)
TOTAL SHERIFF'S OFFICE		22,053,614	22,407,438	23,337,369	24,510,830	1,173,461	5.0%

Major initiatives in the FY 2020 Budget are as follows:

- Supports the second year of the collective bargaining agreement for Law Enforcement Officers. On July 1, 2019 the officers will receive a 1.5% COLA and a step increase on their anniversary date. It is the expectation of the Administration that consistent, incremental increases in pay will aid with retention of trained staff and alleviate pressures on future overtime budgets.
- The personnel budget for the Sheriff's Office is starting to see results as the budgeted attrition is proposed to be reduced in FY2020 by \$635,115, signaling the ability for the agency to currently attract talent, and keep them, when compared to the attrition calculation of four years ago.



DEPARTMENT OF PUBLIC WORKS

Division / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
401 - PUB WRK - OFFICE OF DIRECTOR							
	SALARY & FRINGE	379,715	371,608	369,626	361,286	(8,340)	(2.3%)
	PROF & RELATED SERV	6,716	6,210	6,943	4,383	(2,560)	(36.9%)
	SUPPLIES & MATERIALS	17,568	20,545	36,444	25,153	(11,291)	(31.0%)
	TRAINING & RELATED	3,750	3,813	5,800	5,800	-	-
	SPECIAL PURPOSE	73,924	73,070	85,200	85,200	-	-
	TOTAL PUB WRK - OFFICE OF DIRECTOR	481,672	475,246	504,013	481,822	(22,191)	(4.4%)
402 - PUB WRK - STORMWATER MGMNT							
	SALARY & FRINGE	938,247	538,110	559,368	574,842	15,474	2.8%
	PROF & RELATED SERV	269,295	164,018	305,512	303,128	(2,384)	(0.8%)
	SUPPLIES & MATERIALS	118,127	83,103	113,706	124,613	10,907	9.6%
	TRAINING & RELATED	7,064	4,961	7,500	7,500	-	-
	SPECIAL PURPOSE	49,628	6,284	110,000	110,000	-	-
	TRANSFERS & INTERGOV	-	507,500	400,000	500,000	100,000	25.0%
	TOTAL PUB WRK - STORMWATER	1,382,361	1,303,976	1,496,086	1,620,083	123,997	8.3%
403 - PUB WRK - ENGINEERING & CONST							
	SALARY & FRINGE	660,096	764,670	842,826	933,673	90,847	10.8%
	PROF & RELATED SERV	79,131	106,905	140,413	114,998	(25,415)	(18.1%)
	SUPPLIES & MATERIALS	48,906	64,651	62,814	82,865	20,051	31.9%
	TRAINING & RELATED	3,254	5,644	6,750	10,000	3,250	48.1%
	CAPITAL OUTLAY	65,015	-	-	-	-	-
	TOTAL PUB WRK - ENGINEERING &	856,403	941,870	1,052,803	1,141,536	88,733	8.4%
412 - ROADS - ADMINISTRATION							
	SALARY & FRINGE	2,666,978	2,635,706	2,710,075	2,887,191	177,116	6.5%
	PROF & RELATED SERV	1,084,833	1,091,952	1,217,922	1,522,675	304,753	25.0%
	SUPPLIES & MATERIALS	358,703	405,899	462,709	479,270	16,561	3.6%
	UTILITIES	35,936	42,611	52,794	54,050	1,256	2.4%
	TRAINING & RELATED	15,572	21,338	16,000	17,000	1,000	6.3%
	TOTAL ROADS - ADMINISTRATION	4,162,021	4,197,506	4,459,500	4,960,186	500,686	11.2%
415 - ROADS - SIGNS							
	PROF & RELATED SERV	11,400	11,400	11,400	5,700	(5,700)	(50.0%)
	SUPPLIES & MATERIALS	65,409	38,778	43,000	43,000	-	-
	TOTAL ROADS - SIGNS	76,809	50,178	54,400	48,700	(5,700)	(10.5%)
416 - ROADS - LIGHTING							
	UTILITIES	97,740	109,289	102,000	102,000	-	-
	TOTAL ROADS - LIGHTING	97,740	109,289	102,000	102,000	-	-
425 - ROADS - WEED CONTROL PROGRAM							
	SALARY & FRINGE	21,165	15,662	25,369	24,703	(666)	(2.6%)
	PROF & RELATED SERV	4,026	9,342	38,515	16,088	(22,427)	(58.2%)
	SUPPLIES & MATERIALS	6,622	7,776	7,368	5,300	(2,068)	(28.1%)
	TRAINING & RELATED	75	-	100	100	-	-
	TOTAL ROADS - WEED CONTROL	31,888	32,781	71,352	46,191	(25,161)	(35.3%)
471 - ROADS - MAINTENANCE							
	PROF & RELATED SERV	1,797,168	2,553,965	2,381,162	3,306,471	925,309	38.9%
	SUPPLIES & MATERIALS	386,351	638,266	627,000	688,500	61,500	9.8%
	TOTAL ROADS - MAINTENANCE	2,183,518	3,192,231	3,008,162	3,994,971	986,809	32.8%
TOTAL DEPARTMENT OF PUBLIC WORKS		9,272,414	10,303,077	10,748,316	12,395,489	1,647,173	15.3%

The Department of Public Works is approved to be funded for FY2020 at \$12,395,489, an increase of \$1,647,173, or 15.3% versus FY2019. The Governor’s budget included an increase to the Highway User Revenue allocation for FY2020 that equates to \$1,422,471 to Cecil County. A portion of the HUR increase (\$768,809) accounts for the overall increase to DPW for FY2020. The County is in a position in FY2020 to use the HUR funds in their entirety for new asphalt overlay on County roads and does not have to use those funds to support the overall operations of the Roads Department. The County will need to continue to increase the funding towards roads infrastructure as the lack of funding on behalf of the State and the County is starting to reach critical status throughout the County.

