

**APPROVED BUDGET IN BRIEF
FISCAL YEAR 2008**

Introduction to the Budget in Brief

The *Budget in Brief* is designed to provide citizens with a readable summary and overview of the County's Approved Budget for the July 1, 2007 – June 30, 2008 fiscal year (FY 2008). Page 1 describes how the County Budget is organized while the process which the County utilizes to formulate the annual budget is outlined on page 2. Presented on pages 3 - 4 is the budget message from the Board of County Commissioners to the citizens of Cecil County. The County "total budget" summary by fund is outlined on page 4. Highlights of the FY 2008 General Fund Operating Budget in terms of spending and sources of revenue can be found on page 5, and is followed by a brief description of each County department and spending unit as well as authorized total budget and positions. The Capital Improvements Budget is summarized on pages 7. A summary of the County's major tax rates is presented on the final pages of the *Budget in Brief*.

More detailed information can be found in the Approved Budget for Fiscal Year 2008. Copies are available from the Department of Budget, 107 North Street, Elkton, Maryland 21921 (410) 996-5291. Copies of the Approved Budget are also available in the County Commissioner's office.

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Board of County Commissioners

William C. Manlove, President
Mark H. Guns, Vice-President
Rebecca J. Demmler, Commissioner
Brian Lockhart, Commissioner
Wayne L. Tome, Sr., Commissioner

Budget Organization

The Approved *Total Operating Budget* for Cecil County consists of the General Fund, Enterprise Funds, Special Revenue Funds, the Community Adult Rehabilitation Fund, Housing Fund, internal service fund, and other operating funds of the component units of the Board of Education, Cecil Community College, and the Cecil County Public Library. The total funds budget Approved by the Board of County Commissioners for FY 2008 amounts to \$ 266,283,424.

The *General Fund Operating Budget* funds most of the County's daily operations and accounts for all the revenues and expenditures for basic services available to all citizens. The services include education, public safety, public works, health and welfare, parks and recreation, and various general government operations services. The County's Approved FY 2008 General Fund Budget is \$ 156,759,702.

Enterprise Funds account for certain self-supporting public services, which generate their own revenues from fees, charges, and other receipts; thus, these activities are not tax supported. The Department of Public Works operates three enterprise funds. The Landfill Enterprise fund accounts for the daily operations of the County's Central Landfill site, as well as operations occurring at two transfer stations located at Stemmer's Run and Woodlawn. The activities at the Landfill sites account for \$ 11,403,548 in planned spending for FY 2008. The Water Services Enterprise Fund accounts for the daily operations of the County's water facilities, located at Pine Hills, Meadowview, the Highlands, and Harborview. The activities at the Water Services locations account for \$ 2,513,964 for planned spending in FY 2008. The Wastewater Services Enterprise Fund accounts for the daily operations of the County's wastewater treatment facilities, located in North East, Cherry Hill, the Highlands, Meadowview,

and Harborview. The activities at the wastewater services locations account for \$7,432,645 in planned spending in FY 2008. There are also Special Revenue Funds where certain earmarked revenue sources are designated to finance particular functions or activities of government. The Community Adult Rehabilitation Center Fund (CARC) is designed to account for the activities of a facility that provides a work release program, counseling, educational and rehabilitative programs and services for the housing and rehabilitation of criminals who have been convicted of crimes but who, in the judgment of the courts and appropriate correctional personnel, can best be rehabilitated without substantial danger to the community. Total planned spending for the FY 2008 budget for CARC is \$ 1,764,893.

The *Capital Budget and Program* funds long-term capital improvements such as public buildings, roads, parks and schools. The Capital Budget is the plan of the County to receive and expend funds for capital projects during the first fiscal year (FY 2008) of the program and amounts to \$ 69,692,429. Programmed funding for capital improvements for all funds over the next four years (FY 2009 – FY 2012) is expected to be \$ 164,510,395.

The Cecil County Budget Process

The County budget consists of the current expense operating budget, the capital budget and program, and the budget message. It represents a complete financial plan of the County and reflects all receipts and disbursements from all sources.

August

- Spending units receive capital budget instructions, guidelines and forms.

September

- Spending units submit requested capital budget forms and capital funding requests to the Budget Manager.
- CIP Committee begins review and analysis of capital budget requests.

October

- Preliminary economic outlook and revenue projections prepared.
- General budget guidelines developed.

November

- Spending units receive operating budget instructions, guidelines and forms.
- CIP committee presents Approved capital budget to Planning Commission for review.

December

- Presentation of economic outlook to Board of County Commissioners.

- Board of County Commissioners reviews and recommends action on Planning Commission's capital budget request.

January

- Spending units transmit budgetary request to Budget Manager.
- Budget Manager reviews and consolidates budget requests and formulates recommended revenue estimates.

February

- County Administrator and Budget Manager review operating budget requests with County departments, spending units, and agencies.

March

- County Administrator and Budget Manager finalize a tentative recommended budget for presentation to the Board of County Commissioners.
- Board of County Commissioners conducts budget review hearings with all County departments, spending units, and agencies.

April

- Selected County departments, spending units, and agencies conduct public information sessions at specified locations in the County to present overview and methodology of budget development for their agency.

