

**APPROVED
BUDGET IN BRIEF
FISCAL YEAR 2013**



**HARFORD COUNTY,
MARYLAND**

**DAVID R. CRAIG
COUNTY EXECUTIVE**

~Preserving Harford's past; promoting Harford's future~

A MESSAGE FROM COUNTY EXECUTIVE, DAVID R. CRAIG

I am pleased to submit to you the Approved Harford County Government Budget for Fiscal Year 2013, a budget that reflects a balanced approach to governing, the realities of a fragile economy, and the priorities of our community. This budget was crafted by adhering to sound fiscal management policies that keep our County operating within its means without an increase in taxes.

As with prior years, there continues to be efforts by the State and Federal government to pass unfunded mandates, additional responsibilities and unsustainable legacy costs to the County. While our national economy remains unstable, we have taken pro-active steps here in Harford County to grow and diversify our employment base which we hope will help strengthen our local economy against national economic influences. Despite these complicating factors, this budget is balanced, maintains current levels of service, and keeps the County tax rate of \$1.042, below the Constant Yield.

Harford County's efforts over the last several years to grow and diversify our economy are starting to show through increased economic activity with new businesses locating in the County, and with the expansion and recovery of existing businesses. Unlike our Federal counterpart, the County's appropriate and balanced approach to budgeting and fiscal management has proven itself yet again as evidenced by the County's affirmation of its AAA bond rating, which will continue to save millions of dollars each year on our financing costs.

Unfortunately, for a fourth consecutive year, this budget does not include pay raises or COLAs for County employees. It does not require furloughs, layoffs or shifts in healthcare or pension costs.

For Education, this budget allocates almost \$1 million above Maintenance of Effort to the Board of Education. In addition, we are preparing for a series of significant cost shifts of teacher's pensions from the State. The initial teacher pension liability will cost the County an additional \$5.5 million in FY 13. This shift in cost significantly impairs our ability to allocate additional funding for teacher salary enhancements and other proposed programs. Also included, for Higher Education, is funding for a new Nursing and Allied Health building for Harford Community College.

For Public Safety, this budget provides an additional \$123,000 to fund operating costs for the new Southern Precinct; a capital project to provide public safety communication in school buildings, as well as \$4.7 million to improve communications technology and interoperability among public safety agencies. An additional \$400,000 has been allocated to the EMS Foundation to support EMS crews as they meet the growing demand for calls for service. In addition, this budget also includes funds to construct a new \$20 million Emergency Operations and 911 Call Center for the County. This new center will improve the County's ability to stage and coordinate emergency response operations.

In addition to public safety and education investments, other priorities are included that will help position the County for the future. Such priorities include infrastructure investments for our roads and bridges. For Fiscal Year 2013, \$5.6 million has been allocated to continue the resurfacing of the County's 630+ miles of asphalt roads, and \$3.7 million for sixteen bridge improvement projects. We also continue to make broadband connectivity for our citizens and businesses a priority as this year's budget includes \$3.4 million to support the build out of the HMAN project.

As Harford County continues to grow and thrive, we must have an overarching plan in place to prioritize future capital infrastructure investments needed to meet increased demands on services while expanding quality of life opportunities for citizens. To assist with this effort; and in coordination with the Board of Education, Harford County Public Libraries, the Sheriff's Office and the Department of Parks and Recreation, \$1.25 million has been provided to develop a Countywide Facilities Master Plan. This plan will help establish a roadmap for the County to properly pace and plan for future capital infrastructure projects.

Overall, this budget reflects a balance of the many divergent wants and needs of our community, and our ability to provide for those wants and needs through the taxes our citizens pay. These past several years, we have overcome daunting challenges presented by a bleak economic environment, declining revenues and an ongoing assault against local government through abdication of costs and responsibilities by our Federal and State counterparts. Despite these odds, Harford County remains a vibrant community full of opportunity and promise. I respectfully submit to you a budget that reflects our collective values while continuing the tradition of sound financial management.

Cordially,

A handwritten signature in cursive script that reads "David R. Craig".

David R. Craig
Harford County Executive

INSIDE THE BUDGET IN BRIEF

	<u>Page</u>
Introduction to the Budget in Brief	2
Budget Process	3
Fiscal Policy	4
Budget Overview	5
FY 13 Budget Summary	6
All Funds	7
General Fund Revenue	8
General Fund Appropriations	9
General Fund Highlights	10-11
Solid Waste & Highways Fund Highlights	12
Water & Sewer Highlights	13
Parks & Recreation and Tax Increment Financing Highlights	14
Ag Preservation Highlights	15
Capital Budget Revenues and Appropriations	16
Capital Budget Highlights	17
County Mission, Vision, and Goals	18-19
Harford County Organization Chart	20
Harford County at a Glance	21-23
Who to Call	24

INTRODUCTION TO THE BUDGET IN BRIEF

Harford County's Budget in Brief is a financial summary to provide our citizens with an overview of our Annual Operating and Capital Budgets. It includes information on how the budget is developed and what it ultimately means in terms of services to our community.

The annual budget process and calendar are included.

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

The FY 13 Overview summarizes the fund structure of the operating and capital budgets.

The FY 13 Budget Highlights include pie charts and summaries for each County Fund. A brief explanation of how revenues were projected and appropriation decisions were made follows each fund's summary, with emphasis on the General Fund.

An overall summary of Capital Budget revenues and expenses is provided, as well as a listing of projects in which a great deal of citizen interest has been expressed.

The County's Vision, Mission, Goals and Strategic Management are highlighted.

A County organization chart is included.

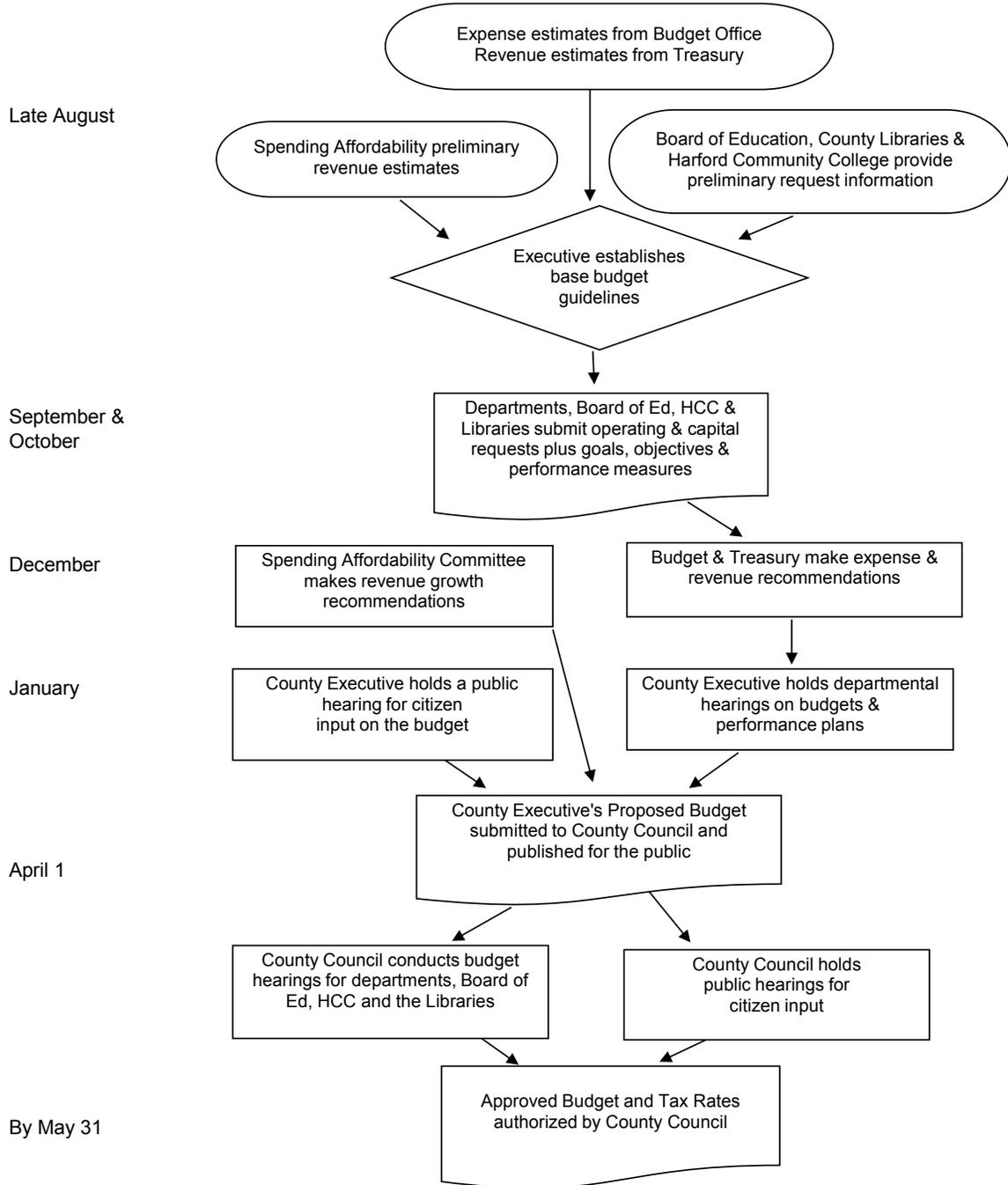
Statistics about certain County services are listed.

The County at a Glance details specific demographic, economic and educational data.

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

BUDGET PROCESS

With advice from a Spending Affordability Committee (comprised of local citizen volunteers) and departmental staff; after meetings with all County departments, the Board of Education, the County Libraries and Harford Community College; and after conducting a public hearing to secure citizen input; the County Executive proposes an annual budget which by law, must be presented to the County Council by April 1st. The Council then holds its own hearings. By May 31st, the Council is required by law to adopt an Operating and Capital Budget and set tax rates.



HARFORD COUNTY FISCAL POLICY

Harford County's Fiscal Policies and Budget Process were framed by the County Charter, Article V, Budget and Finance and the County Code; expanded by our Business Plan; 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. At the core of these policies is the County's determination to remain fiscally conservative, yet recognize fluctuations in the economy, changing trends, the adoption of new laws, and the concerns of our citizens. The County constantly reviews and adapts where necessary, our ways of conducting business.