CAPITAL IMPROVEMENT PROGRAM

The following is a list of highlighted projects within the FY 20 Approved Capital Budget:

	FY 2020
<u>Cecil County Public Schools</u>	
New Chesapeake City Elementary School	8,000,000
<u>Cecil College</u>	
Mechanical Infrastructure	1,728,000
<u>Cecil County Public Library</u>	
North East Branch Library	8,265,000
<u>DPW - Roads and Bridges</u>	
Replacement of Bridge CE-0042 Mechanics Valley Road over CSX	8,600,000
Replace Central Yard Fuel Point Tank	550,000
Rehabilitation of Bridge CE-0096 Bethel Church Road over Stoney Run	555,000
<u>Parks and Recreation</u>	
Calvert Regional Park - Development	3,000,000
North East High School Synthetic Turf Athletic Field	1,500,000
Bittersweet Development	125,000
Elk River - Dredged Material Replacement	940,000
<u>Courthouse</u>	
Renovate Courtroom #3	750,000
<u>Wastewater Enterprise Fund</u>	
Construct Elkton West Sanitary Sewer	9,000,000
Construct CECO to Cherry Hill Connection	2,000,000
Repair Washington Street Forcemain - Air Release	200,000
Bayview Interceptor Sewer Repair	200,000

Following are project descriptions for the projects that are in the first year of funding within the Capital Improvement Program, however the projects did not meet the definition of requiring Planning Commission support to be included in the FY 2020 Approved Capital Improvement Program.

Parks and Recreation

North East High School Synthetic Turf Field - Development

There are three County High Schools that have natural grass surfaces which are in need of renovation. The County has created an MOU with CCPS that will improve school facilities for all Cecil County residents and help regionalize Parks and Recreation programs. A new turf field at North East High will not only provide safer playing area and require less maintenance, but the project will also address the ongoing drainage issues that plague the playing field at the school. The outcome of this venture will be to provide safer, more consistent playing surfaces, increase the physical activity, promote healthier lifestyles, and create a partnership that will help regionalize Parks and Recreational efforts.

Courthouse

Renovate Courtroom #3

The need for improved security within Courtroom #3 is the preface for the renovation project. The arrangement inside the Courtroom today provides little protection for the judge. The project seeks to renovate and reconfigure the Courtroom, Judge's Chambers, Clerk's Office, Jury Deliberation Room and bathrooms, totaling 3,100 GSF. The existing HVAC equipment will be removed and replaced. A new DOAS unit, to provide code required ventilation, and an AHU dedicated to Courtroom #3 will be installed on the roof of the building. Ductwork to and from the rooftop units will be routed through chases to the second floor to the ceiling or soffit mounted grilles. Floor standing, 4 pipe fan coil units will provide space conditioning in the other rooms. Plumbing fixtures will be replaced, but will reuse the existing and sanitary and domestic water piping. Fire sprinklers will be reconfigured, as required, to provide proper protection for the reconfigured rooms. The electrical service to the spaces is presumed to be adequate for the renovations. Electrical devices, data/IT jacks and audio/visual systems will be installed. New LED lighting will be provided in all rooms.

Wastewater Enterprise Fund

Repair Washington Street Force Main – Air Release

During routine maintenance it was found that several valves and air releases are frozen and need to be replaced in order to keep this critical infrastructure operational. These repairs will require installation of bypass piping, new valve vaults, and will need to be done during off peak/night time hours using a coordinated bypass pumping effort.

Bayview Interceptor Sewer Repair

During inspections of the Stoney Run sewer interceptor in the Bayview area, it was found that the stream had undermined the sewer. A temporary emergency repair was completed in the Fall of 2018. Additional repairs are required at several locations along the interceptor. The project design will evaluate the use of armoring and stream restoration to ensure the long term stability of the sewer.