May

- Board of County Commissioners holds public hearings on the Approved Budget.
- Board of County Commissioners holds public hearing to announce Approved Constant Yield and tax rates.
- Board of County Commissioners develops a final budget.
- Board of County Commissioners holds Tax Differential meeting with towns.

June

- Board of County Commissioners approves a final budget for the new fiscal year by June 1.
- Budget Manager prepares a final Approved operating and capital budget document.

July

- New fiscal year begins – Approved budget is implemented by County departments, spending units, and agencies.

BUDGET MESSAGE

To Citizens of Cecil County:

The Board of County Commissioners of Cecil County has worked fairly and diligently in developing our FY 2008 Operating and Capital Budgets. In light of revenue projections which are far less optimistic than in previous years due to current projected shortfalls resulting from the housing market growth deceleration, decreased income tax receipts, coupled with reduced recordation and permitting revenues versus budget, our task has proven to be quite daunting. This budget is forecasting increased funding pressures for the 2009 budget due to the projected State structural deficit which must be addressed in the near future. With these factors in mind, we have taken the first steps to ensure that our funding commitments to education and public safety are met, and critical service levels are maintained, and that the long term fiscal health of the County is assured.

In this budget, our Board has Approved to maintain the real property tax rate of .96 cents per hundred. The property tax rate was reduced in last year's budget by 2 cents. Additionally, the Board Approved to retain the 2 % early pay discount, to maintain the Homestead Cap at 108 %, and continue the tax deferral program for seniors. All of these measures are designed to at least partially curtail the effect of rapidly rising assessments while still providing the required level of services expected by the citizens of our County. We are receiving continuing pressures to reduce the property tax rate to the constant yield level of 87 cents. In order to do so, we would have to reduce this year's Approved budget by almost \$ 8 million dollars, which would certainly reduce existing levels of service to the public.

This budget also includes increases of our water and waste water rates, as well as connection fees. The typical water rate for 10,000 gallons per quarter is to increase to \$ 7.00 from \$ 3.77, and the typical waste water rate for 10,000 gallons is to increase to \$ 6.11 from \$ 4.89. Connection fees are to increase to \$ 6,000 for new residential water connections, and to \$6,000 from \$ 2,500 for sewer connections. Commercial customers will still be billed per equivalent living unit, but a minimum of \$ 6,000 will be charged. These rates project to make the enterprise funds whole by 2009, repay the loans from the general fund, and the rates will be addressed at least bi-annually by the Board of County Commissioners.

This budget attempts to fairly allocate the County's resources for the betterment of all

citizens. Listed below are some of the major themes within the entire Approved budget.

- **FUNDING FOR THE BOARD OF EDUCATION** – We have Approved an operating budget of \$ 65,915,162, or a decrease of \$ 799,928 versus FY 2007. It should be noted that State law requires the County to fund at a minimum maintenance of effort level of \$ 63,935,162, based on 15,923 full time equivalent students. The Approved funding level by the County exceeds the minimum required maintenance of effort by 3.10 %, and also allows for the projected County contribution towards pre-funding a trust for post-employment benefits as mandated by GASB 45. The total Approved revenue to be received by the Board of Education from all sources is projected to allow for the funding of the negotiated agreements for teachers and allow for the continuation of mandated education commitments, including increases in health care and pension costs.
- **FUNDING FOR PUBLIC SAFETY** – We will provide a 3 % step increment and a 6 % scale increase for participants in the public safety pay scale. It has become increasingly difficult to attract and retain qualified officers, and this pay adjustment will take an additional step to helping to address this problem as in years past. This budget allows for the replacement of 15 patrol vehicles for law enforcement, accommodates the transfer of 11 PCO's from law enforcement to DES, adds five new correctional officer positions for the Detention Center, and allows for the systemic replacement of many institutional kitchen and laundry appliances for Detention as well. The capital budget allows for the planning and future renovation of the Detention Center, a project which will attempt to accommodate the increasing inmate population at the Landing Lane site.
- A wage package of a 3 % step increment for the balance of our workforce. The scales were adjusted as a result of a comprehensive pay study performed three years ago, and also reflects current adjustments based on a recent study comparing the internal structure of the grades within our existing scales.

- Funding to cover the operational costs to be incurred upon the completion of the new County office building in the Upper Chesapeake Corporate Center, estimated to be completed in late 2007.
- Funding to continue the systemic vehicle replacement program for the Volunteer Fire Companies, projected to be \$ 1,000,000 a year for the foreseeable future to replace aging inventory. To date, the County has provided funding over the past two years to allow for the replacement of ten major pieces of equipment for eight different companies.
- Funding to complete the construction, staffing and occupancy of the new Perryville Branch library, as well funding to as reopen the Chesapeake City Branch.
- Funding for 19.5 new positions overall (including the previously mentioned five correctional officers for Detention) which includes .50 Maintenance Mechanics for Facilities Maintenance for the new office building for six months of the fiscal year, a Civil Engineer and a Construction Supervisor for Public Works Engineering and Construction, Six Systems Reforms Initiative and two Electricity Program employees for Social Services, a Recreation Coordinator and a Parks Maintenance Worker for Parks and Recreation, a Soil Conservationist position for the Soil Conservation District, and a Marketing Specialist position for Economic Development to work towards BRAC coordinating efforts for the County.
- Funding to continue to renovate and rehabilitate our bridge inventory within the County, and take steps to reopen our restricted bridges throughout the County.

