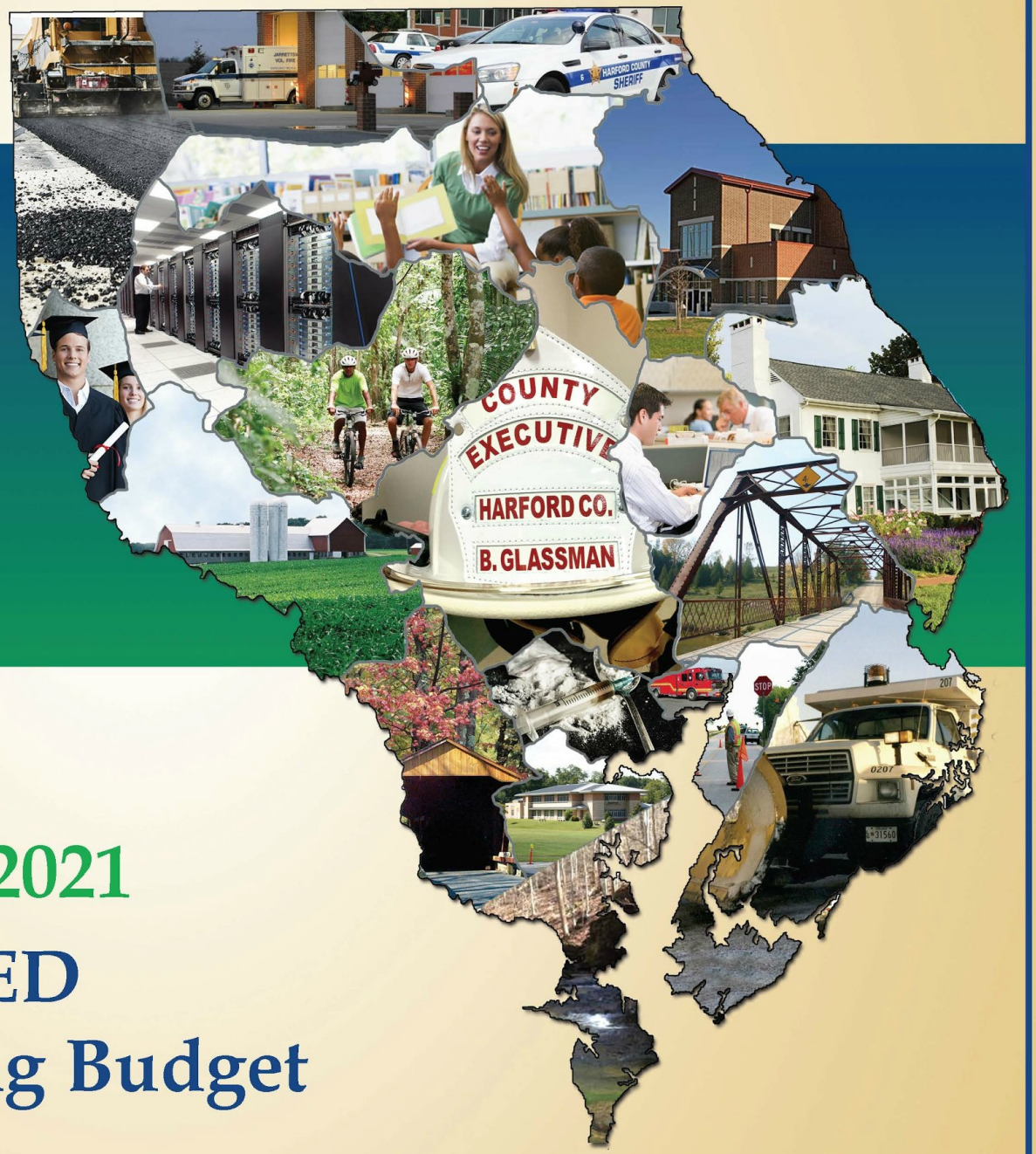
HARFORD COUNTY

BARRY GLASSMAN, COUNTY EXECUTIVE



Fiscal Year 2021

APPROVED
Annual Operating Budget

HARFORD COUNTY, MARYLAND

APPROVED ANNUAL OPERATING BUDGET
FISCAL YEAR 2020-2021

BARRY GLASSMAN, COUNTY EXECUTIVE

Director of Administration
Billy Boniface

Office of Budget and Efficiency
Kimberly Spence, Chief
Benjamin Lloyd, Senior Budget Analyst
Marlana McKenna, Project Coordinator
Christen Sullivan, Senior Budget Analyst
William T. Watson, Senior Budget Analyst

Treasurer
Robert Sandlass

HARFORD COUNTY COUNCIL

Council President
Patrick S. Vincenti

Andre V. Johnson - District A
Joseph M. Woods - District B
Tony "G" Giangiordano - District C
Chad Shrodes - District D
Robert S. Wagner - District E
Curtis L. Beulah - District F

Harford County Government
Department of Administration, Budget and Management Research
220 South Main Street, Bel Air, MD 21014
410.638.3129
July, 2020

Elected Officials

Harford County Government



County Executive
Barry Glassman

Elected Officials

Harford County Council



Andre V. Johnson
District A



Joseph M. Woods
District B



Patrick S. Vincenti
Council President



Chad Shrodes
District D

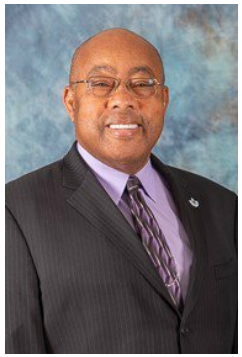


Robert S. Wagner
District E



Tony "G" Giangiordano
District C





Curtis L. Beulah
District F

COUNTY COUNCIL
OF
HARFORD COUNTY, MARYLAND

Resolution No. 013-20

Legislative Session Day 20-012 (April 14, 2020)
Introduced by Council President Vincenti
at the request of the County Executive

A RESOLUTION to levy and impose a property tax upon all persons for real and personal property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and the Local Government Article of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16, and 123-27 of the Harford County Code, as amended; for the purpose of meeting all of the estimated County expenses for the taxable year beginning on the 1st day of July, 2020, and ending on the 30th day of June, 2021, and to fix the rate of County taxation for such taxable property and year.

Section 1. BE IT RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2020, and ending on the 30th day of June, 2021, is hereby levied and imposed on all persons for real property and railroad operating real property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and the Local Government Article of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16, and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses that are excepted by Chapter 123, Article I, Section 123-16A(1), (2), (3) and (4) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of $0.8937 for each $100.00 of assessed value of all taxable property.

Section 2. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2020, and ending on the 30th day of June, 2021, is hereby levied and imposed on all persons for real property and railroad operating real property in Harford County, Maryland, that is located outside the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and the Local Government Article of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1), (2), (3) and (4) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of $0.1483 on each $100.00 of the assessed value

of all taxable property.

Section 3. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2020, and ending on the 30th day of June, 2021, is hereby levied and imposed on all persons for business personal property, railroad operating personal property, and public utility operating real and personal property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and the Local Government Article of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1), (2), (3) and (4) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of $2.2342 for each $100.00 of assessed value of all taxable property.

Section 4. AND BE IT FURTHER RESOLVED by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1st day of July, 2020, and ending on the 30th day of June, 2021, is hereby levied and imposed on all persons for business personal property, railroad operating personal property, and public utility operating real and personal property in Harford County, Maryland, located outside the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and the Local Government Article of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1), (2), (3) and (4) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of $0.3707 for each $100.00 of assessed value of all taxable property.

Section 5. AND BE IT FURTHER RESOLVED that this Resolution shall take effect on the 1st day of July, 2020.

Attest:

Mylia Dixon
Council Administrator

Patrick S. Vincenti
President of the Council

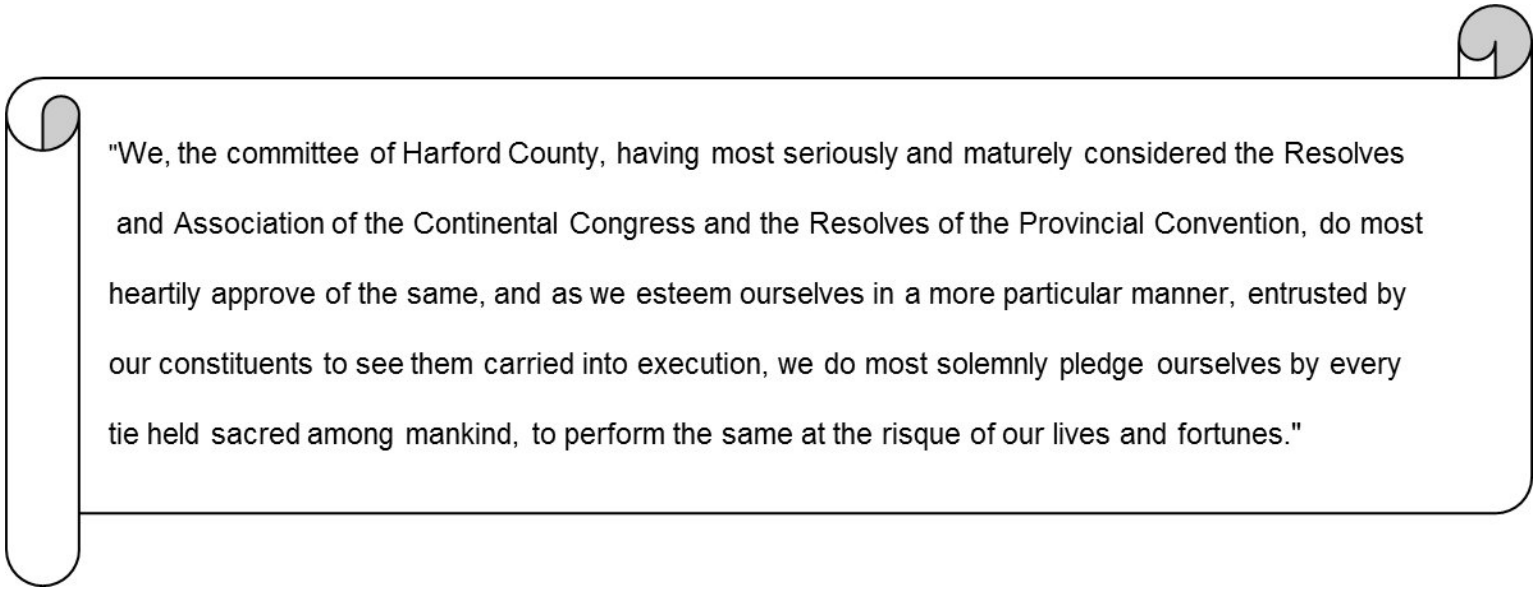
ADOPTED: This 26th day of May 2020.

THE BUSH RESOLUTION

Thirty-four Harford County citizens gathered on March 22, 1775, at Bush on the main thoroughfare between Annapolis and Philadelphia near what is now Maryland Route 7 and 136.

They signed a commitment to resist British infringement on American rights 16 months before the Declaration of Independence was signed in Philadelphia.

Recorded in the 1774-1777 Harford County Committee of Observation's Record Book, the Bush Resolution is believed to be the first resolution of this spirit adopted by duly elected representatives.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Harford County

Maryland

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

STATEMENT OF COMPLIANCE
WITH
PROGRAM CRITERIA
OF
GOVERNMENT FINANCE OFFICERS ASSOCIATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Harford County, Maryland for its annual budget for the fiscal year beginning July 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The Seal of Harford County



The shield is gold to symbolize the wealth of the County and the richness of its fields. Across the shield are waving bands of blue signifying three major County streams - Deer Creek, Bynum Run and Winters Run.

The crest is a two-handed forearm with the right hand holding a white quill symbolizing the pen used by those who wrote and signed the Bush Resolution. The left hand holds a sword as if presenting materials, emanating from Aberdeen Proving Ground.

The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

HARFORD COUNTY, MARYLAND
ANNUAL OPERATING BUDGET
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BARRY GLASSMAN
HARFORD COUNTY EXECUTIVE

WWW.HARFORDCOUNTYMD.GOV
410.638.3350

A Message from Harford County Executive Barry Glassman

Prior to the COVID-19 public health crisis and state government shutdown of the local economy, Harford County was continuing to maintain a strong financial posture under my administration. Our revenues were growing and we continued to implement efficiencies across county departments

However, the current crisis required me to go back and make some revisions to our draft budget. As we move forward, record unemployment claims and mandated business closures will surely have an impact on county revenue. A lot will depend upon whether this downturn is for a couple of quarters or a longer, deeper recession, which would have a dramatic impact on all county governments in 2021. I am monitoring the fiscal situation on a daily basis, as much is changing and unknown.

What we do know is that over the past five years I have made difficult decisions that, along with conservative budgeting of revenues and expenditures, have allowed us to rebuild our reserves from near depleted levels. Our reserves will help us weather this storm, so we can continue to support the things that our community depends on, especially now. That is why I resisted prior calls to spend down our savings: to provide flexibility when we need it most.

As you will see, this budget continues to fund my priorities and continues to move Harford County forward even in these unpredictable times. I continue to dedicate 50% of our general fund revenue to education. I continue to fund public safety, law enforcement and first responders along with my dedicated county employees. They are all on the front lines of serving in today's crisis and keeping local government open. At the same time this budget preserves fiscal responsibility and maintains our available fund balance around the 20 million dollar level, which I prefer.

I would like to especially thank my Director of Administration Billy Boniface, Treasurer Robbie Sandlass and Budget Chief Kim Spence and her staff for their dedication in getting the budget completed during these last few stressful weeks.

A brief outline of some of the major items in the FY21 budget appears below.

God bless and be safe.

Barry Glassman
County Executive



Budget Highlights

Total Budget All Funds	**$948,259,800**
General Fund Operating Budget	**$632,435,000**
Capital Budget	**$145,091,000**

Restoring Fiscal Balance & Efficiency

- Tempered revenue estimates and strategic use of fund balance in light of the current economic disruption
- County government efficiencies continue to help fund other operations
- AAA bond rating continues to lower our borrowing costs; highest possible rating maintained due to strong management and realistic CIP
- No tax increases

Reinvesting in our Workforce

- $2,000 merit-based increase plus 2% COLA per qualifying county employee; equivalent increases for State's Attorney's Office and Circuit Court employees
- Full funding for second phase of the Sheriff's law enforcement/corrections pay plan.

Investing in Education

- **Full funding for Harford County Public Schools:**
  - $276,927,778 in FY 21 operating funds for HCPS; total increase of $20.5 million over FY 20; exceeds the required Maintenance of Effort
  - $24.4 million in FY 21 capital funds for HCPS to support technology for students and teachers; facility improvements; bus replacement, and life safety emergency systems
- Full funding for Harford Community College request
- 3% increase in funding for Harford County Public Libraries

Strengthening Communities

- **$1 million for preventing and treating opioid addiction & behavioral health services**
  - County support for the 24-hour Harford Crisis Center for Mental Health & Addiction continues with $250,000 contribution
- **Support for community organizations**: Harford County Humane Society, Harford Center & The Arc

Historic-level funding for our First Responders

- $7,194,862 - Volunteer Fire Companies; representing a 3% increase over FY 2020
- $5,337,069 - Harford County Volunteer Fire and EMS Foundation
- $3,514,706 - Harford County EMS Service – third crew added for FY 21
- A cost of living increase to our volunteers' length of service award program
- $13.1 million in FY 21 capital funds to support public safety and our volunteer fire/ EMS

UNDERSTANDING THE BUDGET DOCUMENT

Harford County's Annual Operating and Capital Budgets represent our comprehensive financial and operational plan for the fiscal year. A description of the major components of the Annual Operating Budget is described here. The Annual Capital Budget and Capital Improvement Program (CIP) are described in a separate document.

Budget Message

Prepared by the County Executive, the message outlines the Administration's priorities and major budget highlights. As mandated by Harford County Charter, the Budget Message contains an explanation of the Operating and Capital Budgets along with the Capital Program. It includes any major changes in financial policies, program development, expenditures, appropriations or revenues from the previous year.

Document Guide

This guide is provided to acquaint the reader with the general format, organization, and content of the County's Operating Budget.

County Overview

Historical and demographic information about Harford County, along with the County's organizational structure and statistical information are included in this section.

County Budget Policies / Process

This section provides an explanation of the County's policies and planning procedures which impact the development of the annual budget. The process for preparing, reviewing, adopting, and amending the annual budget, as well as a description of each individual major fund is included.

Fiscal Year Budget Summary

This section provides data summarizing the Fiscal Year 2021 Budget. It describes issues used to formulate the Fiscal Year 2021 Budget to include trend analysis and assumptions, economic outlook, organizational changes, State and Federal mandates, etc.

Spending Affordability Report

A copy of a report submitted to the County Executive by the Spending Affordability Advisory Committee (created by Executive Order 92-2) is provided in this section. The report contains the Committee's recommendations of fiscal goals for the County's Fiscal Year 2021 Budget.

Summaries All Funds

Fiscal data summarizing total revenues and appropriations for all funds is provided in this section. The data is presented several ways by Character (e.g. Personal Services, Contractual Services, etc.), Fund, Revenue Source, and Department.

Summaries Each Fund

Appropriation and Revenue information is summarized for each of the County's funds. The data is presented several ways by Character (e.g. Personal Services, Contractual Services, etc.), Revenue Source, and Department. A financial narrative is also provided explaining major changes to the fund.

Departmental Information

The following information is provided under each department's tab:

Department Organization Chart displays what divisions are involved in the functions of each department.

Department Narrative includes a department's establishing authority and purpose; its mission statement, which supports the County's overall strategies; and the key goals chosen to support its mission.

Department Fund Summary provides appropriation information for each department by Character, Funding Source and Division.

Financial Notes explaining major changes to a department's funding level.

Staff Summary provides a list of personnel needed to perform the function of the department.

Grant Summary provides information on grants administered by the department, or for which matching funds are appropriated in the department's budget. A brief explanation of the County's obligation or any impact the grant may have on the day to day operation of the department when grant ends is also included.

Division Information

The following information is provided under each department's tab for divisions involved in the functions of the department:

Division Narrative describes the origin and specific functions and activities of each division within a department; current fiscal year objectives, established to meet the department's goals, are delineated.

Division Character Summary provides appropriation information for each division by Character and Funding Source.

Financial Notes explaining major changes to a division's funding level.

Staff Summary provides a list of personnel needed to perform the function of the division.

Performance Measures track the division's success in meeting its objectives and attaining goals. Situations, specific to that division, have been analyzed and action plans have been established to either maintain or improve conditions. Each measure defines the division's success in carrying out the action plan.

Debt Service

Harford County is required to budget annually for the payment of principal and interest due on the amount of debt that it has incurred along with lease payments. This section details the County's principal and interest payments for the budget year for each fund, as well as the service costs incurred to issue or manage debt.

Insurance

The County maintains a Self-Insurance Fund for the purpose of paying General and Automobile Liability claims and County property damage losses. Funding requirements allocated to each major fund are determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. The amount of appropriation required for each fund for Fiscal Year 2021 is listed in this section.

Benefits

This section provides a list of funds appropriated for Fiscal Year 2021 representing the share of expenses for the major funds to provide the following benefits to County employees: pensions, unemployment insurance, death benefits, life insurance, employee tuition reimbursement and a health benefit supplement for retired employees.

Paygo / Non-Departmental

Debt Management policies within Harford County's five year business plan confirms that Pay-As-You-Go (Paygo) funding will continue to be used for minor renovation and repair projects which have an asset life of less than ten years. A list of projects planned and amount of paygo appropriated by fund for Fiscal Year 2021 is provided in this section.

Non-Departmental expenses include costs essential to the operation of the County Government which do not fall within the functions of any one department or agency. This section defines and details these expenses which include a Closure Reserve account, the Rural Legacy Program, Appropriations to Towns, and Appropriations to State.

Contingency Reserve

This section provides a statement of contingency reserves for both the General Fund and Highways Fund. Per the Harford County Charter, Section 506, the reserve shall not exceed three percent of any fund.

Capital Budget

A summary highlighting the Capital Budget for Fiscal Year 2021 and the six-year Capital Improvement Program (CIP) is provided in this section. A more detailed description of both is included in a separate document, *The Approved Capital Budget and Capital Improvement Program Fiscal Year 2020 - 2021.*

Grant Summary

This section summarizes the receipt, appropriation, and expenditure of certain Federal, State, and private monies received in grant form. A chart displaying a brief description of the grants the County anticipates receiving in Fiscal Year 2021, as well as the amount of the grant and any grant match required is provided.

Other Funds

Statements of Estimated Reserved Retained Earnings and Estimated Reserved Fund Balances are described in this section for the Self-Insurance Trust Fund, Volunteer Fireman's Pension Trust (LOSAP) Fund, the Sheriff's Office Pension Plan, the Other Post Employment Benefit (OPEB) Plan and Fleet Management - Internal Service.

Glossary

A glossary defining terms specific to budget comprehension is found under this tab.

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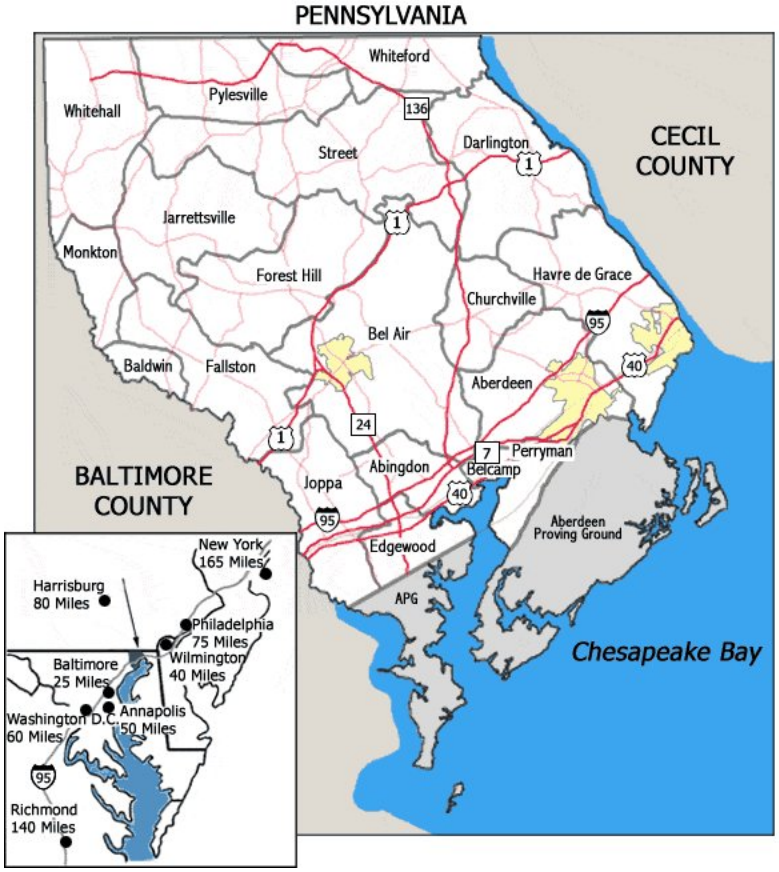
An alphabetical list of items included in the document.

COUNTY OVERVIEW

Harford County, Maryland, with its northern border being the Mason-Dixon Line, lies between Pennsylvania to the north and the Chesapeake Bay to the south, with the Susquehanna River to the east, and most of its western border along Little Gunpowder Falls. The northern areas of the County are in the Piedmont Plateau, two to seven hundred feet above sea level. The southern areas are part of the Coastal Plain and range from forty to two hundred feet above sea level.

Today the County encompasses 448 square land miles* and 16.5 square water miles*. Harford has three incorporated towns: Aberdeen, Havre de Grace, and Bel Air, which is the County Seat.

*Per the MD Geological Survey 3/3/05



HISTORY

1608 Captain John Smith, representing the Virginia Company, explored the Chesapeake Bay and mapped the Harford County area. He traveled the Willobye's River (known today as the Bush River) past Spesutia Island in Havre de Grace, up the Susquehanna River to a stream, which is believed to be Deer Creek.

1627 An English trading post was established on Palmer's Island (now called Garrett's Island), near Havre de Grace in the Susquehanna River.

1632 Maryland's Charter was granted to Cecil Calvert, Lord Baltimore and the first Proprietor of Maryland.

1658 Havre de Grace was settled. It was originally called Susquehanna Lower Ferry and was a stop on the Old Post Road.

1659 Baltimore County was established by the colonial assembly as the sixth county in Maryland, and included parts of present-day Baltimore, Harford, Cecil, Carroll, Howard and Kent counties.

1661 The town of Old Baltimore was established on the east bank of the Bush River (now Aberdeen Proving Ground).

1668 Settlements were established along the Gunpowder and Bush Rivers.

1674 Old Baltimore was authorized as the first Baltimore County Seat.

1712 The County Seat was relocated to the fork of the Gunpowder River at Joppa.

1768 With Joppa's harbor silting up and other numerous difficulties, including a smallpox epidemic, the County Seat was moved to Baltimore.

1771 Henry Harford, son of Frederick Calvert the Sixth Lord of Baltimore, inherited the Province of Maryland. Henry Harford was the last Proprietor of Maryland.

1773 Harford County was separated from Baltimore County, and named for Henry Harford. The Act of the General Assembly of 1773, Chapter 6, called for the division of Baltimore County and for the erecting of a new one by the name of Harford. The boundaries of the County were established. Bush was established as the County Seat. Four acres of land were purchased for the purpose of building a courthouse and a prison in the new county.

1774 The actual formation of government in Harford County occurred on March 22, 1774, when Henry Harford, Lord Proprietor of the Province, sent his commission to the new County seat at Harford Town, or Bush. Thomas Miller was commissioned as the first Sheriff.

1775 The Bush declaration, the County's first proclamation of independence from Britain, was signed by an organized body of men.

1776 Harford County's population measured at 12,765, roads had been laid out, bridges had been erected, and churches were built.

1777 Havre de Grace was burned by the British in the War of Independence.

1780 The Town of Bel Air was laid out by Aquilla Scott on land he inherited called Scott's Improvement Enlarged, also known as Scott's Old Fields.

1782 The County Seat was moved to Bel Air, and plans were made for the Bel Air Courthouse.

1784 The Act of 1784 changed the name of Scott's Improvement Enlarged to "Belle Aire" (current day Bel Air).

1785 Havre de Grace was incorporated.

1813 On May 3rd, the town of Havre de Grace was plundered and burned by the British during the War of 1812.

1917 Aberdeen Proving Ground and Edgewood Arsenal were established.

1964 The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964.

1972 Harford County Charter Government began. The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective December 7, 1972.

THE BUSH DECLARATION

On March 22, 1775, 34 Harford County citizens gathered at Bush on the main thoroughfare between Annapolis and Philadelphia, near present-day Maryland Routes 7 and 136.

Harford County citizens signed a commitment to resist British infringement on American rights 16 months before the Declaration of Independence was signed in Philadelphia.

Recorded in the 1774-1777 Harford County *Committee of Observation's Record Book*, the *Bush Resolution* is believed to be the first resolution of this spirit adopted by duly elected representatives.

"We, the committee of Harford County, having most seriously and maturely considered the Resolves and Association of the Continental Congress and the Resolves of the Provincial Convention, do most heartily approve of the same, and as we esteem ourselves in a more particular manner, entrusted by our constituents to see them carried into execution, we do most solemnly pledge ourselves by every tie held sacred among mankind, to perform the same at the risque of our lives and fortunes."

The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964. In the accepted design the shield is gold to symbolize the wealth of the county and the richness of its fields. Across the shield are waving bends of blue signifying three major county streams (Deer Creek, Bynum Run, and Winters Run). The crest is a two-handed forearm with the right hand holding an escrivant (heraldic for "writing"), a white quill symbolizing the pen used by those who wrote and signed the Bush Declaration. The left hand holds a sword as if presenting into the right hand of the nation, the skills of reproducing defense materials, emanating from Edgewood Arsenal and Aberdeen Proving Ground. The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Declaration and preserves the same spelling for "risk" that is used in that document.

THE HARFORD COUNTY TREE

The flowering dogwood (*Cornus Florida*) is the official tree of the County.

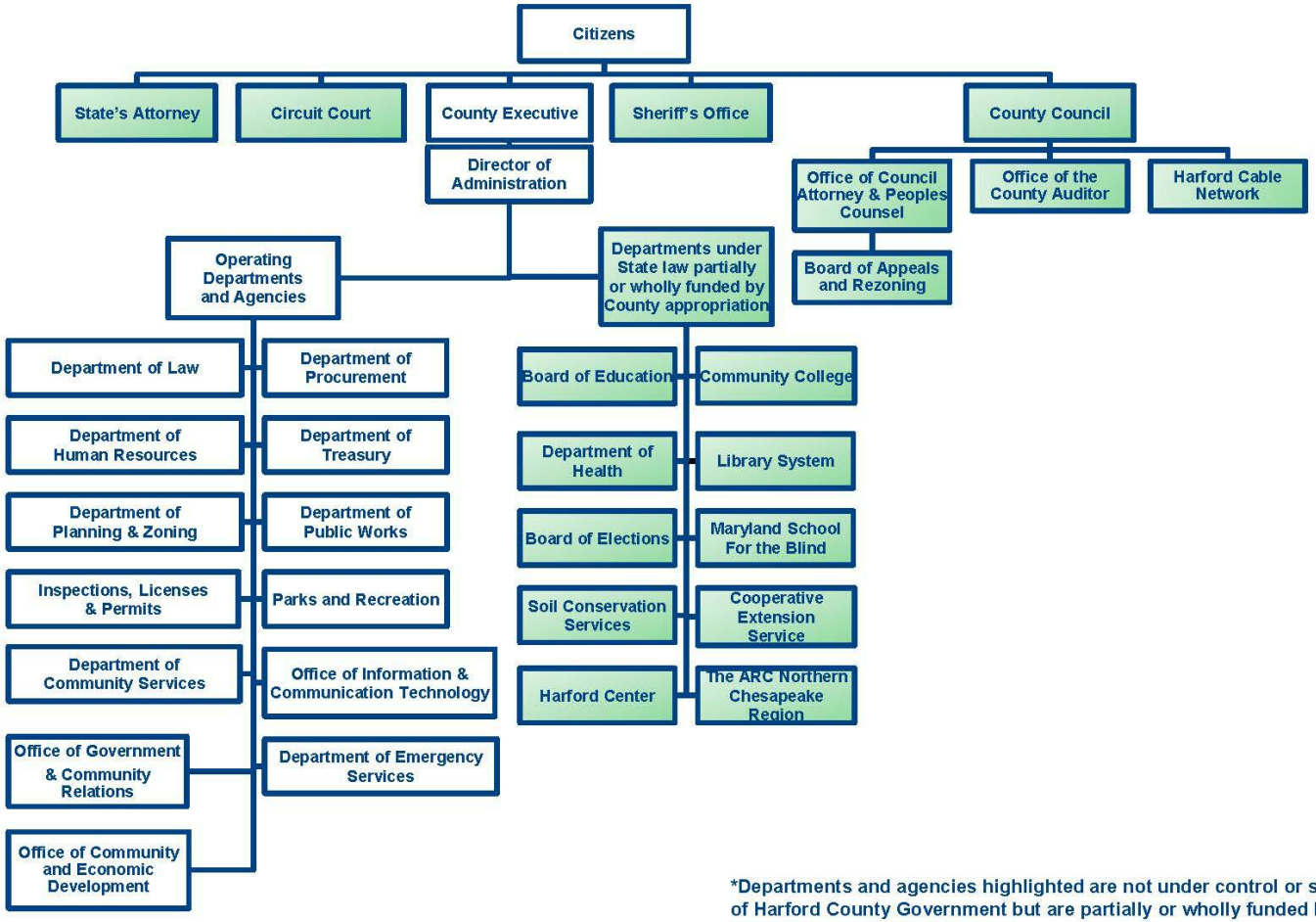
FORM OF GOVERNMENT

The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective thirty days later December 7, 1972. The Charter conveys all rights and powers of local self-government and home rule to the County Executive and the County Council.