Concept drawing of the new Chesapeake City Elementary School



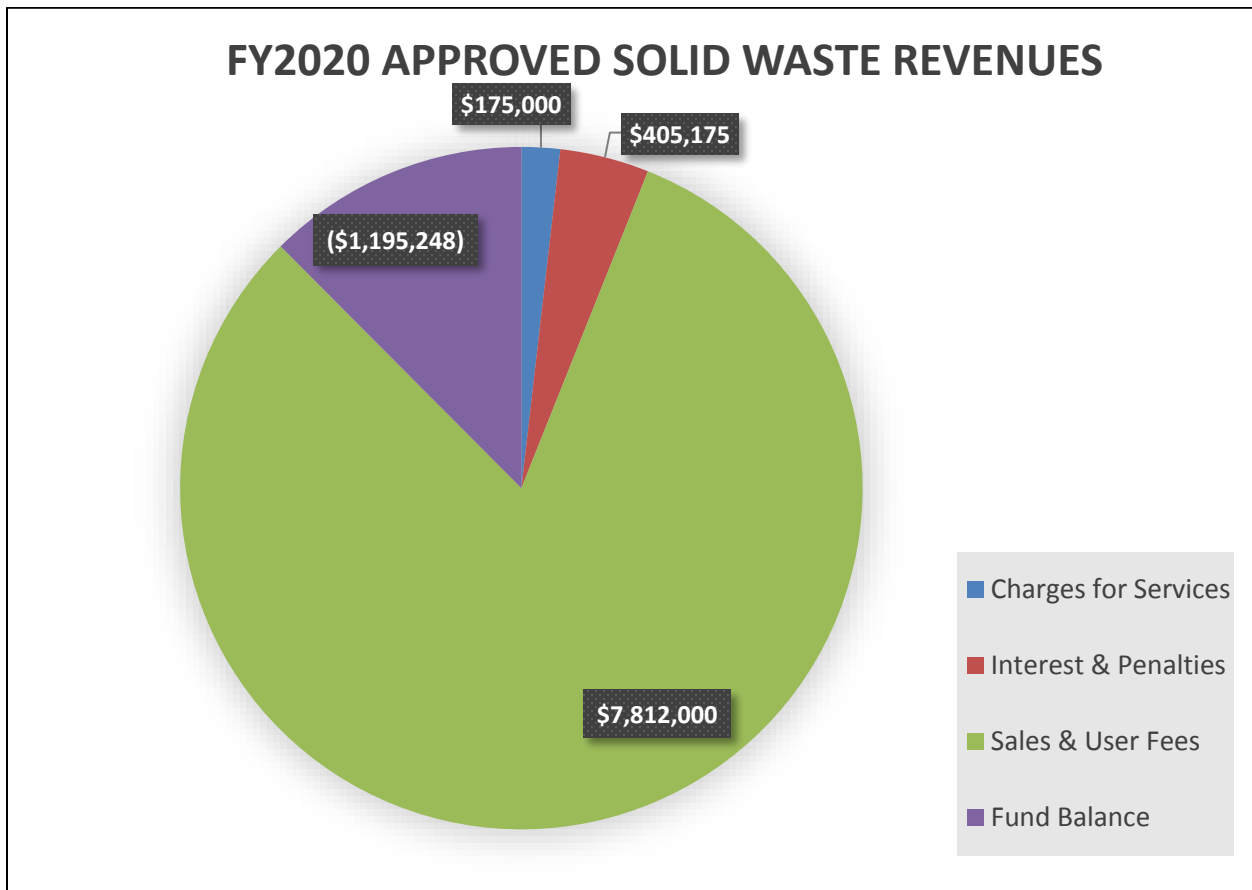
Concept drawing of the new North East Library