These are but a few of the major themes within our budget. Thanks to the input of our citizens, our department heads, key staff and many others, we feel that we have developed a restrained, responsible and targeted budget for us to carry out our duties, to preserve our quality of life, to support our educational system, keep our communities safe, and preserve our financial future.

FY 2008 TOTAL BUDGET By Fund

General Fund	\$ 156,759,702
Section 8 Program Fund	3,411,609
Highway Fund	9,961,317
CARC Fund	1,764,893
Aging Fund	2,621,256
Emergency Shelter Fund	20,000
Weatherization Fund	60,000
Open Space Fund	3,093,015
Agricultural Land Preservation Fund	2,004,188
Debt Service Fund	13,783,904
General Capital Projects Fund	20,620,447
CCC Construction Fund	1,160,134
BOE Construction Fund	20,647,102
Library Construction Fund	255,000
Landfill Services Fund	11,403,548
Water Services Fund	2,513,964
Wastewater Services Fund	7,432,645
Health Insurance Fund	7,586,900
Central Garage Internal Service Fund	<u>1,183,800</u>
Total Budget	\$ 266,283,424

GENERAL FUND EXPENDITURES OVERVIEW

- Approved FY 2008 general fund operating budget of \$ 156,759,702 represents 3.0% growth over FY 2007 approved budget.
- An average 6% scale increase and a 3% step increase for Public Safety employees and an estimated 3% step increase have been included for other county employees.
- The budget Approved by the Board of County Commissioners requires no increase in the property tax or the local income tax rates. The property tax rate is \$.96 per \$ 100 of assessed valuation. The income tax rate, now expressed as a percentage of taxable income, is 2.80 %.
- The budget provides for the continued support of the Public Safety Pension system, which will make Cecil County more attractive to prospective employees, as well as improve retention for Sheriff and EMS employees. The Plan is estimated to provide coverage for approximately 190 employees, allowing for 50 % retirement at 25 years of service, although early retirement is available after 20 years of service.

- The budget provides for increases to the public library funding to update collections (including business resources), expand hours at branches, complete repairs and renovations, increase resources available to children, enhance communications, and rectify staffing shortfalls at multiple branches, open and occupy the new Perryville branch and re-open and supply the Chesapeake City branch.
- Funding for 19.5 new positions overall (including the previously mentioned five correctional officers for Detention) which includes .50 Maintenance Mechanics for Facilities Maintenance for the new office building for six months of the fiscal year, a Civil Engineer and a Construction Supervisor for Public Works Engineering and Construction, Six Systems Reforms Initiative and two Electricity Program employees for Social Services, a Recreation Coordinator and a Parks Maintenance Worker for Parks and Recreation, a Soil Conservationist position for the Soil Conservation District, and a Marketing Specialist position for Economic Development to work towards BRAC coordinating efforts for the County.
- The budget provides funding for additional debt service associated with the Approved Capital Improvement Plan (CIP). The County plans to acquire approximately \$ 36,000,000 in new general obligation bond debt in November 2007, to continue major public school renovation, Detention Center, CCC Physical Education Renovation, DES and critical roads and bridge projects.
- The budget provides funding to allow the overlay and repair to approximately 15 miles of County roads, and to perform various guardrail, drainage, culvert and signage projects.
- The budget proposes to continue to provide funding for preservation of agricultural land through last year's increase in the Recordation Tax.

The rate was increased to \$4.10 per \$500, which has generated \$1,000,000 in revenues to allocate to a planned TDR/PDR program.

- The budget proposes to continue to fund a Capital Equipment replacement program for the Volunteer Fire Companies, details of which were finalized last year. The intent is to replace critical equipment to the tune of approximately \$ 1,000,000 per year for the next several years until fleet stability is gained. The Commissioner's are working closely with the Firemen's Association to achieve this stated goal. To date, the County has shared in the purchase of ten replacement vehicles.

GENERAL FUND REVENUES OVERVIEW

General fund operating budget revenues are projected to be \$ 153,450,077 in FY 2008. This represents growth of 3.5 % as compared to FY 2007 budgeted revenues. An appropriation of \$ 3,309,625 from the general fund balance as of June 30, 2007 will provide total funding sources of \$ 156,759,702. The appropriation of surplus funds has been tied in large measure to non-recurring and controllable expenses for equipment, pay-as-you-go financing of various capital projects, and ongoing re-evaluation of capital goals and projects.

Property Taxes

Property Tax revenues are projected to increase \$ 5,382,574 over the FY 2007 budget based upon State Department of Assessment and Taxation assessable base estimates. The Approved budget is based upon a tax rate of \$.96 per \$ 100 of assessed valuation. The rate is \$.09 higher than the constant yield tax rate certified to the County by the State Department of Assessments and Taxation. The constant yield tax rate is that rate necessary to offset any overall increase in the level of assessments on existing properties. The estimated growth in property tax revenues is largely attributable to expansion of the property tax base due to new construction, skyrocketing home sales prices and the 18 % growth in the value of existing properties based on reassessments. The Approved FY 2008 assessable base is estimated to be \$ 8.242 billion, an increase of \$ 398.4 million dollars over FY 2007 estimates.

