



Cecil County, Maryland

2021 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 2021 Approved 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. The County has three separate pension funds. 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. 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. The Cecil County Volunteer Length of Service Award Program Trust Fund accumulates resources to provide length of service awards to qualified members of the Cecil County volunteer fire departments, ambulance corps and rescue squads pursuant to the Cecil County Volunteer Length of Service Award Program Bylaws.

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 2021 BUDGET

As the County was preparing the FY2021 Budget in March, the unimaginable happened to not only the County but the entire world – the COVID-19 crisis. The budget priorities changed over the weeks leading up to the April 1 deadline as revenue increases due to income tax were reduced. It was decided that the revenue reduction on the front end will hopefully be enough to allow the County to operate without the need to use emergency reserves for daily operations. This budget 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 even in the midst of COVID-19 crisis.

Following are a few highlighted items that are included in the Approved FY 2021 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 FY2021 Approved Budget changes as it pertains to employees are:
 - Law Enforcement Officers collectively bargained are in the final year of a three year contract. On July 1, 2020 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, are in the second year of a three year contract commencing on July 1, 2020. The paramedic pay scale will be increased by 1.5% on July 1, 2020. Starting with the first pay period of January, a 1.5% COLA will be added to their compensation and the members of the IAFF will receive a step on their anniversary date.
 - County employees are approved to receive a 2.0% COLA that will start as of the first pay period in January. Due to the negative effects on the County's economy as a result of COVID-19, the third year of the phase in of the compensation study and step increases were unable to be supported in the FY2021 approved budget.
 - The Budget funds the 8.5% 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 request for new positions from County Departments returned an appeal for a total of 42 new positions. The FY2021 budget proposes to add one General Fund position to the Cecil County Animal Shelter, as that facility still tries to find the right number of staff to care for the ever increasing number of animals, and two positions in the Wastewater Fund due to the increase in the County's wastewater infrastructure system.

- The County's regular allocation to the Board of Education for managing the County's public schools is increasing by \$1,462,192 to a total of \$86,367,865. This allocation is 2.4% or \$2,000,000 above the State's Maintenance of Effort calculation.
- The County's small capital support program for the Board of Education funds the final year of an energy performance contract. The total funding of small capital projects in FY2021 is \$803,913.
- The FY2021 Approved Budget for Cecil College supports a budget increase of \$328,000 over FY2020 to fund increases in personnel costs.
- The Approved Budget funds Cecil County Public Library \$396,202 or 6.6% over FY2020. The new library under construction in North East is estimated to be completed in December of 2020. Due to the constraints on the FY2021 Approved Budget the total personnel request for the new facility is not funded as requested. County administration will work closely with the Library staff to ensure the facility will open to the public as soon as construction of the facility is complete.
- The Casino Fund will mark its 10th year in FY2021. A new three year plan was developed back in January and was vetted and approved by the Local Development Council in February 2020. Within that plan for FY2021 are three general fund projects: \$200,000 in match funds for the Broadband Infrastructure, \$200,000 for an update to the County's LIDAR & Topography maps to support up to date data and \$200,000 to rehabilitate a soccer field at Cecil College. Again, the plan was approved prior to the pandemic and the closing of all casinos in Maryland by the Governor. Council determined it was in the best interest of the County to cut the LIDAR update and the rehabilitation of the field at the College due to the pandemic and the reduced revenues as a result of the closing of the casino. Administration will monitor the flow of revenue when the casino reopens, and determine the best time to re-introduce the two projects for council approval.
- The Debt Service Budget reflects savings of \$3,450,000 from the amortization of bond premiums received during the issuance of 2019 and 2020 bonds.
- The FY2021 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 FY2021 Capital Budget supports the second year of construction of the new Chesapeake City Elementary School.
- Cecil County Public Library will see the final year of construction funding for the new Library in North East. The library is scheduled to be completed in December 2020.



Design sketches for the new Chesapeake City Elementary School.

- The General Capital Budget is supporting the purchase of a building located at 114 North Street to accommodate the States Attorney’s Office. The office is currently located on the third floor of the Courthouse. The employees have out grown the space and is currently configured with multiple staff sharing a single office. Not only does the SAO need more space, but current studies indicate the need for an additional courtroom that the current building cannot accommodate unless someone moves out. The Approved CIP will buy the building and start the design work to ultimately move the SAO out of the Courthouse, and in later years build an additional courtroom for the Circuit Court.
- 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.



Correctional Officers being sworn in by the Clerk of the Court at the completion of academy training.

CECIL COUNTY FY2021 APPROVED BUDGET – ALL FUNDS

OPERATING BUDGET

GENERAL FUND	\$	207,661,894
HOUSING FUND		5,804,796
COMMUNITY SERVICES		8,509,731
AGRICULTURAL LAND PRES.		497,915
CASNIO LOCAL IMPACT		2,665,000
DEBT SERVICE		21,291,796
CCSO - CONFISCATED FUNDS		14,146
OTHER GRANTS		3,726,266
		<hr/>
		250,171,544

INTERNAL SERVICE FUNDS

HEALTH INSURANCE FUND		13,125,359
WORKERS COMP FUND		1,215,000
INFORMATION TECH FUND		5,175,103
MOTOR VEHICLE FUND		4,658,264
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		24,173,726

ENTERPRISE FUNDS

WASTEWATER SERVICES		10,207,323
LANDFILL SERVICES		7,982,164
PROPERTY MANAGEMENT		709,443
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		18,898,930

TOTAL OPERATING BUDGET **\$** **293,244,200**

CAPITAL BUDGET

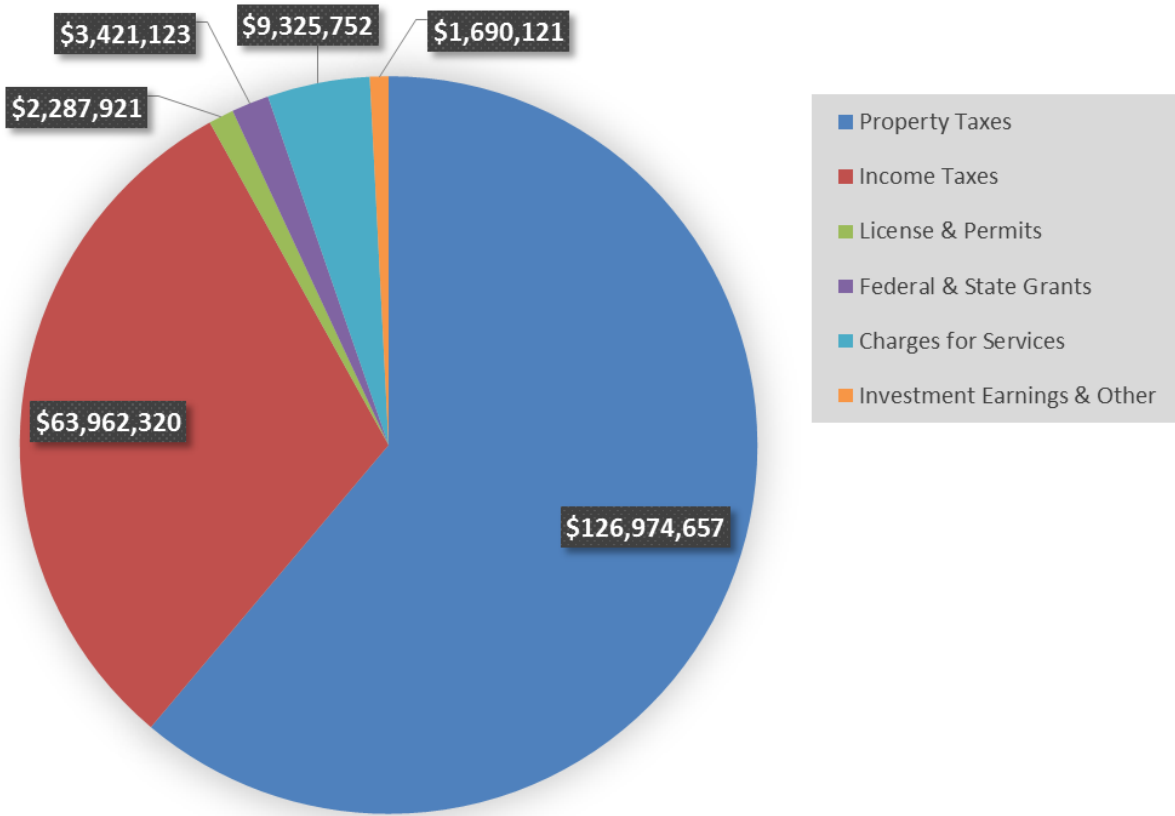
CECIL COUNTY PUBLIC SCHOOLS	\$	11,328,000
CECIL COLLEGE		6,738,000
CECIL COUNTY PUBLIC LIBRARY		3,628,000
EMERGENCY SERVICES		1,000,000
DPW - ROADS & BRIDGES		1,525,000
PARKS & RECREATION		1,900,000
STATES ATTORNEY BUILDING		2,000,000
COMMUNITY SERVICES		1,000,000
WASTEWATER SERVICES		7,100,000
		<hr/>
TOTAL CAPITAL BUDGET	\$	<u><u>36,219,000</u></u>