Use of turf fields in Cecil County



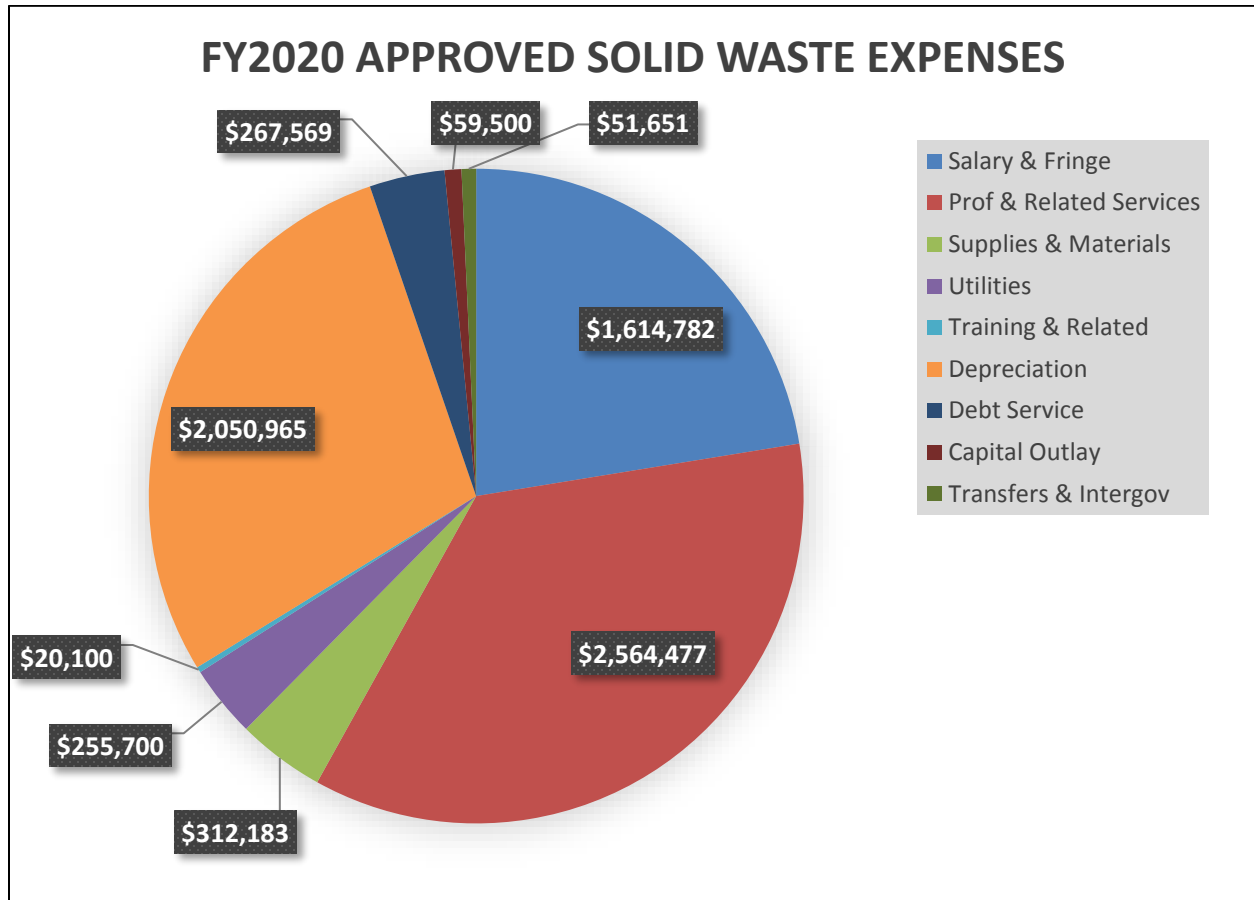
SOLID WASTE ENTERPRISE FUND - REVENUES



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
602 - LANDFILL SERVICES							
	INTEREST & PENALTIES	6,888	15,520	5,175	5,175	-	-
	STATE GRANTS	12,600	-	13,600	-	(13,600)	(100.0%)
	CHARGES FOR SERVICES	274,474	289,750	168,171	175,000	6,829	4.1%
	INVESTMENT EARNINGS	40,381	772,250	300,000	400,000	100,000	33.3%
	CONTRIBUTNS & OTHER	13,419	70,314	-	-	-	-
	SALES & USER FEES	7,570,184	8,029,265	7,571,460	7,812,000	240,540	3.2%
	FUND BALANCE	-	-	(1,424,690)	(1,195,248)	229,442	(16.1%)
TOTAL LANDFILL SERVICES		7,917,946	9,177,099	6,633,716	7,196,927	563,211	8.5%

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 FY2020 budget is not requesting an increase in tipping fees due to the fund’s continued ability to budget a surplus as expenditures continue to be less than estimated revenues.