Harford County's Five Year Business Plan - assures our citizens that funding for public services, programs and facilities is sufficient to assure effectiveness; appropriate as to source; and fair and equitable throughout the County. The cornerstones of the Plan are:

o **A Six Point Financial Plan**

- * expenditures will be based on a real vs. a perceived need
- * expenses, functions, services and projects will be affordable
- * an affordable ten 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 5% of the General Fund Operating Budget will be preserved to maintain our credit rating and provide for emergencies

o **Strategic Planning that incorporates Ten Principles of Sound Financial Management**

- * the County's Land Use Plan shall not become static and will be synchronized with the Operating and Capital Budgets and the Capital Improvement Program;
- * the retention and expansion of local businesses will be encouraged, while attracting new companies to the County in order to expand our assessable base, diversify our economy, and increase employment opportunities for our citizens;
- * budgets will be conservative; a surplus in the General Fund at the end of each fiscal year shall be imperative; and a 5% Reserve of the General Fund will be maintained;
- * Net Bonded Debt will be maintained at a level of no more than 2.3% of the full cash value of assessable property in the County. As we hold conservative, yet fluid and responsive, debt management to be fiscally prudent, Bonded Debt and its resulting debt service is to be kept to as small a portion of the General Fund Budget as is realistically possible, while not tied to a set ratio;
- * debt will be issued only after a careful analysis ensures that revenue to pay that debt will be available;
- * if a deficit is forthcoming, the County Executive will impose a freeze on hiring and spending;
- * accounting practices will conform to Generally Accepted Accounting Principles;
- * all efforts will be made to improve program and employee productivity;
- * duplicative functions within government will be reduced;
- * County agencies will fully support the cash management system.

o **Debt Management** - Pay-As-You-Go (Paygo) will be used for minor renovation 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.

o **Cash Management** - 100% of idle cash will be pooled for investment based on an analysis used to determine the best possible return while ensuring maximum cash availability.

o **Revenue Policies** - an annual review of revenue projections for the next three fiscal years; setting user charges and fees at a level related to the cost of providing the service; assuring that property appraisal and assessment procedures (though a State function) are fair and accurate, checking that property classifications ensure land zoned carries the proper appraisal; and following an aggressive policy of collecting property taxes.

o **Operating Budget Policies** - assure all current expenses will be paid for with current revenues; capital plant and equipment will be maintained and scheduled for orderly replacement; three year expenditure projections will be updated annually; enacted budgets will be adhered to; monthly reports will be prepared comparing actual revenues to expenses; fiscal impact statements will be prepared for all legislative proposals, new administrative policies, procedures and/or programs, and will be used to determine the revenue and expense impact of subdivision approvals.

o **Capital Improvement Budget Policies** - require the County to use the least costly 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 and must be included in the operating budget.

Administrative Policies - have also been established in support of our conservative fiscal policies, and they call for:

- * monitoring Federal and State legislation to determine any impact on Harford County's finances;
- * actively pursuing intergovernmental financing to supplement funding, but avoiding dependence on outside funding sources;
- * sharing the financial burden of desirable, but discretionary services, equitably among taxpayers and the users of those services;
- * encouraging participation by private markets in public service delivery as long as all Government objectives are met and the economical benefits to the community surpass direct government involvement;
- * multiple use of County facilities by more than one type of program or service;
- * interdepartmental coordination of procurement to ensure compatibility of equipment, reduce duplications, and achieve the greatest cost savings.

BUDGET OVERVIEW

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

OPERATING BUDGET

The Annual Operating Budget details fiscal information for all County departments and agencies along with information on: services, programs, goals, objectives, performance measures, and staffing requirements. Also defined are the County's contributions to independent sectors such as the Board of Education, Harford Community College and the County Libraries.

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:

- o **THE GENERAL FUND** is the principal operating fund for Harford County Government and is used to account for all financial resources except those required by law, County policy, and/or generally accepted accounting principles to be accounted for in another fund.

- o **THE HIGHWAYS FUND** is used to account for dedicated revenues derived from specific taxes and other earmarked revenue sources restricted to expenditures for the operation and support of the Department of Public Works - Divisions of Highways & Water Resources and Construction Management, County fleet maintenance, traffic safety and transportation services.

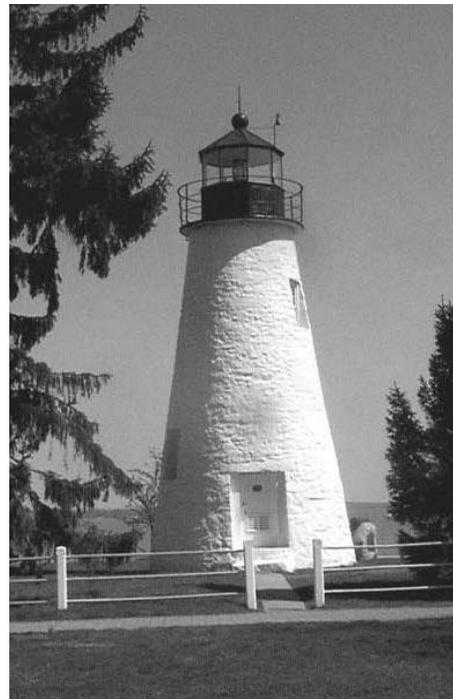
- o **THE WATER & SEWER DEBT SERVICE FUND** accounts for principal and interest payments on water and sewer bonds and loans, financed by dedicated revenues derived from user fees and surtaxes.

- o **SOLID WASTE SERVICES** is used to account for solid waste management costs to the extent that solid waste related revenues are available. All other costs are in the General Fund.

- o **THE WATER & SEWER FUND** is an enterprise fund, accounting for operations financed and conducted similar to private enterprise. It is the County Government's intent to finance these services primarily through charges to water and sewer service customers.

- o **SPECIAL REVENUE FUNDS** were established to comply with the Governmental Accounting Standards Board's (GASB) Statement No. 34, which requires maintaining individual accounts for programs of a self-supporting nature (Parks & Recreation Special Fund) or which do not provide basic governmental services (County and State Agricultural Preservation Funds).

- o **THE TAX INCREMENT FINANCING FUND** is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

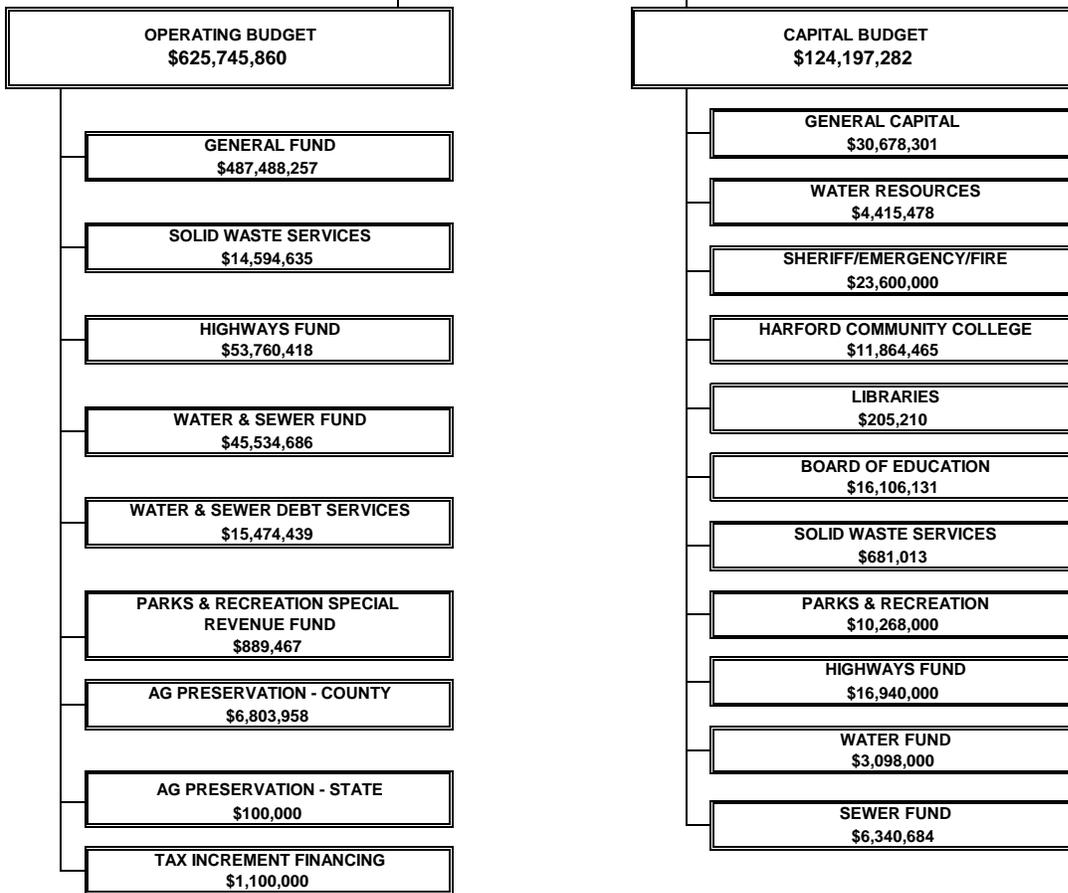


*Concord Point Lighthouse
Havre de Grace, Maryland*

CAPITAL BUDGET & CAPITAL IMPROVEMENT PROGRAM

Harford County Government officials, with input from all departments and agencies, identify the long-range need to construct new or improve existing public facilities, and formulate a capital plan, consisting of a one year Capital Budget and a six year Capital Improvement Program. Such a program provides appropriation authority and planning for projects of long-term usefulness, size and cost, and/or which require large expenditures of funds usually programmed over more than one year and which result in a durable capital asset.