The following page depicts an overall organization chart for the County.

THE HARFORD COUNTY SEAL

HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



*Departments and agencies highlighted are not under control or supervision of Harford County Government but are partially or wholly funded by County appropriations under State law.

LEGISLATIVE BRANCH

Article II of the Charter vests all legislative powers in the County Council, which consists of six Council Members and a Council President. Each Councilperson resides in and is elected from one of the County's six councilmatic districts. The Council President, resides anywhere in the County and is elected at-large. Council Members must have been a resident and a qualified voter of the County for at least two years immediately preceding their election or appointment.

All sessions of Council must be conducted in public; four members constitute a quorum; and sessions are to be held the first three Tuesdays of each month and each Tuesday of the month of May.

The Charter also provides for a Council Administrator to keep minutes of meetings, maintain a journal and other duties as the Council may direct; and a County Auditor, who must be a certified public accountant and who is charged with preparing an annual financial audit of all agencies that receive or disburse County funds. A Council Attorney is appointed by the Council to act as their Chief Legal Advisor. The Council Attorney must be a member in good standing of the Bar of the Maryland Court of Appeals for at least five years; and prior to assuming the duties of the office must be domiciled in the County.

All formal communication from the Council to the Executive Branch must be addressed to the County Executive, and neither the Council nor any of its members can give orders either publicly or privately to any subordinate of the County Executive. The Council does however have the power to investigate into the affairs of the County and the conduct of any County agency. The appointment of an Executive Branch agency head, board member and/or commission member, requires Council confirmation.

THE HEALTH DEPARTMENT

Article 25A Section 5(Y) of the Annotated Code of Maryland, 1957, and Chapter 9, Article 11, Section 116 of the Harford County Code establish the County Council as the Local Board of Health for the County. With power to adopt and enforce all necessary rules and regulations concerning sanitation for food service facilities, habitable buildings and private water supplies within its jurisdiction and to provide reasonable regulating fees and charges plus penalties for violations, the County Council heavily influences daily life in Harford County.

HARFORD CABLE NETWORK

Harford County Charter Article XXVIIA establishes the Harford Cable Network Board as an agency of the County Council. The Board consists of 15 members appointed by the Council, and coordinates the public, educational, and governmental access programming of Harford Cable Network. Revenue received by the Network is turned over to the County Treasurer to be accounted for and expended in accordance with County budget procedures.

EXECUTIVE BRANCH

COUNTY EXECUTIVE

Under Harford County's Charter, Article III, a County Executive shall be nominated and elected by the qualified voters of the entire County, and be vested all executive power in Harford County by the Constitution and laws of Maryland and the County Charter. The County Executive's duties include, but are not limited to:

- Preparing and submitting to the Council the annual County budget;
- Preparing and submitting to the Council and the public, within four months after the close of the fiscal year, an annual report on the activities and accomplishments of the County government, including a detailed financial statement;
- Providing the Council with any information concerning the Executive Branch which the Council may require for the exercise of its powers;
- Recommending to the Council such measures for legislative action as may be deemed to be in the best interests of the County;
- Insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- Signing or causing to be signed on the County's behalf all deeds, contracts, and other instruments; and
- Seeing that the affairs of the Executive Branch are properly and efficiently administered, and that employees of the Executive Branch faithfully perform their duties.

The County Executive serves for a four year term, with a two consecutive term limit; shall have been a resident and a qualified voter of the County for at least five years immediately preceding the election; and at the time of election shall be at least 25 years old. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

DIRECTOR OF ADMINISTRATION

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive, for approval and submission to the Council, all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of the County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.

Both Charter provisions and Executive Orders have resulted in the creation of various divisions under the purview of the Director of Administration:

> The divisions of Facilities & Operations, Central Services, and Budget & Efficiency provide support services to all County government departments and agencies. Each division's supervisor reports directly to the Director of Administration.

AGENCIES OF THE EXECUTIVE BRANCH

Charter Section 313 calls for the County Executive to appoint a single officer to head each agency of the Executive Branch, as well as the members of all boards and commissions, subject to confirmation by the Council, and who serve at the discretion of the Executive. Section 402 requires that "In the Executive Branch of the County government there shall be a Department of Law, a Department of the Treasury, a Department of Planning and Zoning, a Planning Advisory Board, a Department of Public Works, a Public Works Advisory Board, a Department of Parks and Recreation, a Parks and Recreation Advisory Board, a Human Relations Commission, a Personnel Advisory Board, a Department of Procurement, and any other agencies established by law." The Charter then defines the qualifications for and duties of the department heads and board members.

The Executive Branch, per Charter Section 402, is also comprised of, "…any other agencies established by law." Subsequent Charter sections and/or Executive Orders have created: the departments of Human Resources, Community Services, and Inspections, Licenses and Permits, the Housing Agency, Office of Economic Development, Office of Information and Communication Technology, and the Department of Emergency Services.

PUBLIC SAFETY

SHERIFF'S OFFICE

The actual formation of the government for Harford County occurred on March 22, 1774, when Henry Harford, Lord Proprietor of the province, sent his commission to the new County seat at Harford Town or Bush. Thomas Miller was commissioned as the first Sheriff. In 1777, John Taylor became Harford County's first elected Sheriff. Law enforcement responsibilities within the Sheriff's Office mirror that of most other police agencies throughout the nation. In Harford County, the Sheriff's Office has retained the responsibility of being the primary law enforcement agency in the County. Maintaining law and order, investigating crime, apprehending criminals, serving the courts and having responsibility for the custody of prisoners are the responsibilities of the Harford County Sheriff's Department. The County's Sheriff is elected to a four-year term with no term limit.

VOLUNTEER FIRE COMPANIES

There are twelve Volunteer Fire and Ambulance Companies that protect the citizens of Harford County. Chapter 1, Section 33 of the Harford County Code directs the County Executive "…to pay to the support of volunteer fire companies in the County and to volunteer fire companies operating in the County underwritten working agreements with the County, for the purpose of helping in the acquisition and maintenance of such companies' fire-fighting apparatus…such sums as the County Council shall deem proper…"

STATE'S ATTORNEY'S OFFICE

In 1851, Article V, Section 7 of the Maryland Constitution created the position of the State's Attorney for each county and Baltimore City. The Constitution of 1867 defined the duties of the State's Attorney, as they exist today. The State's Attorney is primarily responsible for the investigation and prosecution of criminal cases at the trial level. State's Attorneys work with the police in the development of cases, presentations to the Grand Jury and trial of cases in Circuit, District or Juvenile Court. Harford County's State's Attorney is elected to a four-year term with no term limit.

JUDICIAL

The Judicial System in Harford County is represented by a District Court and a Circuit Court.

The District Court of Maryland, created by a constitutional amendment in 1970, is divided into twelve geographical districts. Each district contains one or more political subdivisions, with at least one judge in each subdivision. District 9 covers Harford County alone with four Judges. The District Court Judges are appointed by the Governor to ten year terms, they do not stand for election. The District Court is centrally administered and totally funded by the State. In minor civil and criminal matter, and in virtually all violation of the Motor Vehicle Law, the District Court has jurisdiction. The exclusive jurisdiction of the District Court includes all landlord-tenant cases, replevin actions (recovery of wrongfully taken or detained goods), motor vehicle violations, misdemeanor cases, boating and vehicle offenses, minor criminal cases involving bad checks, credit cards, counterfeiting, insurance or workers' compensation fraud and theft, and certain felonies. In civil cases, the District Court has exclusive jurisdiction in claims for amounts up to $5,000, and concurrent jurisdiction with the Circuit Courts in claims for amounts above $5,000 but less than $30,000. The jurisdiction of the court in criminal cases is concurrent with the Circuit Court for offenses in which the penalty may be confinement for three years or more or a fine of $2,500 or more; or offenses which are felonies. A case in the District court is argued before a judge only. There are no jury trials in District Court.

Maryland Circuit Courts were established by the State Constitution of 1851, Article IV, Sections 8 and 9; they are grouped into eight geographical circuits. The first seven each contain two or more counties; the eighth consists of Baltimore City. The Third Judicial Circuit covers Baltimore and Harford Counties with seventeen Judges and five Judges, respectively. Circuit Court Judges are appointed by the Governor and then must stand for election in the first general election that occurs at least one year following the vacancy the judge was appointed to fill. The Judge may be opposed formally by one or more qualified members of the bar, with the successful candidate being

elected to a fifteen year term. Circuit Courts are the highest common law and equity courts of record exercising original jurisdiction within Maryland. Each has full common law and equity powers and jurisdiction in all civil and criminal cases within its county. All the additional powers and jurisdiction conferred by the Maryland Constitution and by law, except where jurisdiction has been limited or conferred exclusively upon another tribunal by law (Code Courts & Judicial Proceedings Article, sec. 1-501). The Circuit Courts are trial courts of general jurisdiction. Their jurisdiction is very broad but generally covers major civil cases and more serious criminal matters. Circuit Courts also may decide appeals from the District Court of Maryland and certain administrative agencies, as well as hearing domestic violence cases. Cases may involve juries or sometimes are heard by a judge only.

The State of Maryland appropriates funds for the salaries of all Circuit Court Judges, the Clerk of the Circuit Court and all employees of the Clerk's Office. Harford County funds the cost of the Judges' staff, juror fees, Juvenile Court, and certain Court related functions.

OUTSIDE AGENCIES

A number of agencies, though independent from Harford County Government, receive the major portion of their operating funds from the County. The County funds appropriated to these agencies represent significant portions of the County's Operating and Capital Budgets. Article VIII, Section 811 of the County Charter defines each of these agencies as "a subordinate element of government…including…when so specified, all offices, departments, institutions, boards, commissions, and corporations which receive or disburse County funds."

BOARD OF EDUCATION AND PUBLIC SCHOOLS

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils.

The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of fifty-three schools, thirty-two elementary, nine middle, nine comprehensive high, one technical high, a special education school serving students with disabilities, and an Alternative Education Program. A Science and Mathematics Academy magnet program opened in the fall of 2004 and funding was included in the Fiscal Year 2011 Approved Budget to institute an Agricultural Magnet Program at North Harford High School. There is a 245 acre Harford Glen Outdoor Education Center.

THE PUBLIC LIBRARY SYSTEM

Harford County's Public Library System was established in 1946 and re-established in 1981 as a County agency operating under State law. The Library Board of Trustees was authorized by the Laws of Maryland Article 77 and the Harford County Code Article 21, Chapter 9. The Board of Trustees are appointed by the County Executive and confirmed by the County Council to overlapping five year terms. Their duties were established by State law:

- To establish and operate a free library
- To set library policy
- To advise in the budget process and control spending of funds

The system operates eleven branches, a Rolling Reader Program, a Silver Reader Program, the Highlands Common Library, and provides library services to the Harford County Detention Center.

HARFORD COMMUNITY COLLEGE

Harford Community College was founded in 1957 as a public community college. The College occupies a 332 acre site on Thomas Run Road, three miles east of Bel Air, Maryland. The mission of Harford Community College (HCC) is to provide high quality, accessible and affordable educational opportunities and services. These include university transfer, career, developmental and continuing education programs, that promote professional competence and economic development and improve the quality of life in a multicultural community. As the primary resource for and coordinator of higher education in the County, the College serves as a center of culture and recreation. Programs and services provide lifelong learning for residents with an emphasis on adult instruction in classrooms, laboratories, and clinics, and on electronic systems, as well as intergenerational courses and workshops in recreation, business applications, and specialty areas, plus fine and performing arts.

THE HIGHER EDUCATION AND CONFERENCE CENTER AT HEAT

The Higher Education & Conference Center at *HEAT (Higher Education and Applied Technology Center)*, located in Aberdeen, Maryland, at the juncture of Interstate 95 and Rt. 22, provides expanded higher education access to the citizens of northeastern Maryland. Baccalaureate and graduate programs are offered by colleges and universities in support of the educational needs of the region.
Harford Community College coordinates the academic programs and maintains the facility. Partnering institutions provide the faculty and establish the requirements of their individual programs. Each institution sets its own tuition rate. Students enroll directly with the partnering institutions that collect all tuition and fees and confer all degrees.
The Center is the official satellite in Harford County for degree programs by Johns Hopkins University, The College of Notre Dame, Towson University, The University of Maryland, College Park, Morgan State University, University of Maryland University College, and the University of Phoenix. Training is offered at the Higher Education and Conference Center for businesses, industries, and local governments through the Continuing Education and Training Division at Harford Community College.

THE HARFORD CENTER

Article XXV of the Harford County Code establishes a body corporate and politic, known as the Harford Center, as an instrument of the County and as a public corporation. The Harford Center operates a residential and day care training and rehabilitation facility center to properly care for and provide necessary services to County residents with special physical and mental needs.

The activities of the Harford Center are funded by citizen support, voluntary contributions, fees and charges, and payments from the state and federal government. The County Council is authorized to make annual appropriations in support of the Center's operations; the Council may also authorize funds or issue debt for the Center to acquire land or make capital improvements.

THE ARC NORTHERN CHESAPEAKE REGION

The ARC Northern Chesapeake Region is a private, non-profit local chapter of the ARC of Maryland and the ARC of the United States, the largest volunteer organization in the world devoted exclusively to improving the quality of life for all adults and children with differing abilities as well as their families. The ARC Northern Chesapeake Region is funded by Maryland State Agencies, the United Way, select agency-owned thrift stores, fundraising, and an annual contribution from Harford County Government.

The ARC Northern Chesapeake Region creates opportunities for people with differing abilities to develop and exercise the competence that will empower them to make choices in the pursuit of their own personal futures and to participate fully in the life of the community. It also provides support for families of persons with differing abilities to enable them to provide a stable and nurturing environment for all family members. The ARC provides direct services in the areas of residential, community supported living arrangements, individual support services, family support services, foster care, adoption, employment and transportation services, individual and systems advocacy, and information and referral services.

EXTENSION SERVICES

Established by the Federal Hatch Act (1887) and the Smith-Lever Act (1887), the Harford County Cooperative Extension Office provides educational outreach (Extension) from the University of Maryland, College Park and the University of Maryland, Eastern Shore as part of their three-fold mission as land grant institutions of teaching, research, and outreach.

Cooperative Extension in Harford County provides educational programs based on the needs and interests of county residents. Emphasis is placed on Agriculture and Natural Resource Science, Family and Consumer Science, 4-H and Youth Development. Extension is funded through county, state, and federal contributions. Some special projects are funded through grants and donations.

SOIL CONSERVATION

The Harford Soil Conservation District was organized on September 6, 1944 as one of the several local government subdivisions established in 1937 under the Agriculture Article Title 8, Soil Conservation, SS8-101 through 8-705 of the Annotated Code of Maryland as amended. The district's purpose is to carry out a soil, water, and related resources conservation program.

HARFORD COUNTY'S BOND RATING

Credit (or Bond) ratings are designations by 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 went to the bond market January, 2019 for a $40,000,000 General Obligation bond sale. The County received the highest rating possible from all three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement of January, 2020.

Harford County received its ratings based on: an increasing tax base (i.e., economic development), favorable debt ratios, sound financial operating and reporting, and conservative budgeting.

BUSINESS AND INDUSTRIAL PROPERTY

The County offers excellent access to I-95 as well as two State Enterprise Zones located on U.S. Route 40. Select office parks include:	
Aberdeen Corporate Park	265,900 square feet of corporate campus, two miles from the APG North Gate; and 95,250 square feet of existing campus.
Box Hill Corporate Center	1,000,000 square feet of existing/planned office, flex and retail space off I-95 and exit 77-B
Fieldside Commons	500,000 square feet of office space off I-95 at exit 85, next to Ripken Stadium; and 120,000 square feet of existing space
G.A.T.E. (Government and Technology Enterprise)	APG site with 2-3 million square feet of planned office, lab and R&D facilities; 645,000 square feet of existing office space
North Gate Business Park	Planned 860,000 square feet of office space with 285,000 square feet of existing office space outside the MD 22 Gate of APG
Water's Edge Corporate Campus	200 acres of mixed use development, six buildings totaling 415,708 square feet of office space
Business Incubators	Harford Business Innovation Center; Havre de Grace GroundFloor at Harford, Havre de Grace, MD

TAX RATES

	Harford County	Maryland
Corporate Income Tax (2019)	none	8.25%
Personal Income Tax (2019) *Graduated rate peaking at 5.75% on taxable income over $300,000	3.06%	2.0%-5.75%*
Sales and Use Tax (2019) Exempt sales for resale; manufacturer's purchase of raw materials; manufacturing machinery and equipment; purchases of materials and equipment used in R&D and testing of finished products; purchases of computer programs for reproduction or incorporation into another computer program for resale.	none	6.0%
Real Property Tax (FY 21) Effective rate per $100 of assessed value. In addition, there are some miscellaneous taxes and/or special taxing areas in the County. In an incorporated area, the County rate will vary and municipal rates will also apply.	$1.042	$0.112
Business Personal Property Tax (FY 21) Rate per $100 of depreciated value. Exempt manufacturing and R&D machinery, equipment, materials and supplies; manufacturing R&D and warehousing inventory. In an incorporated area, the County rate will vary and municipal rates will also apply.	$2.605	none
Major Tax Credits Include the Enterprise Zone, Job Creation, More Jobs for Marylanders, R&D, Biotechnology and Cybersecurity Investment and the Arts and Entertainment District		

SCHOOLS AND COLLEGES

Public Schools

There are 33 elementary schools, 9 middle schools and 10 high schools in Harford County. Additionally the John Archer School is a public special education school serving students with disabilities in Harford County; and the Alternative Education at the Center for Educational Opportunity is a continuation of education services to students who have experienced crisis. Enrollment in Harford County Public Schools on September 30, 2019 was 38,445 students.

Higher Education

Harford Community College is an open access institution providing higher education with two year degree programs, and now a four year degree program partnered with Towson University.

Harford Community College (HCC) had an enrollment of 6,128 full-time students in the Fall of 2017. The current in-county cost is $133 per credit hour. The partnership with Towson University has created opportunities for students to earn a four year degree without having to leave Harford County. Additionally, the University Center located in Aberdeen also provides the ability to advance undergraduate and graduate education through partnerships with other regional universities.

RECREATION AND CULTURE

There are 7,053 acres of state parkland including Rock State Park and Susquehanna State Park; and 4,496 acres of County parkland (288 acres in the municipalities of Aberdeen, Bel Air and Havre de Grace). The County offers an extensive recreational program with state of the art facilities; including the Cedar Lane Park Regional Sports Complex, a high quality regional venue for lacrosse, field hockey, football and soccer. Attractions in Harford County include but are not limited to the Anita C. Leight Estuary Center, Ripken Stadium at Leidos Field, Havre de Grace Decoy Museum, Susquehanna Museum at the Lock House, Swan Harbor Farm, Ma and Pa Heritage Corridor Bike and Hike Trail; and the County is located within 30 miles of regional attractions such as the Baltimore Symphony Orchestra, the Baltimore Orioles, the Baltimore Ravens, CENTERSTAGE, Hippodrome, Lyric Opera House, Smithsonian, and the Peabody Conservatory of Music.

HARFORD COUNTY BRIEF ECONOMIC FACTS

Population

	Households	Population
2015	93,358	250,025
2020*	97,892	258,670
2025*	101,689	265,100

*Projected

Population Distribution

Age	Percent
Under 18	22%
18-64	62%
Over 64	16%

Major Employers

Employer	Product/Service	Employment
Aberdeen Proving Ground	Military Installation/R&D	20,900
Upper Chesapeake Health	Medical Services	3,129
Rite Aid Mid Atlantic Customer Support	Pharmaceuticals/Consumer Goods	1,200
Kohl's	Consumer Goods Distribution/Retail	1,140
Harford Community College	Higher Education	1,011
Klein's ShopRite of Maryland	Groceries	1,000
Jacobs Technology	Laboratory Analyses	874
Jones Junction Auto Group	Car Dealership	669

Income

Distribution	Harford County	Maryland	U.S.
Under $25,000	13.4%	15.3%	23.1%
$25,000-$49,999	15.7%	17.9%	23.5%
$50,000-$74,999	17.6%	17.1%	17.8%
$75,000-$99,999	15.2%	13.4%	12.1%
$100,000-$149,999	21%	18.2%	13.1%
$150,000-$199,999	9.5%	9%	5.1%
$200,000 and over	7.6%	9.2%	5.3%
Median Household Income	*$85,942*	*$81,868*	*$60,293*

COUNTY BUDGET POLICIES AND PROCESS

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

At the core of these policies and processes is the Administration's determination to remain conservative financial managers while recognizing fluctuations in the economy, changing trends, the adoption of new laws, and the concerns of our citizens. The County realizes the need to constantly review and adapt our ways of conducting business.

HARFORD COUNTY CHARTER

The Harford County Charter, Article V, Budget and Finance sets the Fiscal, Tax and Budget year to begin on the first day of July and to end on the thirtieth day of June of the succeeding year. The Charter requires the County budget to be comprehensive in scope and to represent a complete financial plan for the County. Required elements include revenue and expense estimates, debt, debt service, contingency reserves, cash surpluses and historical spending figures. The County Council is charged with adopting the annual budget and levying taxes sufficient to balance the budget, i.e., revenues equal expenses. The Charter establishes policies concerning supplemental, emergency and unexpended appropriations, as well as transferring appropriations, limiting expenditures, defining the composition of funds, and amending the budget. The County may incur debt per the Charter, however, no debt for a term of one year or greater shall be incurred by the County to meet operating expenses. All debt for a term in excess of one year shall become due no later than 30 years after the date of issuance, except debt incurred to finance water, sewer, and wastewater facilities, which shall become due no later than 40 years after the date of issuance; and debt should be made payable within the probable useful life of the improvement or undertaking.

ANNOTATED CODE OF MARYLAND - DEBT LIMIT

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1998 Replacement Volume and 2001 Supplement), Harford County, as a charter county, is limited in the amount of general obligation supported debt it can issue to an amount equal to a total of 6% of the assessable base of Real Property and 15% of Personal Property.

CODE OF HARFORD COUNTY, MARYLAND - FISCAL IMPACT STATEMENTS

The Code of Harford County, Maryland, Part I Administrative Legislation, Chapter 31, Fiscal Impact, requires that all proposed legislation before the County Council be reviewed for its fiscal impact prior to a public hearing. Since any law could affect the cost of government, it is the responsibility of the County Auditor to provide to the legislative body such information as is necessary to assess the direct and indirect costs of pending legislation. Additionally, the County provides information on fiscal impacts to the State government for any State legislation under consideration which would affect Harford County.

COUNTY BUDGET POLICIES AND PROCESS

CORNERSTONES OF HARFORD COUNTY'S BUSINESS PLAN

Harford County's Business Plan addresses the areas of financial and strategic planning, debt and cash management, revenues, operating and capital budget policies to ensure that the County is capable of adequately funding and providing those local government services needed by the community.

Financial Planning

A six point plan was designed to address economic cycles and maintain the existing property tax rate.

1. Expenditures will be reviewed and approved based on real versus perceived need.
2. Each function, service, project, and expenditure will be reviewed as to its affordability.
3. New sources of revenue will be identified and advanced.
4. We will prepare and integrate through planning, and maintain conservative annual operating budgets and multi-year spending plans.
5. We will plan for and preserve a prescribed year-end fund balance to maintain our credit rating, and to provide for emergency needs.
6. We will develop and implement a Ten Year Capital Program based on affordability and sound debt management practices.

Strategic Planning

The Business Plan also incorporates ten principles of sound financial management.

1. The planning system in the County will continue as a dynamic process which is synchronized with the Capital Improvement Program and Operating budget. The County's Land Use Plan shall not be allowed to become static. There will continue to be a periodic review of the plan at least every five years.
2. Harford County must continue to diversify its economic base by encouraging commercial employment and associated revenues in order to increase the assessable base within the County.
3. Annual budgets shall continue to show fiscal restraint. It is imperative that a positive cash balance (surplus) be shown in the General Fund at the end of the fiscal year. A managed operational (contingency) reserve shall be maintained in the General Fund at a level sufficient to provide temporary financing of unforeseen needs of an emergency nature. The reserve will be maintained at a level not to exceed 3% of the General Fund, and any other fund, in any given fiscal year per Section 506(6) of the County Charter. A managed reserve shall also be maintained as part of the General Fund. The reserve shall be maintained at a level not less than 5% of the total General Fund disbursements in any given fiscal year.
4. If a deficit appears to be forthcoming, the County Executive shall direct that a freeze be placed on personnel hiring and new capital expenditures.
5. Harford County's cash management system must continue to receive full support and cooperation from all County agencies. Such a system is an indication of the soundness and professionalism of the County's financial management process.

6. All efforts must be made to improve the productivity of the County's programs and its employees. The County's productivity analysis process is a dynamic part of the administration.
7. Continuing effort must be made to reduce duplicative functions within the County government and the autonomous agencies, particularly those which receive appropriations from the General Fund.
8. The County's debt ratios shall be maintained at the following levels:
    a. Net Bonded Debt is to be maintained at a level no more than 2.3% of the full case value of assessable property in the County.
    b. Bonded debt and its resulting debt service are to be kept at a level not higher than 10% of the General Fund Budget.
9. Self liquidating bonds will only be issued after a careful analysis is performed to ensure that revenue sources are properly in place in order to protect the fiscal soundness of the County.
10. The County has, and will continue to maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principles (GAAP) through the following practices:
    a. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB, NCGA, AICPA and FASB).
    b. Regular monthly financial reports and annual financial statements will present a summary of financial activity by governmental funds and all funds respectively.
    c. An independent firm of certified public accountants will perform an annual financial and compliance audit, and will publicly issue an opinion which will be incorporated into the Comprehensive Annual Financial Report (CAFR).
    d. Annually, the county will seek the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
    e. The County will regularly report to the National Federation of Municipal Analysts on the activities occurring in the County.
    f. Interim Financial Statements will be prepared as of December 31st of each year and furnished to the Electronic Municipal Market Access System (EMMA) and to the rating agencies.

Debt Management

Debt burden is a measurement of the relationship between the debt of the County and its property tax base and population. The most general measure of wealth in the community is the assessed value of all taxable property. Additionally, debt can be compared with population to determine a level of per capital debt burden. The County makes this comparison each time it offers bonds for sale. These comparisons are included in the official statements that are distributed to prospective investors.

Cash Management

Cash Management achieves the most productive use of cash, minimizes operating costs, and provides maximum flexibility. To do this, the County must:

a. pool cash from the different funds for investment purposes;
b. invest 100% of its idle cash on a continuous basis;

c. make a cash flow analysis of all funds on a regular basis - disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability;
d. analyze market conditions and investment securities daily to determine the best possible return on all cash investments; and,
e. make arrangements with a bank on a contractual basis for a specified period of time and with specified fees for each service rendered.

Revenue Policies

Harford County calls for a diversified and stable revenue system to shelter the County from short-run fluctuations in any one revenue source.

Revenue Estimating and Long Range Forecasts

a. The County will estimate its annual revenues by an objective, analytical process.
b. Annually, the County will update revenue projections for three consecutive years. As part of this annual process each existing and potential revenue source will be re-examined.
c. The Treasurer shall make all checks necessary to assure that property appraisal and assessment procedures are fair and accurate (although typically these are State functions).
d. The Treasurer and Director of Planning and Zoning shall check property classifications to ensure that zoned land carries the proper appraisal.
e. The County will follow an aggressive policy of collecting property tax revenues; the annual level of uncollected property taxes shall not exceed 1.0%.
f. The County will maintain all user charges and fees at a level related to the cost of providing the service. A review of the user charge and fees will be completed annually to determine the impact of inflation, and/or changes in activity, and determine if adjustments in the rate are necessary.
g. The County will set the fees and user charges of enterprise funds - such as water and sewer, at a level that fully supports the total direct and indirect cost of the activity; including the cost of annual depreciation of capital assets.

Operating Budget Policies

Expenditures

The county will pay for all current expenditures with current revenues. The County will avoid budgetary procedures that balance current appropriations at the expense of meeting future years' obligations. The County will not postpone expenditures, accrue future years' revenues, or roll over short-term debt.

Maintenance of Capital Plant and Equipment

The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement based on the schedule prepared under the capital improvement budget policy.

Pension Plans

The County will provide for adequate funding of the Volunteer Firemen's Pension program and the Sheriff's Pension Plan by establishing an actuarial reserve. Pay-as-you-go pensions will not be established. Actuarial analysis on the pension systems will be performed at least biannually.

Budgetary Control

The County will maintain a budgetary control system to assist in adhering to the enacted budgets of various operating funds. In addition to this the County will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.

Three Year Expenditure Plan

Annually, the County will update a three year expenditure plan. Projections include estimated operating costs of future capital improvements that are included in the Capital budget.

Fiscal Impact Statements

Fiscal Impact Statements shall be prepared for all legislative proposals and resolutions in accordance with local law. Statements shall also be prepared on any new administrative policy, procedure, or program; as well as to determine the future financial impact of subdivision approvals. The fiscal impact shall be assessed on both the expenditure and revenue side of the budget.

Capital Budget Policies

All capital improvements and various related projects must be made in accordance with the Approved Capital Improvement Program. Departments and Agencies will propose a capital improvement program to the Planning Advisory Board for their consideration. After their review, the Director of Planning and Zoning will transmit these recommendations to the County Executive. The County shall then coordinate the Capital Improvement budget with the Operating budget. Debt service operating costs will be projected and included in the operating budget forecasts. Debt service and approved capital projects must follow the standard debt policies of the County.

COUNTY BUDGET POLICIES AND PROCESS

Five Year Capital Improvement Program

In accordance with the Harford County Charter, the County will adopt a five-year Capital Improvement Plan and update it annually. All capital projects must be funded in accordance with the adopted County debt policy; utilizing the least costly method of financing all new projects. The County will identify the estimated costs and potential funding sources for each capital project before the Capital Improvement Plan is submitted for approval to the County Council.

Harford County's Strategic Plan

Strategic planning is not just a function of budgeting, but a multi-faceted approach to resource management designed to maintain the County's quality of life, while preparing for our future. The County's Master Plan and the Administration's goals are the basis for which performance measurement and budgets are built.

The Master Plan

1969 - The County's first comprehensive land use plans were developed.

1972 - With the adoption of the Harford County Charter, Article VII calls for the Department of Planning and Zoning to prepare and propose Master Plans. These plans can be initiated by order of the County Executive or by legislative act of the County Council. The Master Plan provides direction for addressing future growth, revitalization, the provision of adequate public facilities, economic development, and the preservation and protection of natural resources, agricultural lands, and historic resources.

1977 - The County's second comprehensive plan was prepared, marking the beginning of comprehensive planning under the new charter form of government. The "Development Envelope" concept was introduced in the 1977 Master Plan, defining a geographic area for planned development. This concept allowed the County to begin staging and directing more intense growth into a specific area, namely the corridors defined by I-95/US Route 40 and the MD Route 24 corridor north to Bel Air.

1988 - An alternative approach to a single Master Plan was introduced requiring the inclusion of elements which further advanced the purposes of the Master Plan. The following is a brief description of the elements introduced for the 1988 Master Plan.