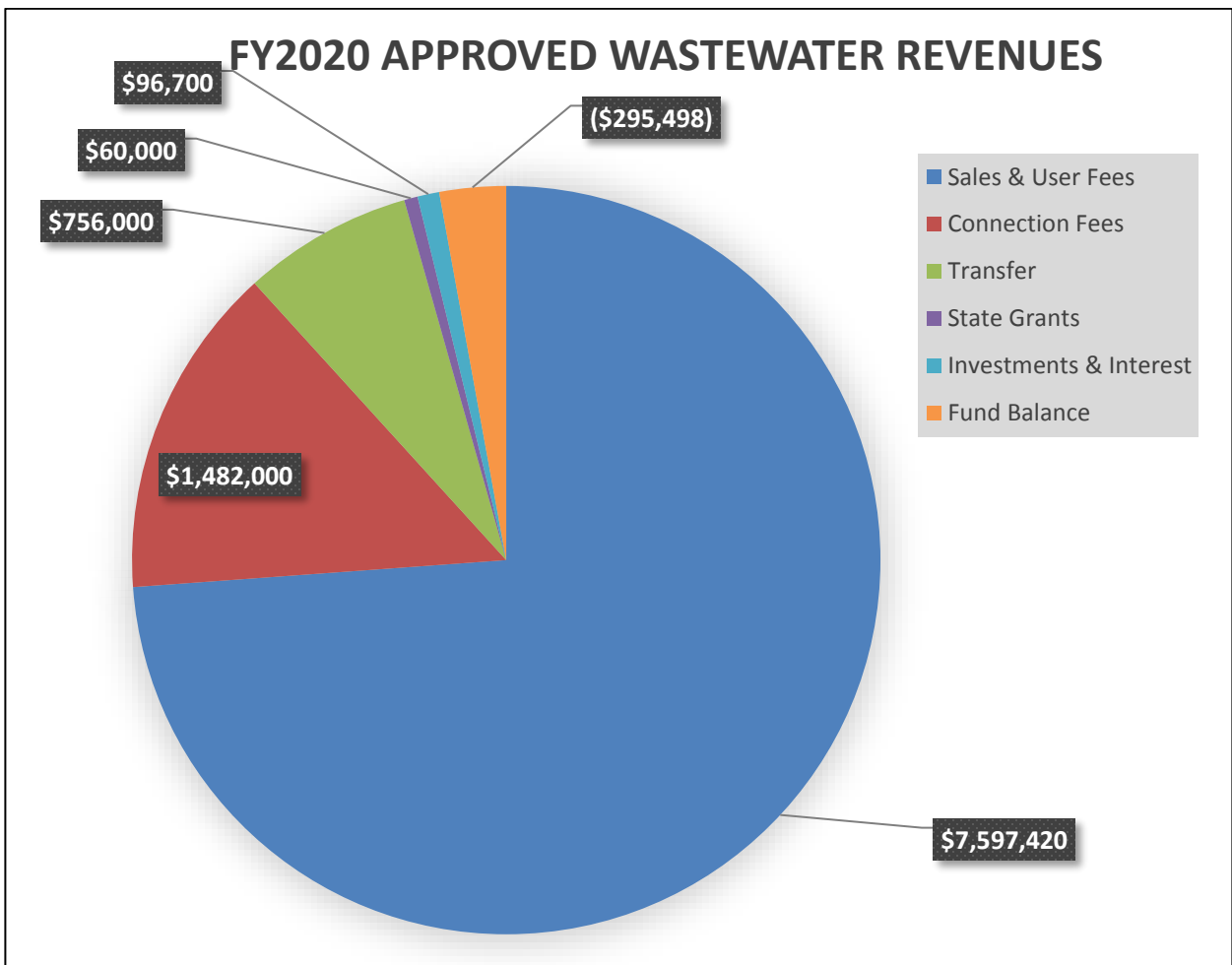
SOLID WASTE ENTERPRISE FUND – EXPENSES



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Original Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
Fund 602 - LANDFILL SERVICES							
	SALARY & FRINGE	1,487,905	1,530,468	1,553,782	1,614,782	61,000	3.9%
	PROF & RELATED SERV	1,766,182	1,787,561	1,877,149	2,564,477	687,328	36.6%
	SUPPLIES & MATERIALS	245,613	282,041	312,482	312,183	(299)	(0.1%)
	UTILITIES	296,645	261,501	275,700	255,700	(20,000)	(7.3%)
	TRAINING & RELATED	4,199	5,807	14,950	20,100	5,150	34.4%
	DEPRECIATION	978,412	656,896	1,072,089	950,965	(121,124)	(11.3%)
	DEPLETION	1,005,918	1,303,031	1,200,000	1,100,000	(100,000)	(8.3%)
	CAPITAL OUTLAY	-	-	-	59,500	59,500	-
	BOND ISSUE EXPENSE	7,156	76,749	57,784	76,669	18,885	32.7%
	DEBT SERVICE INT EXP	425,721	321,600	218,129	190,900	(27,229)	(12.5%)
	SPECIAL PURPOSE	5,297	2,019	-	-	-	-
	TRANSFERS & INTERGOV	64,564	51,651	51,651	51,651	-	-
	TOTAL LANDFILL SERVICES	6,287,612	6,279,324	6,633,716	7,196,927	563,211	8.5%

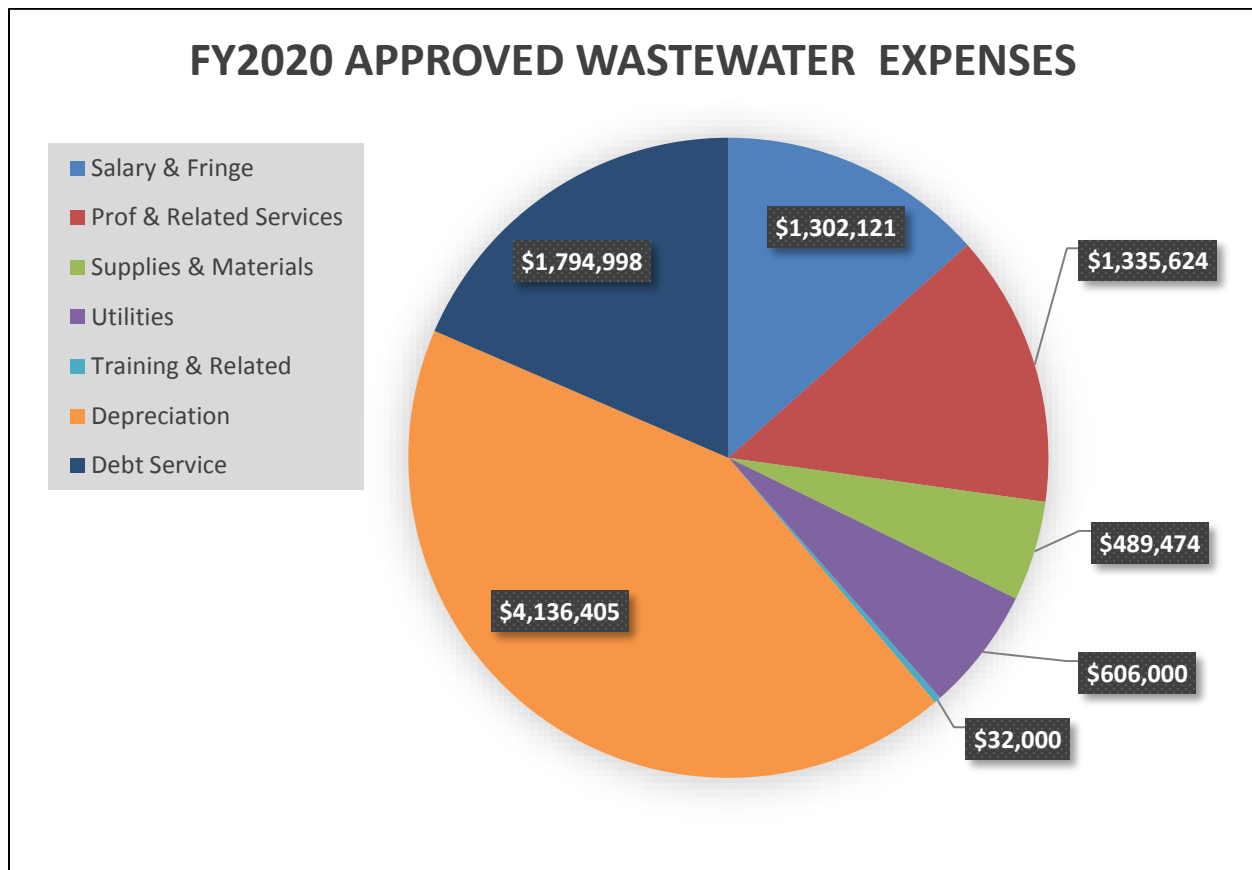
In FY2020 the Solid Waste Enterprise Fund is focusing on compliance with Maryland Department of the Environment as the record breaking rains in FY2019 have made things extremely difficult to maintain required slopes and run off within the Landfill. The proposed budget has added funding for the hiring of contractors specialized in this work, as well as added training & education dollars to aide in training County staff to address the needs of the site.