HARFORD COUNTY
TOTAL FY 13 APPROVED BUDGET ALL FUNDS
\$749,943,142



75¢ OF EVERY GENERAL FUND DOLLAR IS ALLOCATED TO EDUCATION AND PUBLIC SAFETY*



Board of Education
 (Elementary and Secondary Education)
 51¢

Public
 Safety
 20¢

Other
 12¢

General
 Gov't.
 Svcs.
 10¢

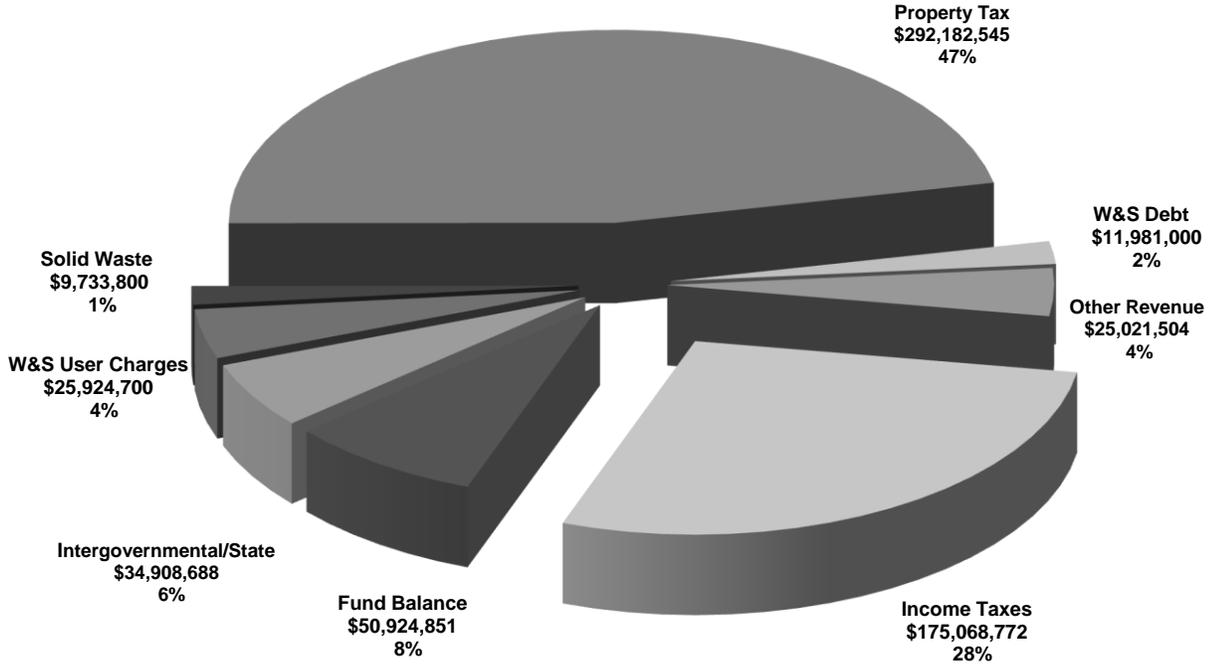
Higher
 Education
 4¢

Libraries
 3¢

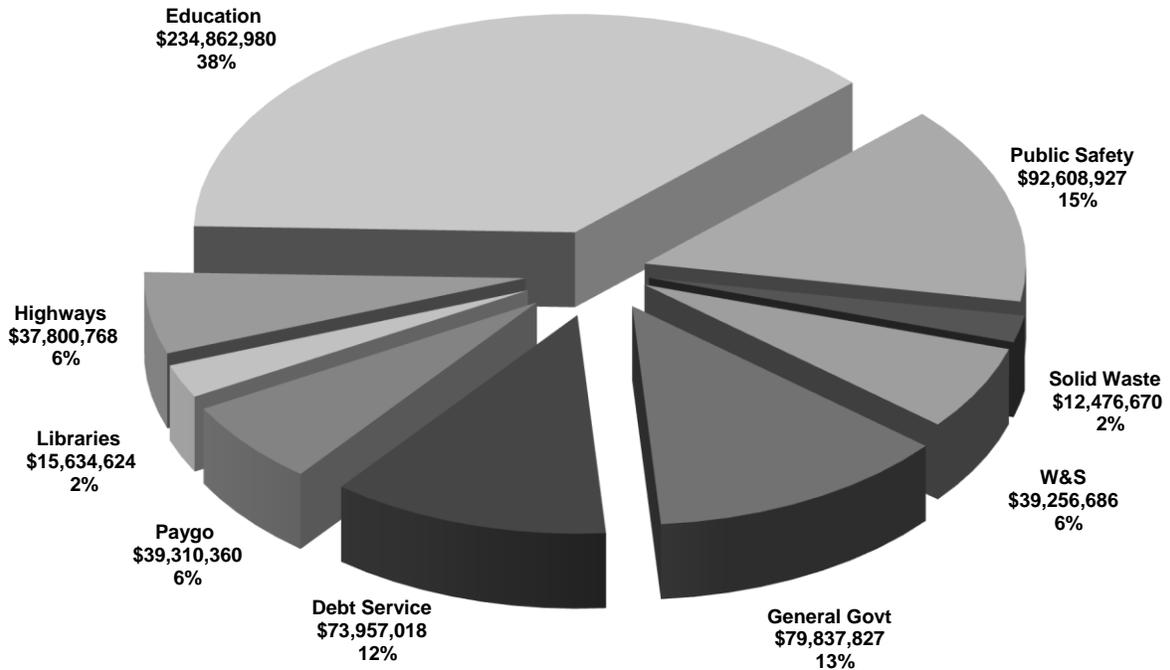
*Allocations include Operating, Debt Service and Paygo

**FY 2012 - 2013
ALL FUNDS**

**TOTAL APPROVED REVENUES
\$625,745,860**



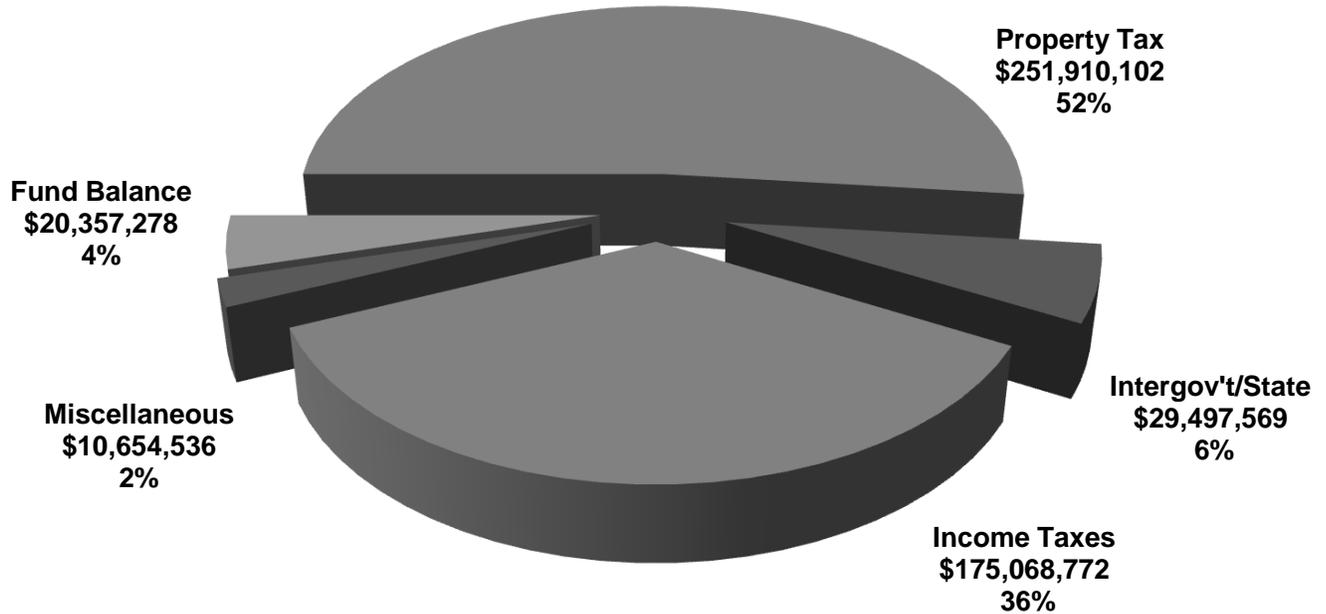
**TOTAL APPROVED APPROPRIATIONS
\$625,745,860**



GENERAL FUND REVENUES

Fiscal Year 2012 - 2013

TOTAL APPROVED BUDGET \$487,488,257



FY 2013 APPROVED GENERAL FUND REVENUE BREAKDOWN	
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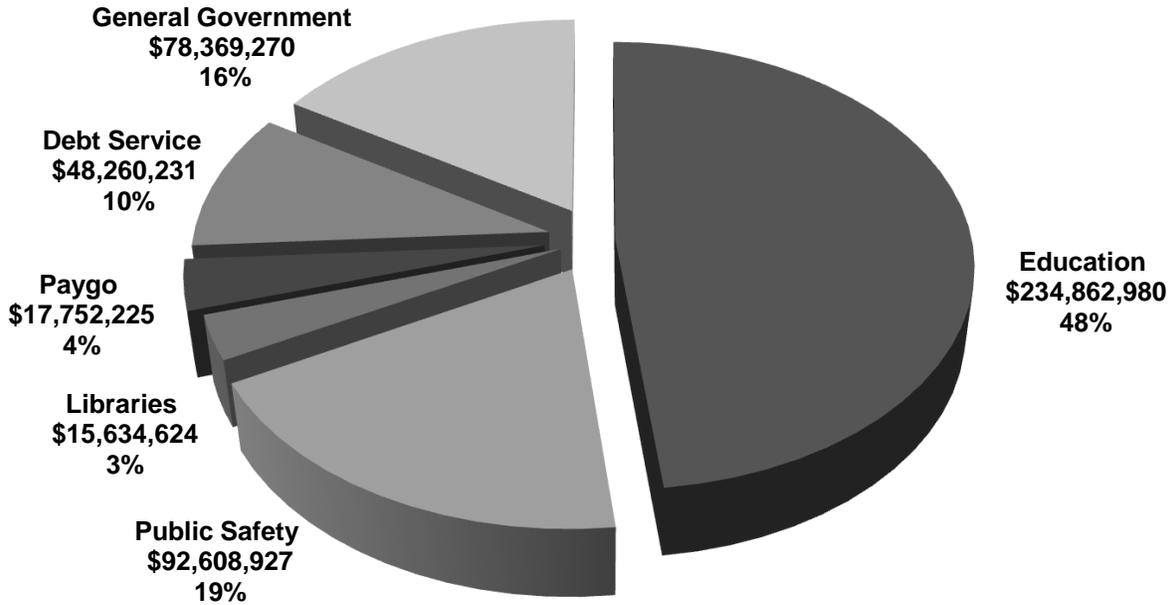
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TOTAL GENERAL FUND REVENUES	487,488,257
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GENERAL FUND APPROPRIATIONS

Fiscal Year 2012 - 2013

TOTAL APPROVED BUDGET \$487,488,257



FY 2013 APPROVED GENERAL FUND APPROPRIATION BREAKDOWN

GENERAL GOVERNMENT:		16%	78,369,270	EDUCATION (OPERATING):		48%	234,862,980
County Executive	2,069,989			Board of Education	45%	219,821,368	
Administration	7,181,279			Harford Community College	3%	14,961,612	
Procurement	3,971,268			School for the Blind		80,000	
Treasury	3,648,424						
Law	1,958,165			PUBLIC SAFETY:	19%		92,608,927
Planning & Zoning	3,524,879			Sheriff		66,516,256	
Human Resources	1,348,661			Emergency Services		12,916,159	
Community Services	6,989,144			Volunteer Fire Companies		6,809,642	
Handicapped Centers	2,298,730			Inspections, Licenses & Permits		3,942,575	
Health	4,028,318			Environmental Services		2,424,295	
Housing	460,065						
Info. & Comm. Technology	4,122,488			LIBRARIES	3%		15,634,624
Council	2,763,743						
Judicial	2,820,204			PAYGO	4%		17,752,225
State's Attorney	5,464,716						
Elections	1,942,172			DEBT SERVICE	10%		48,260,231
Parks & Recreation	9,747,344						
Natural Resources	612,468						
Economic Development	2,484,704						
Insurance	1,063,401						
Benefits	4,718,725						
Appropriation to Towns	3,360,383						
Appropriation to State	1,640,000						
Rural Legacy Program	50,000						
Contingency Reserve	100,000						

TOTAL GENERAL FUND APPROPRIATIONS

487,488,257

**HARFORD COUNTY, MARYLAND
FISCAL YEAR 2013 BUDGET SUMMARY**

GENERAL FUND

FY 12 APPROVED BUDGET \$476,439,692 FY 13 APPROVED BUDGET \$487,488,257 CHANGE \$11,048,565

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

REVENUES The majority (88%) of our projected General Fund Revenues come from Property Taxes and Income Taxes.

<u>PROPERTY TAXES</u>	FY 13 Approved	\$251,910,102	51.7%	of the General Fund
	FY 12 Approved	\$252,687,411	53.0%	of the General Fund
	\$ decline	(\$777,309)		
	% decline	(.31%)		

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

Until very recently our assessable base and resulting property tax revenue have grown at an extraordinary rate, not seen since the late 1980's, primarily driven by rising residential property values. While the real estate market has been on a downward trend since 2008, our property tax revenues remained strong through FY 10.

In FY 13, the percent of overall decline in property tax is 0.31% or (\$777,309). This is primarily due to a 5.8% decrease in the reassessment of one-third of our property owners in the greater Route 40 corridor. Statewide, the assessment notices mailed to property owners reflect another large decrease in real estate values for residential properties in Maryland. Over the past three years, residential property values in this group have experienced a decline in value with 91% of them decreasing statewide. In Harford County, 66% experienced a decline. This decrease was offset by a decrease in the Homestead Tax Credit. Eligible residential property owners receive a Homestead Tax Credit that limits the assessment to which local tax rates are applied. When assessments decrease, so does any eligible Homestead Tax Credit.