OTHER

PUBLIC SAFETY PENSION PLAN		3,577,870
OTHER POST-EMPLOYMENT BENEFITS		176,500
VLOSAP-VOLUNTEER LENGTH OF SERVICE		847,000
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TOTAL OTHER BUDGET	\$	<u><u>4,601,370</u></u>

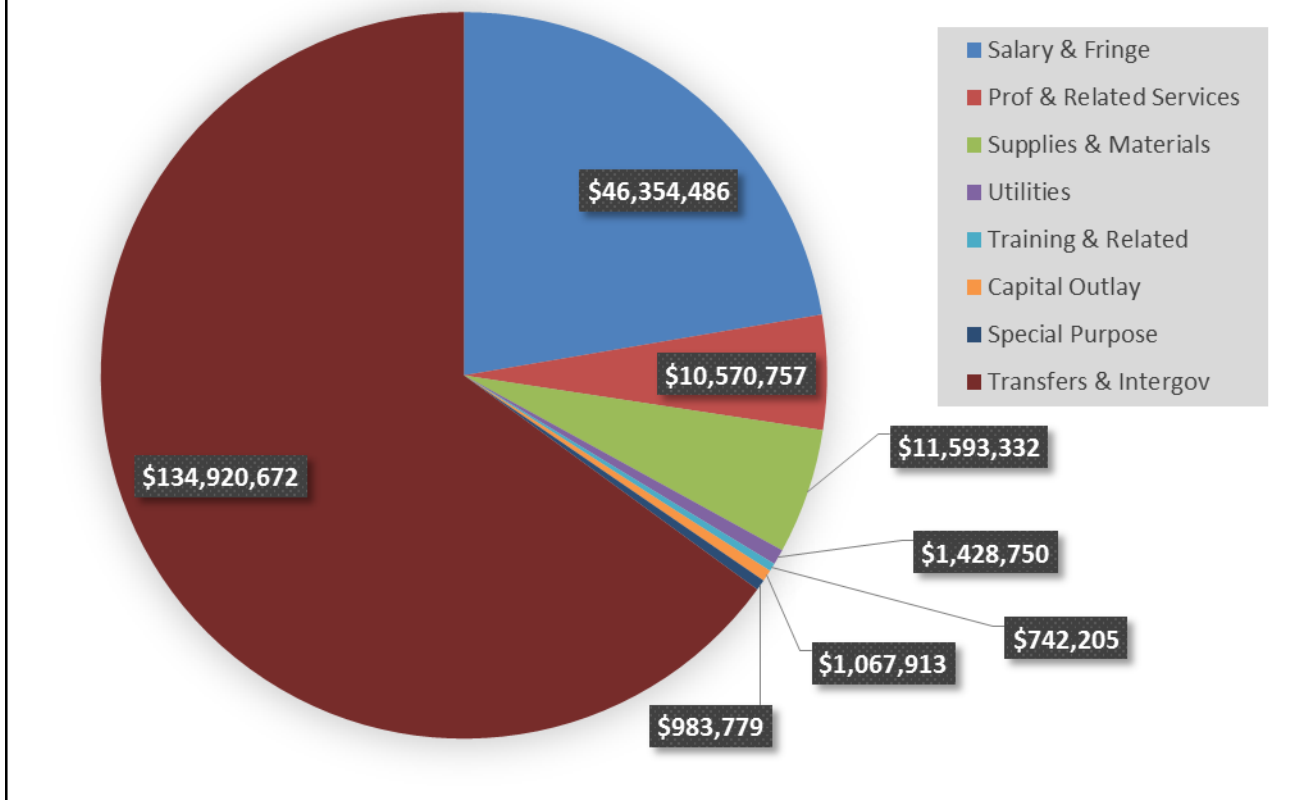
TOTAL OPERATING, CAPITAL & OTHER **\$** **334,064,570**

FY2021 APPROVED REVENUES GENERAL FUND



Fund / Character Code	Account	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
001 - GENERAL FUND							
REAL PROPERTY TX		99,490,746	101,033,831	104,320,608	109,076,425	4,755,817	4.6%
PERSONAL PROPERTY TX		10,227,246	12,303,602	13,719,070	13,939,570	220,500	1.6%
PAYMT IN LIEU OF TX		3,703,026	3,705,378	3,705,162	3,705,162	-	-
DISCOUNT/SENIOR TAX		-	-	-	(400,000)	(400,000)	-
INTEREST & PENALTIES		671,862	690,247	653,500	653,500	-	-
INCOME TAX		58,909,734	66,782,105	63,322,542	63,962,320	639,778	1.0%
LICENSE & PERMITS		2,359,424	2,623,708	2,197,904	2,287,921	90,017	4.1%
FEDERAL & STATE GRANTS		1,300,047	1,287,095	1,330,534	1,331,083	549	0.0%
OTHER INTERGOVERNMTL		1,321,075	1,241,940	2,073,594	2,090,040	16,446	0.8%
CHARGES FOR SERVICES		5,185,587	3,952,405	3,700,842	3,901,552	200,710	5.4%
RECORDATION		8,166,708	6,602,464	5,424,200	5,424,200	-	-
INVESTMENT EARNINGS		719,893	1,351,867	1,374,631	719,821	(654,810)	(47.6%)
CONTRIBUTNS & OTHER		169,940	66,844	220,500	230,300	9,800	4.4%
TRANSFERS		1,805,821	1,045,000	845,225	740,000	(105,225)	(12.4%)
FUND BALANCE		-	-	(72,615)	-	72,615	(100.0%)
TOTAL GENERAL FUND		194,031,110	202,686,487	202,815,697	207,661,894	4,846,197	2.4%

FY2021 APPROVED EXPENSES GENERAL FUND



Fund / Character Code	Account Description	2018 Actual	2019 Actual	2020 Original Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 001 - GENERAL FUND							
	SALARY & FRINGE	42,502,352	45,569,446	45,834,349	46,354,486	520,137	1.1%
	PROF & RELATED SERV	10,047,603	10,745,770	12,940,856	10,570,757	(2,370,099)	(18.3%)
	SUPPLIES & MATERIALS	7,273,934	7,793,327	9,117,006	11,593,332	2,476,326	27.2%
	UTILITIES	1,306,203	1,246,269	1,464,179	1,428,750	(35,429)	(2.4%)
	TRAINING & RELATED	437,061	439,424	727,713	742,205	14,492	2.0%
	CAPITAL OUTLAY	1,469,294	2,084,413	1,424,313	1,067,913	(356,400)	(25.0%)
	SPECIAL PURPOSE	376,538	583,515	664,456	983,779	319,323	48.1%
	TRANSFERS & INTERGOV	122,763,312	126,649,425	130,642,825	134,920,672	4,277,847	3.3%
TOTAL GENERAL FUND		186,176,296	195,111,590	202,815,697	207,661,894	4,846,197	2.4%

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 (91.7%) of our General Fund Revenues come from Property Taxes and Income Taxes.