WASTEWATER ENTERPRISE FUND – REVENUES



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Orig. Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
605 - WASTE WATER SERVICES							
	INTEREST & PENALTIES	67,067	68,678	55,200	55,200	-	-
	STATE GRANTS	610,177	263,802	60,000	60,000	-	-
	CHARGES FOR SERVICES	-	675	-	-	-	-
	INVESTMENT EARNINGS	56,662	87,524	8,000	41,500	33,500	418.8%
	CONTRIBUTNS & OTHER	(781,517)	146,035	5,000	-	(5,000)	(100.0%)
	SALES & USER FEES	5,923,985	6,102,326	7,386,999	7,597,420	210,421	2.8%
	CONNECTION FEES	504,102	516,326	1,098,000	1,482,000	384,000	35.0%
	DEVELOPERS CAP CONTR	76,716	-	-	-	-	-
	TRANSFERS	-	-	945,000	756,000	(189,000)	(20.0%)
	FUND BALANCE	-	-	166,916	(295,498)	(462,414)	(277.0%)
TOTAL WASTE WATER SERVICES		6,457,192	7,185,366	9,725,115	9,696,622	(28,493)	(0.3%)

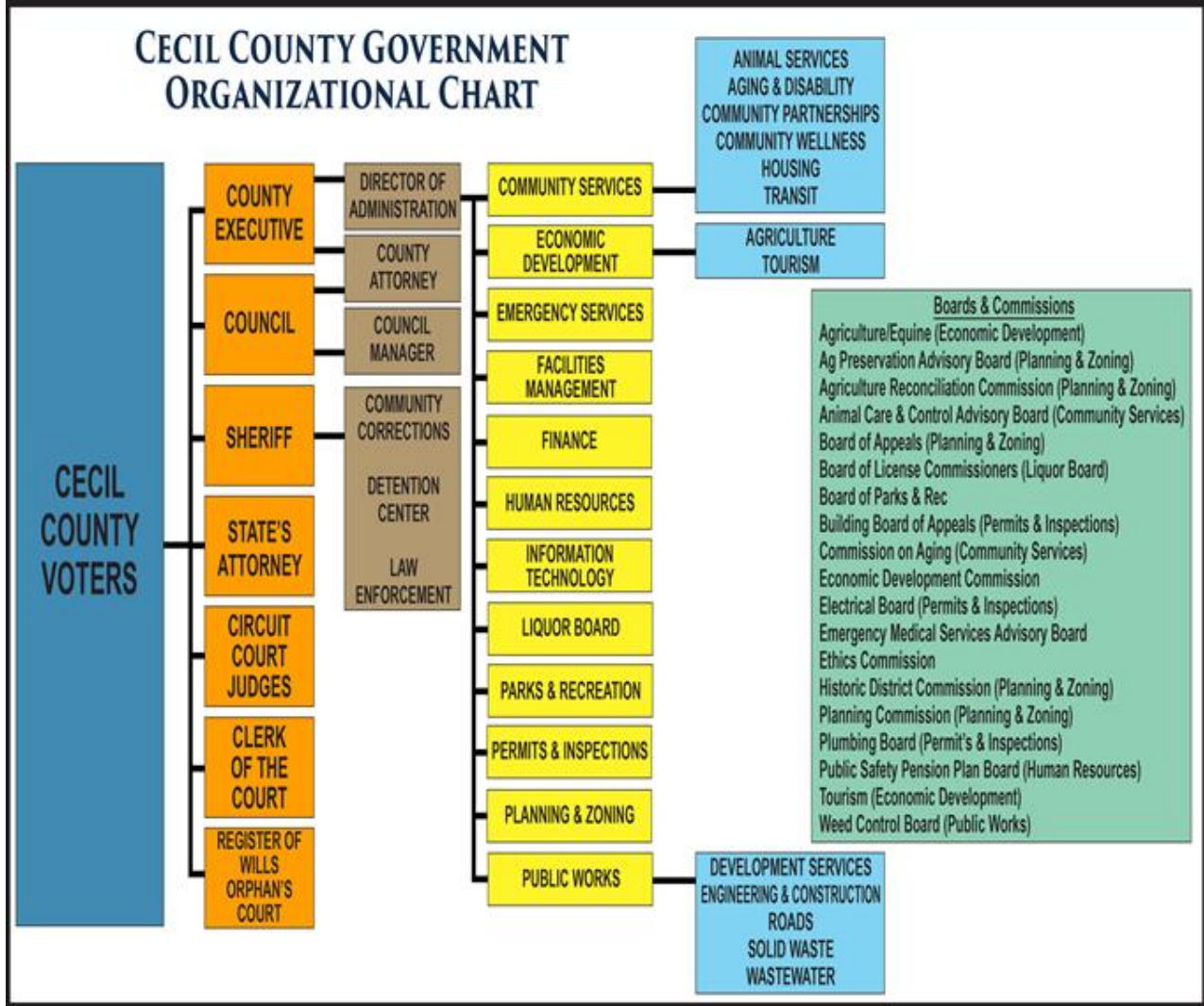
WASTEWATER ENTERPRISE FUND - EXPENSES



Fund / Character Code	Account Description	2017 Actual	2018 Actual	2019 Original Budget	2020 Approved Budget	Dollar Increase or Decrease	Percent Change
Fund 605 - WASTE WATER SERVICES							
	SALARY & FRINGE	1,262,727	1,210,134	1,173,909	1,302,121	128,212	10.9%
	PROF & RELATED SERV	1,127,956	921,614	1,300,145	1,335,624	35,479	2.7%
	SUPPLIES & MATERIALS	339,209	388,307	501,435	489,474	(11,961)	(2.4%)
	UTILITIES	541,043	498,119	610,000	606,000	(4,000)	(0.7%)
	TRAINING & RELATED	15,940	15,823	32,000	32,000	-	-
	DEPRECIATION	3,089,377	3,877,271	4,430,000	4,136,405	(293,595)	(6.6%)
	BOND ISSUE EXPENSE	198,350	209,873	192,825	187,141	(5,684)	(2.9%)
	DEBT SERVICE INT EXP	1,510,309	1,446,109	1,484,801	1,607,857	123,056	8.3%
	SPECIAL PURPOSE	5,268	2,702	-	-	-	-
TOTAL WASTE WATER SERVICES		8,090,178	8,569,952	9,725,115	9,696,622	(28,493)	(0.3%)

The FY2020 Wastewater Enterprise Fund Budget reflects the second year of the user rate increase, taking the rate to \$13.65 per 1,000 gallons up to 100,000 gallons, and a rate of \$14.86 per 1,000 gallons above 100,000 gallons. The rate, along with new connections and ultimately new users will work towards net operating income for the fund, with less dependence on support from the general fund.

CECIL COUNTY MARYLAND
ORGANIZATIONAL CHART



CECIL COUNTY MARYLAND

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

County Administration

Dr. Alan McCarthy — County Executive
Alfred C. Wein, Jr. — Director of Administration
Lisa A. Saxton — Director of Finance
Rebecca L. Anderson — Budget Manager
Jeffrey Koss — Deputy Director of Finance
Jason L. Allison — County Attorney
Sally Kilby — Director of Human Resources
David P. Trolio — Director of Community Services
Christopher Moyer — Director of Economic Development
Clyde S. VanDyke — Director of Parks & Recreation
Eric S. Sennstrom — Director of Land Use & Development Services
W. Scott Flanigan — Director of Public Works
Brian F. Miller — Director Information Technology
Scott A. Adams — Sheriff