A "Land Use Element Plan" (viewed as the core of the Master Plan) will show proposals for public, private, residential, commercial, industrial, agricultural and recreational uses of land. This plan shows the most appropriate and desirable patterns for the general location, character, extent, and the manner in which the community should use its public and private land at specified times as is reasonable.

The "Transportation Plan" covers all types of highways or streets, airways, waterways and railways. The plan should again detail the most appropriate and desirable pattern for circulating persons and goods at specific times as far into the future as is reasonable.

The “Water and Sewer Master Plan” sets the foundation for timing and planning of public water and sewer facilities in appropriately zoned areas.

The “Chesapeake Bay Critical Area Program” is designed to manage land use within 1,000 feet of tidal waters and tidal wetlands. Its goal is to protect water quality and natural habitat, and to accommodate future growth based on environmentally sensitive areas.

The “Rural Element Plan” addresses preservation of the County’s rural character and the promotion of agriculture as the primary economic enterprise in the rural areas.

The “Land Preservation and Recreation Plan” addresses the County’s need for open space and recreational areas, and considers these areas as part of a larger system of preserved lands. It also explores the relationships between land used for recreation, in the broader context of preservation, and appropriate use of natural resources.

Additional implementation tools were added, such as the “Adequate Public Facilities Program” (APF) to help manage growth more effectively in the Development Envelope. APF states that the existing public facilities for water, sewer, schools and roads must be adequate to support planned land development.

1992 - The State enacted the Maryland Economic Growth, Resource Protection and Planning Act that required that certain “visions” be incorporated into County and municipal master plans. These visions included development in concentrated suitable areas; protection of sensitive areas; protection of rural areas and resources; stewardship of the Chesapeake Bay; conservation of resources; economic growth; and addressing funding mechanisms.

1996 - The Master Plan and the Land Use Element Plan were combined to strengthen the core of the planning process. The Development Envelope concept was maintained, concluding that there was sufficient capacity within the Envelope to support projected growth for approximately 18 years. Development of the 1996 plan was largely based on a community planning process involving ten Community Planning Councils whose common issues - balanced with each community’s individuality - provided guidance for a Countywide vision on land use. Additional elements were added to the 1996 Master Plan, brief descriptions of these elements follow below.

“A Natural Resources Element Plan” includes methods for protecting environmental resources, including streams and their buffers, steep slopes, floodplains, and the habitats of threatened and endangered species.

“A Historic Preservation Plan” explains how historic structures and archaeological sites can further an awareness of the importance of the County’s heritage among the citizens.

“An Edgewood Community Plan” is a comprehensive revitalization strategy to improve physical, social, and economic conditions within the Edgewood community, which strives to guide future growth and sustain the community’s character and values.

"A Joppa/Joppatowne Community Plan" is a community level master plan that serves as a blueprint for the physical development and redevelopment of the community.

1997 - Five pieces of legislation collectively known as "Smart Growth" were passed by the State General Assembly. This legislation directed the State to target programs and funding to support established communities and locally designated growth areas and to protect rural areas.

2004 - The 2004 Master Plan incorporated the Visions of the Maryland Planning Act and Smart Growth initiatives, including Priority Funding Areas and implementation of a Rural Legacy Program. Building on these State programs, Harford County developed a series of guiding principles that formed the foundation for the Land Use Element Plan, and in effect provided the County's vision for growth management and resource protection. These guiding principles include *Quality of Life, Stewardship of our Resources, Growth Management, Redevelopment and Revitalization, Commitment to Communities, Coordination among Agencies, and a Sound, Balanced and Diversified Local Economy.* Also included for the 2004 Master Plan were the following elements.

"A Community Facilities Plan Element" includes proposals for parks and recreation areas, schools, and other educational and cultural facilities.

"A Consolidated Plan" that outlines how the County will use Federal, State and Local funds to address the housing and community development needs of low to moderate income families in the community.

"Designated Growth Areas" are also included in the 2004 Master Plan. While the Development Envelope is included in these growth areas, other pockets of the County will be developed as well.

2008 - The Preservation Priority Plan is introduced defining a specific area of the County for Agriculture Preservation. This Plan complemented the objectives and strategies in the Rural Element Plan. The Zoning Code and Subdivision Regulations were also overhauled and enhanced to coincide with 21st century design standards.

2009 - The Transportation Plan was updated and enhanced to include bicycle, pedestrian and air quality strategies. In addition to this, the Natural Resource Element Plan was updated to include the Water Resources element that assessed the County public and private water demand.

2010 - The Historic Preservation Plan was updated.

2012 - The 2012 Master Plan and Land Use Element Plan are signed into law by the County Executive. The Land Use Element Plan identifies general areas in Harford County where agricultural, residential, commercial, industrial and open space uses will be allowed. This Plan serves as a policy document to ensure a compatible pattern of land uses throughout the County.

2016 - HarfordNEXT, a Master Plan for the Next Generation, is signed into law by the County Executive. The document unifies the separate element plans into a cohesive, streamlined plan. Focus areas include land use, mobility and connectivity, environmental stewardship,

agricultural and historic preservation, economic vitality, and healthy communities. Community input considered throughout the development phase of the plan was facilitated by unprecedented levels of public outreach, including a variety of online engagement tools. Big ideas introduced in HarfordNEXT include holistic transportation planning that emphasizes livability over simple vehicle mobility. Other ideas include green infrastructure planning, a renewed emphasis on preservation, and “form based” zoning that considers the design and operation of a proposed development.

Long Range Fiscal Goals

Innovation. Technology. Efficiency.

These initiatives dominate the concept for the future of Harford County. It is the County Executive’s goal to move Harford County forward as Maryland’s new center of opportunity for economic success. This was initiated by the relocation of the Office of Economic Development (OED) to the U.S. Route 40 corridor, five minutes from the MD 22 gate of Aberdeen Proving Ground and co-located with an incubator, a collaborative tech workspace, a myriad of on-site small business resources and more tools than ever to support small business development.

Strategic Relocation

This move was strategically oriented to capitalize on innovations happening at Aberdeen Proving Ground (APG) while at the same time provide support for all types of companies from concept to commercialization. As the County continues to strengthen its mass transit infrastructure, this relocation along the Route 40 corridor will emphasize transit oriented and tech cluster development within a close proximity of APG.

Small Business Development

A synchronized hub creates a convenient and attractive workspace for a small business to begin their economic gardening, supporting all stages of business development, ultimately reaching for the goal of making Harford County the place for entrepreneurs to relocate and launch their ideas. Having resources on hand is imperative to this success. The Small Business Resource Office houses the Business Navigator, serving as the first point of assessment and referral for small business needs. Additionally, partnerships with the Small Business Development Center (SBDC), the Procurement Technical Assistance Program (PTAP), the Army Alliance, the Regional Additive Manufacturing Authority (RAMP MD), the Northeastern MD Technology Council (NMTC), Harford’s Business Edge (HBE) and the North Eastern Maryland University Research Park (NEMD URP) are all available to small businesses in their early stages of development. With these collaborative partnerships also comes an incubator space available by lease for start-up companies, integrated with a suite of services including the GroundFloor urban industrial workspace and the Corporate Commons Area.

Financial Support and Future Growth

The Office of Economic Development also houses financial support for business development and works closely with the community to obtain financing and assistance in venturing capital, local, state and federal loans. Specific financing programs include the Industrial Revenue Bonds for Manufacturers; the Economic Development Opportunity Fund; the Community Development Block Grant for Economic Development; and the Workforce Technical Training Grants program, a competitive investment grant program designed for accelerating technical training.
All of these opportunities, both new and existing are stimulating economic growth and advancing Harford County to become more productive and competitive in the ever evolving small business community.

Enriching the Economy

In January, 2015 Bill 14-035 was passed by the County Council, allowing revenue collection from overnight hotel stays. Half of the revenue generated will go directly to Harford County Government for reinvestment in tourism related activities, through a competitive grant process. The other half of the revenue will go back to the three Harford County municipalities where the hotels are located (Aberdeen, Bel Air, Havre de Grace). This revenue coincides with the privatization of tourism (Executive Order 14-10), with the anticipation that a destination marketing organization will boost tourism and businesses that flourish with visitors. Capitalizing on this type of revenue opportunity is imperative to improving the County's economy.

Redirecting the Focus and Leveraging Opportunities

While the overall economy makes some improvements, it is critical for Harford County to streamline operations and defer large amounts of additional future debt. This balanced, sustainable approach was recognized by the three major investor bond rating services by giving Harford County the highest possible Triple-A ratings. In order to maintain this level of rating the County plans to focus on existing capital projects rather than new ones, to outsource services and consolidate office space where possible, and to use technology to improve resources to our citizens.

This can be viable with leveraging other funding opportunities instead of burdening County citizens with unfair fees such as the rain tax. With the help of the County Council this tax was repealed with Bill 14-036 and the Administration was able to redirect a portion of existing recordation tax to fund stormwater remediation projects.

Through resourceful actions such as redirecting funding opportunities the Administration is laying the groundwork for future endeavors that will bring technological and agricultural prospects to the County, both of which are essential to its growing local economy. Harford County has fully implemented the Harford Metro Area Network (HMAN) allowing government agencies, fire companies, law enforcement, schools and municipalities to connect on a common platform. The County is now poised to provide this dark fiber connectivity to private industries and residents, formulating a potential business plan for a sustainable and scalable project. The Administration is also looking towards alternative funding opportunities through State bonds to build an agricultural research and exposition facility that would provide federal, state

and local agricultural agencies to be housed in one location. This could have a potentially large impact on the strong County agricultural community as well as the overwhelmingly successful Science, Technology, Engineering and Mathematics (STEM) movement for farmers.

Performance Measure Management

In 1996, Harford County instituted Performance Based Management through all levels of County Government. In addition to current and future basic operational obligations we must also recognize expenses that work towards meeting the Administration's short term objectives and long term goals. It is imperative that department/agency strategic plans, budgets, and performance measures align with the Countywide Mission, Vision, Goals and Objectives. This includes outside agencies that are funded by Harford County. In addition, departments and agencies have established short-term objectives to meet their goals. Performance Measures will then quantify their success or failure in meeting these objectives and goals.

Harford County's Administrative Fiscal Policies

Long Term Financing Techniques

General Obligation Bonds - are also known as *full faith and credit bonds*. Their quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Such bonds are typically used to finance the capital portion of tax supported, general public purpose governmental activities with schools, libraries, and public safety buildings.

Revenue Bonds - are payable solely from identified sources of revenue that may be derived from rates, fees, or charges for service imposed on users of the financed project, tax increment, or specified General Fund non ad valorem tax revenues. Typically, these bonds are used for the County owned water and sewer system activities of treatment, collection, production, and distribution.

Special Assessment Bonds - are bonds secured solely by the properties in the district, with revenues generated by a special assessment or tax on the properties. Under law the County may establish assessment districts and issue bonds for infrastructure improvements.

Lease Purchase/Certificates of Participation - are obligations of the public entity secured by an installment sale or leaseback arrangement with a public entity lease. The lease generally pledges general operating revenues to cover the lease payments, which may or may not be reimbursed by revenues from the projects. These obligations do not constitute indebtedness under Maryland constitutional debt limitation. Payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated.

COUNTY BUDGET POLICIES AND PROCESS

Interaction of Federal, State and County Governments

All enacted laws and regulations imposed by Federal and State legislation must be carefully monitored by County Government to determine the eventual consequence on local expenditure requirements. Although Harford County actively pursues available intergovernmental financing to supplement funding of its programs, it is County policy to review the long-term financial impacts of all such programs to avoid eventual dependence on outside funding sources. It would not be prudent for County government to rely on continued grant funding of programs that influence the welfare and safety of the community.

Sharing Financial Responsibility

In an effort to provide and finance all desirable, but discretionary services to our citizens, Harford County Government analyzes its role in the provision of each service and determines the equitable financial burden of payment among taxpayers and users of those services. Harford County Government subsidizes individual consumers to alleviate emergency financial needs, and private providers to ensure the availability of facilities or services in the community. For example, the County provides (through the Emergency Assistance Program) direct payments to clients in need. County Government also provides supplemental payments to the Harford Center, Inc. and the ARC - Northern Chesapeake Region, Inc. to compensate for any shortfalls between State funding and the actual costs of providing care to the severely mentally retarded, and multiple handicapped residents in the community.

Alternate Service Delivery

Harford County encourages and supports participation by private markets in public service delivery as long as all Government objectives are met, and the economic benefits to the community surpass direct Government involvement. Currently, many services are contracted through the private sector to provide specific programs and activities on behalf of County Government. These include medical and dental consultant services, topographic mapping services, and water quality analysis. Additional contracts have been established for electrical and air conditioning/heating improvements and/or repairs to County buildings. This approach to alternate service delivery eliminates Government replication of services and reduces funding requirements for County programs and activities. Capital project contract management and engineering services have been established as requirement contracts.

Private Investments

Under certain circumstances, County Government encourages private investments in the form of partial or total financial participation (or matching funds) to support programs or projects that would otherwise not be implemented for the public good alone. Examples of this would include developer participation in road construction, water and sewer lines, and lateral extensions. When the costs of public investment are directly related to a private benefit, such as infrastructure in residential developments, County Government will seek to determine equitable limits to cost sharing.

Direct Matching Grants

County Government can also provide public funds to private and nonprofit organizations to support activities that are directly beneficial to the community. An example of such a grant would be the County Government's direct grant to the Harford County Historical Society for support of historic preservation efforts. County Government provides this type of grant assistance if private activity enhances or promotes public welfare, interest, and concern throughout the community.

Public Investment Supporting Private Initiatives

In carefully controlled situations, County Government utilizes public funds to promote private enterprise initiatives. If, after thorough analysis and assessment, such investment is deemed beneficial to the social, economic, or environmental climate of the community, direct financing is made available by County Government.

Participation in Industrial Revenue Bonds

Harford County Government is authorized (under provisions of the Internal Revenue Code and the Maryland Economic Development Act) to issue Industrial Revenue Bonds and to participate in financing through the Maryland Industrial Development Financing Authority. Although significant restrictions to such bond issues are imposed, County government endorses applications for issuance of Industrial Revenue Bonds when development proposals demonstrate positive economic, social, and fiscal advantages to the County's future. Harford County cannot pledge credit or taxing power to the payment of principal, interest, or other costs of such bonds.

Multiple Use of Facilities

County government requires planning coordination among its departments and agencies (including outside agencies) and private organizations (when appropriate) to ensure the functional lifetimes of all buildings and facilities extend well beyond the current generation. An example of a multiple use facility would be when the Board of Education builds a new elementary school. The County provides funds to enlarge the school's gym; the enlarged gym is then shared by the school and various Parks and Recreation community groups. Other examples would be the joint Norrisville Library/Community Center and the McFaul Senior/Youth Center.

Coordinated Interdepartmental Procurement

Many operating necessities, such as office automation, computerization, and telecommunications are common to all departments and agencies of County Government. Current policy requires interdepartmental coordination and review of procurement requests to ensure compatibility of equipment, reduce duplications, and achieve the greatest cost savings prior to actual purchase. The Procurement Department has furnished pre-qualification policies and procedures for construction contracts for capital projects. The County works on joint bids with the Board of Education, Harford Community College, the Harford County Library System, and other governmental agencies when practicable.

Retirement Plans

County Government - employees participate in one of two plans. Both plans are administered by the State of Maryland under provisions of Article 73B of the Annotated Code of Maryland. The two plans are described as follows:

- The Employees' Retirement System of the State of Maryland established on October 1, 1941. Harford County joined this Plan March 1, 1948. Plan members contribute up to 7% of their covered salary, while Harford County Government is required to contribute at an actuarially determined rate.
- The Employees' Pension System of the State of Maryland established on January 1, 1980. Harford County joined this Plan on July 1, 1999. Plan members contribute 7% of their covered salary, while Harford County Government is required to contribute at an actuarially determined rate.

The Harford County Sheriff's Office Pension System - is a single employer defined benefit pension trust plan established by Harford County effective July 1, 1997 for certain law enforcement and correctional employees of the Office of Sheriff of Harford County. Plan members are required to contribute 7% of their annual covered salary. The County is required to contribute at an actuarially determined rate. The system provides retirement, disability and death benefits to plan members and their beneficiaries. Effective July 1, 2005, per Bill 05-22, a Cost of Living increase of the CPE-U is limited to 3% applied each July 1. Harford County Bill No. 97-20 assigns the authority to establish and amend the benefit provisions of the plan to Harford County Government by County ordinance. The Harford County Council adopted resolution number 20-06 on June 6, 2006 to approve participation in the law enforcement officers' pension system (LEOPS) effective July 1, 2006. Harford County Deputy Sheriff's who are sworn, certified law enforcement officers are eligible for LEOPS. The plan is administered by the State Retirement and Pension System of Maryland. Plan members contribute 4% of their covered salary while Harford County Government is required to contribute at an actuarially determined rate.

The Volunteer Firemen's Pension System - was instituted by Harford County Government on January 31, 1975 and is a single employer defined benefit Length of Service Award Program (LOSAP). Based on County statutes, firemen and ambulance personnel are eligible to participate upon accumulating "50 (fifty) points", which are determined in accordance with a specific point system. Benefits vest upon 25 years of service credit and are payable at 55 years of age. The County must provide annual contributions sufficient to satisfy the actuarially determined contribution requirements. Additional periodic County contributions are determined by an actuarially determined rate. Since there are no "Salaries", the rate cannot be expressed as a percentage of covered payrolls. There are no participant financed benefits in this plan. Administrative costs are financed through investment earnings. The plan generally provides $5,000 burial benefits and other benefits for disability. Regular benefits are calculated at $12 per month for each of the first 25 years of service, plus $6 per month for each year in excess of 25. The maximum benefit is $450 per month.

Post Retirement Benefit Plans - The County offers post-retirement medical and life insurance benefits to Harford County retirees. These benefits are referred to as Other Post Employment Benefits (OPEB). During Fiscal Year 2008, the County established a trust to act as the funding mechanism for the OPEB Plan. Funding for retiree benefits is not required by law other than pay-as-you-go amounts

necessary to provide current benefits. Contributions to the OPEB Trust Fund may be made annually as appropriated by the County Council. The County's annual OPEB cost is actuarially determined in accordance with Governmental Accounting Standards Board (GASB) Statement 45. Plan benefits are accounted for on an accrual basis.

Post Employment Health Plan - The County offers a tax-exempt health reimbursement arrangement that Harford County set up in accordance with the Internal Revenue Code Section 501(c)(9). This is a defined contribution benefit. Employees hired on or after July 1, 2010 are enrolled in the Post Employment Health Plan (PEHP) in lieu of the traditional defined-benefit retiree healthcare program. The County will negotiate with Union representatives each year to determine the amount of money to be placed in PEHP.

Self Insurance and Risk Management

Harford County has been self insured for Workers' Compensation, General, and Automobile liability claims since July 1, 1982. The Self Insurance Program is administered by a Risk Manager, as required by County Code (Part 1, Chapter 9, Article XXII, Risk Management, Safety and Accident Review Board). The County implemented a policy of combining commercially purchased insurance with the retention of higher deductible levels, the use of selective self-insurance programs, and the implementation of a risk management program that includes a countywide safety program.

Workers' Compensation - Harford County carries excess commercial coverage with a $2,500,000 retention level for claims. The County also maintains reserve funds of $750,000 for workers' compensation claims.

General and Automobile Liability - Since September 5, 1991, the County has carried excess commercial coverage with a $350,000 or $500,000 retention for claims.

Property Damage - The County carries commercial property insurance coverage with varying deductibles on real and personal property, and a $25,000 deductible for physical damage to County owned vehicles.

Harford County's Accounting Policies

Basic Financial Statements

Government-Wide Financial Statements - The government-wide financial statements are designed to provide readers a broad overview of Harford County Government's finances, in a manner similar to a private sector business. As a general rule, the effect of interfund activity is eliminated from these statements. Exceptions would include payments in lieu of taxes and other charges between the water and sewer function and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

The Statement of Net Assets presents information on all of Harford County Government's assets and liabilities, with the difference between the two reported as Net Assets.

The Statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

Both of these statements distinguish functions of Harford County Government that are principally supported by taxes and intergovernmental revenues (governmental activities including general government, public safety, highways & streets, solid waste, economic development, agricultural land preservation and parks & recreation) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business type activities including water and sewer operations).

The government-wide financial statements include not only Harford County Government itself (known as the primary government), but also legally separate component units including Harford County Board of Education, Harford Community College, Harford County Public Libraries, and the Harford Center, Inc.

Fund Financial Statements - A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Harford County Government, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance related legal requirements. All of the funds of Harford County Government can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Notes to the Financial Statements - The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Fund Categories

Governmental Funds - Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Harford County Government maintains eight individual governmental funds. A brief description of each follows below.

"**The General Fund**" is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. For the County, the General Fund includes such activities as public safety, education and recreation services.

"**The Highways Operating Fund**" accounts for dedicated revenues that are legally restricted to the maintenance, care and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County.

"The Grants Fund" accounts for the receipt, appropriation, and expenditure of federal, state, and private monies in accordance with Harford County Charter, Article V, Budget and Finance.

"**The Agricultural Land Preservation Fund**" accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.

"The Capital Project Fund" accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.

"**The Parks and Recreation Fund**" is a non-major fund which accounts for the receipts and expenditures of the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils, and/or the Oakington Peninsula.

"**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.

"**The Watershed Management Fund**" is required to adopt and implement local laws necessary to establish a watershed protection and restoration program through a stormwater remediation fee.

Proprietary Funds - Harford County Government maintains two different types of proprietary funds. These include:

"**Enterprise Funds**" that are used to report the same functions presented as business type activities in the government wide financial statements. Harford County Government uses an enterprise fund to account for Water and Sewer activities.

"Internal Service Funds" are an accounting device used to accumulate and allocate costs internally among Harford County Government's various functions. Harford County Government uses an internal service fund to account for risk management. This service predominantly benefits governmental rather than business-type functions and has been included within governmental activities in the government-wide financial statements.

Fiduciary Funds (includes LOSAP, OPEB and PEHP) - Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Harford County Government's own programs. The accounting used for fiduciary funds is similar to that used for proprietary funds.

Pension Trust Funds are a type of Fiduciary fund. The Sheriff's Office Pension Trust Fund was established to account for the pension of certain law enforcement and correctional employees of the Office of the Sheriff of Harford County. The Firemen's Length of Service Awards Program (LOSAP) was established to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

Private Purpose Trust Funds account for resources legally held in a trustee capacity. These would include Revolving Loan Funds (accounts that provide loans to credit worthy businesses unable to obtain financing through traditional sources due to limited equity, collateral, or marginal cash flow); BVL Cooperating Parties Group (private purpose trust funds used to account for revenues collected from potentially responsible parties for the purpose of undertaking the design and construction for the Bush Valley Landfill Site); and the Bar Library Trust Fund (established to account for all expenditures associated with the operations of the Bar Library of the Circuit Court of Harford County).

Agency Funds are also categorized under Fiduciary funds. Agency funds include Pass-Through Grants (accounts for financial assistance received from other governments and transferred to another government, individual, not-for-profit or other organization) in which Harford County Government serves as an agent with little or no discretion in determining how the assistance will be used; and the Harford County Public Entities Healthcare Consortium (accounts for a rate stabilization reserve fund created for Harford County Public Entities Consortium) in which Harford County Government serves as an agent with little or no discretion in determining how the funding will be directed.

Basis of Accounting

Government-wide, proprietary and fiduciary fund financial statements are reported using an economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of cash flow. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are considered available when they are collectible within the current period, or soon enough thereafter to pay liabilities of the current period. For this purpose the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments are recorded only when payments are due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources. Property taxes, income taxes, state shared tax revenues, and interest associated with the current fiscal period are all considered to be susceptible to accrual, and therefore have been recognized as revenues of the current fiscal period. Only the portion of special assessments receivable items are considered to be measurable and available only when cash is received by the government.

Basis of Budgeting

COUNTY BUDGET POLICIES AND PROCESS

Annual budgets are adopted for the General Fund, Highways Fund, Agricultural Preservation Fund, Watershed Management Fund, Tax Increment Financing Fund, Parks and Recreation Fund, Capital Projects Fund, W& S Enterprise Fund, Internal Service Fund, Firemen's LOSAP Fund, and the Sheriff's Office Pension Trust Fund. Budgets are not adopted for the remaining private purpose trust funds due to their nature. The Internal Service Fund and the Pension Fund budgets are for management control only. Encumbrances are treated as expenditures for budgetary accounting purposes; payroll is accrued for financial statement purposes only; and interfund reimbursements are eliminated for financial statement purposes. The capital budget reflects appropriations at the individual project level. Expenditures and encumbrances may not legally exceed appropriations at that level; and, the County Council and the County Executive must approve all transfers of appropriations between projects. Statements of revenues, expenditures, encumbrances, changes in fund balances, and budget (non-GAAP vs. actual) are prepared for each governmental fund with an annual budget.

Harford County Budget Policies

Harford County Charter, Article V, Budget and Finance, Section 503 establishes the "Comprehensive Scope of Budget". The section states that "The County budget shall consist of the current expense budget, the capital budget and the capital program, and the budget message. It shall represent a complete financial plan for the County reflecting all receipts and disbursements from all sources, including all revenues, all expenditures, and the surplus or deficit in the general fund and all special funds of the County government".

Fund Structure

The current expense budget is the County's Annual Operating Budget; it is a work plan for each fiscal year. Harford County has established various "Funds" to record the receipt and application of resources used to conduct government operations. These funds are appropriated, spent and recorded separately based on legal requirements, their source, or the nature of the program they provide for.

Operating Funds

The Operating Funds include the General Fund, Highways Fund, Watershed Management Fund and the Tax Increment Financing Fund. Below is a brief description of these funds.

The General Fund - is the principal operating fund for Harford County Government and encompasses all financial resources and activities not required by law or County policy to be maintained in another specific fund. Charter section 523(b) also states that "no general fund revenue or receipt shall be dedicated to, expended for, or used to supplement appropriations from a special fund except as a loan to a special fund".

The Highways Fund - covers dedicated revenues derived from specific taxes, or earmarked by their source, to be used for the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County; traffic safety; County-related transportation expenses; and the County's fleet maintenance.

The Watershed Management Fund - Harford County is required to adopt and implement local laws necessary to establish a watershed protection and restoration program. Resolution 05-15 dedicated a portion of the revenue from the Recordation Tax for local watershed protection and restoration projects.

The Tax Increment Financing Fund - was authorized by Bill No. 10-10 and Bill No. 12-35. These Bills established both development districts and special taxing districts. The Bills also pledge the real property taxes collected with respect to the tax increment of properties in the districts to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the districts to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses.

Two additional funds were established by Harford County on July 1, 2001 in response to the Governmental Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts the County previously treated as Trust & Agency funds be included in the operating budget as Special Revenue Funds. These funds are the State Agricultural Preservation Fund and the County Agricultural Preservation Fund, a brief description follows below.

The State Agricultural Preservation Fund - is used to purchase easement rights on agricultural land. Revenue for this fund is derived from a State Agricultural Land Transfer Tax and County matching funds.

The County Agricultural Preservation Fund - is used to purchase easement rights on agricultural land. Revenue for this fund is derived from Harford County's Transfer Tax, Investment Income, and the proceeds from installment loan funds in the County's Agricultural Land Preservation Program.

The Parks and Recreation Special Revenue Fund was also established by Harford County in response to the Governmental Accounting Standards Board (GASB) Statement No. 34, which requires certain self-sustaining accounts to be included in a local government's operating budget beginning July 1, 2001. This fund generates revenues from fees and rents charged by the Department of Parks and Recreation for activities of a self-sustaining nature.

Enterprise Funds

Enterprise funds include the Water and Sewer Fund and Water and Sewer Debt Service Fund.

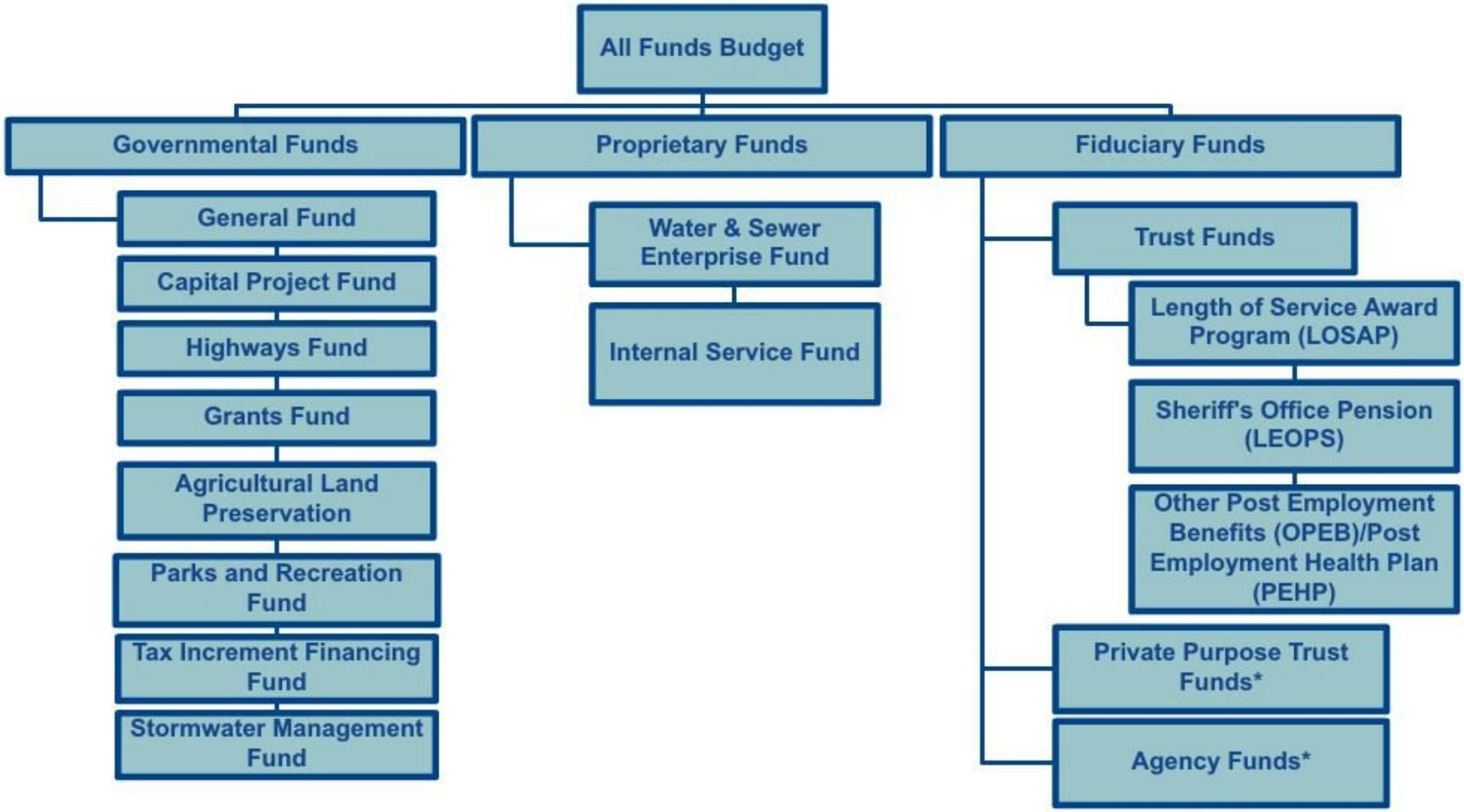
The Water and Sewer Fund - requires a "separate budget for each utility shall be included in the current expense and capital budget".