<u>INCOME TAXES</u>	FY 13 Approved	\$175,068,772	35.9%	of the General Fund
	FY 12 Approved	\$161,600,000	33.9%	of the General Fund
	\$ growth	\$13,468,772		
	% growth	8.33%		

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of 3.2% growth for local governments, the Harford County Council set our income tax rate at 3.06%. The State Comptroller's Office administers and collects the tax and distributes the receipts to the counties and municipalities. We receive approximately 90% of income tax in quarterly distributions of the withholdings and estimated payments. These receipts began declining in FY 09 and continued to decline through FY 10. We saw a rebound in FY 11 and expect it to continue through FY 13. The increase in quarterly revenue is largely due, in part, to an improving economy and lower unemployment. We estimate the FY 12 actual amount to be \$171,636,051, an increase of \$10,036,051 over the FY 12 budgeted amount of \$161,600,000. FY 13 is expected to grow to \$175,068,772, about 2% over FY 12 estimated amount of \$171,636,051.

<u>OTHER REVENUES</u>	FY 13 Approved	\$60,509,383	12.4%	of the General Fund
	FY 12 Approved	\$62,152,281	13.0%	of the General Fund
	\$ decline	(\$1,642,898)		
	% decline	(2.64%)		

The elements mainly responsible for the decrease in "Other" revenues are:

	<u>FY 12</u>	<u>FY 13</u>	<u>Change</u>
	<u>Funding</u>	<u>Funding</u>	
<u>Recordation Tax</u>	\$6,845,932	\$6,206,738	(\$639,194)

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.) at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax, 2/3 to fund school debt and/or school construction; 1/6 to fund Parks and Recreation capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.

In FY 12, the capital project fund transferred \$45,932 of accumulated recordation tax and \$6,800,000 of current year recordation tax to the General Fund for school debt. In FY 13, we are anticipating to transfer \$1,106,738 of accumulated recordation tax and \$5,100,000 of current year recordation tax to the General Fund to pay school debt. The decrease in the FY 13 budgeted amount of \$1,700,000 from FY 12 is the result of fewer property transfers and refinancing of mortgages in FY 12 which we anticipate to continue into FY 13.

<u>Transfer Tax</u>	\$5,983,802	\$12,051,563	\$6,067,761
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The County also levies and collects a transfer tax at the rate of 1% of the actual consideration paid for conveyance of title to real property, which is imposed upon all transfers of real property within the County. The proceeds are split 1/2 to fund school debt and construction and 1/2 to purchase Agricultural land for preservation. In FY 13 we are anticipating to transfer \$7,251,563 of accumulated transfer tax and \$4,800,000 of current year transfer tax to the General Fund to pay school debt.

<u>Fund Balance Appropriated</u>	\$22,518,662	\$20,357,278	(\$2,161,384)
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Governmental funds report the difference between their assets and liabilities as fund balance. In FY 12, we appropriated \$18,414,926 of restricted fund balance and \$4,103,736 of unassigned fund balance. In FY 13 we have appropriated \$2,003,714 of restricted fund balance and \$18,353,564 of unassigned fund balance.

<u>27th Pay Accrual</u>	\$3,374,662	\$0	(\$3,374,662)
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FY 12 had 27 pay dates compared to 26 pay dates for a normal budget year. Harford County will accrue or set aside funds to have a revenue source to fund this extra pay which will occur again in approximately 11 years.

<u>All "Other" Revenues combined</u>	\$23,429,223	\$21,893,804	(\$1,535,419)
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These include: Licenses and Permit sales, State Shared Revenues, Interest Income, etc.

EXPENDITURES

The FY 13 Approved Budget continues to reflect the economic struggles we have faced for the past several years as a result of national economic uncertainties, cuts in revenue funding streams, and the ever growing mandates passed to local entities from our state and federal government. As a result of sound financial management, Harford County has not only weathered these issues but is still able to provide the recreational, educational and public safety services that the citizens of Harford County are accustomed to. Partnerships with our citizens, the Board of Education, Harford Community College, our Library System, the Volunteer Fire Companies, and our employees have enabled us to meet these challenges and continue to make Harford County a great place to live. Each group has provided invaluable input and commitments of time in a true spirit of cooperation and sincere concern for Harford County.

	FY 12 FUNDING	FY 13 FUNDING	CHANGE	
			\$	%
BOARD OF EDUCATION	\$214,291,627	\$219,821,368	\$5,529,741	2.6%

For FY 13, Harford County funded the Board of Education almost \$1 million above the required maintenance of effort level of \$213,339,616, as the result of continuing reductions in student enrollment. However, following a special legislative session in May, 2012, 50% of teacher pension costs were shifted to the counties. Harford County has included an additional \$5,529,741 in the FY 13 Board of Education budget to cover the cost of this pension shift. The transfer of these pension costs will be phased in over a four year period, with the County being responsible for 100% of the cost in FY 16.

The Board of Education Approved FY 13 Capital Budget has a total of 24 projects totaling \$16,106,131. Funding in the amount of \$11,004,000 resulted in reimbursement of forward funding for Red Pump Road Elementary School to fund the majority of the projects.

The projects provide for replacement of buses; technology infrastructure; roof replacement; music equipment and textbooks; playground equipment; athletic field repairs; and general upgrades in areas such as security, ADA requirements, facilities and mechanical systems.

	FY 12 FUNDING	FY 13 FUNDING	CHANGE	
			\$	%
HARFORD COMMUNITY COLLEGE	\$14,961,612	\$14,961,612	\$0	0.0%

Harford County's support of the Harford Community College's FY 13 budget remains at the same funding level as FY 12.

Nine Capital projects are planned for FY 13 totaling \$11,864,465. Harford County will provide a match to State funding for one of these projects. Bonds in the amount of \$2,890,000 are appropriated as the County's match to begin construction of a New Allied Health and Nursing Building. This project will provide adequate classroom and laboratory teaching space for current and future expansion along with space to meet the needs of the faculty, administration and support staff for the Nursing and Allied Health programs.

Bonds in the amount of \$880,000 are also appropriated as the County's contribution for the construction of an on-site wastewater treatment facility to ensure compliance with Maryland Department of the Environment (MDE) regulations. Phase I connected the Susquehanna and Chesapeake Centers into the wastewater system. FY 13 funding will complete Phase II which will connect all remaining buildings on the east campus to the system.

	FY 12 FUNDING	FY 13 FUNDING	CHANGE	
			\$	%
SHERIFF'S OFFICE	\$67,370,596	\$66,516,256	(\$854,340)	(1.3%)

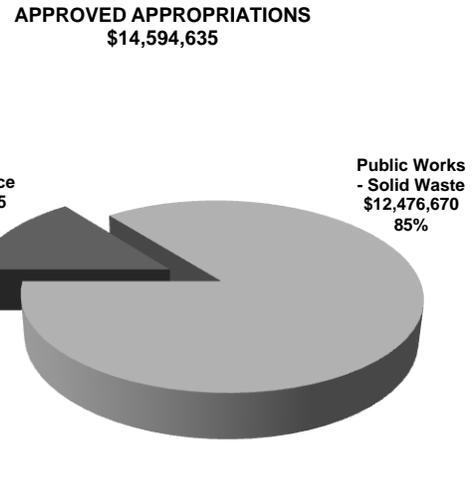
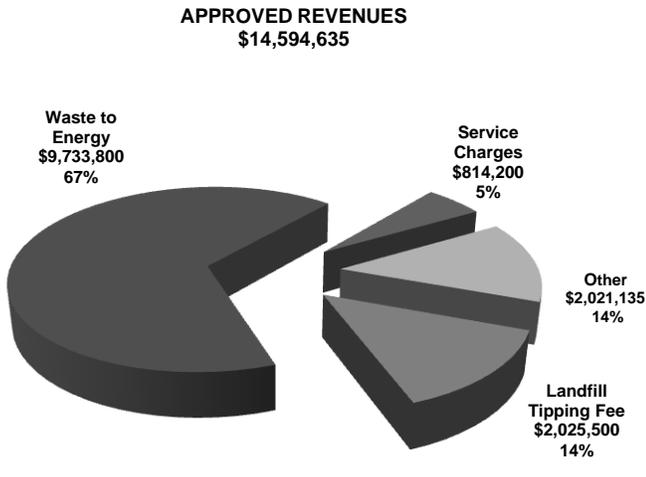
The decreased funding for the Sheriff's Office for Fiscal Year 13 is the net result of:

- o (\$1,706,944) one time FY 12 funds provided for a 27th pay
- o \$123,057 for various line items for the new southern Precinct (electricity, water and sewer, custodial services, security system, etc.)
- o (\$300,000) for FY 12 one-time expense for E-Tix program printers
- o \$628,210 to fund Sheriff's portion of self-insurance for general and auto liability and property damage
- o \$74,648 for a TRAC Coordinator position which was previously funded by a grant
- o \$61,830 for two part-time School Crossing Guard positions for the Red Pump Road Elementary School
- o \$247,875 for Overtime

A Capital project is included for the upgrade and maintenance of computer software and hardware in the amount of \$300,000.

FISCAL YEAR 2012 - 2013

SOLID WASTE SERVICES

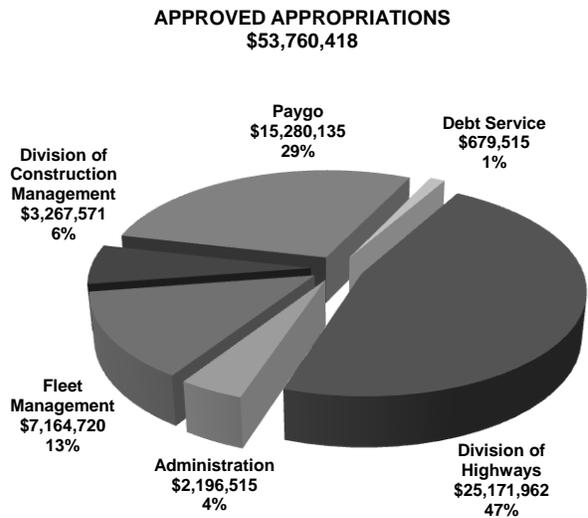
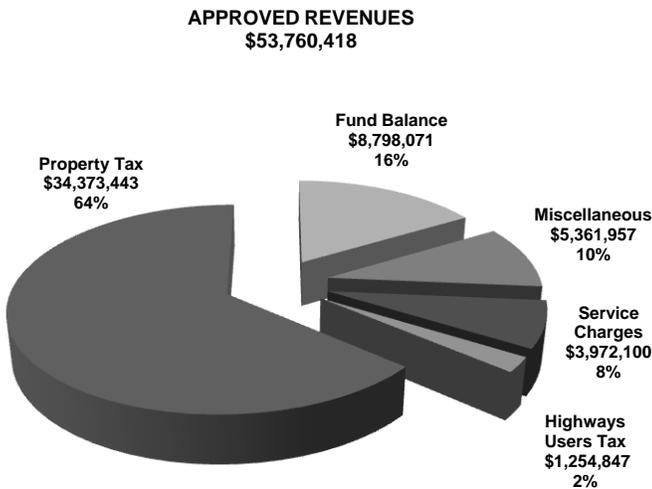


FY 12 APPROVED BUDGET	\$15,045,218	FY 13 APPROVED BUDGET	\$14,594,635	CHANGE	(\$450,583)
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The Solid Waste Services account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. The County's Environmental Services Division of the Department of Public Works manages the Harford Waste Disposal Center (HWDC), also known as Scarboro Landfill. Staff, their ancillary expenses, and the Center's operating costs are funded with Solid Waste Services revenue derived from the sale of steam, tipping fees, the disposal of tires, batteries, scrap metal, and other items; and from the sale of mulch and compost produced by recycling yard waste.