<u>PROPERTY TAXES</u>	FY 21 Approved	\$126,974,657, or 61.0% of the General Fund
	FY 20 Approved	\$122,398,340, or 60.3% of the General Fund
	\$ Increase vs. FY 20	\$4,576,317
	% Increase vs. FY 20	2.3%

Maryland State law provides that all real property is subject to a property tax; properties are assessed by the State on a triennial basis and owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. The tax rate in the FY21 budget is approved to remain at 1.0414.

	Estimated Assessable Base 2019-2020	Estimated Assessable Base 2020-2021	Adopted Tax Rates	Adopted Property Tax Revenues
Real Property	9,864,554,263	10,315,545,116	1.0414	\$107,426,087
Real Property - New Construction	5,695,000	15,000,000	1.0414	156,223
Railroad Operating Property - Real	6,862,000	7,661,000	1.0414	79,782
Railroad Operating Property - Personal	5,638,000	5,943,000	2.6035	154,726
Public Utilities Operating Property - Real	17,967,000	16,145,000	2.6035	420,335
Public Utilities Operating Property - Personal	192,904,000	204,610,000	2.6035	5,327,021
Other Business Personal Property	323,982,352	348,752,940	2.6035	9,079,783
Total Estimated Assessable Base & Revenue	10,417,602,615	10,913,657,056		\$122,643,958

INCOME TAXES

FY 21 Approved	\$63,962,320
FY 20 Approved	\$63,322,542

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 2021. The Comptroller of Maryland administers and collects the tax and distributes the tax receipts to the counties and municipalities. The FY2021 approved income tax is estimated to be \$63,962,320, an increase of \$639,778 or 1.0% over the FY2020 budget.

RECORDATION TAX

FY 21 Approved	\$5,424,200
FY 20 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. While the predictability of transactions is hard to estimate, the County continues to consistently budget this revenue stream with only small increases or decreases. Based on recent transaction history, the revenue stream is projected to remain flat for FY 2021.

FUND BALANCE APPROPRIATED

Governmental funds report the difference between their assets and liabilities as fund balance. The FY2021 approved budget 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.



First day of the new diesel program at the Cecil School of Technology – September 2020.

GENERAL FUND EXPENSE BUDGET SUMMARY

The FY 21 Approved Budget comes at a time of some of the greatest uncertainty that any of us have witnessed in our lifetime. During March, the final month of budget preparation by the County Executive and his staff, the novel coronavirus (COVID-19) made its presence known in the United States and throughout the world. The budget that was first put together at the beginning of March, is not the budget that was proposed to Council. The uncertainties of how long the virus will remain at a pandemic level in this Country and thus forcing business to close, putting people out of work, made it difficult to prepare a budget that proposes any increase in spending when our income tax revenue stream is unknown. We have little data to follow that will predict how many people will be sick in the County, and how long it will take until everyone is well. The expenses associated with new positions, road maintenance and step increases for County employees were stripped from the budget, in hopes that the County will be able to survive the crisis without having to use reserves to pay for operating expenses. The approved increase in revenue being submitted, was reduced, and will now only allow the County to fund the expenditures associated with increased debt service payments, health insurance increases, the terms of its collective bargaining agreements, and small increases in the allocations to the component units. The threat of having to go to the County's reserves to help with those affected by the virus is a reality of unknown magnitude. The current Administration's prior approved increases to the general fund revenue streams, and prudent fiscal management have prepared Cecil County for the emergency we are facing today. The County's conservative FY2021 approved budget is doing what it can to make certain the services the County has provided in the past will continue onto the future.

BOARD OF EDUCATION

Division / Character Code	Account Description	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
551 - BOARD OF EDUCATION							
SUPPLIES & MATERIALS							
		-	-	-	-	-	-
	CAPITAL OUTLAY	974,098	1,848,763	1,203,913	803,913	(400,000)	(33.2%)
	TRANSFERS & INTERGOV	81,688,528	82,463,528	84,905,673	86,367,865	1,462,192	1.7%
TOTAL BOARD OF EDUCATION		82,662,626	84,312,291	86,109,586	87,171,778	1,062,192	1.2%

For FY2021, Cecil County has approved to fund the Board of Education above the required maintenance of effort level of \$84,367,865. The County's allocation is \$86,367,865 for FY2021 which is \$2,000,000 above the minimum maintenance of effort as prescribed by State law.

The small cap budget approved for the Board of Education includes the necessary funding for the final year of the Johnson Control's energy performance contract, as the County was forced to draw back on any additional small cap allocations as the COVID-19 threat continues. The County Executive will ask Council to fund additional projects as the County emerges from the outbreak.

The Board of Education's approved FY2021 Capital Budget provides the second year of construction funding for the new elementary school in Chesapeake City. The CIP also supports three systemic projects that are receiving State support: replacement of the HVAC system at Cecil Manor Elementary, a boiler at Leeds Elementary and a cooling tower at Bo Manor Middle/High School.

CECIL COLLEGE

Division / Character Code	Account Description	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
554 - CECIL COLLEGE SCHOLARSHIP							
	SUPPLIES & MATERIALS	52,560	56,136	61,200	68,244	7,044	11.5%
TOTAL CECIL COLLEGE SCHOLARSHIP		52,560	56,136	61,200	68,244	7,044	11.5%
555 - CECIL COLLEGE							
	SALARY & FRINGE	-	-	-	-	-	-
	CAPITAL OUTLAY	357,514	96,880	100,000	150,000	50,000	50.0%
	TRANSFERS & INTERGOV	10,544,478	11,089,992	11,513,157	11,841,157	328,000	2.8%
TOTAL CECIL COLLEGE		10,901,992	11,186,872	11,613,157	11,991,157	378,000	3.3%

Cecil County’s support of the Cecil College is to increase by \$378,000 or 5.0% versus FY 2020. The County provides scholarship funding for five students annually, including all books and fees.

The FY 2021 Capital Budget is support the construction of a new facilities building and entrance into the College. The project is estimated to take two fiscal cycles to complete. FY2021 will be the first year of funding in the amount of \$6,238,000 that consists of funding from both the County and the State. The project will remove the old facilities building from the middle of the campus, build a new facilities maintenance facility elsewhere on campus, expand parking and create a new entrance/roadway at the northern end of the campus.



Seventeen Cecil College students earn LPN certification in July 2019.

CECIL COUNTY PUBLIC LIBRARY

Division / Character Code	Account Description	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
631 - LIBRARIES							
	TRANSFERS & INTERGOV	5,442,217	5,685,417	6,010,417	6,406,619	396,202	6.6%
	TOTAL LIBRARIES	5,442,217	5,685,417	6,010,417	6,406,619	396,202	6.6%

Cecil County's support of the Library System is to increase by \$396,202, or 6.6% versus FY2020. The increase supports compensation, contract increases in library systems, and occupancy costs. Due to COVID-19, the budget falls short of providing the requested funding to start hiring the staff necessary for the new North East Library. It will be necessary for the Library and Administration to work together to ensure the Library can open on time.

The FY2021 Capital Budget has one project that totals \$3,628,000, which represents the final year of construction funding for the new North East Library. The library is scheduled to open in December 2020.



New North East Library construction site in February 2020.