Additionally, the County has continued the early pay discount percentage of 2% for payments received in July on the entire bill due or the first semi-annual installment. The County has also adopted a resolution to offer a tax deferral option for seniors over the age of 65 or disabled. Contact the County Treasurer for more details.

Local Income Tax

FY 2008 local income tax ("piggyback tax") revenues are projected to decrease by 4.2 % to \$ 47,175,000 or \$ 2,075,000 less than the approved estimate for FY 2007. The FY 2008 estimate of \$ 47.175 million reflects the current local income tax rate of @58 % of the State income tax liability. Maryland's individual income tax is expected to post essentially flat growth in fiscal year 2008, and may slow to 4.5 % in fiscal year 2008. The housing bubble has burst, and the County is experiencing the effects of an overall housing slowdown.

Other Local Taxes

Revenues from other local taxes are projected to decrease by 15.8 % to \$ 8,784,600 or \$ 1,640,900 less than the FY 2007 approved budget. The largest portion of the decrease is associated with recordation taxes, expected to slow due to the overall stagnation of the construction market seen in Cecil County.

Licenses and Permits

Estimated revenues from various licenses and permits are projected to be \$ 1,705,905 in FY 2008, an decrease of \$ 310,925 or 15.4% less than FY 2007 approved budget. The major revenues in this category are alcoholic beverage licenses, building permits, cable television franchise fees, and grading and sanitary permits.

Charges for Services

This revenue category is projected to increase from a budgeted FY 2007 \$ 2,189,416 to \$ 2,570,234 for FY 2008, or 17.4 %. Major revenues in this category include zoning and subdivision filing fees, storm water management fees, road and utility inspection fees, and 911 telephone fees. The projected increase in revenues is as a result of estimated increased 911 fees and the recognizing of revenue from participants in the new Communications system.

Fines and Forfeitures

Revenues from various fines, fees and forfeitures are projected to be \$ 157,500, an increase of \$ 90,500 from the FY 2007 approved budget.

State and Federal Grants

State and Federal grant receipts are projected to be \$ 2,884,110 for FY 2008 or \$ 1,018,956 more than the budgeted level for FY 2007. The Healthy Marriage Federal Grant and the Systems Reform Initiative under the authority of Social Services accounts for 80 % of the increase.

Other Financing Sources

The unreserved June 30, 2006 general fund balance, or surplus, per the audit, was \$ 28,347,895. The amount of available fund balance that could be applied as a funding source for the FY 2008 budget was determined as follows:

6/30/2006 Unreserved Fund Balance	28,347,895
Less: Designation for Subseq. Yrs. Exp.	(10,833,643)
Less: Pay as you go funding for CIP	(4,480,615)
Less: Other Infrastructure	(7,500,000)
 Undesignated Fund Balance	 \$ 5,533,637

The Board of County Commissioners has traditionally held the equivalent of 7.5 % of the budget in reserve from year-end surplus funds. This 7.5 % savings reserve has been maintained for credit rating and contingency purposes and is considered a minimally prudent level by New York bond rating agencies, as well as learned bond counsel. This fund is maintained to guard against future economic downturns or unforeseen disasters.

COUNTY DEPARTMENTS

OVERVIEW OF FY 2008 CAPITAL BUDGET

The Approved FY 2008 capital budget for Cecil County is \$ 69,692,429. The different project categories which make up the capital budget include: Board of Education public school facilities, Cecil Community College, Cecil County Public Libraries, Emergency Services, Cecil County Sheriff, DPW – Solid Waste, DPW – Water, DPW –Wastewater, DPW – Roads and Bridges, Planning and Zoning, and Facilities Management.

The financing of the Approved budget is detailed below.

FY 2008 CAPITAL BUDGET REVENUES

State Funds	\$	14,928,646
Local Bonds		37,990,246
Local Pay-as-you-go		12,021,790
Federal Funds		765,000
Other Obligations		<u>3,986,747</u>
Total Capital Budget Revenues	\$	\$ 69,692,429

FY 2008 CAPITAL BUDGET APPROPRIATIONS

Board of Education	\$32,647,102
Cecil Community College	1,909,880
Cecil County Libraries	255,000
Emergency Services	2,075,000
Cecil County Sheriff	2,000,000
DPW – Solid Waste	6,200,000
DPW – Water	1,440,000
DPW – Wastewater	3,880,000
DPW – Roads and Bridges	10,778,700
Facilities Management	<u>8,536,747</u>
Total Capital Budget	\$69,692,429

COUNTY COMMISSIONERS

The five-member Board of County Commissioners establishes all County policies, enacts ordinances, reviews and approves annual budgets and work plans for all departments and agencies receiving County funds, conducts public hearings, appoints department heads and members of boards, committees and commissions, purchases and maintains County property, approves road construction and maintenance, and serves as the County's chief elected officials in dealing with other governmental units.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	378,167	403,899	370,269
Positions	7.00	7.00	7.00