The fund provides for the operations of the County's water and sewer systems. The systems are financed primarily through charges to customers for services provided.

The Water and Sewer Debt Service Fund - includes the payment of principal and interest on long-term water and sewer bonds and loans. The debt provides funding for Water and Sewer capital projects. User fees and surtaxes generate the revenue for this fund.

COUNTY BUDGET POLICIES AND PROCESS

Harford County Fund Structure



*Harford County does not appropriate for Private Purpose Trust Funds or Agency Funds. These are included in the audited financial statements.

COUNTY BUDGET POLICIES AND PROCESS

Capital Budget and Capital Improvement Program

Harford County Charter, Section 507, Contents of the Capital Budget and Capital Program, calls for a "statement of the receipts anticipated during the ensuing fiscal year from all borrowing and from other sources of capital projects." Harford County's Capital Improvement Program provides the details for each capital project the County has planned for the current fiscal year and the following five years. The projects are divided into different project "types" based on the nature of the project or the funding source. These project types include General Projects, Highways Projects, Solid Waste Projects, Parks and Recreation Projects, Water Projects, and Sewer Projects.

The various funding sources used to record the receipt and application of resources for these projects are appropriated, spent and recorded separately based on legal requirements, the source or nature of the project they provide for. A brief description of the various funding sources is listed below.

Pay-As-You-Go (Paygo) - In accordance with the County's Five Year Business Plan and Debt Management policies, Paygo will continue to be used for minor renovation and repair projects which have an asset life of less than ten years.

General Obligation Bonds - Also known as full faith and credit bonds, quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Bonds are typically used to finance the capital portion of tax supported general public purpose governmental activities with schools, libraries, and public safety buildings being the most common uses of bond proceeds.

Lease Finance - Arrangements to secure short-term funding for certain renovation/repair projects and equipment purchases.

Reappropriated - These funds are reallocated from one project to another.

Program Open Space - These funds are to support recreational opportunities and come from the State of Maryland through a collection of State Transfer Tax on real property.

State Aid - State funding to assist Harford County in the financing of various capital projects.

Recordation Tax - A tax imposed on every instrument of writing recorded or offered for record with the Clerk of Circuit Court (i.e. liens, deeds, mortgages, etc.). They are assessed at the rate of $6.60 per $1,000 value of the recorded instruments filed with the Clerk of the Circuit Court for Harford County. Of this assessed amount, $4.40 is dedicated for school debt service first, then new construction or major capital improvements to existing school facilities; additionally $1.10 is dedicated to an open space land and recreational fund for the purchase of park lands and development of parks and recreation facilities. The remaining $1.10 is dedicated for local watershed protection and restoration projects. County Recordation Tax is collected by the Harford County Government, Revenue Collections Office.

Transfer Tax - A 1% Transfer Tax on any instrument of writing that conveys title to, or a leasehold interest in, real property. The proceeds are distributed 50% to the County's Agricultural Land Program, and 50% to fund school site acquisition, school construction, or school debt service.

Impact Fee - The Impact Fee was imposed in 2004 via House Bill 965. The bill stated that the County Council could impose the collection of a development impact fee not to exceed $10,000 for new construction or development. The revenues from this funding source can only be used for school site acquisition, school construction, school renovation, school debt reduction, or school capital expense. Local legislation followed the enactment of this bill, lowering the impact fee charge in order to provide an economic stimulus to the local housing market during the economic recession. The impact fee charges resulted in $6,000 for a single family detached, $4,200 for a townhouse/ duplex, and $1,200 for all other residential (including mobile homes). Exemptions were made for elderly housing and Continuing Care Retirement Communities.

Developer Contributions - Developer contributions are applied to projects that provide facilities in approved subdivisions and represent the developer's portion of the cost of the project.

Other - There are various "other" funding sources which may become available. An example would be a contribution from a Homeowner's Association.

Operating Funding Sources

General Fund - The General Fund is the principal operating fund for Harford County Government, and encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund. General fund appropriations are used primarily to finance the administrative activities of the County Government to provide services to its citizens. In addition, allocations of County funds in support of the Board of Education, the Library System, Harford Community College, the Health Department, some State agencies, and certain non-profit and/or community programs are made from the General Fund. General fund revenues are primarily derived from the following sources:

- Property Tax - properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. For Corporate and Personal property the tax rate is $2.6049 per $100 of assessed value of properties outside of the towns ($2.2342 plus a $0.3707 "differential" that is dedicated to the Highways Fund). For Real Property the tax rate is $1.0421 per $100 of assessed value for properties outside of the towns ($0.8937 plus a $0.1483 "differential" dedicated to the Highways Fund).
- Tax Credits
    - The Homestead Tax Credit Program - a tax relief program that requires counties and municipalities of the State to impose a property tax assessment cap. Harford County has set the Homestead Credit Percentage at 5%. This credit is automatically processed and applied to the real property tax bill once the homeowner proves principal residence.

- The Community Association Tax Credit - exempts any real property utilized as a public park, playground, or scenic area, which is owned by a qualifying community or development association.
- Agricultural Preservation Tax Incentive - is a tax credit given to land owners in return for their commitment not to develop their farm land for a period of time.
- Solar Energy Tax Credit - is a one-time per property credit allowed when a solar or geothermal qualifying energy conservation device is installed.
- Enterprise Zone Tax Credit - is granted to properties located within the enterprise zone on the property's qualified assessment.
- County Supplemental Homeowner Tax Credit - provides a credit on real property taxes for homeowners of all ages who qualify on the basis of gross household income.
- Landfill Proximity Tax Credit - is provided for residential properties located in close proximity to a County-owned landfill.
- Real Property Tax Credit - available under specific circumstances for the surviving spouse of a fire, rescue, law enforcement or emergency medical service personnel who died in active service.
- Taxpayer Discounts - Harford County offers discounts to its taxpayers for early remittance of property taxes. Although property taxes are due and payable on October 1 of each year, discounts of 1% on July payments and 0.5% on August payments are granted, while interest is charged on all delinquent taxes beginning October 1 at a rate of 1.5% per month until paid. In addition, a 6% penalty for non-payment of taxes by October 1 is also imposed.
- Senior Citizens and Veterans Tax Credit Program - provides a property tax credit of 20% of County property tax imposed on the dwelling for certain elderly individuals and veterans.

- Income Tax - Maryland counties determine their own income tax rate that is a percentage of the taxable net income disclosed after additions and subtractions to the Federal adjusted gross income. Maryland collects all income taxes then distributes to each local subdivision its share of the annual revenues. Although income taxes are imposed and collected on a calendar year basis, the State distributes the funds to the counties over a 9 month period, distributing Harford County's receipts over three fiscal years.
- Licenses and Permits - are issued for businesses, construction, renovations, cable TV, pets, and marriages. County policy requires an annual review of the cost of issuance incurred *vs.* the revenue generated. These reviews determine whether the fee imposed needs to be adjusted to be more "cost neutral".
- State Shared Revenues - include jury compensation; a civil defense rebate and a differential for Police Services (determined by the County and Town's assessable base percentage numbers).
- Appropriated Fund Balance - any excess unappropriated fund balance realized at the end of a fiscal year (above the 5% unappropriated fund balance required by County policy) is appropriated into the next fiscal year's budget. This is treated as "one time" funding for that fiscal year.
- Interfund Reimbursement - Portions of revenue and/or expenses incurred by one program but attributable to another program are transferred via Interfund Reimbursements.

Highways Fund - The Highways Fund is a separate budgetary/accounting entity as required by County Code. It accounts for dedicated revenues that are legally restricted to expenses relating to highways operations and maintenance, traffic safety, and County related transportation expenses. The Highways Fund principal sources of revenue are a County Property Tax differential, State Shared Highways User's Tax Revenue, charges for service and Intra-County revenues. Below is a brief description of these primary sources of revenue.

- Property Tax Revenues - Properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. Each $100 of this value, multiplied by a County's tax rate, determines the amount of taxes due. In addition, the Harford County Code requires the County Council to levy an additional tax, or "differential" on property outside the city and incorporated towns. The Property Tax Differential for Corporate and Personal Property is $0.371per $100 of assessed value for properties outside the towns. The Property Tax Differential for Real Property is $0.148 per $100 of assessed value for properties outside the towns.
- State Highways Users Tax - The State of Maryland designates motor vehicle tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax as Highways Users Revenues. The distribution to the subdivisions is determined by a formula based on locally maintained road mileage and vehicle registrations.
- Charges for Service - These revenues include charges to developers for inspections, technical review of design and construction drawings of proposed utility installations, review of all proposed County road access, signs and line striping.
- Intra-County Revenues - This category covers reimbursements from County departments for costs incurred from First Vehicle Services for work on the County's fleet, as well as for fuel from County pumps for County-owned vehicles.

Water and Sewer Operating Fund - The Water and Sewer Operating Fund was established to account for services provided by the Harford County Government owned Water and Sewer systems. The County is authorized to make various service charges for water, sewer, drainage service, usage, late fees and unpaid bills. These charges secure revenue to maintain, repair and operate its water supply, sewerage or drainage systems, depreciation allowances, bond interest, etc. Below is a brief description of these revenues.

- User Charges - A base water and sewer charge is imposed on customers to recoup a portion of water and sewer operating fixed costs. A charge is also placed on all customers when the County's system purchases water from other sources; as well as for sewer customers when the County secures services from other systems. Septic users and haulers are also charged a fee, and developers must pay for some pump station operations.
- Service Charges - These include tests and inspections; miscellaneous services (design review, hydrant charges, etc.); job/shop repair orders; meter installations; and Miss Utility (a charge to contractors and developers for the location of water and sewer lines).
- Other Charges - include Industrial Waste Permits and Interest and Penalty charges.
- General Government Charges - include bad check fees; publications; reproductions; tax lien certificates; sales of plans and specs; depreciation

- Unrestricted net assets (surplus funds from prior years); interest income and miscellaneous revenue.

Water and Sewer Debt Service Fund - The Water and Sewer Debt Service fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans. All County debt incurred to finance water, sewer, and wastewater facilities must be paid no later than 40 years after the date of issuance. Revenues for the Water and Sewer Debt Service Fund are derived primarily from the sources listed below.

- System Capital Charges - These include connection charges, surcharges and development charges.
- Assessments - Included in assessments are Benefit Assessments and User Benefit Assessments.
- Biological Nutrient Removal Fee/Enhanced Nutrient Removal Fee - were added to cover the debt payment that the County incurred on capital construction costs to install the nutrient removal process at the Sod Run Wastewater Treatment Plant.
- Sanitation Permit - Fees derived from permits to install septic systems (this revenue is divided between the Water & Sewer Debt Service Fund and the General Fund - Health Department account).
- Capital Surcharges - This account is issued to record surcharges for a limited number of specific projects as well as any future capital surcharges to be set.
- Investment Income - This account records interest earned on the investment of all idle cash in the Water & Sewer Debt Service fund.
- Interest & Penalties - Penalty assessments on late payment of water & sewer bills, as well as turn on/turn off fees.

County Agricultural Preservation Program - Harford County can enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with Transfer Tax. The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition, the land owner receives payment for selling their development rights and/or a tax credit. The Harford County Agricultural Land Preservation Program (HALPP) was established to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board. Revenue for this program is derived from the sources listed below.

- County Transfer Tax - Harford County imposed a 1% Transfer Tax on any instrument of writing that conveys title to, or a leasehold interest in real property, effective July 1, 1993. The proceeds are to be distributed 50% to the County's Agricultural Land preservation program and 50% to fund school site acquisition, construction, etc.
- Proceeds from Installment Loans - Proceeds from Installment Loans are an accounting requirement when the County enters into an Installment Purchase Agreement (IPA) with a land owner. IPA's are from 20 years with interest and a small portion of principal being paid each year.
- Other - Includes investment income and fund balance appropriated.

State Agricultural Preservation Program - The Maryland Agricultural Land Preservation Foundation (MALPF) was created to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. Revenue for MALPF is derived from the following sources:

- Maryland State Property Transfer Tax - Harford County receives a portion of this tax assessed on all real property transfers.
- Maryland State Agricultural Land Transfer Tax - Maryland imposes a State Agricultural Land Transfer Tax on all transfers of title on agricultural land taken out of production. Maryland counties without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. Counties retain one third for agricultural land preservation purposes. Counties with Certified Local Agricultural Land Preservation Programs may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation. Harford County does have a certified program.

Parks and Recreation Special Fund - A special revenue fund was established March 20, 2001 to cover revenues and expenses related to the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils, and/or the Oakington Peninsula. A breakdown of the revenues for this fund follows below.

- Charges for Service - Include fees, rentals, contributions, camps, tournaments, etc.
- Other - Includes Fund Balance Appropriated, Capital Project Debt Service Payment and Miscellaneous Revenue.

Harford County's Budget Process

The Budget Process includes elements of the County's Five-Year Business Plan. These elements are broken down as follows:

Determining Current and Future Resources and Expenses - Revenue estimates are made annually by objective, analytical processes that are appropriate to fund type. Revenue projections for the next three years are updated annually. Additionally, a Spending Affordability Committee is appointed each year by the County Executive. This Committee estimates projected growth in Income and Property Taxes for the upcoming fiscal year.

Three-Year Expenditure Plan - Operating and Capital expenditure projections (in three year increments) are updated annually. Projections also cover the estimated operating impact of future capital improvements that are scheduled in the Capital Improvement Program. These estimates include the applicable debt service. Harford County is committed to the conservative policy of spending only what we can afford.

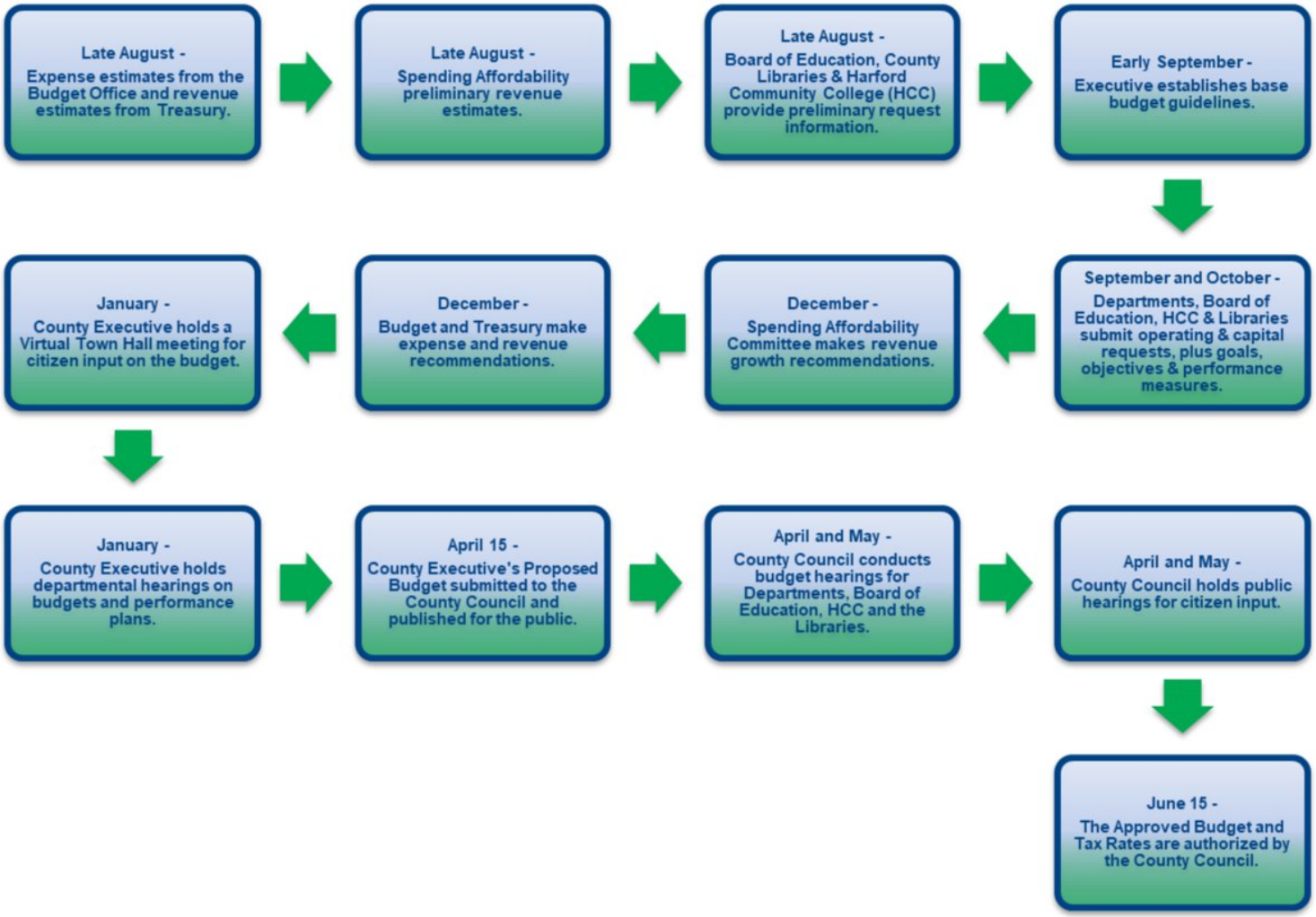
COUNTY BUDGET POLICIES AND PROCESS

Incorporating the Strategic Plan - Harford County asks that every department and agency that receives County funding develop their own Mission Statement and Goals that support the County's overall Vision, Mission and Goals. In addition, these departments and agencies must establish short term objectives to meet their goals. Review of these goals and objectives takes place during the annual budget process.

Development of the Budget

The annual budget process is based on the strategic plans, fiscal policies and management techniques adopted by the Administration. The following is a monthly breakdown of the budget process.

COUNTY BUDGET POLICIES AND PROCESS



COUNTY BUDGET POLICIES AND PROCESS

Developing the County Executive's Proposed Budget

January thru Mid-March - Departments meet with the County Executive, Budget Office and County Treasurer to discuss Operating and Capital budget requests; as well as the status of available revenues and expense estimates. A public hearing is also scheduled to allow citizens to address the County Executive with their concerns and budget priorities. Additionally, the Spending Affordability Committee concludes analysis and makes final recommendations to the County Executive as to their estimated growth of Property and Income Tax revenues.

April and May - The County Executive must submit a Proposed Budget to the County Council by April 15. Following this submittal the Council will conduct hearings with departments and agencies to gather information to make funding decisions. By County Charter the County Council cannot change the form of the budget as submitted by the County Executive, nor can they alter the revenue estimates except to correct mathematical errors, nor can they increase any expenditure recommended by the County Executive for current expense or capital purposes. The County Council can, however, decrease or delete other items in the budget and appropriate the equivalent revenue to the Board of Education.

June 15th - The budget must be adopted by the County Council by June 15th with the affirmative vote of at least four of the seven Council members. If the Council fails to pass the budget accordingly, the proposed current expense budget, as submitted by the County Executive and as may have been amended by the Council shall stand adopted.

Transfer of Appropriations

Appropriations in the Approved budget may be transferred, but at varying levels of authorization (based on fund structure).

- *Within the same fund and within the same agency* - County Executive authorization required
- *Within the same fund but between County Government Agencies* - Recommended by the County Executive and approved by the County Council.
- *Inter-project transfers between capital projects* - Requested by the County Executive and authorized by legislative act of the Council.
- *Inter-fund cash borrowing to meet temporary cash requirements* - Requested by the County Executive and authorized by legislative act of the Council.

The County Executive has delegated responsibility for authorizing fund transfers within the same fund and within the same agency to the Budget Office. Transfers within the same fund but between County Government agencies may be made only during the last quarter of the fiscal year.

COUNTY BUDGET POLICIES AND PROCESS

Supplemental Appropriations

According to Harford County Charter, Section 517, "During fiscal year, the Council, upon the recommendation of the County Executive may, by law, make additional or supplemental appropriations from unexpended and unencumbered funds set aside for contingencies in the County budget, from revenues received from anticipated sources but in excess of budget estimates therefore or from revenues received from sources not anticipated in the budget, provided that the Treasurer shall first certify in writing that such funds are available for such appropriations. No supplemental appropriation shall exceed the amount of funds so certified."

Emergency Appropriations

In the case of a public emergency affecting life, health, or property, upon recommendation of the County Executive, the County Council may by law provide emergency appropriations from contingent funds in the budget; revenue received from anticipated sources but in excess of budget estimates; or revenue received from sources not anticipated in the budget for the current fiscal year. If such funds are not available, the Council may, by law, authorize the issuance of emergency notes which may be renewed from time to time. Such notes and renewals have to be paid no later than the last day of the next fiscal year in which the emergency appropriation was made.

Unexpended Appropriations

All unexpended and unencumbered current budget year general fund operating appropriations revert into the County general fund. Capital project appropriations do not lapse until the purpose for which the appropriation was made has been accomplished or abandoned. If three fiscal years pass without any expenditure or encumbrance of project appropriations, that project is then considered to be abandoned. Credit balances from completed and/or abandoned projects are available for appropriation in subsequent capital budgets.

Amending the Adopted Capital Budget

Harford County Charter, Section 521 states that "No obligations of the County shall be authorized in any fiscal year for or on account of any capital project not included in the County budget as finally adopted for such year, provided that upon receipt of a recommendation in writing from the County Executive, the Council may after a public hearing and with the affirmative vote of at least five of its members amend the County budget. The Council may increase the total amount of appropriations for a County capital budget only if the increased appropriations are to be funded from revenues received from anticipated sources but in excess of budget estimates therefore, or from revenues received from sources not anticipated in the budget."

Vision

Maryland's New Center of Opportunity

Mission

Harford County Government will be fiscally prudent in providing efficient, transparent and responsive services to strengthen families and communities, to support excellence in public safety and public education, and to promote economic vitality.

Goals and Objectives

I. Fiscal Balance and Efficiency

To limit debt to fiscally responsible and sustainable levels, and use revenues wisely by operating efficiently.

- Limiting the tax burden on our citizens and businesses with reasonable tax rates.
- Keeping debt at sustainable levels and prioritizing large capital projects based on need and consistency with our mission.
- Reducing borrowing costs through prudent fiscal policies and planning, and by retaining the County's AAA rating from all three major bond rating agencies.
- Identifying efficiencies within operations and making recommendations to streamline processes and reduce costs.
- Improving citizen engagement and customer service by maximizing the use of technology.

II. Investing in Our Workforce

To invest in employees who deliver vital government services.

- Attracting and retaining a talented and dedicated workforce
- Providing training and certification opportunities for employee advancement
- Enhancing employee productivity by maintaining and upgrading technology in the workplace
- Supporting a safe and healthy work environment by implementing related policies, procedures and programs
- Building strong working relationships by providing employees with timely and transparent communications

Goals and Objectives

III. Strengthen Our Communities

To enhance our communities by investing in and promoting our community services and public safety.

- Providing resources and guidance to promote healthy lifestyle choices
- Strengthening families and communities by promoting awareness about threats to public health and safety
- Empowering citizens with educational programs and information on emergency preparedness, emergency procedures and safety measures
- Enhancing the health of our natural environment
- Maintaining safe parks and recreation facilities
- Ensuring reliable emergency services by maintaining and upgrading equipment and facilities
- Keeping roads and bridges safe by investing in necessary maintenance and repairs
- Supporting our volunteer first-responders by sharing County resources and offering opportunities for advanced training
- Attracting and retaining talented and dedicated public safety professionals

IV. Investing in Education

To prepare our youth to thrive in the global, knowledge-based economy.

- *Making education a priority with funding to provide equal opportunities for all students to learn*
- *Attracting and retaining effective teachers*
- *Advancing 21st century skills for students with investments in technology*
- *Ensuring safe learning and teaching environments*
- *Supporting equal access to higher education*
- *Collaborating productively with the public education system through regular dialogue and open communications*

Goals and Objectives

V. Building Economic Vitality

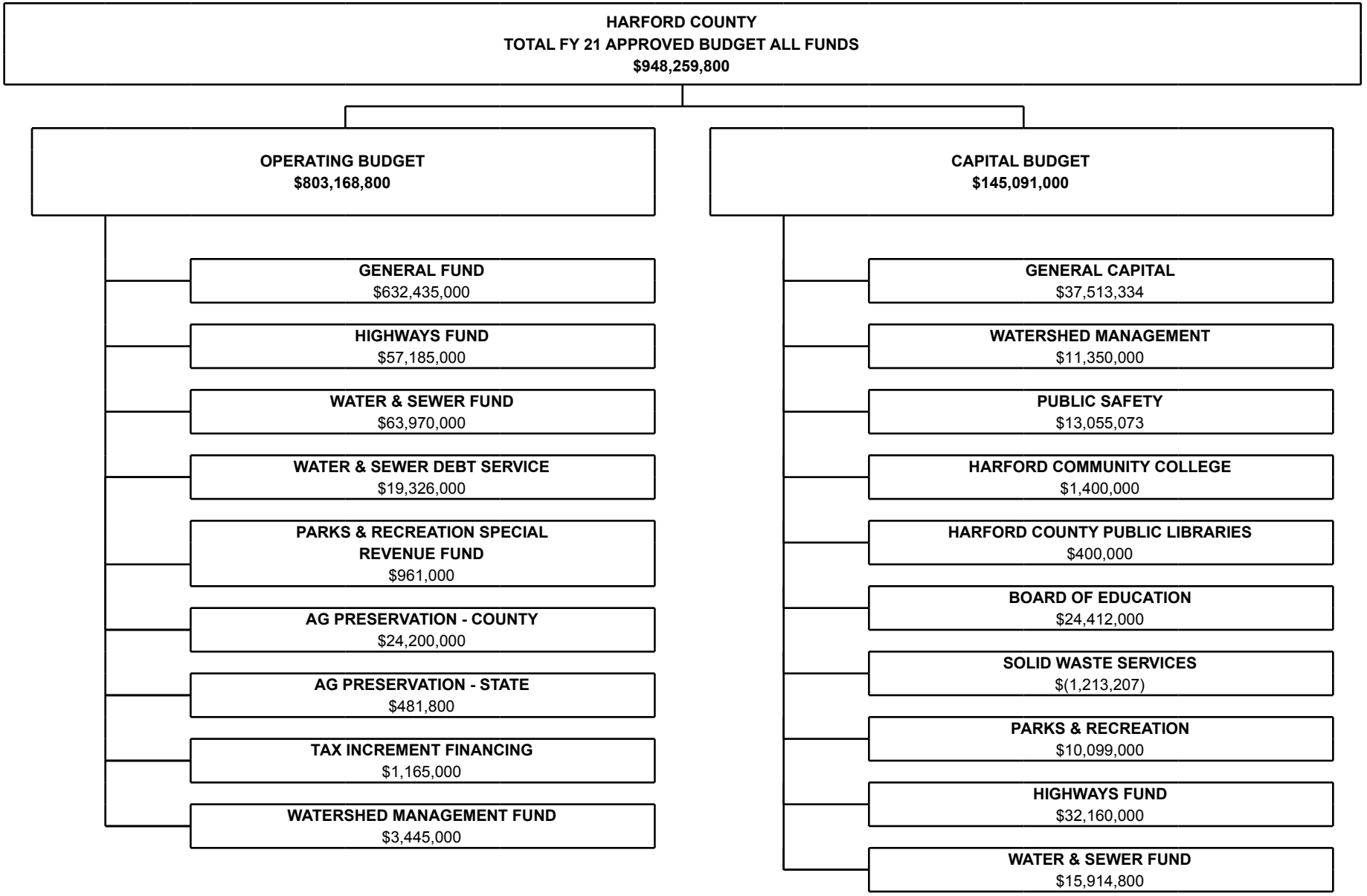
To maximize opportunities for economic prosperity.

- Promoting and streamlining County services that support businesses and entrepreneurs
- Fostering economic activity by offering business-friendly resources and opportunities
- Enabling business development by facilitating access to state and federal grants, programs, and related resources
- Promoting business activity with competitive grant funding for tourism-related activities
- Maximizing the use of technology to deliver County services for businesses

Matrix of Primary County Goals by Department

The following table reflects which departments are responsible for supporting the FY 21 County goals. Please refer to the Budget details of each department to see specific goals and objectives.

Department	I. Fiscal Balance and Efficiency	II. Investing in Our Workforce	III. Strengthen Our Communities	IV. Investing in Education	V. Building Economic Vitality	Department	I. Fiscal Balance and Efficiency	II. Investing in Our Workforce	III. Strengthen Our Communities	IV. Investing in Education	V. Building Economic Vitality
Administration	X		X	X	X	Emergency Services	X	X	X		
Procurement	X					Inspections, Licenses & Permits	X		X		
Treasury	X					DPW - Highways			X		X
Law	X					DPW - Water & Sewer	X		X		
Planning & Zoning	X		X		X	State's Attorney	X		X		
Human Resources		X				Parks & Recreation			X		
Handicapped Care Centers			X			Community and Economic Development		X	X		X
Information & Comm Technology	X										
Community Services	X		X		X						


HARFORD COUNTY
TOTAL FY 21 APPROVED BUDGET ALL FUNDS
$948,259,800
OPERATING BUDGET
$803,168,800
CAPITAL BUDGET
$145,091,000
GENERAL FUND
$632,435,000
HIGHWAYS FUND
$57,185,000
WATER & SEWER FUND
$63,970,000
WATER & SEWER DEBT SERVICE
$19,326,000
PARKS & RECREATION SPECIAL REVENUE FUND
$961,000
AG PRESERVATION - COUNTY
$24,200,000
AG PRESERVATION - STATE
$481,800
TAX INCREMENT FINANCING
$1,165,000
WATERSHED MANAGEMENT FUND
$3,445,000
GENERAL CAPITAL
$37,513,334
WATERSHED MANAGEMENT
$11,350,000
PUBLIC SAFETY
$13,055,073
HARFORD COMMUNITY COLLEGE
$1,400,000
HARFORD COUNTY PUBLIC LIBRARIES
$400,000
BOARD OF EDUCATION
$24,412,000
SOLID WASTE SERVICES
$(1,213,207)
PARKS & RECREATION
$10,099,000
HIGHWAYS FUND
$32,160,000
WATER & SEWER FUND
$15,914,800

While the Administration follows the standardized Annual Budget Process, the development of each fiscal year's budget is unique. Consideration must be given to the current and projected economic conditions, the changing wants and needs of our citizens, and our operational requirements, all of which must be weighed against the fiscal policies and management techniques adopted by the Administration.

In developing our Fiscal Year 2021 Operating and Capital Budgets we continued to lead the way forward on our chosen path toward balance and fiscal responsibility for our citizens and employees. We continue to eliminate annual increases in the county's debt burden and reinvest in the people who provide valuable services for our citizens.

This budget is sensibly balanced to provide record funding for public safety and education without raising taxes. The County fully funded the Harford County Public Schools operating budget request an increase of $20,462,133 which is $16,721,498 over the required Maintenance of Effort level. Funding for all county employees as well as employees of the State's Attorney's Office and Circuit Court systems provides for a $2,000 merit-based increase plus a 2% COLA for those eligible. In addition, $3.8 million was allocated to provide Sheriff's Office personnel with the requested salary increases. Additional operating funds equivalent to a 3% increase is provided to the Harford County Public Library. Harford Community College's request for FY 21 was also fully funded. Historic level funding continues for our first responders to include the volunteer fire companies and EMS.