The Northeast Maryland Waste Disposal Authority (NMWDA) management fees for the operation and maintenance of the Waste-to-Energy facility account for an increase of \$185,830 for FY 13. In addition, funding to convert a temporary Laborer to permanent part-time at \$9,120 and turnover of personnel in the amount of \$21,966 are offset by a decrease of (\$72,246) for the one-time FY 12 funding provided for a 27th pay, (\$63,543) and (\$12,743) respectively for Pension and Health Benefits, and a reduction of (\$529,101) for principal and interest payments associated with debt incurred for the Waste-to-Energy Plant.

HIGHWAYS FUND

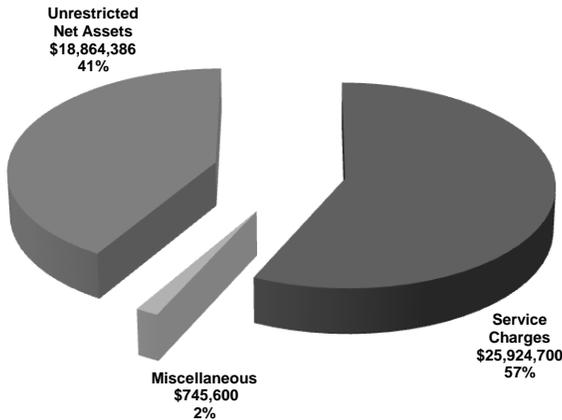


FY 12 APPROVED BUDGET	\$49,076,513	FY 13 APPROVED BUDGET	\$53,760,418	CHANGE	\$4,683,905
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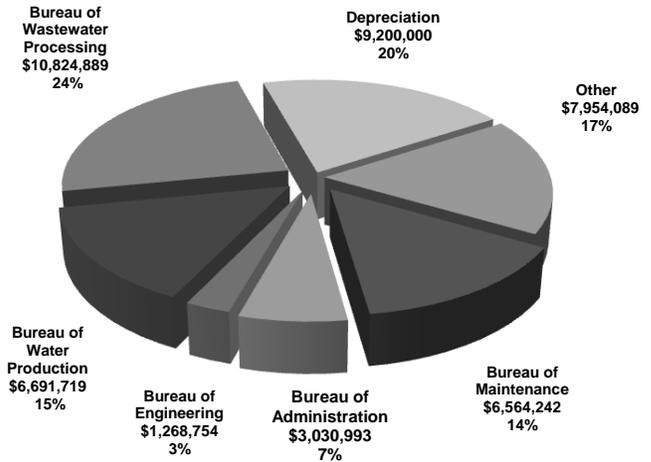
For FY 13, the major increases in the Highways Fund are the result of: one Laborer position created \$58,569; an additional \$125,000 for Vehicle & Operating Equipment for short term rental of equipment; \$632,000 added to Grounds Maintenance to increase tree crews from two to four; Self Insurance is funded for the first time in three years at \$390,004; an additional \$5,035,135 for Paygo funding in support of the Highways Approved FY 13 Capital Budget; Pro Rata charges provided to the General Fund for administrative services increased \$604,854 and the reimbursement for the Traffic Safety Unit of the Sheriff's Office increased \$156,260. These increases are offset by decreases for staff turnover (\$166,136); Pension/Retirement (\$435,931) and Worker's Compensation (\$152,432) per Treasury's estimates; (\$90,730) less for Health Benefits due to a rate adjustment as well as staff opting for changes in their level of coverage; (\$380,184) less for Retirees Insurance based on actuals; reduction of Temporary Services by (\$112,000); a decrease in Debt Service of (\$507,371) for principal, interest and lease purchase payments and (\$494,769) for the one-time FY 12 funds provided for a 27th pay.

FISCAL YEAR 2012 - 2013 WATER & SEWER OPERATING FUND

APPROVED REVENUES \$45,534,686



APPROVED APPROPRIATIONS \$45,534,686

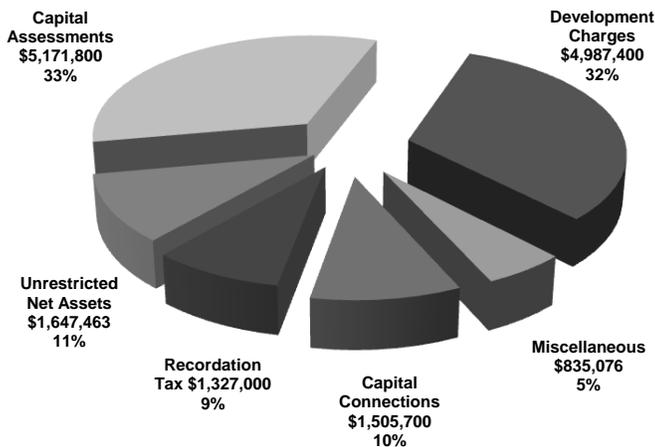


FY 12 APPROVED BUDGET	\$41,530,806	FY 13 APPROVED BUDGET	\$45,534,686	CHANGE	\$4,003,880
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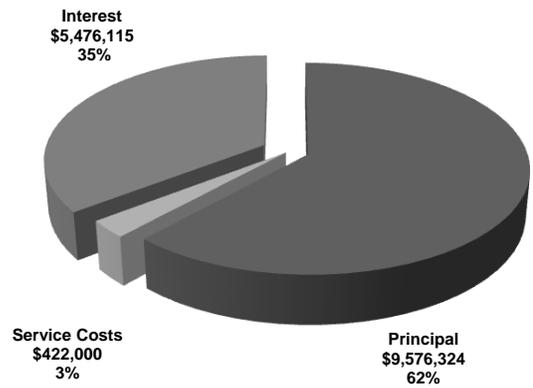
The Water & Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government. Water & Sewer appropriations are approved at \$4,003,880 more than the FY 12 budget as a result of the following: additional funds of \$58,100 for Overtime and \$108,744 for Electricity based on actual expense history, Self Insurance Funds are included for the first time in three years at \$252,828, a \$75,000 increase for implementation of Cityworks Web Server, \$78,300 for replacement of meters exceeding 15 years of age, additional funds of \$261,090 for Equipment, Pro Rata reimbursement for General Fund services increases \$505,720, and an additional \$4,587,177 in Paygo funds to support the FY 13 Approved Capital Budget. These increases are offset by (\$281,080) due to Staff Turnover, (\$509,809) for Pension and Workers' Compensation per Treasury's estimates, (\$156,212) less for Retiree's Insurance per the actuarial assessment, annual charge by Baltimore City for their Capital expenses of maintaining water service to Harford County moved to Capital Budget (\$300,000), share of Havre de Grace Water Plant (\$160,000) based on actuals, (\$200,000) less for Depreciation and (\$462,328) for one-time FY 12 funds provided for a 27th pay.

WATER & SEWER DEBT SERVICE

APPROVED REVENUES \$15,474,439



APPROVED APPROPRIATIONS \$15,474,439



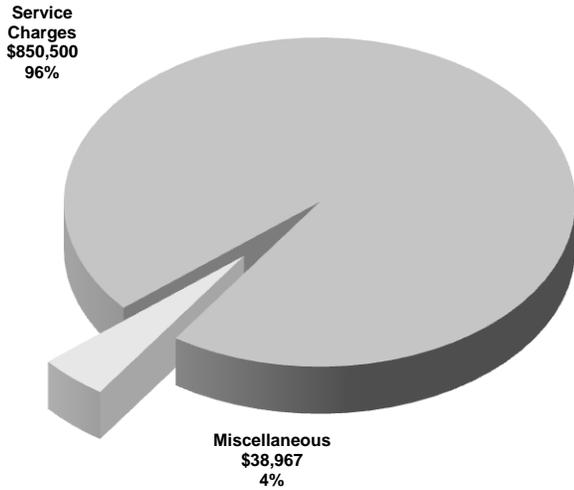
FY 12 APPROVED BUDGET	\$15,126,946	FY 13 APPROVED BUDGET	\$15,474,439	CHANGE	\$347,493
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The Water & Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans used to finance the capital projects of the County-owned Water & Sewer system. The increase in funding for FY 13 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

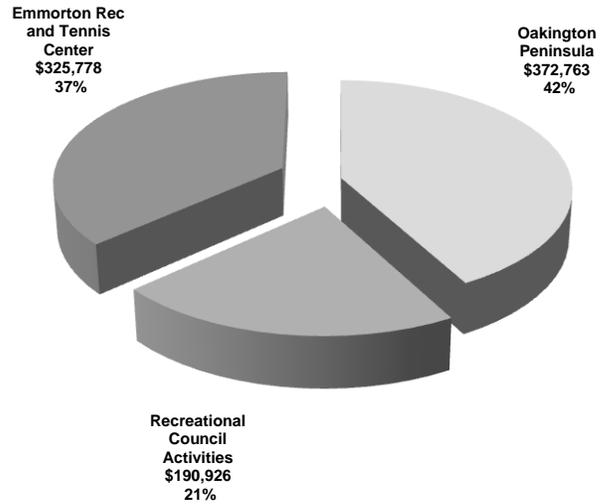
FISCAL YEAR 2012 - 2013

PARKS AND RECREATION

APPROVED REVENUES
\$889,467



APPROVED APPROPRIATIONS
\$889,467

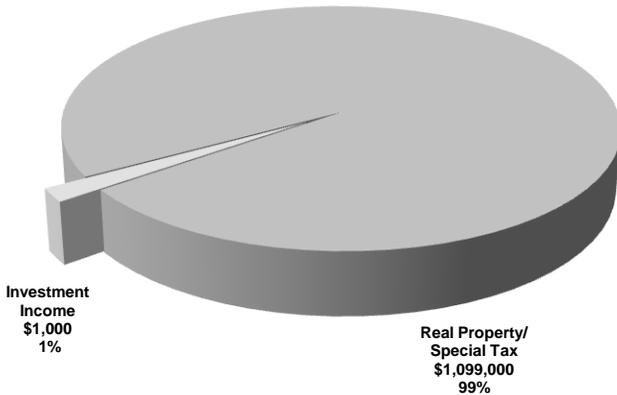


FY 12 APPROVED BUDGET	\$850,736	FY 13 APPROVED BUDGET	\$889,467	CHANGE	\$38,731
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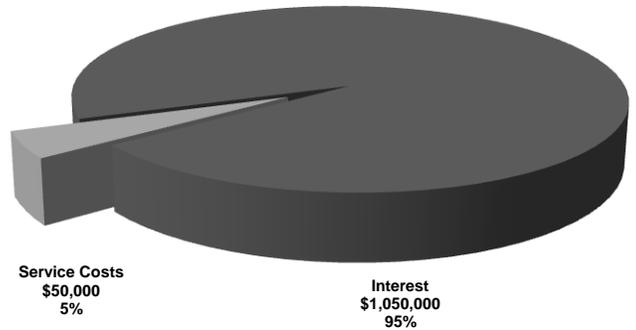
Parks & Recreation Special Revenue Fund revenues are derived from fees, rentals of and/or contributions to the Emmorton Recreation & Tennis Center, the Oakington Peninsula, the McFaul Senior/Youth Center's skateboard facility, and the Showmobile, as well as special Recreational Council activities. This fund increases \$38,731 as a result of an additional \$53,550 for County Facility Repair & Renovations at Swan Harbor and Emmorton Recreation and Tennis Center, offset by a decrease of (\$14,281) for one-time FY 12 funds provided for a 27th pay.