COUNTY ADMINISTRATOR

An appointed County Administrator is responsible for the day-to-day administration of the County government, supervises most County government department heads, coordinates staff activities under the Commissioners' jurisdiction, assigns and reports on general business actions and functions of County government and provides periodic performance reports on projects or pertinent issues.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	183,829	202,618	216,978
Positions	2	3	2

GENERAL GOVERNMENT – OTHER

This department classification accounts for activities not specific to one department or function, such as the auditing of the County's financial records, unemployment insurance costs, legal services expenses, blanket insurance expenses, various telephone expenses, bond issuance costs not associated with the individual departments, and project expenses such as matching payments for traffic signal installations and energy consortium expenses.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,113,364	1,541,363	1,467,206
Positions	0	0	0

CAPITAL FACILITIES ADMINISTRATION

The duties of this department have been absorbed by DPW – Engineering and Construction for FY 2008.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	0	503,967	0
Positions	0	1	0

HUMAN RESOURCES

Responsible for all personnel administration activities including position classification, job advertising, applicant interviewing, testing, personnel actions, maintenance of personnel folders, update and maintenance of employee handbook, retirement and pension system administration, employee benefit programs, unemployment compensation, Employee Assistance Program, savings bond program, Substance Abuse Screening Program, and employee recognition programs.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	427,148	583,922	575,203
Positions	6	6	7

CIRCUIT COURT

A court of general jurisdiction established pursuant to Article IV of the Maryland Constitution. The objective of the Court is to provide for individual justice in the resolution of disputes. The Court exercises appellate review of District Court cases and of certain County administrative decisions. All juvenile matters fall within the Court's jurisdiction. Additionally, the Office of Family Court Services is administered through the efforts of the Circuit Court as well as the recently created Drug Court.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,557,890	1,647,065	1,759,072
Positions	20.5	20.5	20

STATES' ATTORNEY'S OFFICE

Responsible for the coordination of the activities of the Grand Jury; prosecution of all criminal and traffic matters in the District, Circuit, and Juvenile Courts of Cecil County; pledges to aggressively prosecute criminal cases, thereby ensuring the safety of the citizens of Cecil County.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,520,429	1,647,381	1,639,199
Positions	20	21	21

ORPHANS' COURT

Is responsible for hearing matters involving decedent's estates which are probated judicially, approve administration accounts and awards of personal representatives' commissions and attorney's fees in all estate, has concurrent jurisdiction with the Circuit Court in the guardianship of minors and their property, and handles the validity of wills and transfer of property in which legal questions and disputes occur.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	20,257	24,411	24,428
Positions	3	3	3

BOARD OF ELECTIONS

Responsibilities include supervision of elections, registering voters, and receiving applications for candidates filing for elected office in Cecil County, under direction of the State Administrative Board of Election Laws. Current activities include notification of voters of future re-districting, and the implementation of a new touch-screen statewide voting system, as well as early precinct voting, implemented in FY 2007.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	325,250	1,002,454	565,732
Positions	3	3	3

ACCOUNTING DEPARTMENT

Under the authority of the elected Treasurer, the department is responsible for maintaining the general ledger, provides data and assistance towards the completion of the audit and generation of the County's financial statements, maintains the fixed assets and property records of the County, provides cash flow forecasting data, invests the County's funds, and processes all accounts payable and receivables for the County. This department has been merged with the Treasurer's Office for accounting purposes for FY 2008.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	541,095	661,046	0
Positions	9	9	0

TAX BILLING AND COLLECTION

Under the authority of the elected Treasurer, the department is responsible for billing and collection of real and personal property taxes for the State and County, including collection of miscellaneous special taxing district assessments; agricultural transfer taxes; checking records and stamping deeds and instruments for tax clearance prior to recordation; conduct the annual tax sale on the first Monday in June; preparation of applicable financial reports to appropriate local and state authorities for collections made, including the monthly cash report for the Board of Commissioners.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	741,919	948,174	1,645,092
Positions	11	11	21

DEPARTMENT OF BUDGET

Reporting to the County Administrator, the department is responsible for budget formulation and management, generates budgetary documentation and information for County agencies and the public; assists in coordination of County's bond sales, provides analysis on budget versus actual to key staff, performs post-budget audit functions, responds to a variety of general inquiries and surveys from governmental, public and private organizations, researches trends in the financial markets to facilitate forecasting, monitors and recommends changes to operating codes.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	86,985	100,005	103,499
Positions	1	1	1

PURCHASING DEPARTMENT

The department is responsible for procurement of needed supplies, material, equipment and services at reasonable cost within required time from reliable vendors to satisfy the needs of the Cecil County government for the public. The department also oversees the County's bid process and contract acquisitions, reviews all departmental requisitions and purchase orders.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	134,808	158,017	157,695
Positions	2	2	2

LIQUOR BOARD LICENSING

The Cecil County Liquor Board of License Commissioners consists of three members appointed by the Board of County Commissioners in accordance with Article 2-B, Section (a-1) of the Annotated Code of Maryland. The License Commissioners enforces the liquor laws of the State of Maryland, approves or denies new or transfers of alcoholic beverage licenses. The Board holds monthly meetings, which are open to the public on the last Thursday of each month. The Board works closely with local agencies such as Town police departments, Maryland State Police, Sheriff's Department and other organizations as required.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	189,340	211,517	225,979
Positions	3.5	3.5	3.5