CECIL COUNTY SHERIFF

Overall funding support for the Cecil County Sheriff for FY 2021 is \$24,976,272, an increase of 1.9%, or \$465,442 versus FY20. The major divisions are listed below:

Division / Character Code	Account Description	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
311 - LAW ENFORCEMENT							
	SALARY & FRINGE	9,902,458	10,781,944	10,884,140	11,047,083	162,943	1.5%
	PROF & RELATED SERV	929,093	1,061,966	1,100,963	1,018,168	(82,795)	(7.5%)
	SUPPLIES & MATERIALS	1,272,085	1,295,976	1,404,846	1,465,075	60,229	4.3%
	TRAINING & RELATED	92,977	93,728	135,492	138,826	3,334	2.5%
	CAPITAL OUTLAY	21,369	24,949	-	1,000	1,000	-
TOTAL LAW ENFORCEMENT		12,217,982	13,258,563	13,525,441	13,670,152	144,711	1.1%
331 - DETENTION CENTER							
	SALARY & FRINGE	5,295,373	5,791,299	5,647,080	5,630,157	(16,923)	(0.3%)
	PROF & RELATED SERV	1,478,132	1,565,555	1,687,008	136,052	(1,550,956)	(91.9%)
	SUPPLIES & MATERIALS	925,411	922,840	1,057,931	2,880,552	1,822,621	172.3%
	TRAINING & RELATED	44,522	44,159	84,825	76,659	(8,166)	(9.6%)
TOTAL DETENTION CENTER		7,743,438	8,323,852	8,476,844	8,723,420	246,576	2.9%
333 - COMMUNITY CORRECTIONS							
	SALARY & FRINGE	1,928,257	1,836,550	1,864,067	1,850,017	(14,050)	(0.8%)
	PROF & RELATED SERV	251,927	246,962	320,504	64,912	(255,592)	(79.7%)
	SUPPLIES & MATERIALS	252,019	243,722	302,048	642,511	340,463	112.7%
	TRAINING & RELATED	13,815	15,500	21,926	25,260	3,334	15.2%
TOTAL COMMUNITY CORRECTIONS		2,446,018	2,342,734	2,508,545	2,582,700	74,155	3.0%
TOTAL SHERIFF'S OFFICE		22,407,438	23,925,148	24,510,830	24,976,272	465,442	1.9%

Major initiatives in the FY 2020 Budget are as follows:

- Supports the final year of the collective bargaining agreement for Law Enforcement Officers. On July 1, 2020 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 large increase/decreases in the budget for detention and corrections is a result of reclassing the food contract and the medical contract out of the professional services expenditure category and into different accounts to increase transparency within the professional services account.



DEPARTMENT OF PUBLIC WORKS

Division / Character Code	Account Description	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
401 - PUB WRK - OFFICE OF DIRECTOR							
	SALARY & FRINGE	371,608	276,171	361,286	382,972	21,686	6.0%
	PROF & RELATED SERV	6,210	10,995	4,383	1,917	(2,466)	(56.3%)
	SUPPLIES & MATERIALS	20,545	30,902	25,153	28,175	3,022	12.0%
	TRAINING & RELATED	3,813	2,408	5,800	5,800	-	-
	SPECIAL PURPOSE	73,070	71,902	85,200	82,000	(3,200)	(3.8%)
TOTAL PUB WRK - OFFICE OF DIRECTOR		475,246	392,376	481,822	500,864	19,042	4.0%
402 - PUB WRK - STORMWATER MGMNT							
	SALARY & FRINGE	538,110	546,830	574,842	604,531	29,689	5.2%
	PROF & RELATED SERV	164,018	297,591	303,128	306,423	3,295	1.1%
	SUPPLIES & MATERIALS	83,103	77,872	124,613	95,927	(28,686)	(23.0%)
	TRAINING & RELATED	4,961	3,510	7,500	6,750	(750)	(10.0%)
	SPECIAL PURPOSE	6,284	7,000	110,000	110,000	-	-
	TRANSFERS & INTERGOV	507,500	400,000	500,000	-	(500,000)	(100.0%)
TOTAL PUB WRK - STORMWATER MGMNT		1,303,976	1,332,803	1,620,083	1,123,631	(496,452)	(30.6%)
403 - PUB WRK - ENGINEERING & CONST							
	SALARY & FRINGE	764,670	843,668	933,673	941,552	7,879	0.8%
	PROF & RELATED SERV	106,905	91,970	114,998	115,020	22	0.0%
	SUPPLIES & MATERIALS	64,651	65,615	82,865	96,508	13,643	16.5%
	TRAINING & RELATED	5,644	5,830	10,000	10,650	650	6.5%
	CAPITAL OUTLAY	-	-	-	-	-	-
TOTAL PUB WRK - ENGINEERING & CONST		941,870	1,007,082	1,141,536	1,163,730	22,194	1.9%
412 - ROADS - ADMINISTRATION							
	SALARY & FRINGE	2,635,706	2,778,411	2,887,191	2,869,773	(17,418)	(0.6%)
	PROF & RELATED SERV	1,091,952	1,348,801	1,522,675	1,482,547	(40,128)	(2.6%)
	SUPPLIES & MATERIALS	405,899	410,524	479,270	497,449	18,179	3.8%
	UTILITIES	42,611	37,537	54,050	54,150	100	0.2%
	TRAINING & RELATED	21,338	14,226	17,000	21,500	4,500	26.5%
TOTAL ROADS - ADMINISTRATION		4,197,506	4,589,498	4,960,186	4,925,419	(34,767)	(0.7%)
415 - ROADS - SIGNS							
	PROF & RELATED SERV	11,400	11,400	5,700	-	(5,700)	(100.0%)
	SUPPLIES & MATERIALS	38,778	50,928	43,000	43,000	-	-
TOTAL ROADS - SIGNS		50,178	62,328	48,700	43,000	(5,700)	(11.7%)
416 - ROADS - LIGHTING							
	UTILITIES	109,289	108,881	102,000	102,000	-	-
TOTAL ROADS - LIGHTING		109,289	108,881	102,000	102,000	-	-
425 - ROADS - WEED CONTROL PROGRAM							
	SALARY & FRINGE	15,662	21,250	24,703	50,569	25,866	104.7%
	PROF & RELATED SERV	9,342	3,519	16,088	4,808	(11,280)	(70.1%)
	SUPPLIES & MATERIALS	7,776	12,639	5,300	5,300	-	-
	TRAINING & RELATED	-	60	100	100	-	-
TOTAL ROADS - WEED CONTROL PROGRAM		32,781	37,468	46,191	60,777	14,586	31.6%
471 - ROADS - MAINTENANCE							
	PROF & RELATED SERV	2,553,965	2,823,763	3,306,471	2,643,120	(663,351)	(20.1%)
	SUPPLIES & MATERIALS	638,266	585,382	688,500	589,000	(99,500)	(14.5%)
TOTAL ROADS - MAINTENANCE		3,192,231	3,409,145	3,994,971	3,232,120	(762,851)	(19.1%)
TOTAL DEPARTMENT OF PUBLIC WORKS		10,303,077	10,939,581	12,395,489	11,151,541	(1,243,948)	(10.0%)

The Department of Public Works is approved to be funded for FY2021 at \$11,151,541, a decrease of \$1,243,948 or 10% versus FY2020. The COVID-19 virus has forced the County to reprioritize expenditures. In FY2021 the budget approves to use its Highway User Revenue Funds to offset road maintenance costs in their entirety instead of using the funds strictly for new asphalt overlay on County roads. Fortunately, in December 2019, prior to the pandemic, the County Executive assigned \$3,000,000 directly to fund asphalt and patching on County roads and will continue to make sure there is sufficient funding to keep our roads safe regardless of budget constraints.

CAPITAL IMPROVEMENT PROGRAM

The following is a list of highlighted projects within the FY 21 Approved Capital Budget:

	FY 2021
<u>Cecil County Public Schools</u>	
New Chesapeake City Elementary School	7,874,000
Cecil Manor Elementary School HVAC	2,419,000
Leeds Elementary School Boiler Replacement	530,000
Bo Manor Middle/High School Cooling Tower	505,000
<u>Cecil College</u>	
Mechanical Infrastructure	500,000
Campus Entrance & Facilities Building	6,238,000
<u>Cecil County Public Library</u>	
North East Branch Library	3,628,000
<u>Emergency Services</u>	
Communication System Enhancement	1,000,000
<u>DPW - Roads and Bridges</u>	
Replacement of Bridge CE-0042 Mechanics Valley Road over CSX	625,000
Replace Central Yard Fuel Point Tank	500,000
Oldfieldpoint Road Improvements	400,000
<u>Parks and Recreation</u>	
Calvert Regional Park - Development	1,900,000
<u>States Attorney Building</u>	
Relocate States' Attorneys' Office	2,000,000
<u>Community Services</u>	
Mid-County Transit HUB	1,000,000
<u>Wastewater Enterprise Fund</u>	
Construct Elkton West Sanitary Sewer	1,500,000
Construct CECO to Cherry Hill Connection	2,300,000
Construct Bainbridge Sewer Interceptor	2,000,000
Repair Washington Street Forcemain - Air Release	500,000
Bayview Interceptor Sewer Repair	800,000

Following are projects descriptions for the projects that are in the first year of funding within the Capital Improvement Program.