TAX INCREMENT FINANCING

APPROVED REVENUES
\$1,100,000



APPROVED APPROPRIATIONS
\$1,100,000



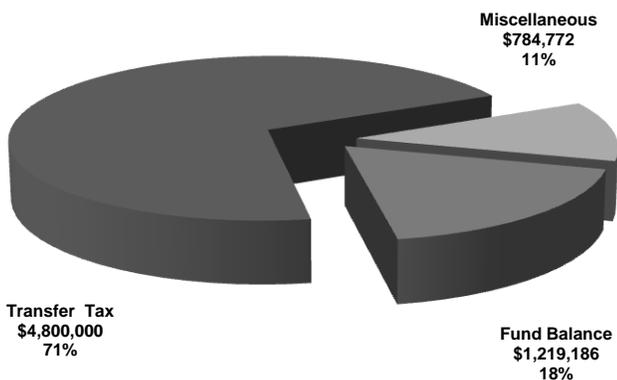
FY 12 APPROVED BUDGET	\$1,825,000	FY 13 APPROVED BUDGET	\$1,100,000	(\$725,000)
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The Beechtree Estates Tax Increment Fund is a special fund authorized by Bill No. 10-10. The Bill provided that the County could issue not more than \$14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. It also pledged the real property taxes collected with respect to the tax increment of properties in the district to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the district to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses. The bonds are not an indebtedness of the County for which the County is obligated to levy or pledge, or has levied or pledged, ad valorem taxes or special taxes of the County other than the real property taxes representing the levy of the tax increment on properties located in the Development District or the Special Tax. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County of a pledge of the County's full faith and credit or taxing power.

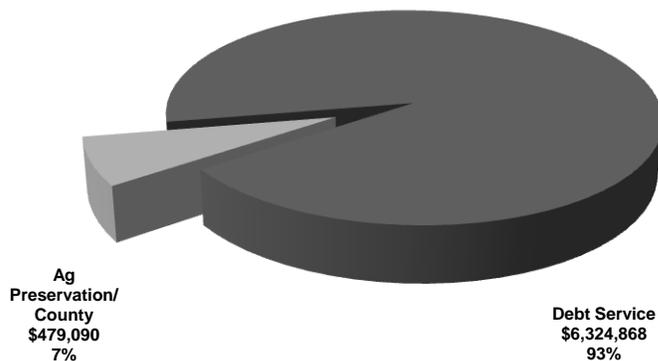
FISCAL YEAR 2012 - 2013

COUNTY - AG PRESERVATION

APPROVED REVENUES
\$6,803,958



APPROVED APPROPRIATIONS
\$6,803,958

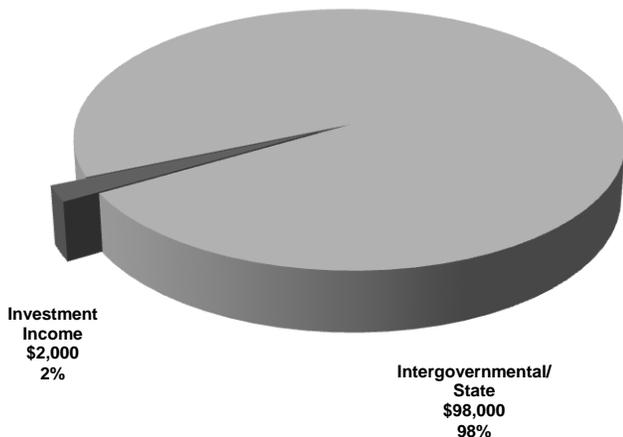


FY 12 APPROVED BUDGET	\$8,778,221	FY 13 APPROVED BUDGET	\$6,803,958	CHANGE	(\$1,974,263)
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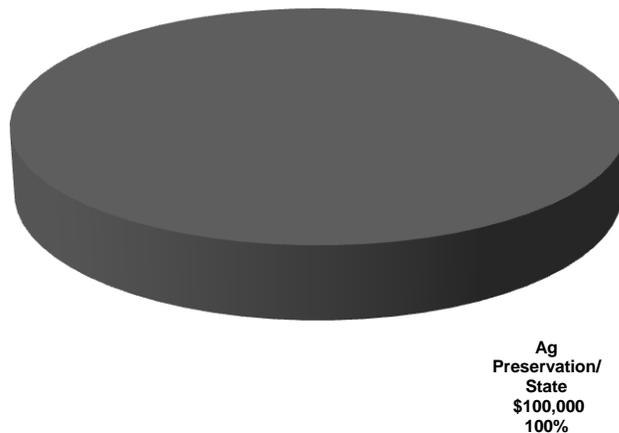
Harford County is committed to Agricultural Preservation. The Harford County Agricultural Land Preservation Program was established in 1993 to preserve productive agricultural land and woodland which provide for the continued production of food and fiber for the County, by allowing land owners to preserve farmland for future generations via conservation easements. The County, using primarily Transfer Tax revenue, enters into installment contracts to purchase development rights; the landowners receive payments and/or a tax credit. For FY 13 we have decreased appropriations by (\$1,974,263).

STATE - AG PRESERVATION

APPROVED REVENUES
\$100,000



APPROVED APPROPRIATIONS
\$100,000



FY 12 APPROVED BUDGET	\$117,000	FY 13 APPROVED BUDGET	\$100,000	CHANGE	(\$17,000)
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The Maryland Agricultural Land Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights. Local subdivisions are required to collect the revenue generated by the State Agricultural Land Transfer Tax.

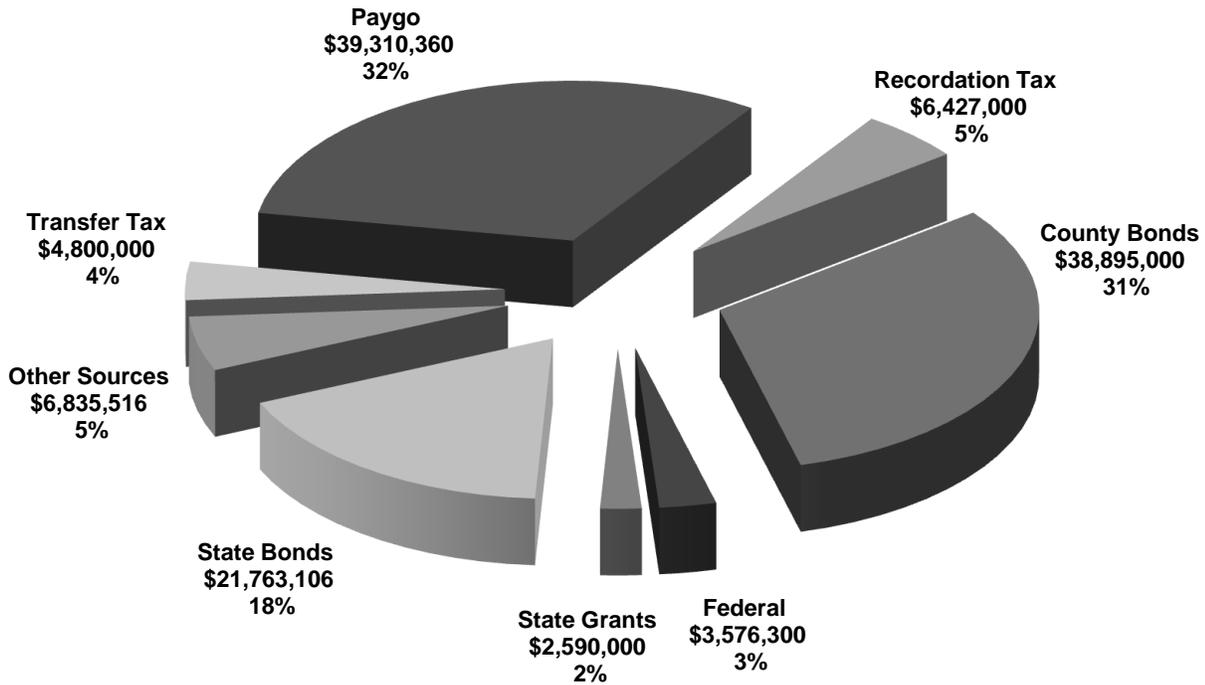
Harford County's Agricultural Land Preservation Program is Certified. Therefore, the Program can retain 75% of the Agricultural Transfer Tax collected. For FY 13, it is projected that the County's share of State Agricultural Transfer Tax will be \$98,000.

The County will use \$30,000 of this revenue to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator. Harford County's match to MALPF for easement purchases the foundation will make on the County's behalf will be \$70,000, demonstrating this Administration's commitment to preserving Harford County's farmland. As of June 2012, the County has acquired an estimated 46,871 acres of farmland through the County and State Agricultural Preservation Programs along with donated easements.

FY 2012 - 2013 APPROVED CAPITAL BUDGET

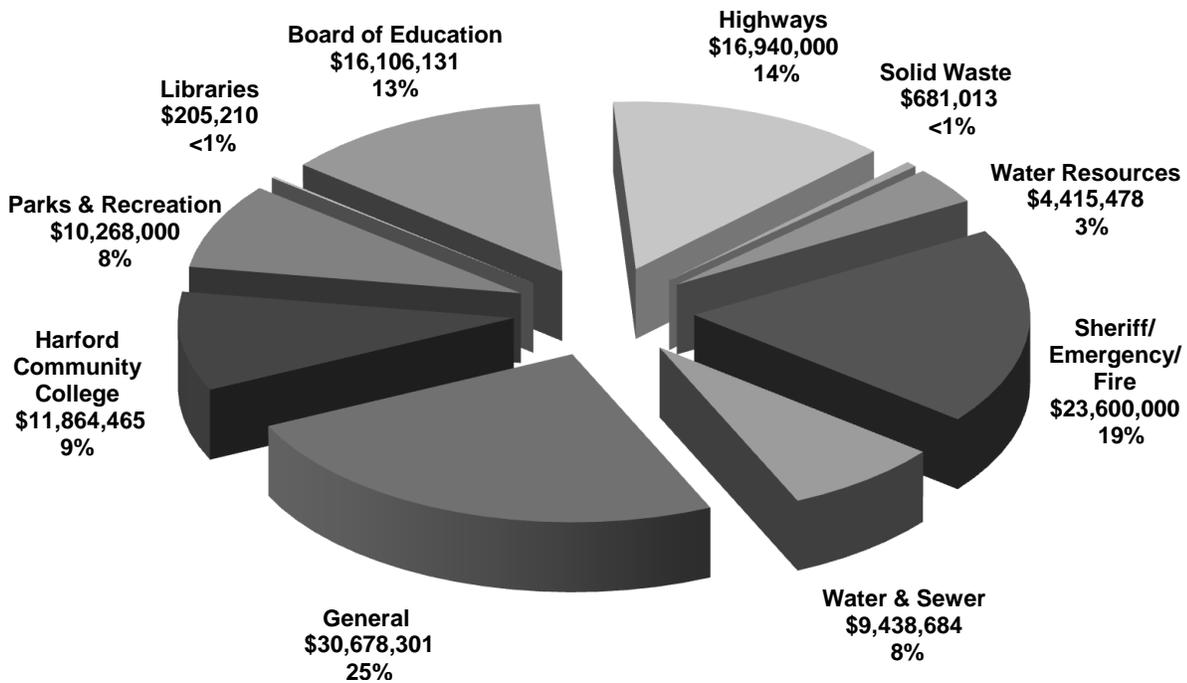
REVENUES

TOTAL BUDGET \$124,197,282



APPROPRIATIONS

TOTAL BUDGET \$124,197,282



FY 2012 - FY 2013
CAPITAL BUDGET PROGRAM

The following is a list of highlighted projects within the FY 13 Approved Capital Budget:

<u>BOARD OF EDUCATION</u>		<u>GENERAL</u>	
Magnolia Middle School HVAC	4,900,000	Bel Air Parking Garage	645,000
North Harford Elementary School HVAC	2,277,000	Countywide Facilities Master Plan Study	1,250,000
Relocatable Classrooms	400,000	Fleet Replacement	1,340,000
Roof Replacements - Havre de Grace HS	1,386,000	HMAN (Harford County Metro	2,000,000
Technology Infrastructure	3,498,487	Area Network)	
Textbooks/Supplemental Materials Refresh	1,271,644	Humane Society	6,075,000
 <u>SHERIFF/EMERGENCY/FIRE</u>		 <u>WATER RESOURCES</u>	
Computer Equipment/Networks	300,000	Sams Branch Watershed Restoration	600,000
700 MHz Wireless Radio System Equipment	2,600,000	Watershed Stream Assessment Studies	350,000
New Emergency Operations Center Complex	20,000,000	Wheel Creek Watershed Restoration	600,000
Susquehanna Hose Company House #3	500,000	Woodland Run Stream Restoration	650,000
 <u>HARFORD COMMUNITY COLLEGE</u>		 <u>PARKS AND RECREATION</u>	
Nursing and Allied Health Building	7,050,975	Athletic Field Improvements	1,400,000
Plant Services Annex	600,000	Cedar Lane Sports Complex	661,000
Susquehanna Center Addition/Renovations	1,455,960	Improvements	
Water and Wastewater	1,412,780	Churchville Complex Development	3,000,000
 <u>LIBRARIES</u>		Darlington Park Development	600,000
Technology	200,000	Jarrettsville Complex Restrooms	300,000
 <u>SOLID WASTE</u>		Northern Regional Park	500,000
HWDC Expansion	181,013	Oakington Farms - Tydings Park	650,000
Solid Waste Transfer Station	500,000	Parkland Acquisition	615,000
 <u>WATER</u>		 <u>HIGHWAYS</u>	
700 MHz Wireless Radio System Equipment	546,000	<u>Bridges:</u>	
Fleet Replacement	430,000	Bridge Inspection Program	550,000
Water and Sewer Rate Study	300,000	Bridge Rehabilitation	250,000
Water Meter Upgrade	540,000	Jericho Road Bridge #3	650,000
Water Quality Improvements	300,000	Macton Rd Bridge #145	650,000
 <u>SEWER</u>		<u>Roads:</u>	
Bill Bass Pump Station - FM Replacement	700,384	MacPhail Rd/Tollgate Rd Roundabout	200,000
Green Ridge Pump Station Replacement	1,300,000	Moore's Mill Rd	150,000
Harford WWTP Facility Improvements	885,000	Road Reconstruction & Resurfacing 13	500,000
Oaklyn Manor/Joppa Area Sewer Relief	1,950,300	Wheel Rd (Laurel Bush to Fairway)	150,000
 <u>SEWER</u>		<u>Resurfacing:</u>	
		Resurfacing Roadways 13	5,640,000
		<u>Other:</u>	
		700 MHz Wireless Radio System Equipment	1,600,000
		Fleet Replacement	1,032,000
		Intersection Improvements	300,000
		New Roads and Stormdrains	1,275,000

NOTE: Includes both County Funding and support from other sources such as State, Federal, etc.

HARFORD COUNTY MISSION / VISION / GOALS AND STRATEGIC MANAGEMENT

The need to align department/agency strategic plans, budgets and performance measures with Countywide Mission, Vision, Goals, and Objectives has become increasingly clear. The following serves as a clear structure for identifying what we collectively would like to achieve, and how we envision the County when we are successful.

MISSION:

Harford County Government will preserve our traditions and promote the highest quality of life through efficient, honest, and responsive service to all citizens while planning for a prosperous and secure future.

VISION:

~ Preserving Harford's past; promoting Harford's future ~

GOALS and OBJECTIVES:

I. Public Safety - Ensuring a Safe Harford

To ensure Harford County's public safety providers have the necessary tools and training to meet the County's growing demand for emergency services.

Objectives:

Adopt ongoing retention and recruitment programs for paid and volunteer emergency services personnel that address competitive pay and benefits packages as well as morale and training needs.

Reduce crime by providing attractive alternatives to gang membership and drug use and targeting clean up of blighted areas.

Employ advanced and superior technology to improve response capabilities, provide for back-up systems, and foster the exchange of information between service providers.

Provide opportunities for inter-governmental partnerships which will share data and strengthen cooperation with law enforcement.

Plan, practice, and coordinate strategies between local and regional responders and create programs to educate the public to be prepared for emergency and disaster events.

II. Education - Preparing Now, Building for the Future

To make long term investments in education by ensuring that children have a safe and stimulating environment in which to learn and to encourage and promote the availability of academic and technical education programs that prepare all students to compete in the global marketplace.

Objectives:

Plan, fund, and build public educational facilities that stimulate the learning environment for students, faculty, and staff.

Focus on workforce development by fortifying relationships between business, government, and education communities.

Support the expansion of magnet school curriculum programs that center on cultural and commercial attributes found in each community.

Encourage the continuing development of higher education four year and beyond degree programs with Harford County.

Collaborate with public school administrators and community leaders to establish open decision making processes that allow for public trust and accountability.

III. Efficient County Government - Governing Smarter

Identify and develop best practices to maximize limited resources and improve the delivery of services to citizens, businesses, and government agencies.

Objectives:

Increase public confidence by focusing on customer satisfaction and cost-effective delivery of essential services.

Coordinate with other governmental agencies to prevent duplication of efforts, excessive costs, and lengthy processing times.

Encourage and expand opportunities for citizens to exchange ideas and learn about government initiatives and programs so the County can provide services and resources responsively and equitably.

Employ a ten-year master plan that promotes responsible stewardship of County assets and utilizes a comprehensive approach to identify and prioritize funding for Capital Improvements based on balancing and maintaining a consistent level of service.

Aggressively pursue innovative funding sources and opportunities to maximize use of taxpayer dollars.

Develop new programs, strengthen internal policies, and provide training that encourages County government employees to consistently provide courteous and skillful service to the citizens of Harford County.

IV. Economic Opportunity - Growing and Sustaining Harford's Prosperity

Foster an environment within government that encourages financial opportunity and supports private sector ventures that diversify Harford's economic base in new and existing businesses.

Objectives:

Encourage balanced and appropriate economic development that provides high-quality employment and offers first-class retail and services located in areas designated by the Master Land Use Plan.

Establish incentives to encourage redevelopment and reinvestment in existing communities.

Identify additional opportunities and incentives for the preservation and viability of Harford's agricultural industry.

Maintain development guidelines and procedures that are consistently and fairly applied and allow for a range of business activities.

V. Environmental Stewardship - Protecting our Environment

To protect and preserve the County's environment through the efficient use and reuse of its resources.

Objectives:

Cultivate policies that stress soil conservation and help restore and sustain forest assets and watershed areas.

Promote intergovernmental coordination to protect regional water resources, open space, and conservation districts.

Encourage private sector energy conservation and environmental stewardship using legislation, financial incentives, and education.

Design and construct a comprehensive waste management program that protects human health, promotes energy recovery, and minimizes impacts to the natural environment.

Adopt a policy that supports fuel conservation and alternative energy sources in all County owned buildings and vehicles.

VI. Quality of Life - Safeguarding What is Important to Families and Friends

Cultivate life enhancing amenities and necessary infrastructure that enrich the lives of Harford County citizens and neighborhoods through sound planning practices, investments in parkland and recreation, and promotion of community spirit and cultural arts.

Objectives:

In partnerships with community based organizations, government agencies will build, operate, and maintain facilities and resources that encourage citizens to be self-reliant.

With a focus on managing growth, guide the continued creation of safe, adequate, and diverse housing stock that ensures equal opportunity and the availability of decent and affordable accommodations.

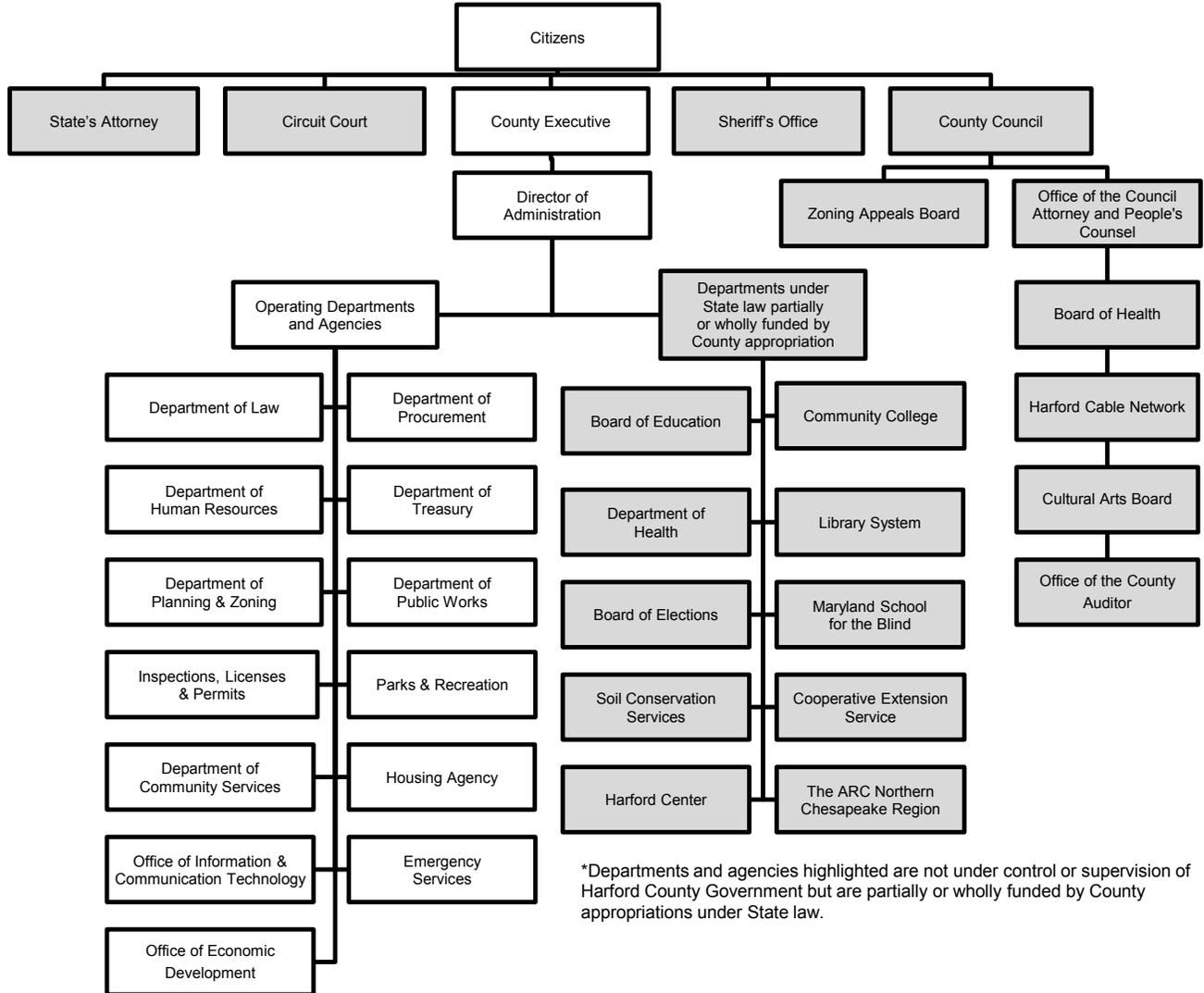
Encourage the growth of community spirit through the use of revitalization projects and create opportunities for neighborhoods to meet and discuss common concerns and desires.