PLANNING AND ZONING

Planning and Zoning functions are centralized and are accomplished through a diversified system of commissions, boards and staff organizations. The Department of Planning and Zoning performs the planning, zoning and land use management staff functions in accordance with the Comprehensive Plan. The Department provides the principal staff support to the Planning Commission, the Board of Appeals, and the Chesapeake Bay Critical Area Program.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	816,353	1,059,540	1,131,051
Positions	11	11	12

FACILITIES MANAGEMENT

Provides the central maintenance services for County buildings, equipment, machinery, facilities and grounds. Repairs, replaces, troubleshoots and keeps the County's physical plant in good working order. The department recommends and implements energy efficient conversions of existing machinery and equipment. Provides staff support for janitorial functions within County office buildings. Provides technical oversight on specific capital projects. Management of this function has been contracted to ARAMARK.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,132,433	1,545,352	1,633,486
Positions	17.6	18.1	18.6

INFORMATION TECHNOLOGY

The department is responsible for providing the technical and managerial skills required to provide overall responsibility for managing the County's computer hardware and software resources. Services of the department include technical support, equipment maintenance, access control and security, and network maintenance and oversight. Information Technology serves approximately 200 personal computer users in 15 different locations.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,043,389	1,299,334	1,185,006
Positions	6	9	9

ECONOMIC DEVELOPMENT AND TOURISM

The department is responsible for the development and attraction of new business and infrastructure to Cecil County, developing professional working relationships with existing businesses, and promoting agriculture and tourism within the County. Works with a variety of federal, state and local agencies, as well as banks, chambers of commerce, civic

organizations to augment the County's commerce goals. Performs duties associated with the expectation of BRAC impact in Cecil County, through a new Marketing Specialist position.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	861,816	983,620	1,148,636
Positions	5.5	5.5	6.5

SHERIFF'S DEPARTMENT

The Cecil County Sheriff's Department is comprised organizationally of Law Enforcement, Detention Center, Detention Center Maintenance, County Work Release/Pretrial Services, Special Assignments - Towns, and Community Work Service. The Sheriff's Department provides the following major functions: provide prompt and efficient investigation of all incidents, crimes and complaints, and keeping victims informed of status of investigations, expanded drug enforcement efforts directed against high-level drug dealers and street-level drug sellers, enhanced crime prevention programs; timely service of criminal and civil process; serves as officers to the Circuit Court; provides "Cops in Schools" in conjunction with the Board of Education; and efficient administration of the Cecil County Detention Center. The following table does not include data for the Community Adult Rehabilitation Center, which also falls under the authority of the elected Sheriff. Staffing reflects transfer of eleven positions to the authority of DES/EMS, and addition of five new correctional officers for the Detention Center.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	12,499,966	15,191,116	15,410,741
Positions	165.8	170.3	164.3

EMERGENCY SERVICES/911/EMS

The Department of Emergency Services is charged with a myriad of tasks relevant to public safety emergency planning, readiness and response. The Director is appointed by the Governor and is commissioned to plan and prepare for emergencies that impact the public. The department is comprised of four divisions to complete these tasks; Emergency Operations, 9-1-1 Communications, Emergency Medical

Services (EMS) and Electronic Services. Each division is charged with specific responsibilities and relies upon each other's performance to ensure efficient and professional delivery of emergency services.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	4,067,469	4,893,756	5,355,051
Positions	52	55	67

PERMITS AND INSPECTIONS

The Department of Permits and Inspections was created in 1986, formerly a division of the Department of Public Works. The role of the department is to administer and enforce the specifically adopted construction-related codes including building, plumbing and mechanical to ensure that minimum standards are achieved in all construction activities within the County, excluding the Town of Elkton, which has its own authority. The department is also responsible for the review of all construction plans; condemnation and posting of unsafe structures; enforcement of the Cecil County Rental Housing/Livability Code; inspection and licensing of coin-operated machines, manufactured home parks, and hawkers and peddlers. The primary objective of the department is to assist the public, builders, and developers in all aspects of the building codes and permitting process.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	687,392	795,887	848,238
Positions	11	13	13

VOLUNTEER FIRE COMPANIES

Pursuant to the Code of Cecil County Maryland, Chapter 37, Fire Companies, Volunteer, the County is required to fund the nine volunteer fire companies an amount, which is based upon the assessable base within each separate and distinct fire district, as certified annually by the State Department of Assessments and Taxation. The companies are also compensated for providing ambulance services within their respective districts.