Cecil County Public Schools

Cecil Manor Elementary School HVAC

The current HVAC system at Cecil Manor ES is from 1995 when the building was previously renovated. Funding is requested for a new system to replace boilers, pumps, miscellaneous boiler room appurtenances, and boiler room controls. In addition, a new system will replace facility-wide pneumatic controls with DDC controls, replace terminal HVAC equipment, and replace classroom unit ventilators with vertical unit ventilators and supply ductwork. The new HVAC system will replace air cooled chiller with air cooled split system chiller as well as replacing the domestic hot water heater with a new commercial gas fired hot water heater.

Leeds Elementary Boiler Replacement

This project will consist of replacing the original 1968 Boiler & Appurtenance with a new high efficiency boiler system. The boilers are original to the building, and at 50+ years old are past their useful life. The Domestic Hot Water Generator will also be replaced. Domestic hot water is currently generated by utilizing the heating water system, which is less efficient than the condensing boilers that are available on the market today.

Bo Manor Middle/High School Cooling Tower

This project consists of replacing the 25 year old, original, 1994 Chiller & Cooling Tower with a new Split System Air Cooled Chiller. This will maximize available efficiencies and prevent the system from a potential failure.

Cecil College

Campus Entrance and Facilities Building

Construct a new Facilities Management Building (FMB) and demolish the existing building, expand parking and construct a new multi-lane entrance and roadway to connect the northern section of campus to the academic core. The existing FMB, built in 1978, is undersized for current operations and lacks the technology infrastructure necessary for today's facility operation needs. The existing FMB is in the middle of a prime parcel of land necessary for expansion of the campus and needs to be relocated to a more appropriate location. Utilizing the footprint from the existing FMB, the College will then be able to add approximately 200 parking spaces to the northern section of its campus. In addition, creating a new entrance/roadway at the northern end of the campus will enable the College to address the numerous life-safety problems surrounding access for emergency vehicles, provide safer access for tractor trailers and other delivery vehicles, and resolve the traffic congestion of the current single lane entrance/exit.

Emergency Services

P25 Dispatch Migration – System Enhancement Phase

The original P25 compliant communication system upgrade will be completed during FY20. The enhancement phase of the project will assess and enhance coverage in buildings owned by Cecil County or are in an integral part of the emergency operations. This includes the five high schools, the Circuit Courthouse, the Administration Building, Cecil College, and Christiana Care Union Hospital. This project will also seek to dismantle the aging communication tower located adjacent to the courthouse.

Roads and Bridges

Replacement of Bridge CE-0055 Belvidere Road over CSX

The bridge carries over 1,600 vehicles per day and that number is expected to significantly increase due to the continued development of Principio Business Park. The project will be a complete replacement with a new structure sized appropriately to meet current design criteria and anticipated future traffic demands. The current Bridge CE0055 was built in 1976 and is a three span pre-stressed concrete adjacent box beam bridge.

States Attorney Office

Relocate State's Attorneys' Office

The State's Attorneys' Office (SAO) currently occupies the entire 3rd floor on the east end of the courthouse. The SAO has outgrown their existing space and is currently configured with multiple staff sharing a single office. Additional space is needed to accommodate current staff, projected increases in staffing, file storage, and supplies. This project is intended to relocate the SAO to an off-site location with space suitable for their growing needs. The SAO relocation will make the 3rd floor east available to the Circuit Court for reconfiguration of existing offices and provide additional space for growth. The current building under option agreement with the County is located at 114 North Street in Elkton and is within close proximity of the Circuit Court.

Community Services

Mid-County Transit Hub

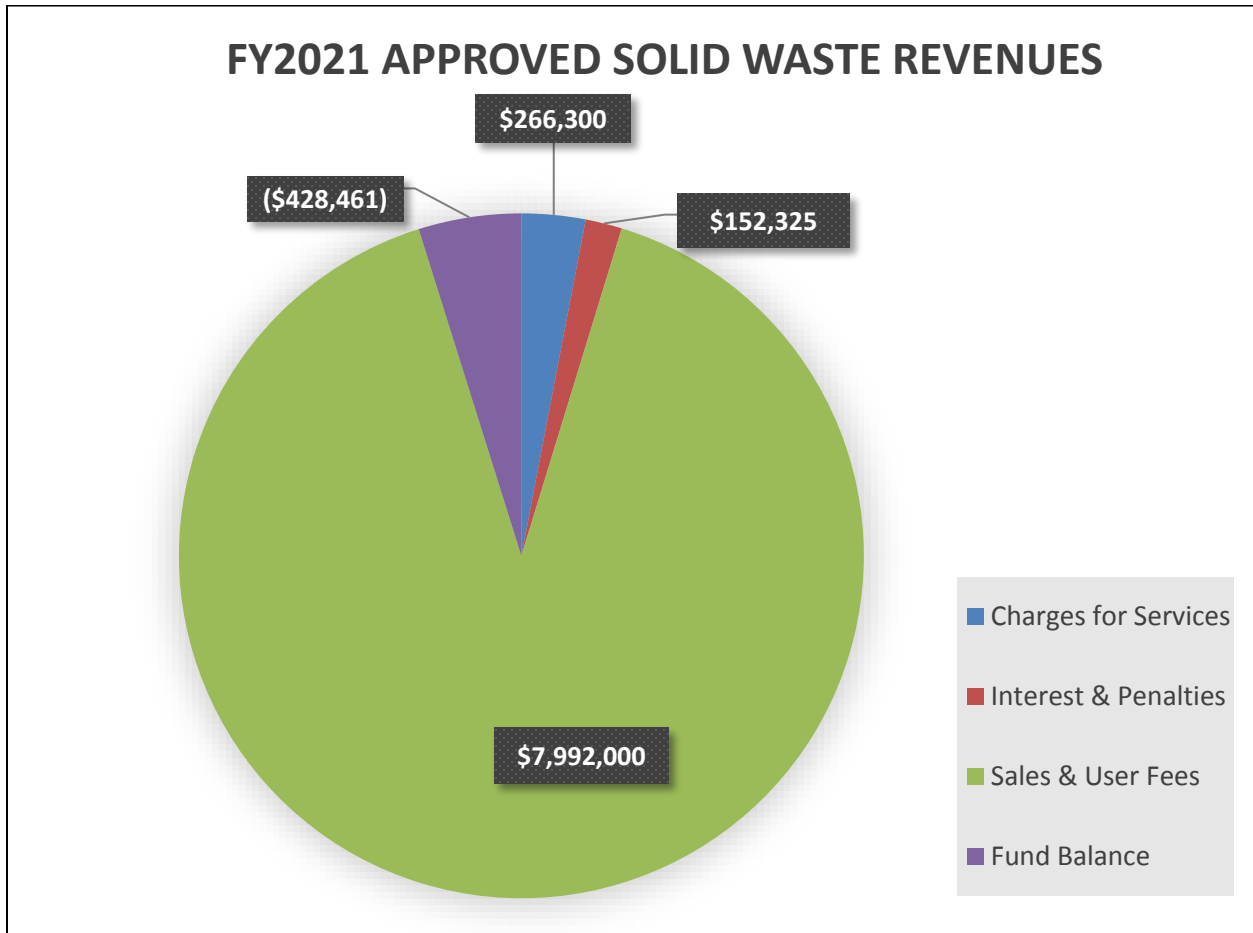
A Mid-County Transit Hub has been recommended to support the growth of Cecil Transit, enhance transit ridership, reduce stem miles and provide additional office space. The Mid-County Transit Hub will look to contain: a multi-modal public transit center to accommodate transfers and layovers, a kiss-and-ride facility, a covered area for customer waiting, pedestrian/bicycle connectivity and bicycle parking; a stand-alone Transit Administration facility containing Transit offices; and the possibility of a reduced maintenance facility providing onsite maintenance services, depending on the outcome of the Phase 2 study and cost considerations. The Transit Hub will be developed in multiple phases: Phase 1 identified and evaluated 10 possible sites for the Transit Hub; Phase 2 selects and studies two viable sites for the Transit Hub location and determines the size, scope and costs of the planned Hub. Phase 3 would include land acquisition and engineering and design while Phase 4 would involve construction. Phase 2 is currently underway and will include site concepts that provide schematic layouts of site circulation, detailed programming and building layouts, and detailed cost estimates. This project is 80 percent federally funded, 10 percent State funded and 10 percent County funded.