HARFORD COUNTY MARYLAND
FISCAL YEAR 2021 BUDGET SUMMARY

REVENUES

ALL FUNDS

FY 21 Approved Budget	803,168,800
FY 20 Approved Budget	747,658,125
$ increase	55,510,675
% increase	7.42%

FUNDING SOURCE		REVENUE SOURCE	
GENERAL	632,435,000	PROPERTY TAXES	328,859,000
HIGHWAYS	57,185,000	INCOME TAXES	257,200,000
PARKS AND RECREATION	961,000	W & S USER CHARGES	49,708,000
AG PRESERVATION - COUNTY	24,200,000	W & S CAPITAL CHARGES	12,054,615
AG PRESERVATION - STATE	481,800	INTERGOVERNMENTAL/STATE-SHARED	10,251,000
TAX INCREMENT FINANCING	1,165,000	OTHER LOCAL TAXES & ASSESSMENTS	19,502,533
WATER & SEWER OPERATING	63,970,000	INVESTMENT INCOME	3,283,152
WATER & SEWER DEBT SERVICE	19,326,000	FUND BAL APPROP/UNRESTRICTED NET POSITION	56,851,300
WATERSHED MANAGEMENT FUND	3,445,000	OTHER REVENUE	65,459,200
FY 21 TOTAL ALL FUNDS	**803,168,800**	**FY 21 TOTAL ALL REVENUES**	**803,168,800**

REVENUES

A more in depth discussion of individual revenue streams can be found in each "Fund" Section of the document.

For Fiscal Year 2021, Property and Income tax revenues are estimated to generate 73% of the total of all revenue.

Property Taxes

FY 21 Approved Budget	328,859,000	40.95% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	317,457,500	42.46% of the Total All Funds FY 20 Operating Budget
$ increase	11,401,500	
% increase	3.59%	

Property Tax revenue estimates are based on a thorough analysis of lien sheet activity, deed activity, building permit data, residential sales, Transfer Tax transaction data, and Maryland State Department of Assessments and Taxation Distribution Tracking Information.

Maryland State law provides that all property is subject to the property tax. Properties are reassessed by law once every three years and property owners are notified by the Maryland State Department of Assessments and Taxation of any change in their assessment. Properties are required to be assessed at their current market value so that each property owner pays their fair share of local property taxes.

In FY 21, the percent of overall increase in property tax revenue is 3.59% or $11,401,500. The growth is due to the properties being reassessed by the State at higher values. The State reassesses all properties on a triennial basis. For FY 21 "Group 2" reassessments increased by 8.9% statewide. In Harford County assessments in Group 2 which covers the central part of the County including the County seat Bel Air, increased by 5.5% with residential and commercial assessments increasing by 5.6% and 5.2% respectively. The County's tax rate is unchanged.

Income Taxes

FY 21 Approved Budget	257,200,000	32.02% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	233,500,000	31.23% of the Total All Funds FY 20 Operating Budget
$ increase	23,700,000	
% increase	10.15%	

Income tax is calculated in Maryland as a percentage of net taxable income, While the State sets a tax rate cap of 3.3% 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.

The growth in revenue is largely due to the Federal Tax Cut and Jobs Act that increased State and local taxable income by way of capping some deductions. That change is tempered by the COVID-19 economic shut down, which has reduced both our FY 20 and FY 21 growth projections. For FY 21 an overall growth rate of 1.5% is assumed with an expectation that revenues will decline in the first half of the fiscal year before rebounding.

Recordation Tax

FY 21 Approved Budget	14,816,667	1.85% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	14,432,800	1.93% of the Total All Funds FY 21 Operating Budget
$ increase	383,867	
% increase	2.66%	

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 fund local watershed protection and restoration projects.

Fund Balance/Unrestricted Net Position

FY 21 Approved Budget	56,851,300	7.078% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	31,624,505	4.23% of the Total All Funds FY 20 Operating Budget
$ increase	25,226,795	
% increase	79.77%	

Fund Balance has been appropriated in the General Fund at $27,435,000. This funding will be utilized for Paygo for FY 21 capital projects. Parks and Recreation Special Revenue Fund Balance of $195,200 will also be used to support improvements at our Swan Harbor Farm and the Emmorton Recreation and Tennis facility. The Watershed Management Fund will use $457,300 of Fund Balance, Highways fund will use $6,085,000, Ag Preservation- County will use $10,606,000, and Tax Increment Financing will use $180,000 Funded Depreciation-Contributed Capital for Water and Sewer Enterprise fund is appropriated at $11,892,800.

EXPENDITURES

General Fund

FY 21 Approved Budget	632,435,000	78.74% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	595,390,000	79.63% of the Total All Funds FY 20 Operating Budget
$ increase	37,045,000	
% increase	6.22%	

This increase is the net result of the following: a 2% COLA and $2,000 merit increase for all general government employees to include State's Attorney's Office and Circuit Court; full funding of Sheriff's Office second phase of requested salary enhancements; and increased funding for the Libraries and Harford Community College to support their operations. Historic-level funding for our first responders include a $1,140,401 increase for the Harford County Volunteer Fire & EMS Foundation, a 3% increase in allocation to each Volunteer Fire Company and funds to fully staff a third County Medic Unit with EMS providers; full funding for the Board of Education's operating budget which exceeds the Maintenance of Effort level by $16,721,498; debt service adjusted for principal and interest payments on outstanding debt; and paygo funds in support of the FY 21 Approved Capital.

Highways Fund

FY 21 Approved Budget	57,185,000	7.1% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	55,385,000	7.4% of the Total All Funds FY 20 Operating Budget
$ increase	1,800,000	
% increase	3.25%	

The increase in the Highways Fund is the net result of: a $2,000 merit increase and COLA of 2% for all eligible employees; additional funds are provided new Fleet Management contract based on actual spending for fleet maintenance; maintained level funding for Snow Removal; increased Paygo funds in support of the FY 21 Approved Highways Capital Budget increase as well as Pro Rata charges provided to the General Fund.

Water & Sewer Fund

FY 21 Approved Budget	63,970,000	79.6% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	61,980,000	8.29% of the Total All Funds FY 20 Operating Budget
$ increase	1,990,000	
% increase	3.21%	

The Water & Sewer Operating Fund was established as a self-sustaining utility account for water and sewer services provided by Harford County Government. Water & Sewer appropriations provide for the merit increase of $2,000 and COLA of 2% for all eligible employees; additional funds for electricity, heating fuel, equipment repair parts and water modeling software; funds to purchase much needed generators, additional pumps and a load bank tester; and adjustments to Depreciation and Pro Rata charges provided to the General Fund increase for FY 21.

Water & Sewer Debt Service

FY 21 Approved Budget	19,326,000	2.14% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	16,796,125	2.24% of the Total All Funds FY 20 Operating Budget
$ increase	2,529,875	
% increase	15.06%	

The Water & Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest of long-term water and sewer bonds and loans used to finance the capital projects of the County-owned water and sewer system. The increase in funding for FY 21 is a result of the principal and interest payments adjusted to amounts due on outstanding debt.

Parks and Recreation Special Revenue Fund

FY 21 Approved Budget	961,000	0.012% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	1,020,000	0.014% of the Total All Funds FY 20 Operating Budget
$ decrease	(59,000)	
% decrease	(5.78%)	

The Parks and Recreation Special Fund decrease as a net result of the following: turnover and adjustments to salaries and benefits; reduction in facility repair offset by an increase in rents/leases and Paygo appropriation in the FY 21 Capital Budget for Swan Harbor Farm and Emmorton Recreation and Tennis Center.

Ag Preservation - County

FY 21 Approved Budget	24,200,000	3.01% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	12,472,000	1.67% of the Total All Funds FY 20 Operating Budget
$ increase	11,728,000	
% increase	94.03%	

Harford County is committed to Agricultural Land Preservation. An allocation of $20,000,000 is provided for purchases of Ag Preservation easements.

Ag Preservation - State

FY 21 Approved Budget	481,800	0.06% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	255,000	0.03% of the Total All Funds FY 20 Operating Budget
$ increase	226,800	
% increase	88.94%	

Harford County's Agricultural Program is Certified. Therefore, the Program can retain 75% of the Agricultural Transfer Tax collected. For FY 21, it is projected that the County's share of the State Agricultural Tax will be $481,800.

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 Maryland Agricultural Preservation Foundation (MALPF) for easement purchases the foundation makes on the County's behalf will be $451,800.

Tax Increment Financing

FY 21 Approved Budget	1,165,000	0.15% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	1,167,000	0.16% of the Total All Funds FY 20 Operating Budget
$ decrease	(2,000)	
% decrease	(0.17)%	

The Beechcreek Estates Tax Increment Fund is a special fund authorized by Bill 10-10. The Bill provided that the County could not issue more than $14 million for Beechcreek Estates in special obligation bonds to finance or reimburse the cost of the public improvements benefiting the district. The Bill 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 had 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 taxes. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County or pledge of the County's full faith and credit or taxing power.

Watershed Management Fund

FY 21 Approved Budget	3,445,000	0.43% of the Total All Funds FY 21 Operating Budget
FY 20 Approved Budget	3,193,000	0.43% of the Total All Funds FY 20 Operating Budget
$ increase	252,000	
% increase	7.89%	

This fund formerly titled (Stormwater Management Fund) is a special account for deposit of a certain portion of the recordation tax, $0.55 for each $500 of the sale price (or lien amount) for each property deed recorded. The proceeds of this fund are used for the County's watershed protection and restoration program as mandated under State of Maryland law. The State requires a separate fund be established for this purpose.

HARFORD COUNTY, MARYLAND

FY 2021 TAXABLE ASSESSABLE BASE

GENERAL FUND

	Fiscal Year 2018-2019		Fiscal Year 2019-2020		Fiscal Year 2020-2021	
	Taxable Assessable Base	Actual Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
REAL PROPERTY		@ $0.8937		@ $0.8937		@ $0.8937
Full Year Levy	27,402,931,633	244,900,000	27,899,966,432	249,342,000	28,756,853,530	257,000,000
Partial Year Levy	98,467,047	880,000	55,947,186	500,000	100,704,935	900,000
Real Property Subtotal	27,501,398,680	245,780,000	27,955,913,618	249,842,000	28,857,558,465	257,900,000
PERSONAL PROPERTY		@ $2.2342		@ $2.2342		@ $2.2342
Unincorporated Business	20,812,819	465,000	19,246,263	430,000	18,798,675	420,000
Railroads and Public Utilities	587,011,011	13,115,000	626,622,505	14,000,000	689,284,755	15,400,000
Corporate Property	654,596,724	14,625,000	698,236,505	15,600,000	707,188,255	15,800,000
Personal Property Subtotal	1,262,420,554	28,205,000	1,344,105,273	30,030,000	1,415,271,685	31,620,000
Grand Total	28,763,819,234	273,985,000	29,300,018,891	279,872,000	30,272,830,150	289,520,000
ADDITIONS AND SUBTRACTIONS						
Interest, Discounts and Other Credits		(4,106,000)		(2,586,000)		(1,948,500)
NET TAXES		269,879,000		277,286,000		287,571,500

HARFORD COUNTY, MARYLAND

FY 2021 TAXABLE ASSESSABLE BASE

HIGHWAYS FUND

	Fiscal Year 2018-2019		Fiscal Year 2019-2020		Fiscal Year 2020-2021	
	Taxable Assessable Base	Actual Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
REAL PROPERTY		@ $0.1483		@ $0.1483		@ $0.1483
Full Year Levy	23,095,077,546	34,250,000	23,499,662,846	34,850,000	24,275,118,004	36,000,000
Partial Year Levy	73,499,663	109,000	33,715,442	50,000	67,430,883	100,000
Real Property Subtotal	23,168,577,209	34,359,000	23,533,378,288	34,900,000	24,342,548,887	36,100,000
PERSONAL PROPERTY		@ $0.3707		@ $0.3707		@ $0.3707
Unincorporated Business	13,757,756	51,000	16,185,595	60,000	16,185,595	60,000
Railroads and Public Utilities	512,274,076	1,899,000	553,007,823	2,050,000	609,657,405	2,260,000
Corporate Property	526,031,832	1,950,000	555,705,422	2,060,000	563,798,220	2,090,000
Personal Property Subtotal	1,052,063,664	3,900,000	1,124,898,840	4,170,000	1,189,641,220	4,410,000
Grand Total	24,220,640,873	38,259,000	24,658,277,128	39,070,000	25,532,190,107	40,510,000
ADDITIONS AND SUBTRACTIONS						
Interest, Discounts and Other Credits		(483,000)		(233,000)		(172,500)
NET TAXES		37,776,000		38,837,000		40,337,500

Fiscal Year 2020-2021
HARFORD COUNTY, MARYLAND

LONG TERM DEBT REQUIREMENTS:

	PRINCIPAL	INTEREST	TOTAL
General Obligation Bonds	12,071,805	5,499,523	17,571,328
Public School Bonds	24,063,907	11,088,233	35,152,140
Community College Bonds	2,286,723	869,799	3,156,522
Highway Bonds	1,088,492	718,596	1,807,088
Agricultural Preservation Loans	975,000	1,140,000	2,115,000
Water & Sewer Bonds	8,760,777	4,226,285	12,987,062
Leases	3,607,500	651,000	4,258,500
TIF	100,000	1,035,000	1,135,000
Watershed Management	578,296	413,767	992,063
TOTALS	53,532,500	25,642,203	79,174,703

HARFORD COUNTY, MARYLAND
ESTIMATED STATEMENT OF LEGAL DEBT MARGIN

MARYLAND LAW AS IT STOOD FOR FISCAL YEAR 2001 AND PRIOR FISCAL YEARS

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1990 Replacement Volume, 1993 Supplement), the County, as a charter county, is limited in the amount of general obligation supported debt that it can issue to an amount equal to 15% of the assessed value of the property in the County.

AMENDED MARYLAND LAW FOR FISCAL YEAR 2002 AND THOSE FORWARD

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1998 Replacement Volume, 2000 Supplement), the County, as a charter county, is limited in the amount of general obligation supported debt that it can issue to an amount equal to a total of 6% of the assessable base of Real Property and 15% of Personal Property.

	REAL PROPERTY	PERSONAL PROPERTY	TOTAL
ESTIMATED VALUE OF NET ASSESSED PROPERTY	**28,857,558,465**	**1,415,271,685**	**LEGAL**
APPLICABLE GENERAL OBLIGATION DEBT % RATE	**6%**	**15%**	**DEBIT LIMIT**
ESTIMATED LEGAL DEBT LIMIT	**1,731,453,508**	**212,290,753**	**1,943,744,261**

STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2020

ESTIMATED LONG TERM DEBT:		
	General Obligation	139,555,969
	Solid Waste	9,534,477
	Community College	24,306,689
	Public Schools	267,058,493
	Highways	18,122,483
	Watershed	9,796,881
	TOTAL ESTIMATED LONG TERM DEBT	**468,374,992**
ESTIMATED SELF SUSTAINING DEBT:		
	Water & Sewer Bonds and Loans Plus Premium	106,275,009
	Tax Increment Financing	13,845,000
	Agricultural Preservation Debt	31,537,947
	TOTAL ESTIMATED SELF SUSTAINING DEBT	**151,657,956**
ESTIMATED TOTAL BONDED DEBT		**620,032,948**
	LESS: Estimated Self Sustaining Debt	**151,657,956**
ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT		**468,374,992**
ESTIMATED TOTAL LEGAL DEBT LIMIT		**1,943,774,261**
	LESS: Estimated Total Debt Applicable to Legal Debt Limit	468,374,992
ESTIMATED LEGAL DEBT MARGIN		**1,475,399,269**

BUSINESS PLAN
DEBT BURDEN ANALYSIS
Fiscal Years 2019-2026

Expenditures (1) (2)	Actual 2019	Original Budget 2020	Approved Budget 2021	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
County Council	2,989,135	3,371,089	3,528,526	3,634,382	3,743,413	3,855,716	3,971,387	4,090,527
General Government	53,880,810	60,945,517	76,951,435	79,259,973	81,637,773	84,086,907	86,609,513	89,207,802
Education	262,627,257	273,613,489	276,927,778	285,235,611	293,792,680	302,606,460	311,684,654	321,035,193
Harford Center	578,036	588,303	604,012	622,132	640,796	660,020	679,821	700,215
Judicial	9,260,685	9,985,519	10,574,851	10,892,097	11,218,859	11,555,425	11,902,088	12,259,151
Libraries	17,472,912	17,804,908	18,339,690	18,889,881	19,456,577	20,040,274	20,641,483	21,260,727
Parks and Recreation	9,870,047	11,492,157	11,288,619	11,627,278	11,976,096	12,335,379	12,705,440	13,086,603
Public Safety	108,897,899	113,992,229	119,713,826	123,305,241	127,004,398	130,814,530	134,738,966	138,781,135
Public Works	54,381,103	62,029,756	63,193,819	65,089,634	67,042,323	69,053,592	71,125,200	73,258,956
Social Services	11,233,375	12,422,976	11,911,178	12,268,513	12,636,569	13,015,666	13,406,136	13,808,320
Other Financing Uses	27,309,756	27,091,400	34,270,688	35,298,809	36,357,773	37,448,506	38,571,961	39,729,120
Debt Service (3)								
General Obligation Debt	56,288,356	56,767,657	61,645,578	59,669,464	59,830,055	61,130,844	62,466,370	64,316,370
Other Debt Expenses	670,000	670,000	670,000	670,000	670,000	670,000	670,000	670,000
Total Expenditures	$ 615,459,371	$ 650,775,000	$ 689,620,000	$ 706,463,015	$ 726,007,312	$ 747,273,319	$ 769,173,019	$ 792,204,119
Capital Plan								
General Fund Bonds	55,621,000	58,715,000	40,345,000	34,172,575	26,700,000	20,600,000	12,700,000	12,500,000
Highway Fund Bonds	2,889,000	11,475,000	15,355,000	6,420,000	2,155,000	2,230,000	1,660,000	1,130,000
Water and Sewer Bonds	17,610,000	530,000	5,850,000	12,450,000	16,700,000	5,500,000	3,350,000	6,900,000
Pay-as-you-go								
General Fund	12,140,972	10,322,600	12,294,866	5,187,000	5,044,000	4,894,000	4,400,000	4,400,000
Highway Fund	10,845,966	13,468,978	12,975,968	14,770,000	15,380,000	16,395,000	17,445,000	17,930,000
Water and Sewer Fund	6,540,000	4,175,000	4,350,000	6,175,000	2,375,000	7,775,000	6,725,000	6,425,000
Other Sources (All Funds)	61,583,062	57,279,422	53,920,166	47,704,700	41,472,000	32,790,000	29,605,000	30,155,000
Total Capital Plan	167,230,000	155,966,000	145,091,000	126,879,275	109,826,000	90,184,000	75,885,000	79,440,000

BUSINESS PLAN
DEBT BURDEN ANALYSIS

Fiscal Years 2019-2026

	Actual 2019	Original Budget 2020	Approved Budget 2021	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026
General Obligation Outstanding July 1	500,201,551	496,928,176	489,009,581	482,920,358	476,168,151	469,070,457	460,756,472	449,906,472
Additions	37,557,012	37,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
Less Principal Repayments & Reductions	40,830,387	44,918,595	46,089,223	46,752,207	47,097,694	48,313,985	50,850,000	50,850,000
General Obligation Outstanding June 30	496,928,176	489,009,581	482,920,358	476,168,151	469,070,457	460,756,472	449,906,472	439,056,472
Population (4)	256,000	258,500	261,146	263,757	266,395	269,059	271,749	274,467
Taxable Property Value (5)	29,130,752	29,300,019	30,272,830	30,878,287	31,495,852	32,125,770	32,768,285	33,423,651
Debt Ratios								
	9.1%	8.7	8.9%	8.4%	8.2%	8.2%	8.1%	8.1%
	1,941	1,891	1,849	1,805	1,761	1,712	1,656	1,600
	1.7%	1.7%	1.6%	1.5%	1.5%	1.4%	1.4%	1.3%
Policy Ratios								
	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
	2500	2500	2500	2500	2500	2500	2500	2500
	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%

(1) Growth for departments is 3% for all years beyond that.

(2) These expenditures include General & Highway Funds only.

(3) Includes principal and interest

(4) Estimated at the compound annual growth rate of 1% for future periods

(5) Estimated at the compound annual growth rate of 2% for all years beyond that.

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNASSIGNED FUND BALANCE
GENERAL FUND

	GENERAL FUND
TOTAL FUND BALANCE AT JUNE 30, 2019	**135,719,200**
2020 Revenue - Estimated	592,000,000
2020 Expenditures - Estimated	(583,500,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**144,219,200**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**144,219,200**
LESS: Nonspendable Fund Balance	
Loan Receivables	(945,000)
LESS: Restricted Fund Balance	
Bond Proceeds	(5,000,000)
Dedicated Revenues - Public Safety	(360,000)
Dedicated Revenues - Tourism	(500,000)
LESS: Assigned Fund Balance	
Reserve for Credit Rating Purposes [1]	(31,621,750)
Encumbrances	(2,700,000)
OPEB	(2,000,000)
Designated for Landfill Closure	(9,000,000)
WTE Plant Closure	(3,800,000)
Income Tax	(1,500,000)
Self Insurance Fund	(6,500,000)
Health Care Consortium	(2,700,000)
Watershed Management	(30,000,000)

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNASSIGNED FUND BALANCE
GENERAL FUND

	GENERAL FUND
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**47,592,450**
Fiscal Year 2021 Estimated Revenues	605,000,000
Less Fiscal Year 2021 Estimated Expenditures	(632,435,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**20,157,450**
Reserve for Credit Rating Purposes (1)	**31,621,750**
Estimated Reserve for Credit Rating as a Percentage of Total Estimated Expenditures	**5%**

(1) The 5% Reserve for Credit Rating Purposes in the General Fund is necessary to maintain the high credit rating obtained from the Credit Rating agencies. The high bond rating allows the County to sell long-term debt at a lower interest cost thereby saving interest expenses each year. This policy was established in the County's Five Year Business Plan.

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
HIGHWAYS FUND

	HIGHWAYS FUND
TOTAL FUND BALANCE AT JUNE 30, 2019	**22,285,241**
Fiscal Year 2020 Estimated Revenues	**50,156,996**
Less Fiscal Year 2020 Estimated Expenditures	**(52,615,750)**
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**19,826,487**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**19,826,487**
LESS: Nonspendable Fund Balance	
Inventory	(1,900,000)
LESS: Restricted Fund Balance	
Bond Proceeds	(162,000)
Highways-PILOT	(230,000)
Less: Assigned Fund Balance	
Reserve for Credit Rating Purposes	(2,859,250)
Encumbrances	(1,400,000)
OPEB	(300,000)
Health Care Consortium	(300,000)
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**12,675,237**
Fiscal Year 2021 Estimated Revenues	51,100,000
Less Fiscal Year 2021 Estimated Expenditures	(57,185,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**6,590,237**
Reserve for Credit Rating Purposes	**2,859,250**
Estimated Reserve for Credit Rating as a Percentage of Total Expenditures	**5%**

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
PARKS AND RECREATION FUND

	PARKS AND RECREATION FUND
TOTAL FUND BALANCE AT JUNE 30, 2019	**247,857**
Fiscal Year 2020 Estimated Revenues	799,500
Less Fiscal Year 2020 Estimated Expenditures	(765,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**282,357**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**282,357**
LESS: Assigned Fund Balance	
Encumbrances	(500)
OPEB	(2,000)
Health Care Consortium	(7,000)
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**272,857**
Fiscal Year 2021 Estimated Revenues	765,800
Less Fiscal Year 2021 Estimated Expenditures	(961,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**77,657**

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
AGRICULTURAL LAND PRESERVATION - COUNTY

	AGRICULTURAL LAND PRESERVATION COUNTY
TOTAL FUND BALANCE AT JUNE 30, 2019	**38,723,753**
Fiscal Year 2020 Estimated Revenues	12,172,000
Less Fiscal Year 2020 Estimated Expenditures	(9,832,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**41,063,753**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**41,063,753**
LESS: Unreserved Fund Balance	
Designated for Other Purposes	(20,134,034)
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**20,929,719**
Fiscal Year 2021 Estimated Revenues	13,594,000
Less Fiscal Year 2021 Estimated Expenditures	(24,200,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**10,323,719**

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
AGRICULTURAL LAND PRESERVATION - STATE

	AGRICULTURAL LAND PRESERVATION STATE
TOTAL FUND BALANCE AT JUNE 30, 2019	**0**
Fiscal Year 2020 Estimated Revenues	255,000
Less Fiscal Year 2020 Estimated Expenditures	(255,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**0**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
LESS: Unreserved Fund Balance	
Designated for Other Purposes	
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**0**
Fiscal Year 2021 Estimated Revenues	481,800
Less Fiscal Year 2021 Estimated Expenditures	(481,800)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**0**

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
WATERSHED MANAGEMENT FUND

	WATERSHED MANAGEMENT FUND
TOTAL FUND BALANCE AT JUNE 30, 2019	**8,749,353**
Fiscal Year 2020 Estimated Revenues	2,899,000
Less Fiscal Year 2020 Estimated Expenditures	(1,208,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**10,440,353**
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**10,440,353**
Fiscal Year 2021 Estimated Revenues	2,987,700
Less Fiscal Year 2021 Estimated Expenditures	(3,445,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**9,983,053**

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNASSIGNED FUND BALANCE
TAX INCREMENT FINANCING DEBT SERVICE FUND

	TIF DEBT SERVICE FUND
TOTAL FUND BALANCE AT JUNE 30, 2019	**2,623,170**
Fiscal Year 2020 Estimated Revenues	1,167,000
Less Fiscal Year 2020 Estimated Expenditures	(1,167,000)
TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2020	**2,623,170**
FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	
ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2020	**2,623,170**
Fiscal Year 2021 Estimated Revenues	985,000
Less Fiscal Year 2021 Estimated Expenditures	(1,165,000)
ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2022 & FUTURE YEARS	**2,443,170**

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNRESTRICTED NET POSITION
WATER & SEWER OPERATING FUND AND WATER & SEWER DEBT SERVICE FUND

	WATER & SEWER OPERATING FUND	WATER & SEWER DEBT SERVICE FUND [1]
TOTAL NET ASSETS AT JUNE 30, 2019	**447,165,829**	**0**
Less Invested in Capital Assets, Net of Related Debt	(318,187,398)	0
Restricted - Capital Project/Debt Service	(72,830,464)	
Net Assets Available for Appropriation at June 30, 2019 Unrestricted Net Position	56,147,967	0
2020 Estimated Revenues	51,775,700	18,146,125
Less 2020 Estimated Expenditures	(49,371,397)	(16,796,125)
Net Assets Available for Appropriation at June 30, 2020 Unrestricted Net Position	**58,552,270**	**1,350,000**
Fiscal Year 2021 Estimated Revenues	63,970,000	19,326,000
Less Fiscal Year 2021 Estimated Expenditures	(63,970,000)	(19,326,000)
Net Assets Available for Appropriation at June 30, 2021 Unrestricted Net Position	**58,552,270**	**1,350,000**

(1) It should be noted that while budget policy defines Water & Sewer Debt Service Fund as an individual account for management purposes, the County's financial statements consider it part of the Water & Sewer Fund.

HARFORD COUNTY, MARYLAND
STATEMENT OF CONTINGENCY RESERVE

The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.0002 percent of the General Fund and 0.034 percent of the Highways Fund, have been included in the Approved Fiscal Year 2020-2021 Operating Budget.

GENERAL FUND	**$100,000**
HIGHWAYS FUND	**$200,000**

HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY

	ENACTED FY 19				ENACTED FY 20				APPROVED FY 21			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
GENERAL FUND												
County Executive	4.00	360,509			4.00	364,413			4.00	375,453		
Administration	50.00	2,927,087			50.00	3,006,634			50.00	3,163,327		
Procurement	8.00	510,927			8.00	521,640			8.00	551,492		
Treasury	32.00	2,188,151			32.00	2,124,338			32.00	2,126,705		
Law	15.00	1,522,680			15.00	1,536,081			15.00	1,524,642		
Planning & Zoning	36.00	2,280,142			37.00	2,490,706			37.00	2,586,712		
Human Resources	8.00	612,444			9.00	675,960			9.00	704,999		
Community Services	25.00	1,688,931			25.00	1,744,033			25.00	1,733,638		
Office of Gov't & Community Relations	6.00	485,624			6.00	497,033			7.00	578,692		
Information & Communication Tech	23.00	1,745,199			23.00	1,807,716			25.00	1,942,402		
Sheriff's Office	529.00	35,714,502	6.35	226,497	537.00	37,369,265	6.35	236,677	536.00	39,632,684	6.75	272,188
Emergency Services	106.00	5,582,343			106.00	5,866,470			114.00	6,384,078		
Inspections, Licenses & Permits	31.00	1,958,219			31.00	2,013,431			31.00	2,102,435		
Public Works	20.00	1,630,164			18.00	1,528,042			14.00	1,268,644		
County Council	27.00	1,613,043			28.00	1,736,892			28.00	1,815,348		
Judicial	32.00	1,947,182			32.00	1,987,181			33.00	2,138,324		
State's Attorney	59.00	4,115,832			59.00	4,069,493			59.00	4,205,003		
Parks & Recreation	84.00	4,334,268			83.00	4,436,438			76.00	4,501,154		
Conservation of Natural Resources	5.00	324,529			5.00	336,252			5.00	343,286		
Economic Development	21.00	1,074,284			21.00	1,110,083			17.00	987,282		
TOTAL GENERAL FUND	**1,121.00**	**72,616,060**	**6.35**	**226,497**	**1,129.00**	**75,222,101**	**6.35**	**236,677**	**1,125.00**	**78,666,301**	**6.75**	**272,188**

HARFORD COUNTY, MARYLAND
PERSONNEL SUMMARY

	ENACTED FY 19				ENACTED FY 20				APPROVED FY 21			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
HIGHWAYS FUND												
Procurement	2.00	146,459			2.00	152,868			2.00	160,005		
Public Works	175.00	9,843,736			177.00	10,081,212			177.00	10,366,800		
TOTAL HIGHWAYS FUND	**177.00**	**9,990,195**	**0.00**	**0**	**179.00**	**10,234,080**	**0.00**	**0**	**179.00**	**10,526,805**	**0.00**	**0**
WATER & SEWER FUND												
Treasury	9.00	530,117			9.00	550,039			9.00	566,315		
Public Works	170.00	10,207,072			169.00	10,566,604			168.00	10,992,664		
TOTAL WATER & SEWER FUND	**179.00**	**10,737,189**	**0.00**	**0**	**178.00**	**11,116,643**	**0.00**	**0**	**177.00**	**11,558,979**	**0.00**	**0**
PARKS & RECREATION SPECIAL REVENUE FUND												
Parks and Recreation	2.00	129,513			2.00	131,513			2.00	89,054		
TOTAL P & R SPECIAL REVENUE FUND	**2.00**	**129,513**	**0.00**	**0**	**2.00**	**131,513**	**0.00**	**0**	**2.00**	**89,054**	**0.00**	**0**
STORMWATER FUND												
BUREAU OF WATERSHED MANAGEMENT	0.00	0			0.00	0			4.00	337,280		
TOTAL STORMWATER FUND	**0.00**	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**0**	**4.00**	**337,280**	**0.00**	**0**
AG PRESERVATION FUNDS												
Ag Preservation - State		30,000			0.00	30,000				30,000		
Ag Preservation - County	0.00	0			0.00	0			0.00	0		
TOTAL AG PRESERVATION FUNDS	**0.00**	**30,000**	**0.00**	**0**	**0.00**	**30,000**	**0.00**	**0**	**0.00**	**30,000**	**0.00**	**0**
TOTAL ALL FUNDS	**1,479.00**	**93,373,444**	**6.35**	**226,497**	**1,488.00**	**96,734,337**	**6.35**	**236,677**	**1,487.00**	**101,208,419**	**6.75**	**272,188**

HARFORD COUNTY

SPENDING AFFORDABILITY ADVISORY COMMITTEE REPORT TO THE COUNTY EXECUTIVE FOR FISCAL YEAR 2021

Members of the Committee

Glenn E. Ross, Chair

Charles Bankert

Susie Comer

C. Joseph Kelly, Jr.

Patrice Ricciardi
(Chamber of Commerce)

Steven Wiseman

Harford County Government Staff
Robert Sandlass, Treasurer
Rick Pernas, Deputy Treasurer
Kimberly Spence, Chief, Budget & Efficiency
Sharon Ballweg, Administrative Specialist

Executive Summary

The Spending Affordability Advisory Committee ("Committee") has concluded that the local economy continues to improve and we expect this will have a positive impact on the revenues of the County. The County should expect a positive change in the Net Adjusted General Fund Budget from FY 2020 to FY 2021 as the Committee projects growth of 6.05%. The Committee has projected Income Tax revenue to increase 1.5% from FY 2020 revised budget estimates to FY 2021 after growing a projected 4.9% from FY 2019 to FY 2020. As property values are continuing to rise in the County, the Committee believes property tax revenues should increase 2.6% from FY 2020 to FY 2021.