The allocation to the fire companies has increased for FY 2008 by 12.22%, or \$ 238,471.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	2,764,382	3,736,572	4,132,596
Positions	x	x	X

HEALTH DEPARTMENT

The responsibilities of the Health Department are to: enforce State health laws, policies and regulations that the Secretary of the Department of Health and Mental Hygiene or the County Board of Health adopts; perform investigations or other duties or functions directed by the DHMH or County Board of Health; administer and enforce health and environmental laws as directed by DHMH or the Secretary of the Environment.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,971,529	2,218,522	2,246,160
Positions	32.3	32.3	32.3

SOCIAL SERVICES

The Department of Social Services role is to provide the opportunities to promote the independence and well being of people in economic need, increase prevention efforts, and protect vulnerable children and adults. The department administers a variety of programs designed to help the community, including the HELP Center, the Family Investment Program, Child Support Enforcement Program, the Child Protection and Welfare Program, Custody/Adoption, Adult Services, mentoring and counseling, the Maryland Energy Assistance Program, and other personal support.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	413,870	475,052	785,839
Positions	10	10	18

DOMESTIC VIOLENCE

The department provides short-term crisis intervention services to victims of sexual assault and domestic violence. Services may include temporary shelter (victims of domestic violence), advocacy, court and hospital accompaniment, crisis counseling, support groups, emergency legal representation and referrals to other appropriate community services.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	579,966	621,181	694,836
Positions	9.7	11.4	11.4

NON-PROFIT ORGANIZATIONS

The Board of County Commissioners funds various Non-Profit Organizations to provide service to Cecil County citizens in a variety of ways. Listed below are the Approved allocations for FY 2007.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Family Services	30,000	30,000	25,000
Arts Council	39,500	42,800	30,000
Cecil County Training Ctr.	20,652	20,652	20,652
Cecil Partnerships	15,500	15,500	15,500
Red Cross	10,000	10,000	0
Cecil County Camp Care	0	0	0
Men's Shelter	5,000	5,000	5,000
Cecil County Commission for Women	3,200	5,000	0
Fair Hill Nature Center	5,000	10,000	0
Forest Conservancy District Board	300	0	0
The Historical Society of Cecil County, Inc.	5,000	5,000	5,000
Boys & Girls Club	5,000	5,000	5,000
Cecil County Salute to Veterans	2,500	2,500	2,500
Maryland Rural Dev. Corporation	15,607	15,607	15,607
Maryland Historical Society	500	500	0
Lower Susquehanna Heritage Greenway	5,000	5,000	5,000
Haven House	112,481	135,519	135,519
Meeting Ground Inc.	5,000	5,000	5,000

Upper Bay	5,000	10,000	10,000
Special Olympics	2,000	2,000	2,000
Generation Station	0	5,000	0
Cecil Special Events Found.	0	5,000	0
Cecil Historical Trust	0	50,000	0
Chesapeake Fields	0	10,000	5,000
Community Mediation Upper Shore	0	2,000	0
Total	287,240	397,078	286,778

BOARD OF PARKS

The role of the Board of Parks is to provide for the recreational needs of the County's citizens as determined by the Director of the Board of Parks and the Board of County Commissioners. The department's responsibilities include maintenance of equipment and facilities used in the public recreation program and in scheduling and operating programs, including Safetyville and many other athletic programs. The FY 2008 proposal includes the addition of a Recreation Coordinator position as well as a Parks Maintenance Worker position. .

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	142,275	651,968	649,936
Positions	2	3	5

MARYLAND COOPERATIVE EXTENSION

The Maryland Cooperative Extension, University of Maryland, Cecil County Office, educates citizens to apply practical, research-based knowledge to critical issues facing individuals, families, communities, the State and our global partners. The services provided by the Co-op include support for agriculture and natural resources through nutrient management, horticulture consulting, and animal science; family and consumer science, and EFNEP (Expanded Food and Nutrition Program). The EFNEP program provides nutrition education to help limited income families develop healthy eating patterns and skills in preparing nutritious meals and snacks.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	190,568	241,964	251,476

Positions	10	10	10
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SOIL CONSERVATION DISTRICT

Promotes wise and efficient use of the County's soils and water resources through a cooperative relationship between County, State, and Federal governments. Responsibilities include reviewing erosion and sediment control plans for clearing, grading or other soil disturbances, provides technical assistance to support programs and assists landowners and operators with the installation and maintenance of best management practices, provides conservation education programs to all groups in carrying out our mission of preserving and conserving our natural resources.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	257,731	306,174	346,791
Positions	4	4	5

BOARD OF EDUCATION

The Education Article of the Annotated Code of Maryland governs the conduct of public education in the State. The law provides that there shall be throughout the State of Maryland a general system of free public schools. The Board of Education operates a comprehensive educational program for students from pre-kindergarten through grade 12 and addresses the needs of students of all abilities and physical conditions through various special programs and facilities. The total estimated general restricted and unrestricted operating budget of the public school system in FY 2008 is \$ 171.27 million, including the Approved \$ 65.415 million County appropriation.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	62,229,000	65,715,090	65,915,162
Employees	1,991	2,062	2,170

CECIL COMMUNITY COLLEGE

The Board of Trustees of Cecil Community College, North East, Maryland, derives its authority from the Annotated Code of Maryland, Article 77A, 1-10. CCC is a small, publicly funded, open-access institution, which promotes educational, cultural and economic development in a changing county in rural northeastern

Maryland. CCC offers high-quality transfer, career credit, and continuing education courses and programs, which are designed for college preparation, for the acquisition and upgrading of employment skills, and for personal enrichment.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	6,709,426	7,328,988	7,620,225
Positions	NA	NA	NA

PUBLIC LIBRARIES

The Cecil County Public Libraries provide public library services to all County citizens. The Elkton Branch serves as the central branch. There are six additional branches serving the County; North East, Rising Sun, Perryville, Port Deposit, Cecilton and the soon to be reopened Chesapeake City branch. Major activities include collection development and maintenance; cataloguing and processing; circulation; reference; children's programming, interlibrary loan; and a new collection of CD's, DVD's and audio books.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	2,546,162	3,448,670	3,981,813
Positions	NA	NA	NA