Design and maintain locations and facilities that provide diversified leisure activities to meet current needs and anticipated growth.

Linking Strategic Planning to Performance Measurement

Harford County has instituted Performance Based Measurements since 1996. However, in an effort to portray a broader picture of efforts, we are revising our Performance Measure system. Our system includes indicators of inputs, outputs, efficiency, quality, and effectiveness. The unfolding of this process, together with strategic planning, should form a solid foundation for managing results. Performance Measures can be found in Harford County's Fiscal Year 2012 - 2013 Operating Budget Book.

HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



HARFORD COUNTY AT A GLANCE

DEMOGRAPHICS (WWW.HARFORDBUSINESS.ORG)

<u>Population</u>	<u>Population by Age Distribution (2009)</u>																					
2000	218,590																					
2010	244,826																					
<i>Projection:</i>																						
2020	263,500																					
Average Household Income - \$88,587																						
	<table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Age</th> <th style="text-align: right;">Number</th> <th style="text-align: right;">Percent</th> </tr> </thead> <tbody> <tr> <td>Under 5</td> <td style="text-align: right;">15,158</td> <td style="text-align: right;">6.3%</td> </tr> <tr> <td>5 - 19</td> <td style="text-align: right;">50,801</td> <td style="text-align: right;">20.9%</td> </tr> <tr> <td>20 - 44</td> <td style="text-align: right;">77,554</td> <td style="text-align: right;">32.0%</td> </tr> <tr> <td>45 - 64</td> <td style="text-align: right;">69,099</td> <td style="text-align: right;">28.5%</td> </tr> <tr> <td>65 and over</td> <td style="text-align: right;">29,902</td> <td style="text-align: right;">12.3%</td> </tr> <tr> <td>Total (2009)</td> <td style="text-align: right;">242,514</td> <td style="text-align: right;">100.0%</td> </tr> </tbody> </table>	Age	Number	Percent	Under 5	15,158	6.3%	5 - 19	50,801	20.9%	20 - 44	77,554	32.0%	45 - 64	69,099	28.5%	65 and over	29,902	12.3%	Total (2009)	242,514	100.0%
Age	Number	Percent																				
Under 5	15,158	6.3%																				
5 - 19	50,801	20.9%																				
20 - 44	77,554	32.0%																				
45 - 64	69,099	28.5%																				
65 and over	29,902	12.3%																				
Total (2009)	242,514	100.0%																				

SERVICE STATISTICS

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HARFORD COUNTY AT A GLANCE

ECONOMICS

Property Taxes

Real Property FY 13 Tax Rates

Tax rate per \$100 of assessed value:	
General Fund (All County property owners).....	\$0.896
Highways Fund (Property owners outside the towns).....	\$0.146
<u>Total Real Property Tax.....</u>	<u>\$1.042</u>
Maryland.....	\$0.112

Corporate & Personal Property FY 13 Tax Rates

Tax rate per \$100 of assessed value:	
General Fund (All County property owners).....	\$2.240
Highways Fund (Property owners outside the towns).....	\$0.365
<u>Total Corporate & Personal Tax Rate.....</u>	<u>\$2.605</u>

FY 2013 Taxable Assessable Base

\$26,983,683,818

Harford County's Bond Rating

Credit (or Bond) ratings are designations by the investor services to give a relative indication of credit quality. When a government receives a higher bond rating, their bonds can be sold at a lower interest rate, which results in less interest cost to that government.

Harford County received its increases based on: an increasing tax base (that is more business growth), favorable debt ratios, sound financial operating and reporting, and conservative budgeting.

<u>Investor Service</u>	<u>Highest Rate</u>	<u>FY 06</u>	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 12</u>
Standard & Poor's	AAA	AA+	AA+	AA+	AA+	AA+
Fitch	AAA	AA+	AA+	AA+	AAA	AAA
Moody's Investors Service	Aaa	Aa1	Aa1	Aa1	Aaa	Aaa

Legal Debt Margin

Starting in FY 02, State law limits charter counties to the amount of general obligation debt they can issue to an amount equal to a total of 6% of the County's assessable base of Real Property and 15% of Personal Property.

FY 2013

Harford County's Legal Debt Limit	100.00%	\$1,706,590,226
Total Debt Applicable to the Legal Debt Limit	<u>25.15%</u>	<u>\$ 429,169,451</u>
Legal Debt Margin	<u>74.85%</u>	<u>\$1,277,420,775</u>

General Outstanding Debt Per Capita

(Actual figures unless otherwise noted)

FY 08	\$1,033	FY 11	\$1,766
FY 09	\$1,369	FY 12*	\$1,796
FY 10	\$1,710	FY 13**	\$1,855

Total Debt

Estimated Long Term Debt	\$ 429,169,451
Estimated Self Sustaining Debt	<u>\$ 195,819,271</u>
Total Bonded Debt	<u>\$ 624,988,722</u>

*Budgeted

** Projected

HARFORD COUNTY AT A GLANCE

ECONOMICS (CONT'D.)

Major Employers * (2010)

(Source: www.harfordbusiness.org)

Aberdeen Proving Ground	13,984	Jacobs Technology, Inc.	785
Upper Chesapeake Health System	2,720	Science Applications International Corporation (SAIC)	700
Harford Community College	1,219	Sephora USA	700
Rite Aid Mid-Atlantic Customer Support Ctr.	1,167	Saks Fifth Avenue	520
ShopRite	800	Walmart	497

*Excludes state and local governments, includes higher education. Federal and military facilities exclude contractors.

Unemployment Rate

(Source: www.dllr.state.md.us)

(May, 2012)..... 6.9%

EDUCATION

Harford County Public Schools

Elementary	33
Middle	9
Comprehensive High Schools	9
John Archer public special education school	
serving students with disabilities	1
Technical High School	1
Alternative Education School	1
Actual Enrollment - FY 2012	38,224
Projected FTE Staff - FY 2013	5,441

Higher Education

Harford Community College (FY 2011)

Full Time Equivalent Enrollment (FTE)	3,885
Number of Students:	
Full Time Students	1,998
Part Time Students	7,562
Average Age	26.3
Associate Degree Seeking	7,447
Certificate Seeking	304
Non-Degree Seeking	1,809

**Higher Education and Conference Center at HEAT
College/University Partners - Programs of Study**

College of Notre Dame

- B.A. - Business: Management Concentration; Elementary Education
- B.S. - Nursing
- M.A. - Leadership in Teaching; Leadership and Management;
 Contemporary Communication
- M.S. - Nursing

University of Phoenix

- B.S. - Information Technology
- Master of Business Administration (M.B.A.) in Technology Management

University of Maryland University College

- B.S. - Cyber Security; Human Resources

Towson University

- M. Ed - Education
- M.S. - Instructional Technology; Human Resource Development (Educational Leadership Track); Applied Information Technology; Post-Baccalaureate Certificate in Supply Chain Management
- B.S. - Elementary Education/Special Education; Psychology; Business Administration (Management Concentration)
- B.A. - Psychology; Business Administration (Management Concentration)
- Post Master's Certification for Administrator I; Post-Baccalaureate Certificate in Project, Program and Portfolio Management
- Undergraduate Courses

Johns Hopkins

- M.S. - Biotechnology
- Engineering for Professionals
- B.S. & M.S. - Public Safety Leadership Program

University of Maryland at College Park

- M. Eng - Engineering
- Graduate Certificate in Engineering

Morgan State University

- Ed.D - Community College Leadership

WHO TO CALL?

Emergency (Fire, Ambulance, Police)	911	Human Relations Commission	(410) 638-4739
Harford County Government	(410) 638-3000	Humane Society	(410) 836-1090
Assessment & Taxation (State)	(410) 836-4800	Inspections, Licenses & Permits	(410) 638-3344
Board of Education	(410) 838-7300	Job Information Line (Harford Co. Gov't.)	(410) 638-HIRE
Community Services	(410) 638-3389	Libraries - Bel Air Branch	(410) 638-3151
Cooperative Extension Services	(410) 638-3255	Parks & Recreation	(410) 638-3570
County Council	(410) 638-3343	Planning & Zoning	(410) 638-3103
County Executive	(410) 638-3350	Public Works (Director)	(410) 638-3285
Cultural Arts Board	(410) 638-3578	Highways	(410) 638-3279
Director of Administration	(410) 638-3210	Recycling	(410) 638-3417
Economic Development	(410) 638-3059	Water & Sewer	(410) 638-3300
Elections	(410) 638-3565	Senior Citizen Services - Office on Aging	(410) 638-3025
Harford Community College	(410) 836-4000	Sheriff's Office	(410) 836-6600
Health Department (State)	(410) 838-1500	State's Attorney	(410) 638-3500
Housing Agency	(410) 638-3045	Treasury (Taxes)	(410) 638-3269
		Treasury (Water & Sewer Bills)	(410) 638-3311

COUNTY EXECUTIVE

David R. Craig

COUNTY COUNCIL

William "Billy" Boniface - Council President

Dion F. Guthrie - District A

Chad Shrodes - District D

Joseph M. Woods - District B

Richard C. Slutzky - District E

James "Capt'n Jim" McMahan - District C

Mary Ann Lisanti - District F

DIRECTOR OF ADMINISTRATION

Mary F. Chance

CHIEF, BUDGET & MANAGEMENT RESEARCH

Kimberly K. Spence

SENIOR BUDGET ANALYST

S. Renee Kelley Wanda J. Butrim William T. Watson, III

MANAGEMENT ASSISTANT

Christen Callon

GRANTS ADMINISTRATOR

Brenda Peisinger

TREASURER

Kathryn L. Hewitt