It is important to note the Committee considered any significant exogenous factors in rendering its recommendations, and concluded the following could have impact on the County revenues:

- Falling Interest Rates- The Federal Reserve, in reaction to the unprecedented global pandemic, Coronavirus, has cut rates to levels not seen since the Great Recession of 2008 (a range of 0% - 0.25%). These actions will of course have impacts on expected future bond issues, including income. However, at the writing of this report, the economic impacts from the Coronavirus will continue to unfold long after the submission of this report and this Committee, and the County, should monitor future events carefully to monitor long term impacts on future County revenues.

I. Purpose

The Spending Affordability Advisory Committee ("Committee") was created by Executive Order 92-2 and further amended by Executive Order 00-04. The Executive Order charged the Committee as follows:

a. On or before February 15th of each year, the Committee shall submit a report to the County Executive with recommendations of fiscal goals for the County budget for the next fiscal year.

b. The report shall contain fiscal goal recommendations for the next fiscal year in the following areas:

i) Recommended level of County spending for operating fund

ii) Recommended level of new debt authorization

iii) Recommended level of unassigned fund balance or retained earnings

iv) Any other findings or recommendations the Committee considers appropriate

In discharging its responsibilities pursuant to the Executive Order, the Committee was cognizant of the need for a Report which, when based purely upon the consensus findings and conclusions of the Committee, would be used as a tool by Harford County Government in assisting the budgeting as well as other processes. The resulting methodology is similar to that which has historically been utilized to predict anticipated revenue growth. The Committee primarily used publicly available data with realistic and recognized methodology in its analysis.

The Committee had no preconceived intentions as to the findings or recommendations contained herein.

II. Methodology and Background

A. Methodology, Background and Data Studied

Since its inception in 1992, the Committee has been reporting under the County's Executive Order creating the Committee. We were very fortunate that the composition of the Committee consisted of five returning members and one new member, who worked well together to meet this task with a broad base of relevant experience. In addition, the County Treasury and Budget staffs, are familiar with the Committee's process and are able to provide relevant guidance. Therefore, we were able to focus all our efforts on our primary charges.

Over the years of operation, the Committee has formulated a methodology for adopting a guideline of the percentage increase in spending affordability for the County. The Committee again decided to follow the traditional "budget based" estimate of spending affordability. That is, estimating a level of revenue that will become available, through the collection of taxes and fees, assuming no increase in applicable rates not already enacted or announced. This approach contrasts methodologies adopted by certain other jurisdictions which are typically defined as estimating spending levels tied to citizens' ability to pay for additional services.

We also utilized information from the following sources:

- Income tax collections for Harford County, through February, 2020, provided by the Harford County Treasurer.
- Property tax collections, and estimates, for Harford County, through FY 2020 and 2021, provided by the Harford County Treasurer.
- Additional input from the County Treasurer as to the impact of the Maryland General Assembly recent actions and any

pertinent information or estimates from the State Comptroller's office.

- The County Debt Management Policy dated April 13, 2010 and a debt burden analysis for years 2018-2024 as prepared by the Treasurer's office.
- The County FY 2019 CAFR.
- The County provided access to members of the Department of Planning and Zoning as well as the Department of Economic Development. These individuals provided the Committee with insight into future growth and development of the County.

B. Selected Method - Further Qualifications

The Committee reviewed, in detail, revenue estimates for the property tax and the local income tax. Collectively, property and income tax collections represent approximately 90% of total General Fund revenues to the County. The Committee reviewed historical data, developed trends, and forecasted revenues for both FY 2020 and FY 2021 from these two revenue sources.

Due to a lack of historical patterns, the Committee presumed no significant changes in other revenue sources, such as licensing, permit, investment income (note: as these are becoming more significant, the Committee does recommend future committees consider the impact of these other fees), and miscellaneous fees, or in miscellaneous State funding, such as police or law enforcement aid. The Committee also considered no increases, or decreases, in federal or state funding. The Committee specifically cites the existence of $17.4 million in appropriated fund balance from the FY 2019 audit. The Committee understands the County utilizes this non-recurring source of funds to pay for one-time expenditures and, therefore, is not included in the base year for growth calculations.

The Committee also reviewed the FY 2020 General Fund Budget as a necessary step in carrying out its charge to recommend a FY 2021 spending level. It was necessary to adjust the FY 2020 General Fund Budget to reflect the reduction of the appropriated fund balance equal to $17.4 million. Our approach has been to estimate annual recurring revenue, therefore excluding non-recurring sources of funds. This has been an adjustment we have historically made to exclude these non- recurring sources of funds. This adjustment yielded an Adjusted FY 2020 General Fund Budget of $575.1 million.

C. Debt Authorization

The Committee has reviewed the County's Debt Management Policy dated April 13, 2010. The Debt Management Policy includes a discussion of strategic capital planning and sets overall objectives for issuance of debt and debt service loads. The Committee concurs in those objectives and the reasoning set forth in the Debt Management Policy, and considers the objectives both reasonable and conservative. The Committee seeks to offer the County some guidance on this topic, and our general impressions as to the level of debt contemplated by the plan. We do not intend to give advice to the County on the highly technical subject of debt issuance and structure. As detailed in the policy, the County will engage qualified financial advisors, bond counsel, and bond underwriters to give them advice on the issuance and structure of the County's debt.

The Committee reviewed the Debt Affordability Ratios provided by the Debt Management Policy and their impact on the expected debt level in FY 2020 Budgeted level and FY 2021 Projected:

- The County aims to maintain the per capita debt level of the County at a level below 10% of the personal income of County residents.

In the County's CAFR for FY 2019 personal per capita income was estimated to be $60,053. Using this figure and the projected debt level for FY 2020 and FY 2021, this ratio would be 3.12% for FY 2020 and 2.99 % for 2021. Both of these figures are well below the cap imposed by the County policy. The County should consider whether this is a relevant metric to be used. Analytically, this ratio would have some value in assessing the debt burden of the County. Unfortunately, information on personal income is delayed as much as two, or more, years.

- The County aims to maintain a level of debt not to exceed $2,500 per capita. Projected FY 2020 level is expected to be $1,927 and $1,908 for FY 2021.

- The County aims to maintain a debt level under 2.3% of the full cash value of assessable property in the County. The projected level for FY 2020 is 1.7% and 1.6% for FY 2021.

- The County aims to have debt service not exceed 10% of budgeted general fund expenditures. Projected FY 2020 level is 9.5% and 9.4% for FY 2021.

The Committee believes the proposed level of debt for Fiscal Year 2021 is reasonable. Care should be taken to revisit the guidelines periodically to make sure they are still relevant, prudent, and allow the most reasonable use of debt for proper public purposes. Since most of the County debt is publicly issued, additional consideration needs to be given to the requirements of the public debt rating agencies and bond investors. The Committee finds additional comfort in the recent reaffirmation of the County's strong public debt ratings as a testament to the sound fiscal policies employed by the County. Harford County is in a select group of government issuers with the highest ratings

from the three major rating organizations. The Committee recognizes this as a significant achievement and believes this further stands as a testament to the strong fiscal policies employed by the County.

While the Committee recognizes the County's obvious strength in the management of the debt service levels with regard to the General Fund, the Committee would be remiss in ignoring potential impacts to the General Fund from other sources. The Water and Sewer Operating Fund was established as a self-sustaining utility to provide for water and sewer services for Harford County. Revenue from users covers costs of providing these services. However, the Committee is aware that the Water and Sewer Operating Fund may incur payments for debt service before repayment by consumers is realized. The General Fund must be used to satisfy any unpaid debt service in that fund should such a situation ever arise. The County is taking steps to set rates at appropriate levels to ensure the General Fund will not have to bridge any shortfall in the Water and Sewer fund.

The Committee believes that the County should continually review its Enterprise funds to ensure the enterprise is self sustaining and not dependent on the General Fund.

D. Fund Balance

The Committee reviewed the County's practice of maintaining an assigned fund balance of approximately five percent of the annual General Operating Fund Budget. This reserve holds funds that could be used by the County to fund revenue shortfalls, only by legislative action. This fund balance is considered critical in maintaining an acceptable level of financial strength.

In discussions with the County, and others, fiscally strong municipalities/counties are expected to maintain reserves in excess of the five percent reserve in order to maintain strong investment grade public debt ratings. These additional reserves can be in the form of

assigned, and/or unassigned, as long as the assignment can be changed by legislative action. It is important for the County to communicate with the rating agencies periodically to understand their current thoughts on the level of reserves. Based on those conversations, the County should strive to maintain the levels necessary to achieve their desired public debt rating.

The Committee endorses maintaining this practice for a number of reasons.

First, the five percent assigned balance, and additional reserves, helps to ensure healthy County operations and services during recessionary conditions or due to unexpected shortfalls in revenue. Recent years have proven to be difficult times in which to manage County Government. The wisdom of conservatively managing expenditures and planning for the possibility of economic downturns, or other uncontrollable and unexpected economic forces in recent years, has allowed for steady and consistent operation.

Second, the fund balance contributes to Harford County's enviable bond ratings, which are especially important in lowering the County's borrowing costs. In rating the County's creditworthiness, the rating agencies will review the fund balance when assigning their debt ratings. They will view a County with strong reserves more favorably.

III. Recommendations

General Fund Budget

Based upon our review and analysis of procedures already outlined, the Committee recommends that the FY 2021 General Fund Budget increase the FY 2020 Net Adjusted General Fund Budget, of $575.1 million, by 6.05%. This represents approximately $609.9

million in ongoing revenues for FY 2021. Note, based on the current state of the economy, the Committee was concerned over the impact to property tax revenues as well as all revenue sources of the County. The County real estate values continue to improve as evidenced by recent assessments by the State and a projected increase in property taxes of 2.6% for FY 2021. The Committee noted a projected rise in the income tax revenue of 4.9% for FY 2020 and 1.5% rise for FY 2021. The Committee expects that trend to continue as the economy strengthens.

Debt Authorization

The Committee spent time discussing the County debt authorization with the Treasurer, reviewing the Debt Management Policy (dated April 2010), and the expected debt levels in future years. The Policy appears to place reasonable parameters on the issuance of debt by the County. A review of expected levels of debt from FY 2018, through FY 2024, indicated the County remained comfortably within the debt metrics imposed by the Policy. Based on discussions with the Treasurer, the new debt needs of the County are very manageable. The County needs to replace one of its high school buildings which represents the biggest need in the next few years.

As the County issues new debt, the Committee strongly urges the Administration to consider potential impacts to debt service from other funds. The Committee will continue to study this process each year.

Fund Balance

The Committee recommends that the Fiscal Stabilization Fund be maintained at a minimum of five percent of the General Fund Operating Budget. Additional reserves should be maintained as needed to address potential needs of the County and to achieve the highest possible public debt ratings.

Additional Recommendations

The Committee believes that its recommendations and forecasts should be reviewed and tested at fiscal year-end 2020 and throughout FY 2021 as it prepares its recommendations for FY 2022. Revisions in revenue estimates prepared by State or County agencies, or supplemental budget authorizations occurring after the date of our report, may require adjustment to these recommendations.

Typically, this Committee's focus has been on income tax revenues and property tax revenues. We have typically assumed static balances in the other budget areas but have tried to make the County aware of any significant areas of note. The current decrease in market interest rates will have a significant negative impact on the County's investment portfolio in the future. Cash received from revenues is invested in short term securities until it is needed during the fiscal year. Given the size of the County budget, this investment portfolio can be quite large during the year. Interest earned on the portfolio is expected to provide additional revenue to cover expenses of the County. This situation has seen some improvement for most, or all of, FY 2019 and FY 2020 as short term interest rates have moved up, but this will undoubtedly change.

County property values are continuing to increase and the Committee estimates property tax revenue will increase a projected 2.6% in FY 2021.

The Committee recognizes the County's need to utilize our forecasts in long range budget planning. Given the uncertainties cited in this report, the County should continually monitor conditions in its current budget year, and not rely upon this report beyond the fiscal year for which it is intended.

Some further recommendations of the Committee include the following:

1. The County should continue to review its Enterprise funds to ensure the underlying enterprise is self supporting and not at risk of becoming dependent on funding from the General Fund.

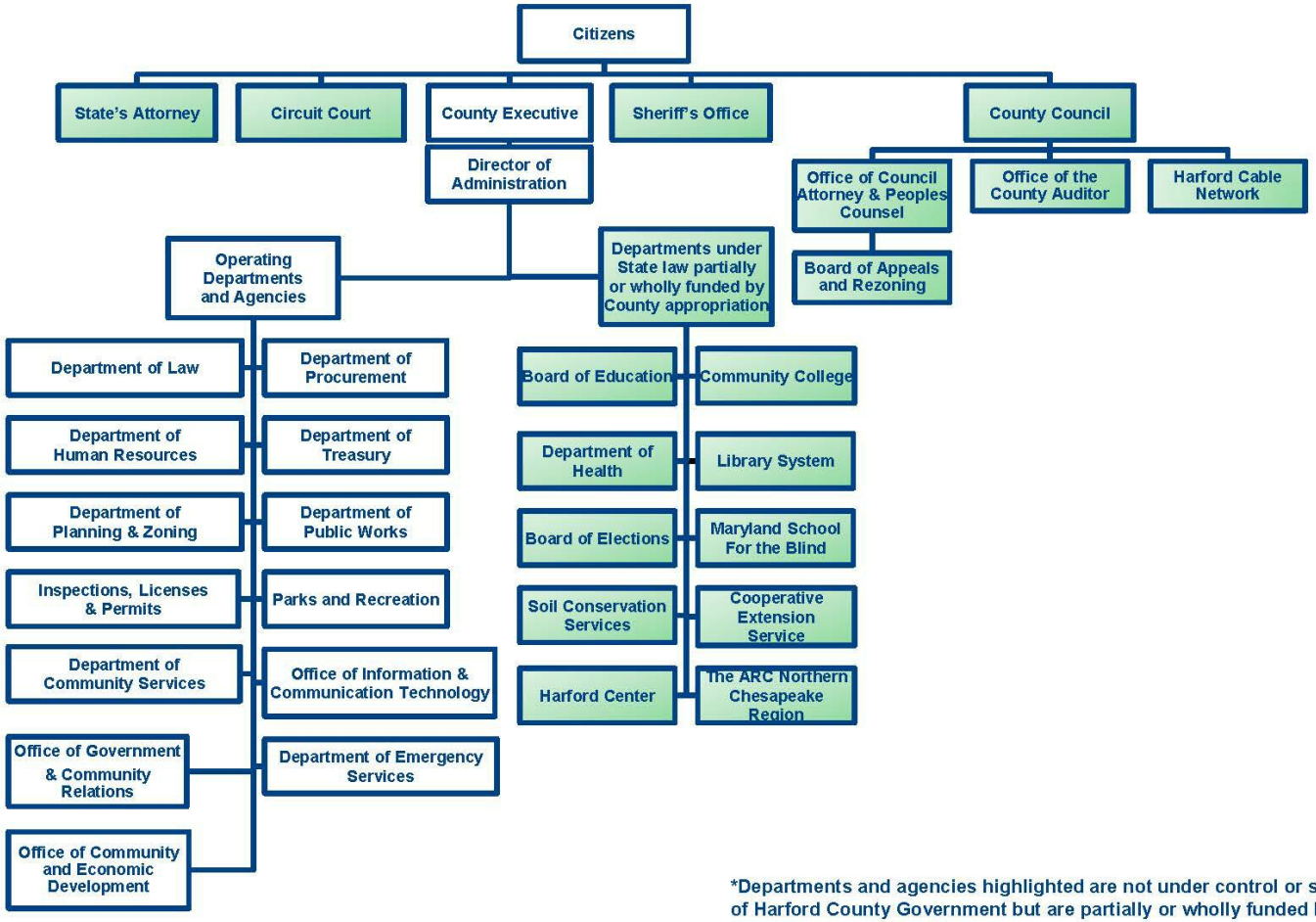
2. The County should review its debt guidelines to assure they are set at appropriate levels and the criteria are relevant.

IV. Acknowledgments

The Committee cannot complete its task without expressing its sincere appreciation to all County employees who assisted the Committee in this endeavor. Particularly, the Committee wishes to thank Robert Sandlass, Treasurer, Rick Pernas, Deputy County Treasurer, their staff, Kimberly Spence, Chief, Budget and Efficiency and her staff, for their efforts in providing estimates and historical revenue data and for their careful and detailed explanations of the County's budgeting structure. The Committee received valuable insight from Paul Lawder, Director of DILP, Brad Killian, Director of Planning and Zoning, Len Parrish, Director of Community and Economic Development, and Steve Overbay, Deputy Director of Community and Economic Development. The Committee also wishes to thank Sharon Ballweg for her efforts in coordinating the Committee's meetings and providing staff support. In addition, the Committee held meetings from January through March as it reviewed its materials.

March 25, 2020

HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



*Departments and agencies highlighted are not under control or supervision of Harford County Government but are partially or wholly funded by County appropriations under State law.

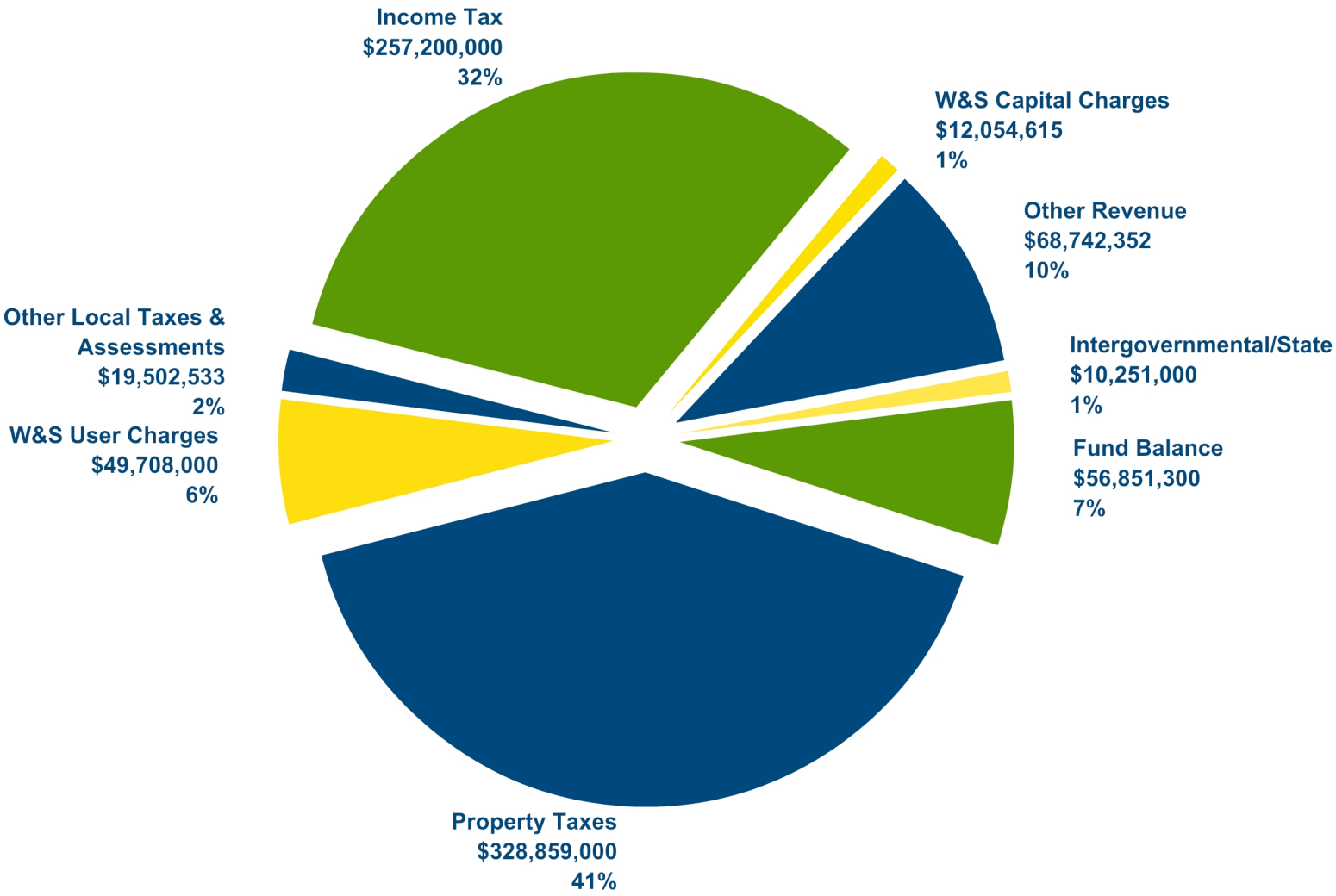
FY 21 APPROVED ALL FUNDS

REVENUE BREAKDOWN

$803,168,800

PROPERTY TAXES:	**41%**	**328,859,000**	**INCOME TAX:**	**32%**	**257,200,000**
Real & Personal	333,885,000				
Deductions	(5,026,000)		**W & S USER CHARGES:**	**6%**	**49,708,000**
INTERGOVERNMENTAL/ STATE:	**1%**	**10,251,000**	**W & S CAPITAL CHARGES:**	**1%**	**12,054,615**
OTHER LOCAL TAXES & ASSESSMENTS:	**2%**	**19,502,533**			
FUND BALANCE/ UNRESTRICTED NET ASSETS:	**7%**	**56,851,300**	**OTHER REVENUE:**	**10%**	**68,742,352**
			Licenses/Permits	4,638,200	
General Fund Balance	27,435,000		Service Charges	19,066,700	
Highways Fund	6,085,000		Fines & Forfeitures	186,100	
Watershed Fund	457,300		Miscellaneous	4,690,357	
P&R Special Revenue	195,200		Intra County	36,877,843	
Contributed Capital	11,892,800		Investment Income	3,283,152	
Ag Preservation-County	10,606,000				
Tax Increment Financing	180,000				

ALL FUNDS
REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $803,168,800

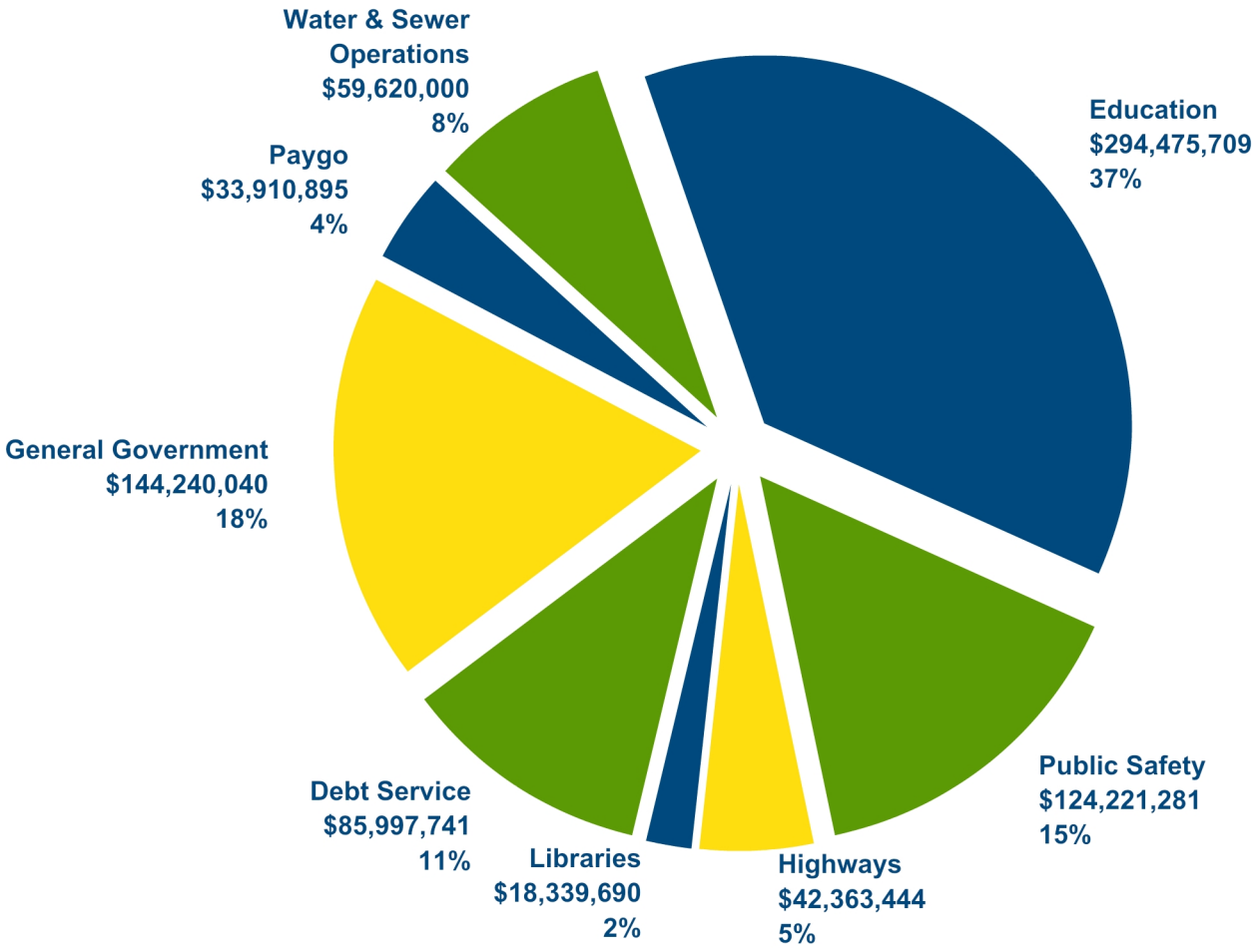


FY 21 APPROVED ALL FUNDS
APPROPRIATIONS BREAKDOWN
$803,168,800

GENERAL GOVERNMENT:	**18%**	**144,240,040**
County Executive	799,972	
Administration	8,566,872	
Procurement	931,261	
Treasury	3,820,392	
Law	2,334,301	
Planning & Zoning	26,641,712	
Human Resources	2,399,836	
Community Services	6,054,180	
Handicapped Care Centers	2,525,351	
Office of Gov't. & Comm. Relations	1,371,357	
Health	4,018,168	
Info & Communication Technology	10,942,261	
Public Works	21,953,312	
Council	3,528,526	
Judicial	3,915,726	
State's Attorney	6,659,125	
Elections	2,675,445	
Parks & Recreation	12,124,619	
Natural Resources	832,763	
Community & Economic Development	5,856,998	
Insurance	553,498	
Benefits	10,449,572	
Appropriation to Towns	3,964,793	
Appropriation to State	1,170,000	
Rural Legacy Program	50,000	
Contingency Reserve	100,000	
WATER & SEWER OPERATIONS:	**8%**	**59,620,000**
Treasury	1,416,669	
Personnel Matters	291,350	
Public Works	56,851,369	
Insurance	146,198	
Benefits	914,414	

EDUCATION:		**37%**	**294,475,709**
Board of Education	35%	276,927,778	
Harford Community College	2%	17,547,931	
PUBLIC SAFETY:		**15%**	**124,221,281**
Sheriff		90,364,541	
Emergency Services		16,817,354	
Volunteer Fire Companies		7,194,862	
EMS Foundation		5,337,069	
Inspections, Licenses & Permits		3,557,455	
Humane Society		950,000	
HIGHWAYS:		**5%**	**42,363,444**
Fleet Management		9,502,156	
Personnel Matters		305,186	
Public Works		31,033,434	
Insurance		196,452	
Benefits		1,126,216	
Contingency Reserve		200,000	
LIBRARIES		**2%**	**18,339,690**
PAYGO:		**4%**	**33,910,895**
General		11,469,866	
Highways		12,975,968	
Water & Sewer		4,350,000	
Parks & Recreation		125,000	
Watershed Management		1,300,000	
Grant Matches		3,690,061	
DEBT SERVICE:		**11%**	**85,997,741**
General		60,469,990	
AG Preservation - County		2,169,100	
Highways		1,845,588	
Water & Sewer Debt Service		19,326,000	
TIF Debt Service		1,165,000	
Watershed Management		1,022,063	

ALL FUNDS
APPROPRIATIONS
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $803,168,800



ALL FUNDS SUMMARY

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	140,701,153	164,363,010	171,926,617	182,664,897	182,664,897
20	CONTRACTUAL SERVICES	54,024,287	65,171,354	81,771,149	82,909,683	82,909,683
30	SUPPLIES & MATERIALS	12,234,041	14,189,393	17,905,133	18,814,134	18,814,134
40	BUSINESS & TRAVEL	8,104,338	9,168,048	10,909,407	11,236,052	11,236,052
50	CAPITAL OUTLAY	3,608,491	17,838,399	10,922,692	23,120,400	23,120,400
60	DEBT SERVICE	77,049,166	77,318,239	79,046,782	80,253,865	80,253,865
70	MISCELLANEOUS	328,017,596	361,542,759	375,145,860	404,139,684	404,139,684
80	INTER-GOVERNMENTAL/INTER-FUND	7,139	3,172	30,485	30,085	30,085
	GRAND TOTAL	**623,746,211**	**709,594,374**	**747,658,125**	**803,168,800**	**803,168,800**
SUMMARY BY FUND:						
11	GENERAL	508,675,477	564,172,974	595,390,000	632,435,000	632,435,000
25	HIGHWAYS	40,030,172	51,286,394	55,385,000	57,185,000	57,185,000
26	PARKS AND RECREATION	840,569	701,350	1,020,000	961,000	961,000
27	AG PRESERVATION - COUNTY	12,026,431	21,655,500	12,472,000	24,200,000	24,200,000
28	AG PRESERVATION - STATE	1,029,758	810,889	255,000	481,800	481,800
29	WATERSHED MANAGEMENT	281,577	831,978	3,193,000	3,445,000	3,445,000
31	TAX INCREMENT FINANCING	1,072,546	1,107,448	1,167,000	1,165,000	1,165,000
51	WATER & SEWER OPERATING	46,247,988	56,075,100	61,980,000	63,970,000	63,970,000
53	WATER & SEWER DEBT SERVICE	13,541,691	12,952,741	16,796,125	19,326,000	19,326,000
55	SOLID WASTE SERVICES	2	0	0	0	0
	GRAND TOTAL	**623,746,211**	**709,594,374**	**747,658,125**	**803,168,800**	**803,168,800**