COMMUNITY ADULT REHABILITATION CENTER

The Community Adult Rehabilitation Center (CARC) is a facility that provides a work release program, counseling, educational and rehabilitative programs and services for the housing and rehabilitation of criminals who have been convicted of crimes but who, in the judgment of the courts and appropriate correctional personnel, can best be rehabilitated without substantial danger to the community. The CARC unit reports to the elected Sheriff.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,500,433	1,744,008	1,764,893
Positions	19	19	19

HOUSING/SECTION 8

The Department of Housing's major responsibility to provide permanent rental assistance to eligible

low and moderate income families residing in Cecil County. Vouchers are issued to eligible families, thus enabling families to locate suitable housing where they choose. Housing also operates one of the most successful Family Self Sufficiency (FSS) programs in the State of Maryland. The program has been very successful in moving several low-income county families from an existence of welfare dependence to one of economic self-sufficiency.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	3,698,358	3,220,098	3,411,609
Positions	4	5	6

SENIOR SERVICES AND COMMUNITY TRANSIT

The Senior Services & Community Transit function, formerly the Department of Aging, in partnership with the Maryland Department of Aging, promotes an enhanced quality of life for a diverse population of older adults in Cecil County. The department offers a broad range of coordinated services delivered in our senior centers, community facilities and home; promotes positive aging by providing information, education, volunteer opportunities and access to benefits and services; enables seniors at risk of institutionalization to continue to live independently in the community for as long as possible; defends the rights of vulnerable adults; and develops partnerships to increase resources for older adults.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	2,048,510	2,420,466	2,621,256
Positions	26.25	34.75	34.75

DPW – ADMINISTRATION

The division is responsible for oversight of all public works departments, conducts all plans review for residential, commercial, industrial, and institutional development involving street, utility, and grading design. This division regulates the County's stormwater management requirements. The division plans and coordinates all capital facilities planning for expanded road systems, bridges, water and wastewater treatment plants, sanitary collection systems, water distribution systems, and solid waste facilities. The division also inspects new construction related to residential and commercial development,

including roads, storm drains, sanitary sewers, and sediment and erosion control. This function encompasses the Office of the Director, Developmental Services, and Engineering and Construction. This function has also absorbed the duties and responsibilities of the Capital Facilities Planner.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,813,047	2,593,808	3,259,939
Positions	21	25	28

DPW – ROADS DIVISION

This division is responsible for all of the maintenance of the County road system, including roads, bridges, curbing storm water drainage, and street signage. The division repairs potholes and replace entire stretches of roadway paving. The division conducts roadside mowing in the summer and clear snow and ice in the winter. Highway user revenues or fuel tax reimbursement funds approximately 69 % of the total expenses of this department.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	14,021,367	15,118,024	9,961,317
Positions	46	46	46

DPW – SOLID WASTE DIVISION

This division operates and maintains the Central Landfill, Stemmer's Run Transfer Station, and the Woodlawn Transfer Station. The division coordinates with the Maryland Department of the Environment to assure compliance with state permits. Unique at this time is the division's monitoring and response to the on-going gas emissions from the Central Landfill, and plans to move from the Landfill Gas Collection phase of a capital project into a beneficial use assessment. Much of the funding for this division comes directly from tipping fees. Expenses listed include capital projects.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	4,507,880	11,515,223	11,403,548
Positions	22	24	24

DPW – WATER SERVICES

The Water Services division is responsible for the daily operations of the County's water facilities,

located at Pine Hills, Meadowview, the Highlands, and Harborview. The activities at the Water Services locations plus capital projects account for \$ 2,513,964 for planned spending in FY 2008. Expenses include capital project spending.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	985,066	7,438,750	2,513,964
Positions	5	5	5

DPW – WASTE WATER SERVICES

The Wastewater Services division is responsible for the daily operations of the County's wastewater treatment facilities, located in North East, Cherry Hill, the Highlands, Meadowview, and Harborview. Estimated expenses include capital project spending.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	6,383,040	10,490,584	7,432,645
Positions	13	15	15

CENTRAL GARAGE

On August 19, 2001 the Cecil County Government entered into a contractual arrangement with First Transit, Inc., dba First Vehicle Services, a Delaware corporation with its principal place of business at 705 Central Avenue, Suite 500, Cincinnati, Ohio 45202, to provide preventive maintenance, remedial repairs, overhaul, mobile service, towing, tire service, fleet management and like duties as necessary to maintain the Cecil County vehicle and equipment fleet, currently numbering 342. Since August 19, 2001, FVS has performed over 15000 work orders performing a variety of functions, from coordinating major overhaul of equipment beyond expected life cycle, to supporting County staff during snow events. The contractual arrangement is for three years, but the County holds the option to continue the contract for two one-year renewals. The County will continue to monitor the repair results with the costs on an ongoing basis.

	Actual FY 2006	Approved FY 2007	Approved FY 2008
Budget	1,186,174	1,281,475	1,183,800
Positions	0	0	0