Richard K. Brooks, III — Director of Emergency Management

County Council

Bob Meffley — District 1, President
Jackie Gregory — District 5, Vice-President
Bill Coutz — District 2
Al Miller — District 3
George Patchell — District 4

CECIL COUNTY MARYLAND

BUDGET PROCESS AND CALENDAR

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

Late July – Early August

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

September

- County Executive establishes base budget guidelines

November

- Departments and agencies submit capital requests to Finance

January

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

February 1st

- All departments and agencies submit final operating requests to Finance

April 1st

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

April – May

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

By June 15th

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

CECIL COUNTY MARYLAND'S FISCAL POLICY

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

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

Financial Plan

- Expenditures will be based on mandates, needs, and in accordance with the County's Strategic Plan.
- Expenses, functions, services and projects will be affordable.
- An affordable five year capital program will be planned and implemented in accordance with the County's debt policies.
- Conservative operating budgets will be planned and prepared.
- New sources of revenue will be identified and advanced.
- A fund balance equal to 10.0 % of the General Fund Operating Expense Budget will be preserved to maintain our credit rating and provide for emergencies.

Debt Management

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

Cash Management

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

Revenue Policies

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

Operating Budget Policies

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

Capital Improvement Budget Policies

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

ADHERENCE TO THE STRATEGIC PLAN

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

The Cecil County 2014-2019 Strategic Plan is the first comprehensive plan developed, approved, and adopted under the new system of charter government and specifically responds to the regulations described in Article 6, Section 601 (a). The process for developing the plan included the work of the Strategic Planning Advisory Network, public feedback, and a review by County employees and affiliate agencies, prior to approval by the County Executive and submission and approval by the Council. As the first plan’s time horizon expires, an update to the plan has been introduced and will go into effect in FY2020. The County Executive has introduced legislation to not only affirm that the priorities of the plan are still valid, but to increase the planning horizon to ten years.