Wastewater Enterprise Fund

Construct Bainbridge Sewer Interceptor

This project will construct sewer mains and interceptor sewers to serve Bainbridge and the surrounding area. These lines will serve as a trunk for future expansion to extend from. The proposed sewer will start at the newly reconstructed Port Deposit WWTP, go up Route 222 and then cross county to serve Bainbridge. This economic development project is applying for grant funding. Easements for construction and maintenance of the project will be donated by Bainbridge and/or associated developers

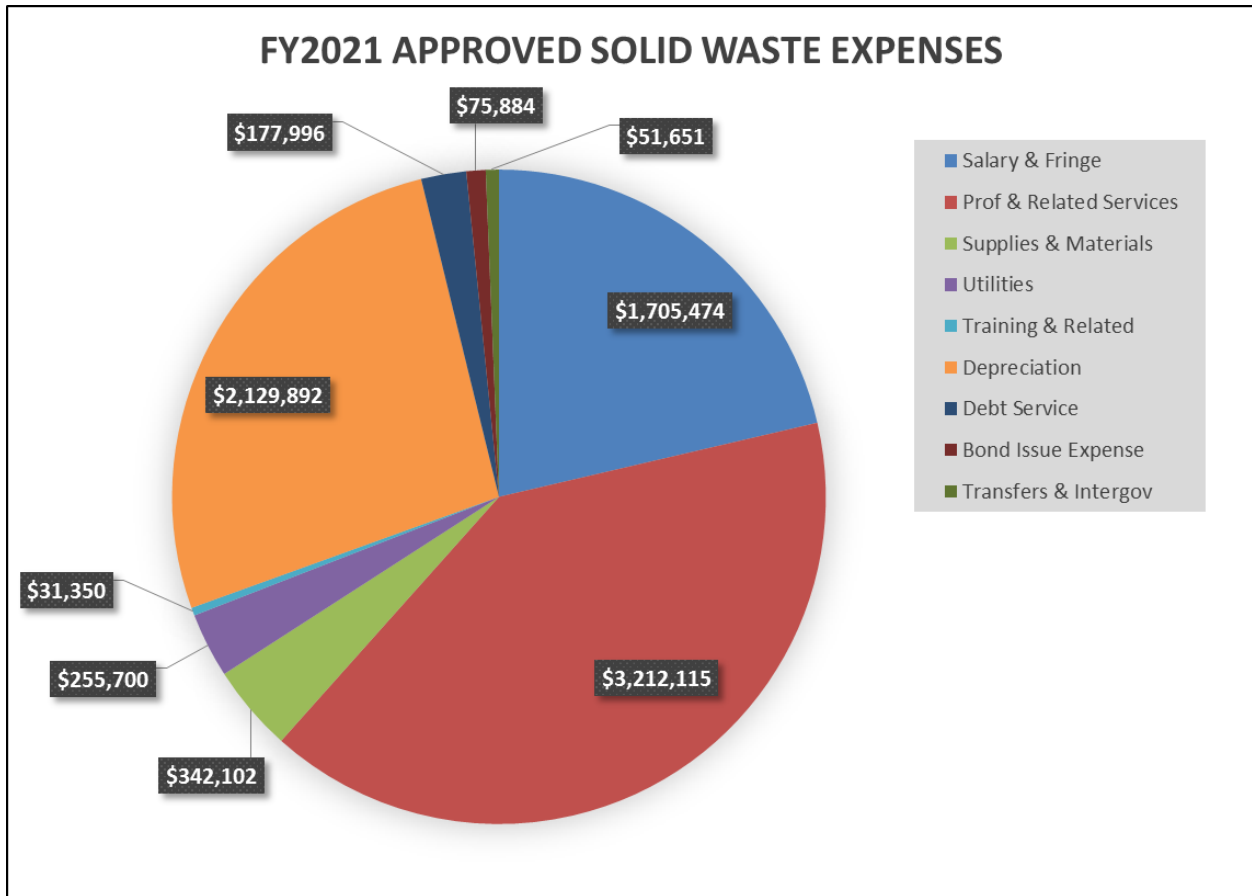
SOLID WASTE ENTERPRISE FUND – REVENUES



Fund / Character Code	Account	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
602 - LANDFILL SERVICES							
INTEREST & PENALTIES		15,520	8,709	5,175	2,325	(2,850)	(55.1%)
STATE GRANTS		-	94,203	-	-	-	-
CHARGES FOR SERVICES		289,750	269,832	175,000	266,300	91,300	52.2%
INVESTMENT EARNINGS		772,250	500,813	400,000	150,000	(250,000)	(62.5%)
CONTRIBUTNS & OTHER		70,314	8,458	-	-	-	-
SALES & USER FEES		8,029,265	8,174,387	7,812,000	7,992,000	180,000	2.3%
FUND BALANCE		-	-	(1,195,248)	(428,461)	766,787	(64.2%)
TOTAL LANDFILL SERVICES		9,177,099	9,056,402	7,196,927	7,982,164	785,237	10.9%

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 FY2021 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.