ALL FUNDS SUMMARY

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DEPARTMENT:						
01	COUNTY EXECUTIVE	231,302	643,540	776,516	799,972	799,972
02	ADMINISTRATION	6,045,142	9,576,836	10,665,326	8,566,872	8,566,872
03	PROCUREMENT	6,309,000	9,243,818	10,058,101	10,433,417	10,433,417
04	TREASURY	4,132,171	4,532,281	5,183,831	5,237,062	5,237,062
05	LAW	1,896,326	2,042,616	2,372,833	2,334,301	2,334,301
06	PLANNING AND ZONING	6,290,651	20,061,498	13,717,325	26,641,712	26,641,712
08	HUMAN RESOURCES	1,896,451	3,423,030	2,863,974	2,996,372	2,996,372
09	COMMUNITY SERVICES	4,493,300	4,573,680	5,317,771	6,054,180	6,054,180
14	HANDICAPPED CARE CENTERS	2,298,730	2,408,730	2,454,825	2,525,351	2,525,351
15	OFFICE OF GOV'T. AND COMMUNITY RELATIONS	880,423	962,142	1,229,757	1,371,357	1,371,357
16	HEALTH	3,703,311	3,774,330	3,815,987	4,018,168	4,018,168
17	HOUSING AGENCY	1,071,257	1	0	0	0
18	INFORMATION & COMMUNICATION TECHNOLOGY	7,297,894	9,744,545	10,963,694	10,942,261	10,942,261
21	SHERIFF'S OFFICE	71,430,377	82,156,857	84,679,082	90,364,541	90,364,541
22	EMERGENCY SERVICES	20,145,534	23,540,992	25,922,336	29,349,285	29,349,285
26	INSPECTIONS, LICENSES & PERMITS	2,696,101	3,200,048	3,390,811	3,557,455	3,557,455
30	PUBLIC WORKS	81,126,070	91,199,232	107,737,907	109,838,114	109,838,114
40	COUNTY COUNCIL	2,563,791	2,989,135	3,371,089	3,528,526	3,528,526
41	JUDICIAL	3,028,468	3,448,638	3,646,472	3,915,726	3,915,726
43	STATE'S ATTORNEY	5,730,420	5,812,048	6,339,047	6,659,125	6,659,125
48	ELECTIONS	1,998,592	2,543,013	2,655,019	2,675,445	2,675,445
54	BOARD OF EDUCATION	233,534,504	245,815,645	256,465,645	276,927,778	276,927,778
56	HARFORD COMMUNITY COLLEGE	15,561,612	16,811,612	17,147,844	17,547,931	17,547,931
58	LIBRARIES	16,644,574	17,472,912	17,804,908	18,339,690	18,339,690
59	PARKS AND RECREATION	8,913,806	9,803,380	11,604,274	12,124,619	12,124,619
63	CONSERVATION OF NATURAL RESOURCES	671,273	743,016	807,883	832,763	832,763
65	COMMUNITY & ECONOMIC DEVELOPMENT	5,700,818	4,798,740	6,419,651	5,856,998	5,856,998
66	DEBT SERVICE	77,189,670	77,577,230	79,158,782	85,997,741	85,997,741
67	INSURANCE	655,093	1,037,172	1,117,345	896,148	896,148
68	BENEFITS	8,313,649	10,005,829	12,176,866	12,490,202	12,490,202
70	PAYGO/APPROPRIATION TO TOWNS	21,295,901	39,651,829	37,493,224	40,045,688	40,045,688
90	RESERVE FOR CONTINGENCIES	0	0	300,000	300,000	300,000
	GRAND TOTAL	**623,746,211**	**709,594,375**	**747,658,125**	**803,168,800**	**803,168,800**

ALL FUNDS SUMMARY

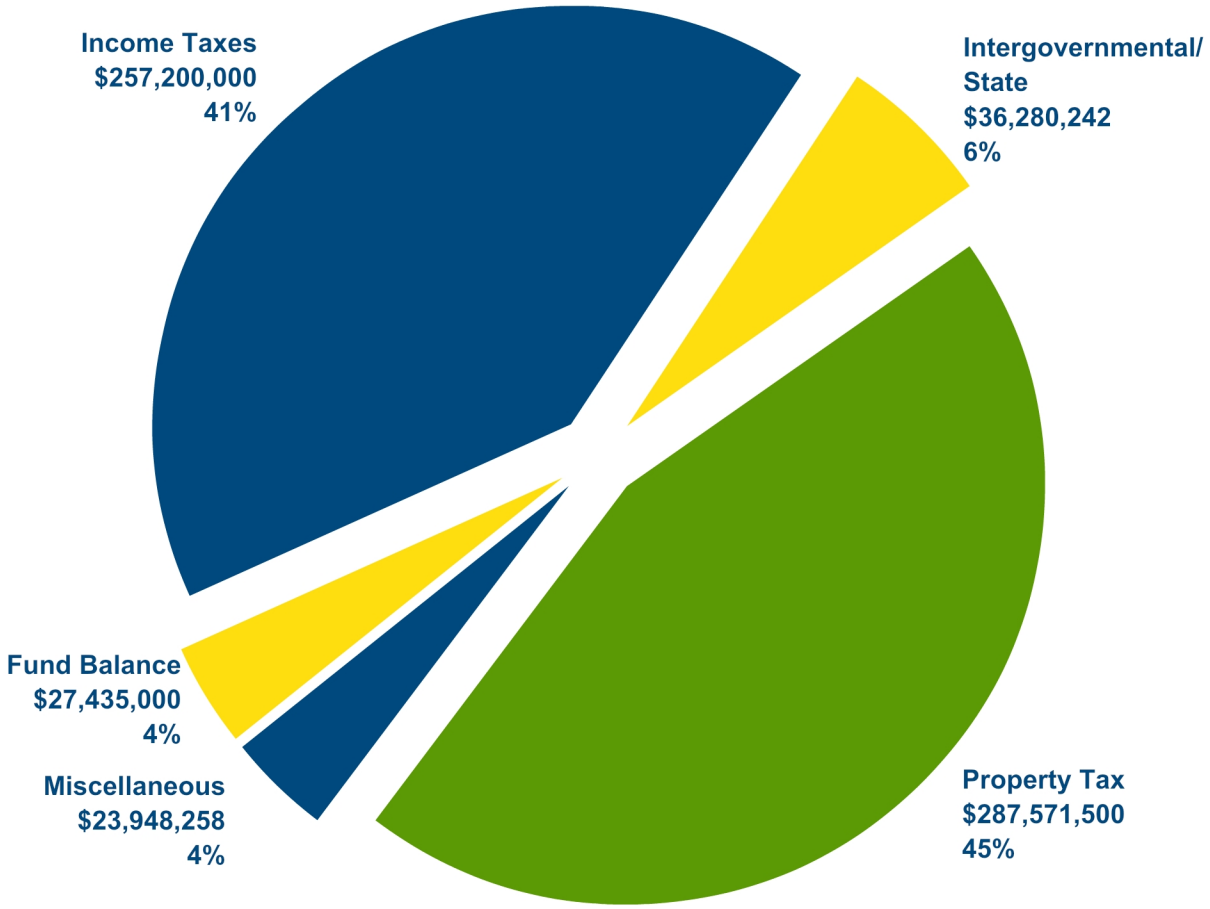
	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY REVENUE SOURCE:					
PROPERTY TAXES	298,995,618	313,412,824	317,457,500	328,859,000	328,859,000
INCOME TAXES	212,689,205	241,492,775	233,500,000	257,200,000	257,200,000
OTHER LOCAL TAXES AND ASSESSMENTS	21,010,918	21,161,613	22,870,900	19,502,533	19,502,533
W & S USER CHARGES	38,637,257	46,052,380	51,171,700	49,708,000	49,708,000
W & S CAPITAL CHARGES	8,260,958	13,998,753	11,367,225	12,054,615	12,054,615
INTERGOVERNMENTAL/STATE-SHARED	8,393,487	10,144,790	10,200,000	10,251,000	10,251,000
INVESTMENT INCOME	4,075,664	22,129,697	4,782,409	3,283,152	3,283,152
FUND BAL APPROP/UNRESTRICTED NET POSITION	0	0	31,624,505	56,851,300	56,851,300
OTHER REVENUE	54,510,979	92,375,633	64,683,886	65,459,200	65,459,200
GRAND TOTAL	**646,574,086**	**760,768,465**	**747,658,125**	**803,168,800**	**803,168,800**

GENERAL

FY 21 APPROVED GENERAL FUND
REVENUE BREAKDOWN
$632,435,000

PROPERTY TAX:	**45%**	**287,571,500**	**INCOME TAX**	**41%**	**257,200,000**
Real & Personal	291,935,000				
Deductions	(4,363,500)		**FUND BALANCE**	**4%**	**27,435,000**
MISCELLANEOUS:	**4%**	**23,948,258**	**INTERGOVERNMENTAL/ STATE:**	**6%**	**36,280,242**
Other Taxes	3,263,000		Intergovernmental	5,987,000	
Service Charges	14,891,000		Intra-County	2,563,692	
Fines & Forfeitures	149,100		Pro Rata	6,296,216	
Miscellaneous Revenues	503,258		Recordation	11,933,334	
Investment Income	506,200		Transfer	9,500,000	
Licenses & Permits	4,635,700				

GENERAL FUND REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $632,435,000

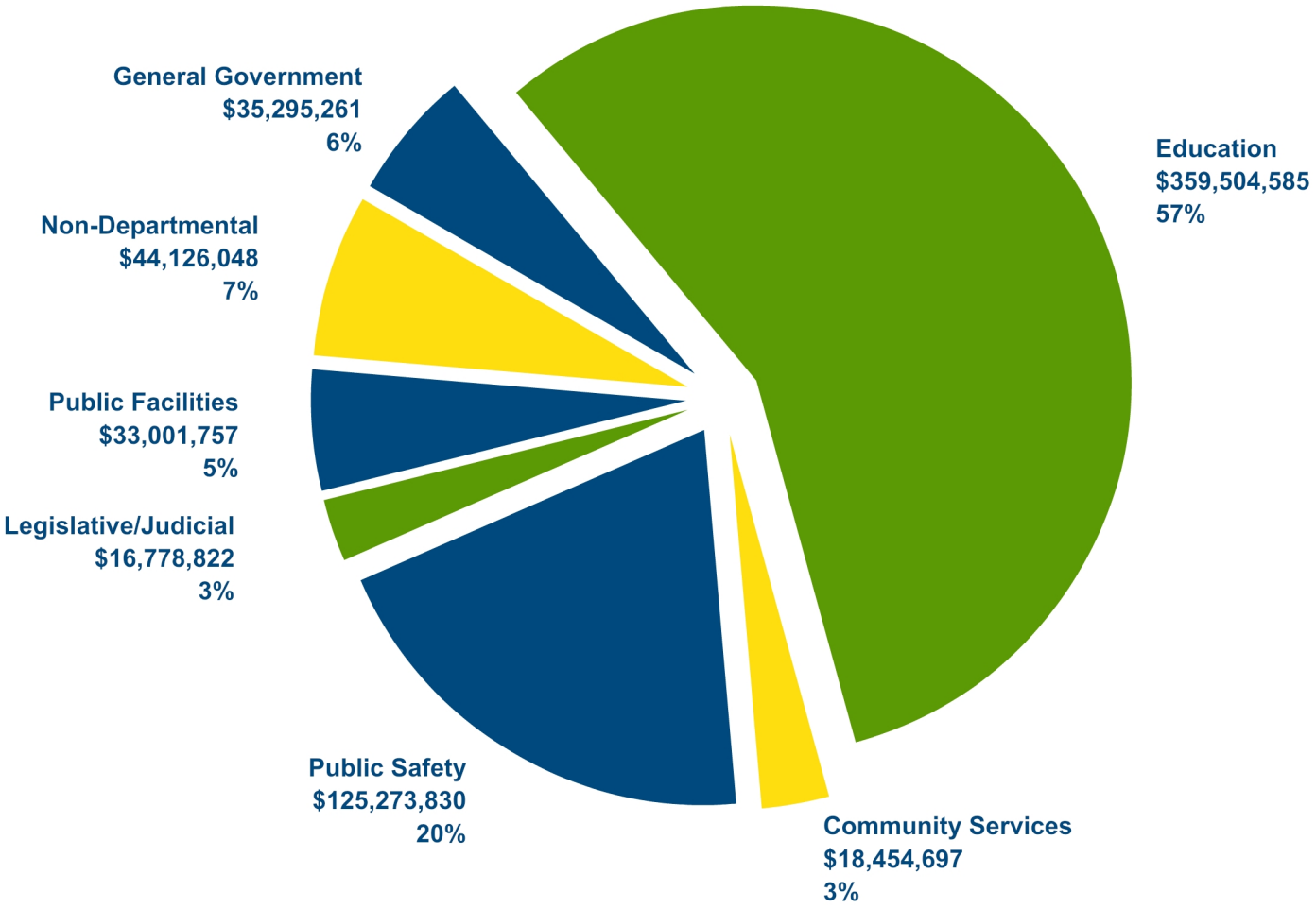


FY 21 APPROVED GENERAL FUND
APPROPRIATIONS BREAKDOWN
$632,435,000

GENERAL GOVERNMENT:	**5.6%**	**35,295,261**
County Executive	799,972	
Administration	8,566,872	
Procurement	931,261	
Treasury	3,820,392	
Law	2,334,301	
Human Resources	2,399,836	
Office of Gov't & Comm. Rel.	1,371,357	
Info. & Comm. Technology	10,942,261	
Planning & Zoning	4,129,009	
PUBLIC FACILITIES:	**5.2%**	**33,001,757**
Public Works	20,830,375	
Natural Resources	832,763	
Rural Legacy Program	50,000	
Parks & Recreation	11,288,619	
PUBLIC SAFETY:	**19.8%**	**125,273,830**
Sheriff	86,727,017	
Emergency Services	16,817,354	
Volunteer Fire Companies	7,194,862	
EMS Foundation	5,337,069	
Inspections, Licenses & Permits	3,557,455	
Humane Society	950,000	
PAYGO (Public Safety)	4,690,073	
COMMUNITY SERVICES:	**2.9%**	**18,454,697**
Community Services	6,054,180	
Health	4,018,168	
Handicapped Centers	2,525,351	
Community & Economic Dev.	5,856,998	

EDUCATION:		**56.8%**	**359,504,585**
Public Schools:	50.6%	320,060,442	
Board of Ed. Operating		*276,927,778*	
Board of Ed. Debt Service		*35,152,140*	
Board of Ed. PAYGO		*4,343,000*	
HCSO School Safety Division		*3,637,524*	
Harford Community College:	3.3%	20,704,453	
HCC Operating		*17,547,931*	
HCC Debt Service		*3,156,522*	
Harford County Public Library:	3.0%	18,739,690	
HCPL Operating		*18,339,690*	
HCPL PAYGO		*400,000*	
LEGISLATIVE/JUDICIAL:		**2.7%**	**16,778,822**
County Council		3,528,526	
Judicial		3,915,726	
State's Attorney		6,659,125	
Elections		2,675,445	
NON-DEPARTMENTAL:		**7.0%**	**44,126,048**
Insurance		553,498	
Benefits		10,449,572	
Contingency Reserve		100,000	
Capital Improvements (General)		2,036,796	
Grant Matches		3,690,061	
Debt Service (General)		22,161,328	
Appropriation to Towns		3,964,793	
Appropriation to State		1,170,000	

GENERAL FUND APPROPRIATIONS
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $632,435,000



GENERAL FUND

ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502(b) defines the term "County funds" to mean "any money appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The General Fund is the principal operating fund for Harford County Government and encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund. General Fund appropriations are used primarily to finance the administrative activities of County Government to provide services to its citizens. In addition, the allocation of County funds in support of the Board of Education, the Library system, Harford Community College, the Health Department, some State agencies, and certain non-profit and/or community programs, is made from the General Fund.

Charter Section 523 (b) also states "No general fund revenues or receipts shall be dedicated to, expended for, or used to supplement appropriations from a special fund except as a loan to such special fund."

Property Taxes are the largest source of General Fund revenue, followed by Income Taxes. Other sources include licenses, permits, fines, forfeitures, investments, rental income, sales, services and charges to user agencies, other local taxes, and State shared revenue. Any excess unappropriated fund balance realized at the end of a fiscal year, above the 5% Unappropriated General Fund Balance maintained by County policy, is appropriated into the next fiscal year's budget and treated as one-time funding for that fiscal year.

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	119,751,599	129,889,454	135,927,466	144,703,523	144,703,523
20	CONTRACTUAL SERVICES	48,179,957	49,773,823	59,734,384	60,068,697	60,068,697
30	SUPPLIES & MATERIALS	4,284,038	4,643,176	5,362,020	5,859,050	5,859,050
40	BUSINESS & TRAVEL	3,011,707	3,231,032	3,827,607	3,853,555	3,853,555
50	CAPITAL OUTLAY	600,494	2,087,607	1,728,742	1,540,850	1,540,850
60	DEBT SERVICE	53,019,892	55,880,697	56,272,950	60,429,990	60,429,990
70	MISCELLANEOUS	308,222,450	318,664,129	332,510,796	355,953,700	355,953,700
80	INTER-GOVERNMENTAL/INTER-FUND	10,537	3,056	26,035	25,635	25,635
	GRAND TOTAL	**537,080,674**	**564,172,974**	**595,390,000**	**632,435,000**	**632,435,000**

GENERAL FUND

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DEPARTMENT:						
01	COUNTY EXECUTIVE	676,559	643,540	776,516	799,972	799,972
02	ADMINISTRATION	9,923,001	9,576,836	10,665,326	8,566,872	8,566,872
03	PROCUREMENT	716,851	878,039	866,199	931,261	931,261
04	TREASURY	3,253,855	3,464,611	3,799,963	3,820,392	3,820,392
05	LAW	1,913,564	2,042,616	2,372,833	2,334,301	2,334,301
06	PLANNING & ZONING	3,400,041	3,721,816	3,990,324	4,129,012	4,129,012
08	HUMAN RESOURCES	2,728,798	2,444,444	2,283,418	2,399,836	2,399,836
09	COMMUNITY SERVICES	4,599,263	4,573,680	5,317,771	6,054,180	6,054,180
14	HANDICAPPED CARE CENTERS	2,298,730	2,408,730	2,454,825	2,525,351	2,525,351
15	OFFICE OF GOV'T. & COMM. RELATIONS	829,134	962,142	1,229,757	1,371,357	1,371,357
16	HEALTH	3,728,313	3,774,330	3,815,987	4,018,168	4,018,168
17	HOUSING AGENCY	1,158,790	0	0	0	0
18	INFORMATION & COMM TECHNOLOGY	8,228,841	9,744,545	10,963,694	10,942,261	10,942,261
21	SHERIFF'S OFFICE	75,660,277	82,156,857	84,679,082	90,364,541	90,364,541
22	EMERGENCY SERVICES	21,426,767	23,540,992	25,922,336	29,349,285	29,349,285
26	INSPECTIONS, LICENSES & PERMITS	2,910,324	3,200,048	3,390,811	3,557,455	3,557,455
30	PUBLIC WORKS	17,077,698	17,053,535	21,438,441	20,830,375	20,830,375
40	COUNTY COUNCIL	2,663,859	2,989,135	3,371,089	3,528,526	3,528,526
41	JUDICIAL	3,282,778	3,448,638	3,646,472	3,915,726	3,915,726
43	STATE'S ATTORNEY	5,879,409	5,812,048	6,339,047	6,659,125	6,659,125
48	ELECTIONS	1,572,366	2,543,013	2,655,019	2,675,445	2,675,445
54	BOARD OF EDUCATION	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
56	HARFORD COMMUNITY COLLEGE	16,411,611	16,811,612	17,147,844	17,547,931	17,547,931
58	LIBRARIES	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690
59	PARKS & RECREATION	8,733,455	9,127,030	10,684,274	11,288,619	11,288,619
63	CONSERVATION OF NAT'L RESOURCES	712,733	743,016	807,883	832,763	832,763
65	COMMUNITY & ECONOMIC DEVELOPMENT	5,591,032	4,798,740	6,419,651	5,856,998	5,856,998

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DEPARTMENT (CONT'D):						
66	DEBT SERVICE	53,042,281	55,920,494	56,312,950	60,469,990	60,469,990
67	INSURANCE	748,098	714,176	697,088	553,498	553,498
68	BENEFITS	7,418,176	8,023,891	9,671,601	10,449,572	10,449,572
70	MISCELLANEOUS	14,677,440	19,765,863	19,299,246	21,294,720	21,294,720
90	RESERVE FOR CONTINGENCIES	0	0	100,000	100,000	100,000
	GRAND TOTAL	**537,080,674**	**564,172,974**	**595,390,000**	**632,435,000**	**632,435,000**
SUMMARY BY REVENUE SOURCE:						
	PROPERTY TAXES	268,545,688	274,081,325	277,389,000	287,571,500	287,571,500
	INCOME TAXES	218,196,227	241,492,775	233,500,000	257,200,000	257,200,000
	LICENSES & PERMITS	4,494,635	4,634,873	4,502,600	4,635,700	4,635,700
	INTERGOVERNMENTAL	6,189,735	5,646,999	6,155,000	5,987,000	5,987,000
	SERVICE CHARGES	14,046,032	14,186,894	15,324,000	14,891,000	14,891,000
	FINES & FORFEITURES	133,229	149,266	133,400	149,100	149,100
	MISCELLANEOUS REVENUES	12,720,402	13,896,017	9,251,000	4,272,458	4,272,458
	RECORDATION/TRANSFER TAX	18,000,000	20,206,700	23,216,000	21,433,334	21,433,334
	INTRA-COUNTY TRANSFERS	9,094,154	8,169,686	8,547,390	8,859,908	8,859,908
	FUND BALANCE APPROPRIATION	0	0	17,371,610	27,435,000	27,435,000
	GRAND TOTAL	**551,420,102**	**582,464,535**	**595,390,000**	**632,435,000**	**632,435,000**

FINANCIAL NOTES:

FY 21 Approved Budget	632,435,000
FY 20 Approved Budget	595,390,000
$ increase	37,045,000
% increase	6.22%

FY 20	FY 21	CHANGE
277,389,000	287,571,500	10,182,500

EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES:

FY 21 Approved Budget	287,571,500	45.47 % of the FY 21 General Fund
FY 20 Approved Budget	277,389,000	47.21 % of the FY 20 General Fund
$ increase	10,182,500	
% increase	3.67%	

Maryland State law provides that all real property is subject to the property tax. Property owners receive a property tax bill each year, which is effective as of July 1st.

Properties are reassessed by law once every three years and property owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. Assessments are certified to the County where they are converted into property tax bills by applying the appropriate property tax rate.

Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of building and personal property.

The County's property tax rate for FY 21 is $0.8937 per $100 of assessed value for properties. There was no change in the property tax rate from FY 20. We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, and next two upcoming tax years. The second source of information is building permit activity reports, and real estate sales information.

These reports along with prior year data are reviewed in order to properly complete a trend analysis. For FY 21, the percent of overall increase in property tax revenue is 3.67% or $10,182,500. The growth is due to the properties being reassessed by the State at higher values. For FY 21, "Group 2" reassessments increased by 8.9% statewide. In Harford County assessments in Group 2, which covers the central part of the County including the County seat of Bel Air, increased by 5.5% with residential and commercial assessments increasing by 5.6% and 5.2% respectively.


Property Tax Trend
295,000,000
290,000,000
285,000,000
280,000,000
275,000,000
270,000,000
265,000,000
FY 18 AUDITED
FY 19 AUDITED
FY 20 ESTIMATED
FY 21 ESTIMATED

FINANCIAL NOTES:

FY 20	FY 21	CHANGE
233,500,000	257,200,000	23,700,000

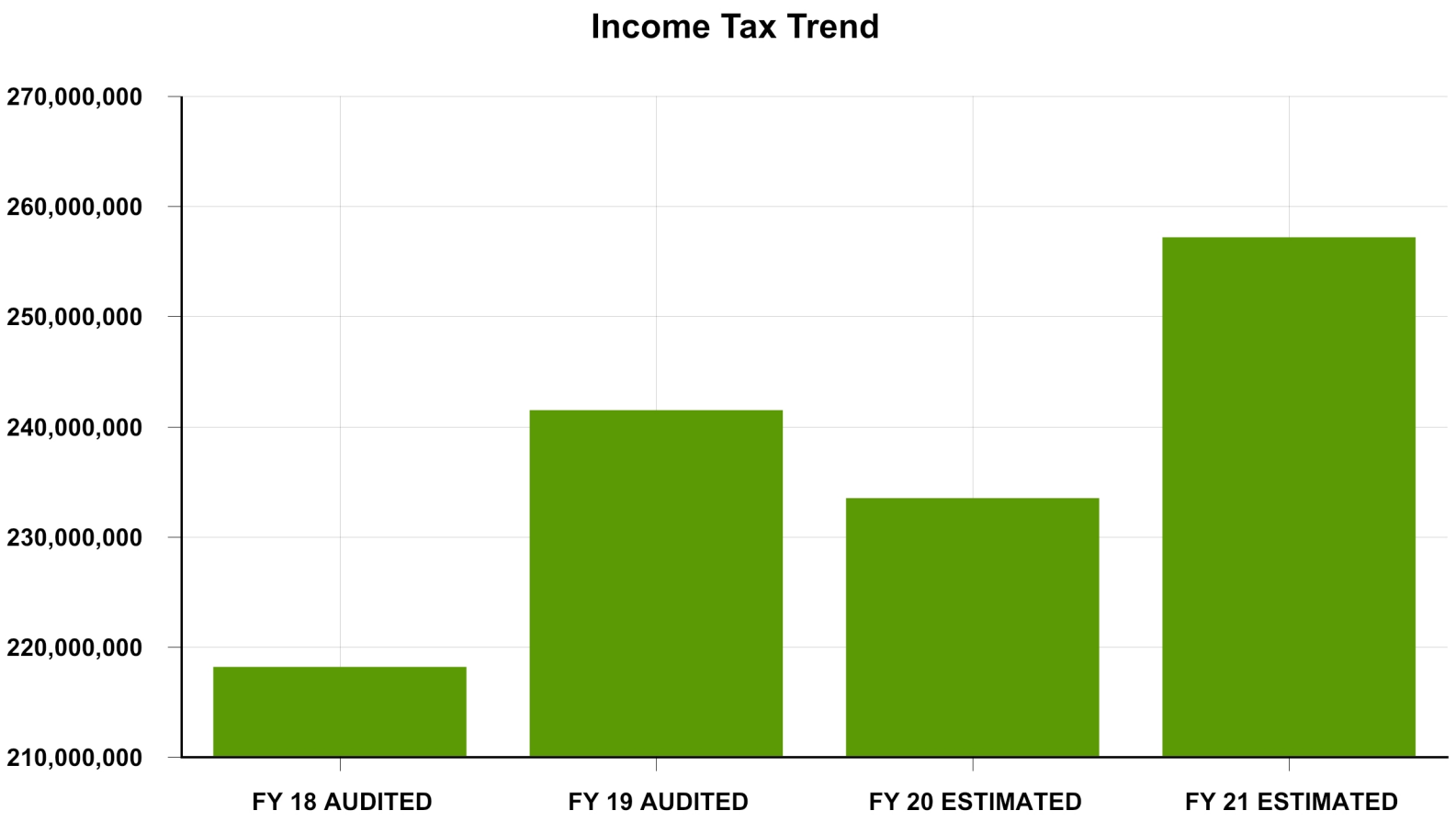
EXPLANATION OF INCREASE/DECREASE - REVENUES

INCOME TAXES

FY 21 Approved Budget	257,200,000	40.67% of the FY 21 General Fund
FY 20 Approved Budget	233,500,000	39.22% of the FY 20 General Fund
$ increase	23,700,000	
% increase	10.15%	

Each jurisdiction in Maryland is required to set a local Income Tax rate to be applied to the net taxable personal income on an annual basis. Harford County's rate is 3.06% which was established in calendar year 2001. The State of Maryland collects all Income Taxes and distributes to each local subdivision its share of the annual revenues. Although Income Taxes are imposed and collected on a calendar year basis, the State distributes the funds to the counties over a 21 month period, spreading Harford County's receipts over three fiscal years. We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments.

The growth in revenue is largely due to the Federal Tax Cut and Jobs Act that increased State and local taxable income by way of capping some deductions. That change is tempered by the COVID-19 economic shut down, which has reduced both our FY 20 and FY 21 growth projections. For FY 21 an overall growth rate of 1.5% is assumed with an expectation that revenues will decline in the first half of the fiscal year before rebounding.


Income Tax Trend
270,000,000
260,000,000
250,000,000
240,000,000
230,000,000
220,000,000
210,000,000
FY 18 AUDITED
FY 19 AUDITED
FY 20 ESTIMATED
FY 21 ESTIMATED

FINANCIAL NOTES:

FY 20	FY 21	CHANGE
84,501,000	87,663,500	3,162,500

EXPLANATION OF INCREASE/DECREASE - REVENUES

OTHER REVENUES

FY 21 Approved Budget	87,663,500	13.86% of the FY 21 General Fund
FY 20 Approved Budget	84,501,000	14.19% of the FY 20 General Fund
$ increase	3,162,500	
% increase	3.74%	

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

Fund Balance Appropriated	FY 20	FY 21	Change
	17,371,610	27,435,000	10,063,390

Excess unappropriated fund balance at the end of a fiscal year, above the 5% reserve designated for credit rating purposes, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.

PSDS Recordation/Transfer Taxes	FY 20	FY 21	Change
	23,216,000	21,433,334	(1,782,666)

FY 21 includes the anticipated transfer of $400,000 of accumulated recordation tax. New Recordation and Transfer tax is estimated at $21,033,334. This revenue comes initially into the County's Capital Revenue Fund. It is expensed from the Capital Budget as a general project called School Debt Service. This expense becomes an Operating General Fund Revenue and it is dedicated to the payment School Debt Service.

FINANCIAL NOTES:

EXPLANATION OF INCREASE/DECREASE - REVENUES

FY 20	FY 21				
		All "Other" Revenues combined	FY 20	FY 21	Change
			43,913,390	38,795,166	(5,118,224)

These include: Other taxes, charges for current services, revenues from other agencies, fines and forfeitures, licenses and permits and investment income.

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
135,927,466	144,703,523	8,776,057	PERSONAL SERVICES The increase is the result of the FY 21 salary increasing consisting of a 2% COLA and $2,000 merit for all eligible county employees; full funding of the Sheriff's Office wage enhancement request for law enforcement deputies, corrections officers and civilian employees; increased costs for health benefits, pension expenses, overtime and temporary salaries.
59,734,384	60,068,697	334,313	CONTRACTUAL SERVICES The increase is the net result of funds appropriated to the Emergency Medical Service Foundation to provide for additional BLS providers; additional funds are provided for data processing software renewals and licenses; increased costs for the emergency reporting system (911) Motorola maintenance contract; and based on actual expense history additional funds are provided for custodial services, grounds maintenance and snow removal for County facilities. The annual cost for Retiree's Health Insurance also requires additional funds based on the increase number of retiree's These increases are offset by a reallocation of funds provided for Space and Real Estate Rental due to GASB 87 standard.
5,362,020	5,859,050	497,030	SUPPLIES AND MATERIALS Increase is the result of additional funds provided for sheriff's safety equipment - vests, evidence collection, etc. and Emergency Service's Rescue Task Force safety equipment to include Lifepak and Lucas devices, ballistic vests and rescue equipment. Additional funds also provided for inmate meal contract and the purchase of uniforms for county employees based on actual expense history.