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

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

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

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

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

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

Strategic Priority: ECONOMIC DEVELOPMENT

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

GOALS AND OBJECTIVES

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

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

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

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

Budget supports promoting the streamlining of the County's permitting process, directing all departments and agencies to be more business friendly, with an emphasis on quality customer service, providing guidance to eliminate unnecessary steps, and to continue to enhance the fast-track permitting process. The Department of Land Use and Development continues to meet with the building community to gain their feedback on the County's processes and how to better serve their efforts.

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

The FY2020 Budget supports funding for the Office of Economic Development to enhance their website and internet presence to better reach and attract new residents and businesses on a national level. The County is continuing its support of branding efforts within the Office of Economic Development to support their continuing positive image effort.

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

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

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

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

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

Strategic Priority: FISCAL STABILITY

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

GOALS AND OBJECTIVES

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

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

During FY2019 the County Executive introduced and Council passed legislation to further strengthen the County's fund balance policy by increasing the emergency reserve fund from 7.5% to 10% of actual General Fund Revenues for the current fiscal year. In addition a budget stabilization reserve was established at 1% of actual General Fund Revenues for the current fiscal year. The budget stabilization reserves will be held in the assigned portion of the General Fund Balance and will be utilized as a first line of defense to offset unexpected fluctuations in revenues and expenditures. Along with the two reserve policies, the County shall maintain a Total Available Reserve of no less than two months of actual General Fund Revenues for the current fiscal year. The enhancement to the fund balance policy safeguards the County's fiscal future and further protects the County's financial resources.

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 FY2020 budget reflects debt service savings of \$2,250,762.

Adhering to self-imposed debt affordability limitations in the development of the County's annual Capital Improvement Program, the FY2020 CIP's focus is a balanced and affordable plan for not just the current year but continues to be affordable for the next four years.

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

Within the Department of Community Services, the division of Community Partnerships continues to build and foster collaborations with public and private entities to evaluate and address the needs of the community. The division oversees coordination of the County's Local Management Board and is integral in developing grant initiatives, not only within the Department, but continues to cast the net County-wide for collaborative opportunities.

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 2020 Capital Improvement Program supports local planning/funding for the replacement or major renovation of public school facilities one project at a time. In FY2020 the County will begin funding the new Chesapeake City Elementary School, one year ahead of schedule. The ability for CCPS to contain costs, and the County's desire to continue to further school infrastructure have allowed the school to start and be affordable in FY2020. While concentrating on one school replace/renovate project at a time, the County has the debt capacity to potentially afford a large project for the library system or Cecil College. Balancing the component unit's capital needs based on the County's affordability will result in the County's ability to afford the debt service in future budgets.

Strategic Priority: EDUCATION

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

GOALS AND OBJECTIVES

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

The County's perception of the value in education cannot be denied as one enters the brand new Gilpin Manor Elementary School. Due to the collaborative effort between the County and CCPS, the next new elementary school to be located in Chesapeake City will start in FY2020, one year ahead of schedule. Absent of a few renovation projects, Gilpin was the first new school built in the County since the 1990's.

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. The FY2020 budget supports the startup costs to allow the school of Technology to offer a diesel program starting in the Fall of 2019. The new program not only has County support, but private support and grants were obtained in order to bring this new program to fruition.

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

The FY2020 Budget supports the Department of Parks & Recreation's after school elementary enrichment pilot program to be offered in two County elementary schools. In partnering with CCPS, the schools will help identify the children with the greatest need. The program will not only have recreation time, but will also help with homework and life skills to help better prepare our youngest citizens for lifetime success. The FY2020 budget supports the build out of another turf field in the County to be located at North East High School, to further extend the regionalization of County and public school assets. These efforts will provide extracurricular program opportunities available to all students, and to provide enriched, safer athletic opportunities for public use.

Strategic Priority: INFRASTRUCTURE

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

GOALS AND OBJECTIVES

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

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

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

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

GOAL 3: Improve public transit options for residents.

Through Cecil Transit, the County oversees transit operations through the implementation of a fixed route and demand response bus service and the Rural Transportation Initiative which includes the Taxi Voucher Program and the Veteran's Bus Pass Program. The FY2020 Budget supports the local match for continued support of a HUB study to research the best place to locate and build a transportation interchange to accommodate County travelers.

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

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

Strategic Priority: SAFE, HEALTHY, AND ACTIVE COMMUNITIES

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

GOALS AND OBJECTIVES

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

The FY2020 budget supports year two of a three year contract with Law Enforcement's collective bargaining unit to provide 1.5% COLA and step increase for law enforcement officers. The County will enter a new three agreement with the IAFF paramedic union who collectively bargained to receive adjustments to their pay scale and COLA increases in each of the three years of the contract. The County continues to struggle with attracting and retaining trained officers and paramedics to serve the growing need of services for its citizens.

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

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

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

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

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

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