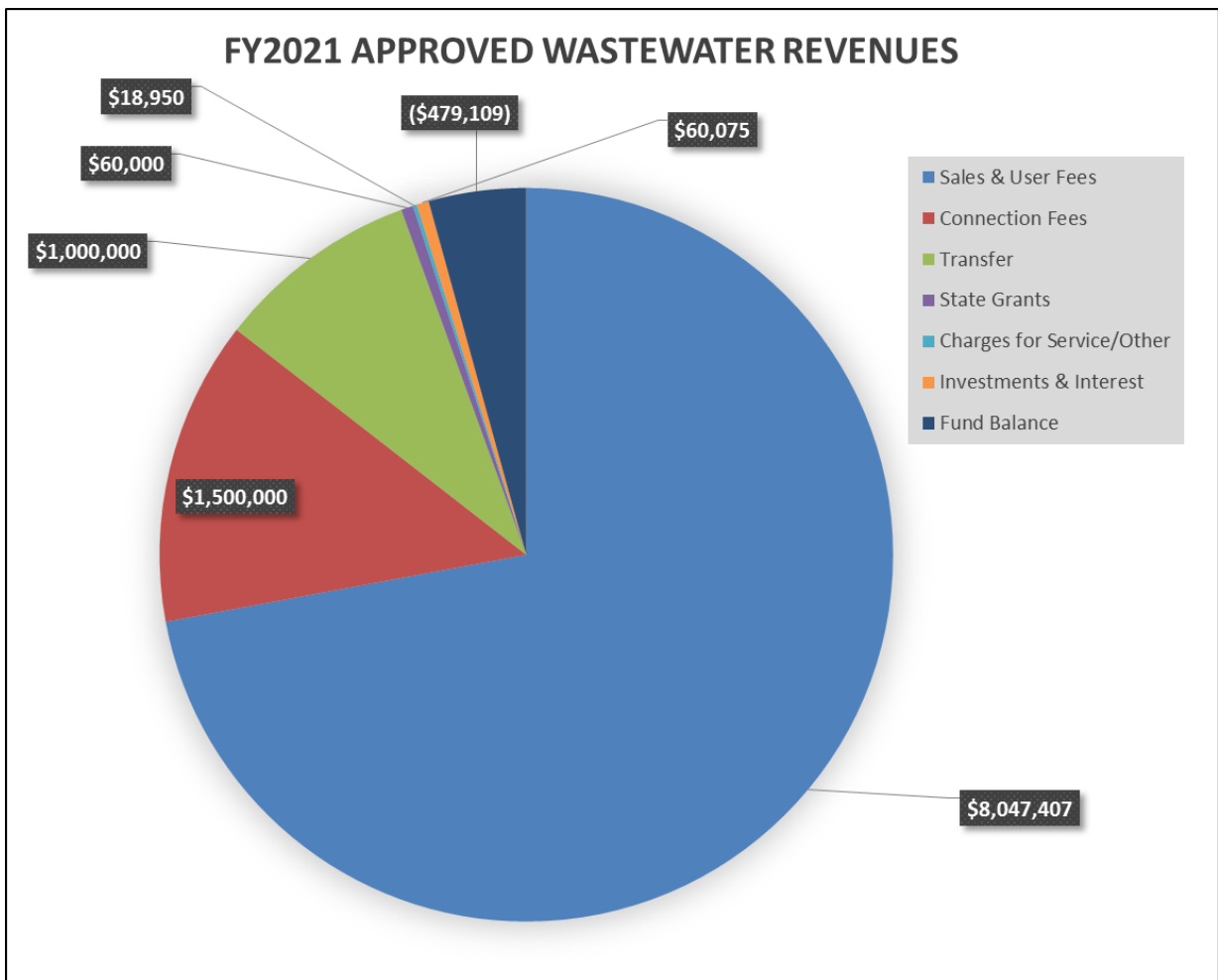
SOLID WASTE ENTERPRISE FUND – EXPENSES



Fund / Character Code	Account Description	2018 Actual	2019 Actual	2020 Original Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 602 - LANDFILL SERVICES							
	SALARY & FRINGE	1,530,468	1,645,346	1,614,782	1,705,474	90,692	5.6%
	PROF & RELATED SERV	1,787,561	2,130,702	2,564,477	3,212,115	647,638	25.3%
	SUPPLIES & MATERIALS	282,041	310,590	312,183	342,102	29,919	9.6%
	UTILITIES	261,501	157,222	255,700	255,700	-	-
	TRAINING & RELATED	5,807	6,741	20,100	31,350	11,250	56.0%
	DEPRECIATION	656,896	1,632,546	950,965	1,029,892	78,927	8.3%
	DEPLETION	1,303,031	1,577,142	1,100,000	1,100,000	-	-
	CAPITAL OUTLAY	-	-	59,500	-	(59,500)	(100.0%)
	BOND ISSUE EXPENSE	76,749	78,171	76,669	75,884	(785)	(1.0%)
	DEBT SERVICE INT EXP	321,600	216,673	190,900	177,996	(12,904)	(6.8%)
	SPECIAL PURPOSE	2,019	(1,236)	-	-	-	-
	TRANSFERS & INTERGOV	51,651	51,651	51,651	51,651	-	-
TOTAL LANDFILL SERVICES		6,279,324	7,805,547	7,196,927	7,982,164	785,237	10.9%

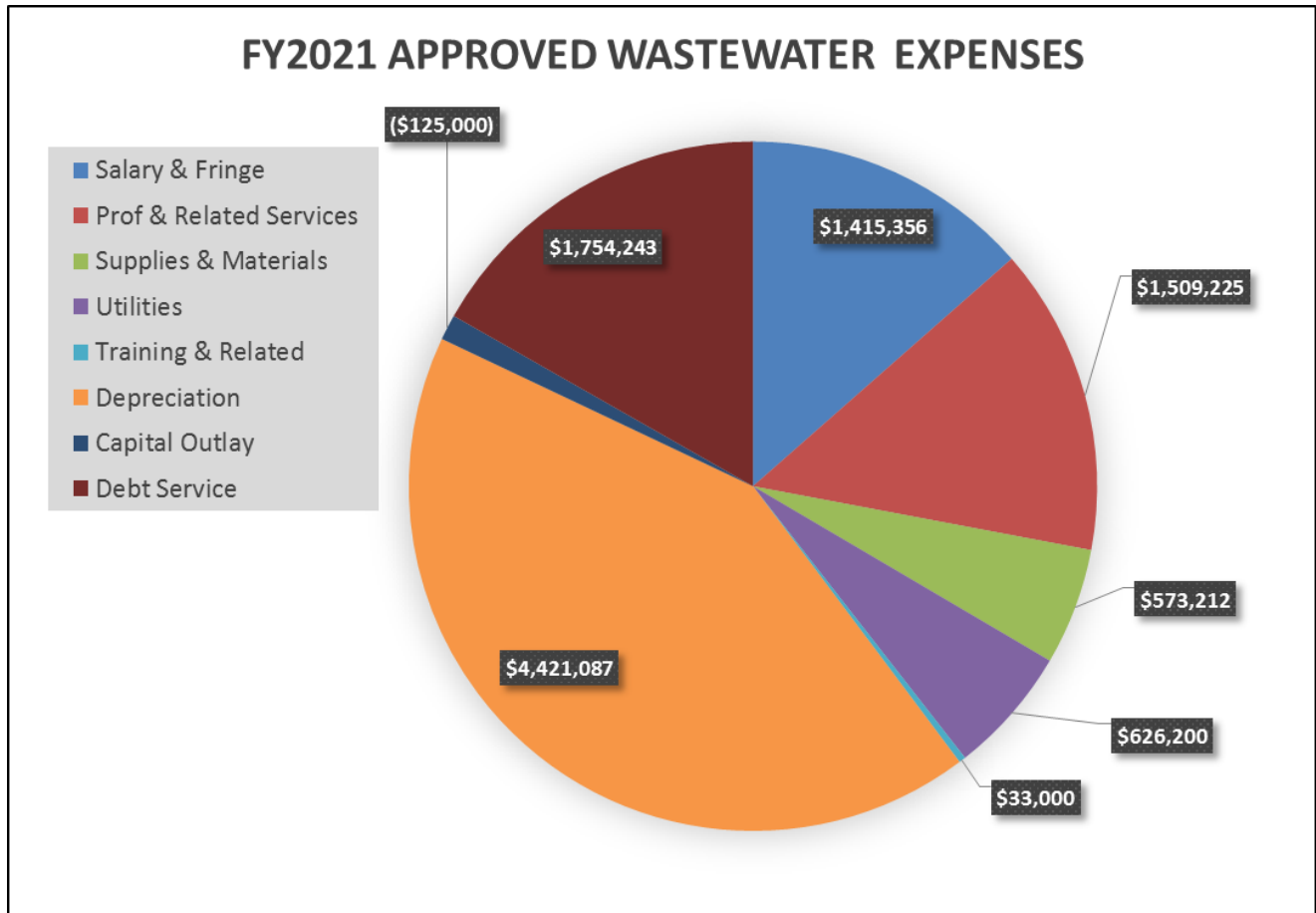
The revenues earned under the current fee structure will have to support the increase in expenditures due to the change in the recyclable market as the County now has to pay to transport recyclable material to a vendor, as well as pay the vendor to process the material.

WASTEWATER ENTERPRISE FUND – REVENUES



Fund / Character Code	Account	2018 Actual	2019 Actual	2020 Orig. Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
605 - WASTEWATER							
	INTEREST & PENALTIES	68,678	77,029	55,200	30,075	(25,125)	(45.5%)
	STATE GRANTS	263,802	2,602,680	60,000	60,000	-	-
	CHARGES FOR SERVICES	675	-	-	13,950	13,950	-
	INVESTMENT EARNINGS	87,524	119,480	41,500	30,000	(11,500)	(27.7%)
	CONTRIBUTNS & OTHER	146,035	87,224	-	5,000	5,000	-
	SALES & USER FEES	6,102,326	6,710,829	7,597,420	8,047,407	449,987	5.9%
	CONNECTION FEES	516,326	1,789,560	1,482,000	1,500,000	18,000	1.2%
	DEVELOPERS CAP CONTR	-	2,739,750	-	-	-	-
	TRANSFERS	-	945,000	756,000	1,000,000	244,000	32.3%
	FUND BALANCE	-	-	(295,498)	(479,109)	(183,611)	62.1%
TOTAL WASTE WATER		7,185,366	15,071,551	9,696,622	10,207,323	510,701	5.3%

WASTEWATER ENTERPRISE FUND - EXPENSES

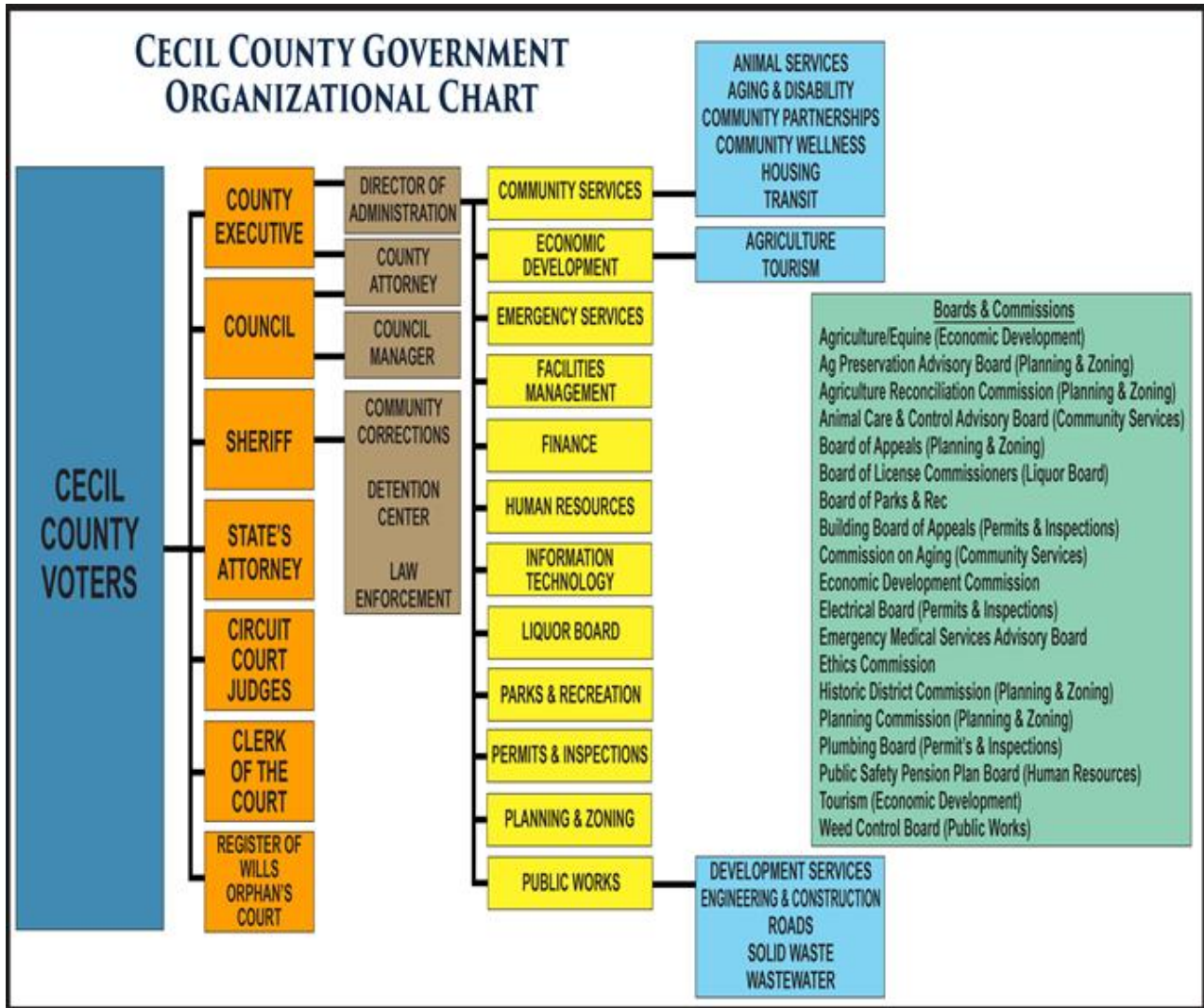


Fund / Character Code	Account Description	2018 Actual	2019 Actual	2020 Original Budget	2021 Appr. Budget	Dollar Increase or Decrease	Percent Change
Fund 605 - WASTE WATER SERVICES							
	SALARY & FRINGE	1,210,134	1,234,459	1,302,121	1,415,356	113,235	8.7%
	PROF & RELATED SERV	921,614	1,087,401	1,335,624	1,509,225	173,601	13.0%
	SUPPLIES & MATERIALS	388,307	416,831	489,474	573,212	83,738	17.1%
	UTILITIES	498,119	464,226	606,000	626,200	20,200	3.3%
	TRAINING & RELATED	15,823	14,425	32,000	33,000	1,000	3.1%
	DEPRECIATION	3,877,271	3,996,408	4,136,405	4,421,087	284,682	6.9%
	CAPITAL OUTLAY	-	-	-	(125,000)	(125,000)	-
	BOND ISSUE EXPENSE	209,873	192,826	187,141	176,569	(10,572)	(5.6%)
	DEBT SERVICE INT EXP	1,446,109	1,499,858	1,607,857	1,577,674	(30,183)	(1.9%)
	SPECIAL PURPOSE	2,702	13,836	-	-	-	-
TOTAL WASTE WATER SERVICES		8,569,952	8,920,270	9,696,622	10,207,323	510,701	5.3%

The FY2021 Wastewater Enterprise Fund Budget reflects no increase in use rates and is estimated to earn revenues above the budgeted expenditures. The newly constructed wastewater infrastructure in the growth corridor and upgrade of pump stations and treatment plants puts the fund in position to bring on additional users to continue to increase operating revenue. The budget supports the hiring of two additional employees to monitor and maintain the expanding system.

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 — 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

Stephen J. Reisler – Director of Facilities Maintenance

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, the Deputy Director of Finance 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 FY2021 Approved Budget supports funding for the Office of Economic Development to move the Tourism Office for greater County-wide visibility. The County is will also serve in the sponsorship capacity with funding in the FY2021 Approved Budget to support the Five Star Event at Fair Hill in October 2020. This is a world-wide audience that will give Cecil County exposure unlike anything other event.

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

This budget again supports funding in the Department of Permits & Inspections for the program to demolish abandoned structures that are blight on residential communities.

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. The FY2021 budget has approved to invest \$325,000 of VLT funds in the County's purchase of development rights program (PDR) in order to acquire additional agricultural easements in Cecil County.

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. The FY2021 Approved Budget will again only budget to spend what proposed revenues will support.

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

Adhering to self-imposed debt affordability limitations in the development of the County's annual Capital Improvement Program, the FY2021 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.

As the FY2021 Approved Budget was crafted, the global COVID-19 virus took hold of our Country and the world. Due to the uncertainties about the effects on the economy of this nation, the proposed revenues were written down by \$2,300,000 prior to the proposed budget being submitted to Council. It is unknown if the cuts will be sufficient once the revenues supporting the FY2021 budget start to be collected, but the County has made adjustments in the current budget in anticipation of the revenue reduction.

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 2021 Approved Capital Improvement Program supports local planning/funding for the replacement or major renovation of public school facilities one project at a time. In FY2021 the County will continue the funding for the new Chesapeake City Elementary School. The savings from the completed school projects will afford CCPS the ability to seek and purchase land for a North East Middle School. 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 value in a quality education continues to be evident with the second elementary school currently under construction in Chesapeake City. The need for schools that address the needs of today's children will continue to be a priority of future budgets, as the CIP lists North East Middle School as the next school the County will need to address.

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. Increased allocations to Cecil College continues to demonstrate the desire of the County for each citizen, no matter what their age, have the resources available locally to educate themselves for any career they many want to pursue.

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

The FY2021 Budget continues to support the Department of Parks & Recreation's after school elementary enrichment program piloted in FY2020. Due to its success the program it is approved to continue in FY2021.

Strategic Priority: INFRASTRUCTURE

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

GOALS AND OBJECTIVES

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

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

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

County staff continues to identify Broadband providers and communicates with the providers relative to expansion opportunities. The casino funds for FY2021 will support the match required by grants from the State of Maryland, to provide the necessary funding to extent broadband infrastructure to unserved areas of the County.

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 FY2021 Proposed Capital Improvement Program supports the local match for the purchase of land to build a centrally located transit HUB/transportation interchange to accommodate future County public transit 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 FY2021 budget supports year final year 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 the second year of a three agreement with the IAFF paramedic union who collectively bargained will receive adjustments to their pay scale and COLA increases in FY2021and a step at anniversary. 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 Program, 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.