FINANCIAL NOTES:

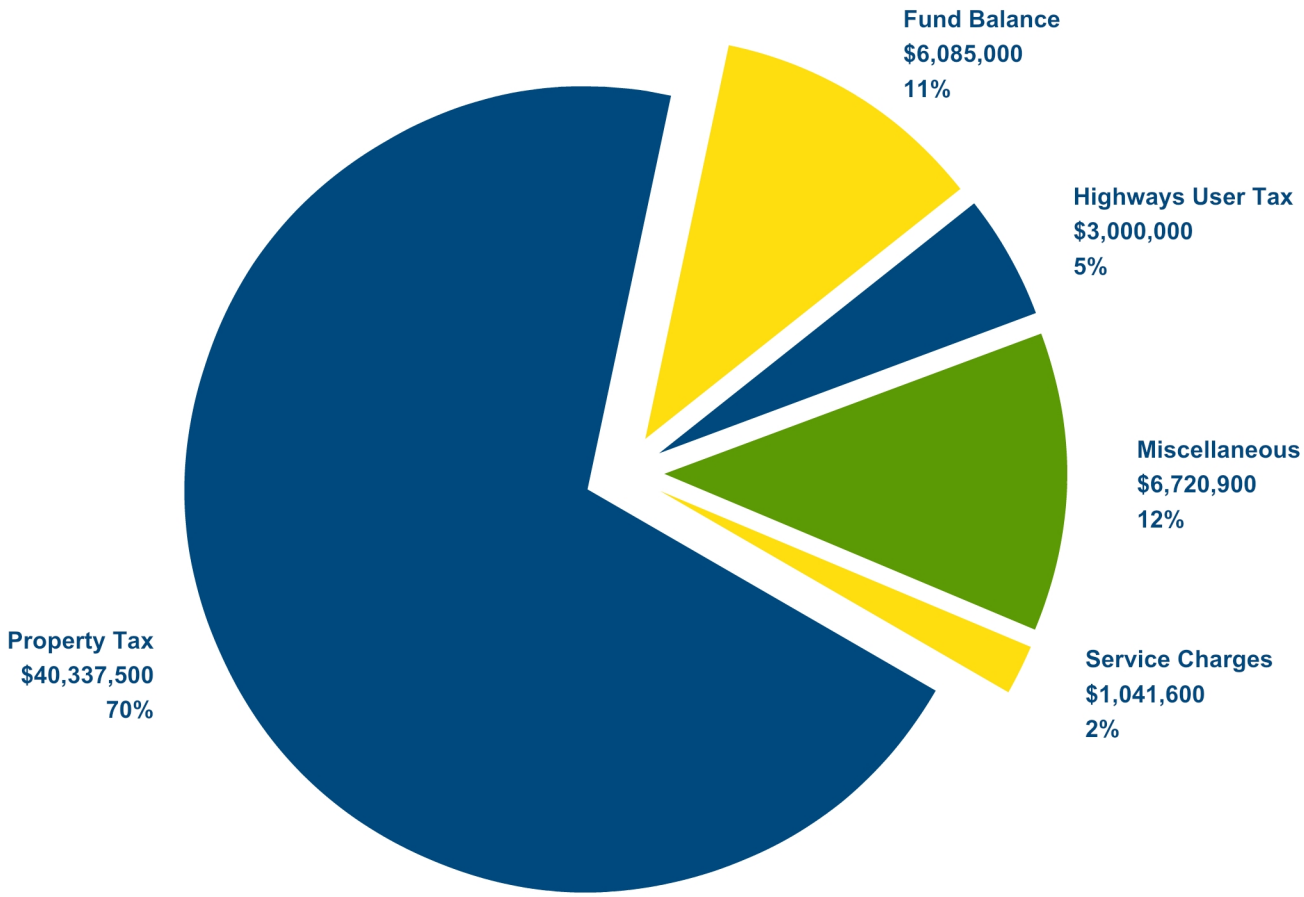
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
3,827,607	3,853,555	25,948	BUSINESS AND TRAVEL Increase is mainly to provide additional funds for tuition reimbursement and training seminars, courses and meetings for our continued commitment to reinvest in the County workforce.
1,728,742	1,540,850	(187,892)	CAPITAL OUTLAY Funds provide for police car packages, furniture for Detention Center through inmate welfare funds, purchase of equipment for Senior Centers; offset by a decrease for the Voting System.
56,272,950	60,429,990	4,157,040	DEBT SERVICE Principal and Interest payments on existing debt, and new debt to be issued in accordance with the FY 21 Approved Capital Budget.
332,510,796	355,953,700	23,442,904	MISCELLANEOUS Increase is mainly the result of fully funding the Board of Education's FY 21 Operating Budget request; fully funding the Harford Community College's budget request and a 3% increase to support the Harford County Public Library; and increase in police aid to municipalities and Paygo funding required to support the FY 21 Approved Capital Budget.

HIGHWAYS

FY 21 APPROVED HIGHWAYS FUND
REVENUE BREAKDOWN
$57,185,000

PROPERTY TAX:	**70%**	**40,337,500**	**HIGHWAYS USERS TAX**	**5%**	**3,000,000**
Real & Personal	41,000,000				
Deductions	(662,500)				
			SERVICE CHARGES	**2%**	**1,041,600**
MISCELLANEOUS:	**12%**	**6,720,900**	**FUND BALANCE**	**11%**	**6,085,000**
Pro Rata	210,501				
Capital Recovery	340,000				
Miscellaneous	6,118,299				
Investment Income	52,100				

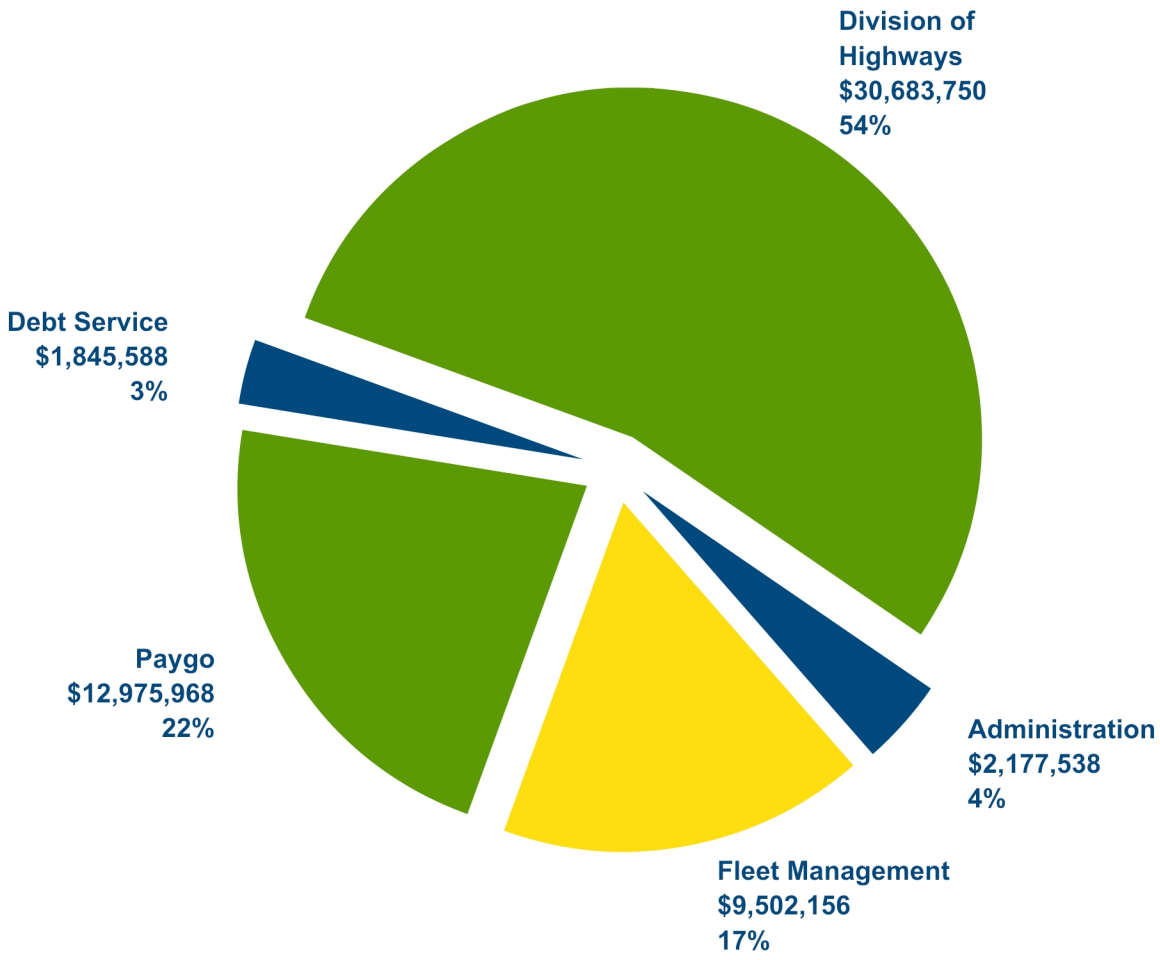
HIGHWAYS FUND REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $57,185,000



FY 21 APPROVED HIGHWAYS FUND
APPROPRIATIONS BREAKDOWN
$57,185,000

ADMINISTRATION:		**4%**	**2,177,538**	**PUBLIC WORKS**		**54%**	**30,683,750**
Personnel Matters	305,186			Bureau of Highways Engineering	2,509,441		
Director	349,684			Bureau of Construction Inspections	2,333,419		
Benefits	1,126,216			Bureau of Highways Maintenance	23,281,392		
Insurance	196,452			Snow Removal	2,559,498		
Contingency Reserve	200,000						
FLEET MANAGEMENT		**17%**	**9,502,156**	**PAYGO**		**22%**	**12,975,968**
DEBT SERVICE		**3%**	**1,845,588**				

HIGHWAYS FUND APPROPRIATION
Fiscal Year 2020 - 2021
TOTAL APPROVED $57,185,000



HIGHWAYS FUND

ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any money appropriated or approved by the County Council or to which the County may at any time have legal or equitable title."

The Highways Fund is a separate budgetary/accounting entity as required by County Code, Chapter 123 Finance and Taxation Section 16 B, to account for dedicated revenues that are legally restricted to expenses relating to the maintenance, care and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County; traffic patrol and highway safety; and County related transportation expenses.

The Highways Fund's principal sources of revenue are a County Property Tax differential, State Shared Highways Users Tax revenues, charges for services and Intra-County revenues.

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	15,624,709	16,875,423	17,174,970	18,034,513	18,034,513
20	CONTRACTUAL SERVICES	4,573,075	4,991,268	6,494,310	6,687,881	6,687,881
30	SUPPLIES & MATERIALS	4,912,896	5,634,012	7,646,485	7,813,304	7,813,304
40	BUSINESS & TRAVEL	4,881,435	5,382,730	6,192,700	6,487,450	6,487,450
50	CAPITAL OUTLAY	281,420	1,582,070	17,000	17,000	17,000
60	DEBT SERVICE	983,644	1,037,531	1,122,707	1,843,588	1,843,588
70	MISCELLANEOUS	12,327,152	15,783,245	16,732,428	16,296,864	16,296,864
80	INTER-GOVERNMENTAL/INTER-FUND	0	115	4,400	4,400	4,400
	GRAND TOTAL	**43,584,331**	**51,286,394**	**55,385,000**	**57,185,000**	**57,185,000**

HIGHWAYS FUND

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DEPARTMENT:						
03	PROCUREMENT	5,817,512	8,365,779	9,191,903	9,502,156	9,502,156
08	HUMAN RESOURCES	203,163	498,132	297,246	305,186	305,186
30	PUBLIC WORKS	25,867,902	27,349,312	29,658,493	31,033,434	31,033,434
66	DEBT SERVICE	983,869	1,037,861	1,124,707	1,845,588	1,845,588
67	INSURANCE	178,306	162,776	233,966	196,452	196,452
68	BENEFITS	835,340	951,568	1,209,707	1,126,216	1,126,216
70	MISCELLANEOUS	9,698,239	12,920,966	13,468,978	12,975,968	12,975,968
90	RESERVE FOR CONTINGENCIES	0	0	200,000	200,000	200,000
	GRAND TOTAL	**43,584,331**	**51,286,394**	**55,385,000**	**57,185,000**	**57,185,000**
SUMMARY BY REVENUE SOURCE:						
	PROPERTY TAXES	37,577,203	38,391,604	38,924,500	40,337,500	40,337,500
	INTERGOVERNMENTAL/STATE SHARED	2,049,121	2,943,560	3,020,000	3,009,000	3,009,000
	SERVICE CHARGES	620,827	1,041,299	620,400	1,041,600	1,041,600
	FUND BALANCE APPROPRIATION	0	0	5,753,004	6,085,000	6,085,000
	MISCELLANEOUS REVENUES	7,195,183	7,369,114	7,067,096	6,711,900	6,711,900
	GRAND TOTAL	**47,442,334**	**49,745,577**	**55,385,000**	**57,185,000**	**57,185,000**

HIGHWAYS FUND

FINANCIAL NOTES:

FY 21 Approved Budget	57,185,000
FY 20 Approved Budget	55,385,000
$ increase	1,800,000
% increase	3.25%

FY 20	FY 21	CHANGE
38,924,500	40,337,500	1,413,000

EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES

In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highways revenues, is sufficient to fund:

- Maintenance, care, repair and construction of roads and bridges outside of the incorporated towns
- All expenses of the County Department of Public Works concerning County highways
- All expenses of the County and/or Sheriff's Office regarding traffic patrol and highways safety
- Any County expenses related to transportation services

The Code also requires this fund to be a special account separate and apart from all other funds. Effective July 1, 2015 the tax rate for this differential is:

$0.1483 per $100 of assessed value for properties outside the towns.

Each year the State reassesses one group, resulting in a complete reassessment of the County every three years.

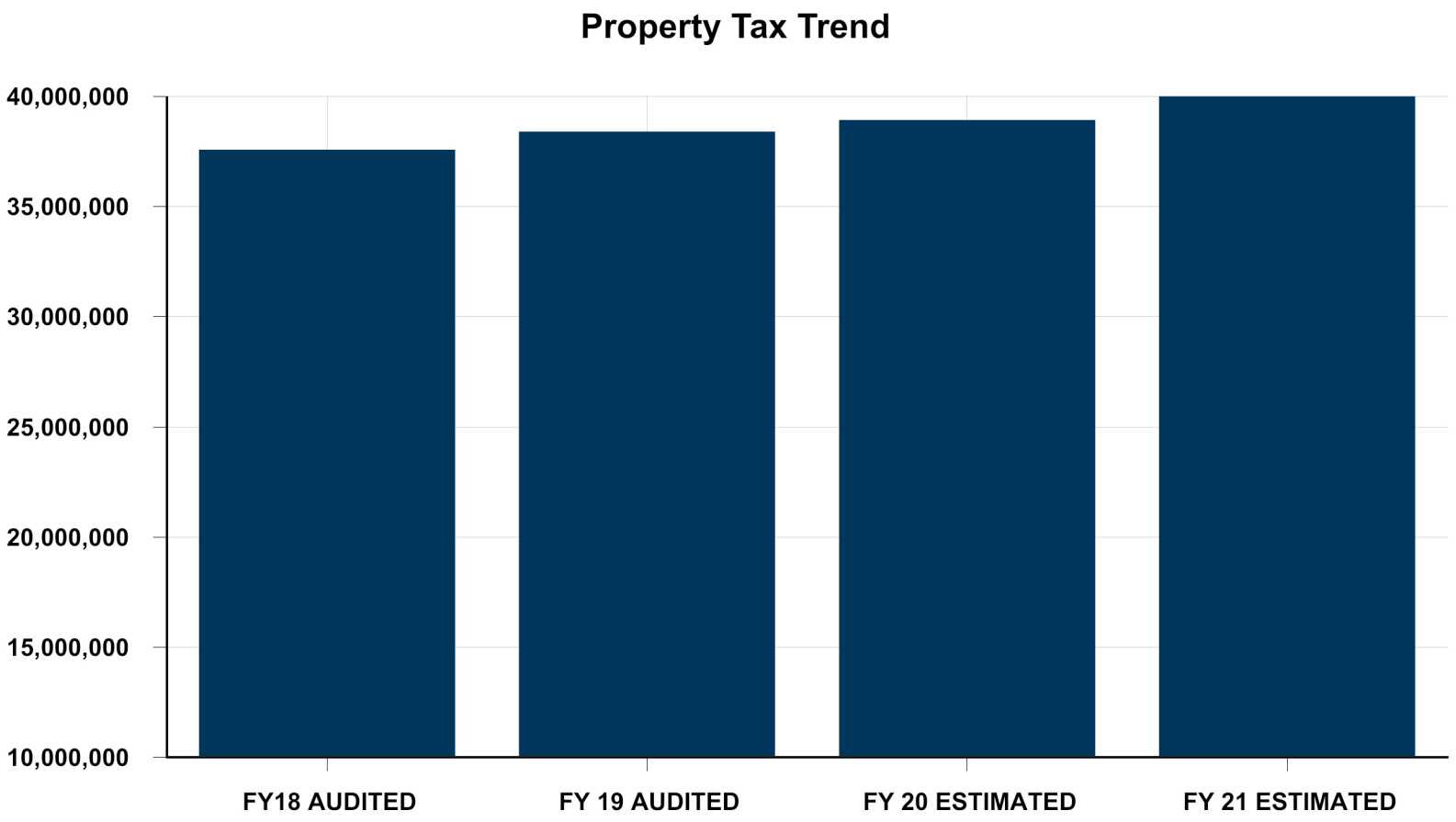
FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES

PROPERTY TAXES (CONT'D)

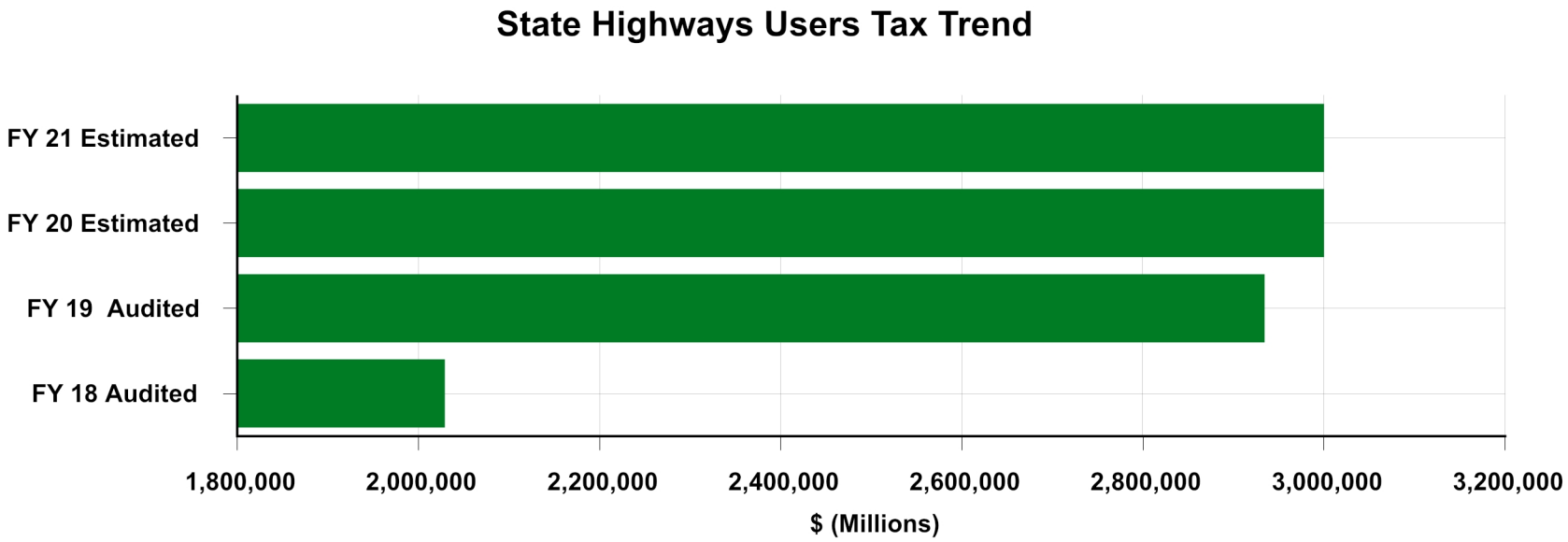
The $1,413,000 increase in highways fund property tax revenue is due to an increase in assessable base.

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, and the next two upcoming tax years. The second source of information is building permit activity reports, transfer tax reports, and real estate sales information. These reports along with prior year data are reviewed in order to properly perform a trend analysis.


Property Tax Trend
40,000,000
35,000,000
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
FY18 AUDITED
FY 19 AUDITED
FY 20 ESTIMATED
FY 21 ESTIMATED

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
3,000,000	3,000,000	0	STATE HIGHWAYS USERS TAX Motor vehicle fuel tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is derived from a formula based on locally maintained road mileage and vehicle registrations. Each year the Maryland Department of Transportation's State Highway Administration provides the County with estimates of the Highways User Tax. For Fiscal Year 2021 there is no adjustment to to our estimate from FY 20 of $3,000,000.



FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
620,400	1,041,600	421,200	CHARGES FOR GOVERNMENT SERVICES Governmental services charges such as inspections, plans review and fuel for county agencies. Based on actual revenues, we have reduced the amount anticipated from Harford County Public Schools for Fuel.
303,400	52,100	(251,300)	INVESTMENT INCOME Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 21, a projected decrease is anticipated based on COVID-19 economic shutdown.
6,783,696	6,668,800	(114,896)	OTHER REVENUE The elements mainly responsible for the net decrease in "Other" revenues are:

FY 20	FY 21	Change	
3,301,000	3,562,900	261,900	Vehicle Maintenance contract reimbursement
812,000	340,000	(472,000)	Recovery from capital projects
1,880,000	2,169,000	289,000	Fuel (Intra-County Charges)

5,753,004	6,085,000	331,996	FUND BALANCE APPROPRIATION Excess unappropriated fund balance at the end of a fiscal year, above the 5% reserve designated for credit rating purposes, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. Fund Balance of $6,085,000 is appropriated for the FY 21 Budget.

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
17,174,970	18,034,513	859,543	PERSONAL SERVICES Increase is the result of a COLA of 2% and a $2,000 merit increase for all eligible employees; as well as increase in pension; workers' compensation and health benefit cost.
6,494,310	6,687,881	193,571	CONTRACTUAL SERVICES Increase is the result of a increased costs for grounds maintenance and tree removal services; additional funds provided for pipe repair and facility repairs based on actual expense history.
7,646,485	7,813,304	166,819	SUPPLIES AND MATERIALS Additional funds are provided for meals, uniform purchase, safety equipment and paint based on actual expenses; and increase cost for bituminous concrete.
6,192,700	6,487,450	294,750	BUSINESS AND TRAVEL Costs to maintain an aging fleet of county vehicles and equipment results in higher maintenance contract costs for Fleet Management.
1,122,707	1,843,588	720,881	DEBT SERVICE Principal and Interest costs for Highways debt.
16,732,428	16,296,864	(435,564)	MISCELLANEOUS Decrease is based on the Paygo funds required in accordance with the FY 21 Approved Capital Budget.

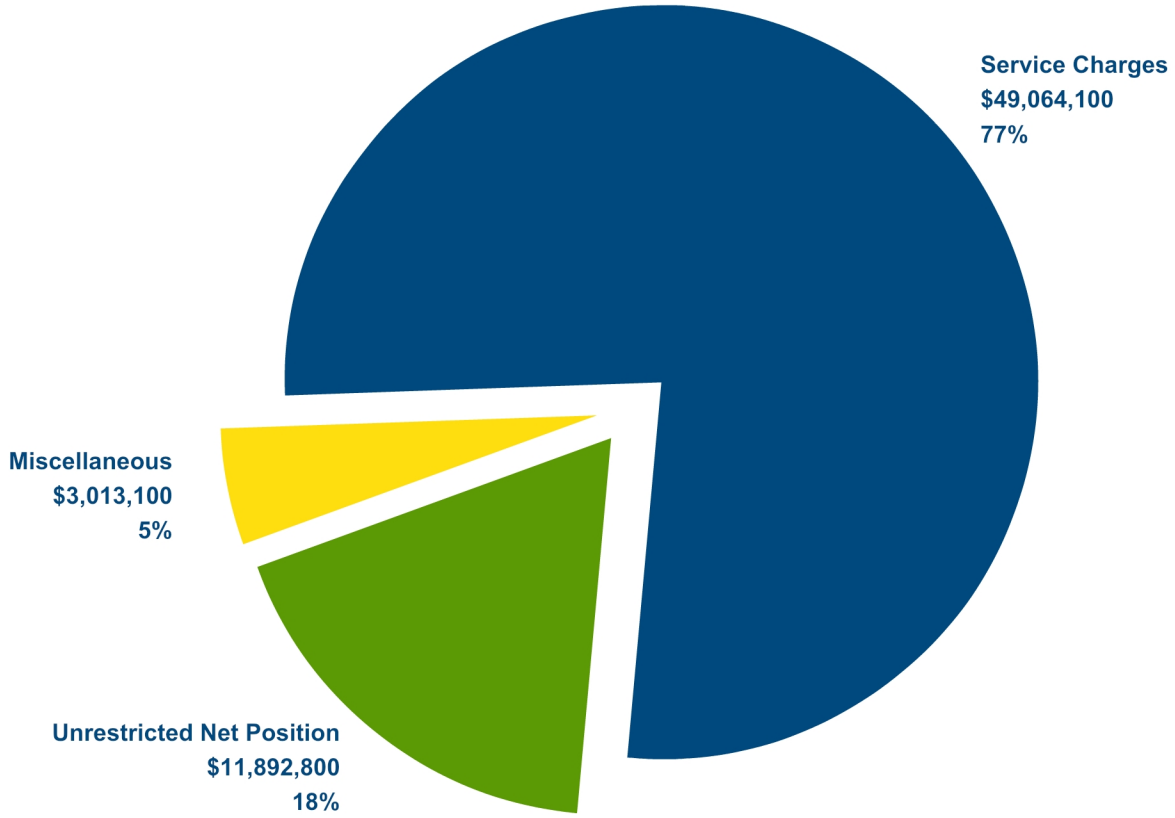
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WATER & SEWER

FY 21 APPROVED WATER & SEWER FUND
REVENUE BREAKDOWN
$63,970,000

MISCELLANEOUS:	**5%**	**3,013,100**	**UNRESTRICTED NET POSITION:**	**18%**	**11,892,800**
Capital Recovery	50,000		Contributed Capital	11,892,800	
Miscellaneous	720,100				
Investment Income	1,913,000				
Intergovernmental	330,000				
SERVICE CHARGES	**77%**	**49,064,100**			

WATER & SEWER
OPERATING FUND REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $63,970,000

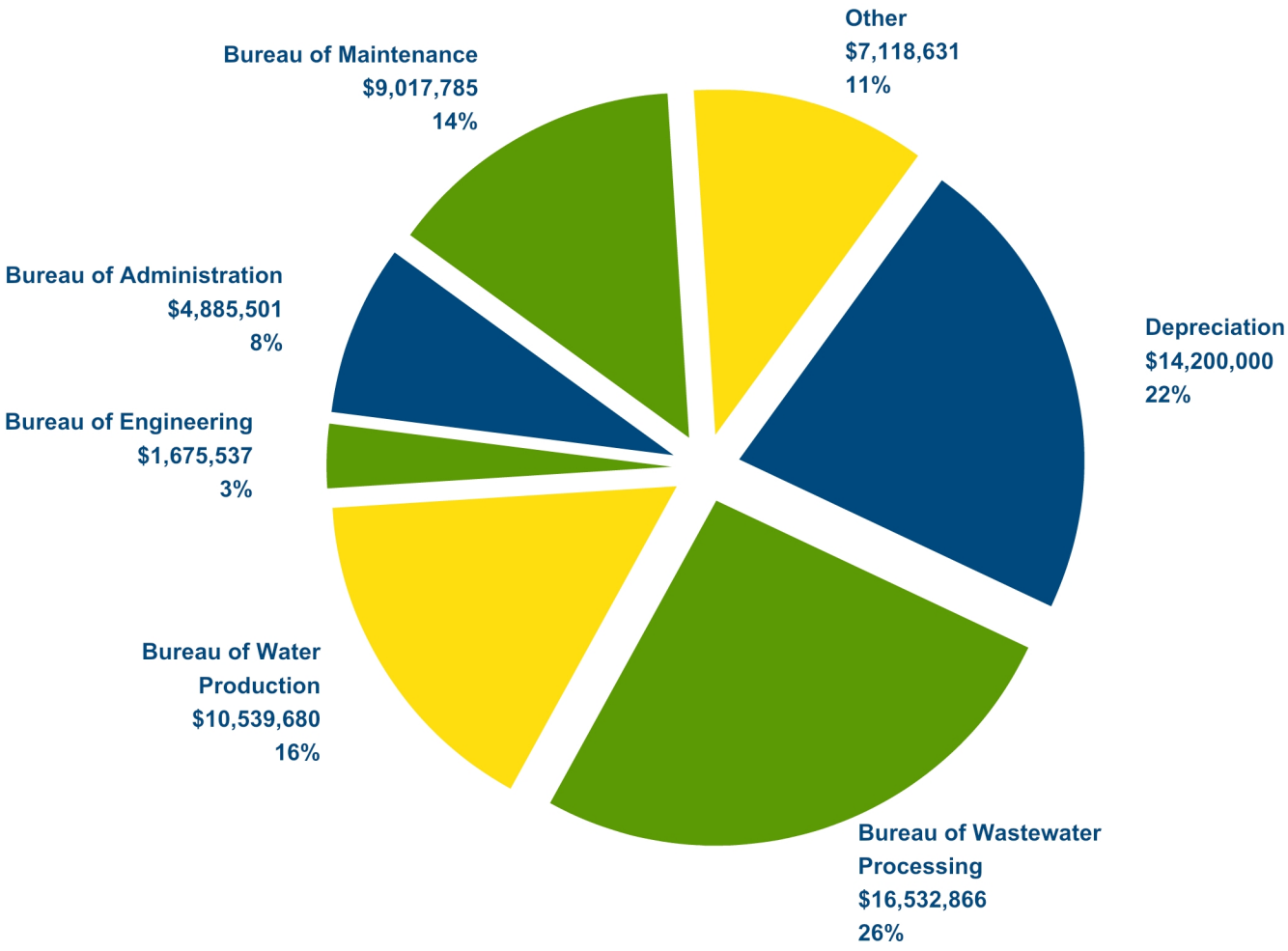


FY 21 APPROVED WATER & SEWER FUND
APPROPRIATIONS BREAKDOWN
$63,970,000

BUREAU OF W & S ADMINISTRATION:	**8%**	**4,885,501**
Administration	4,835,501	
General Inventory	50,000	
BUREAU OF W & S MAINTENANCE:	**14%**	**9,017,785**
Water O&M Abingdon	5,357,863	
Sewer O&M Abingdon	3,443,272	
Whiteford/Cardiff Service Community	216,650	
OTHER:	**11%**	**7,118,631**
Accounting	1,416,669	
Personnel Matters	291,350	
Insurance	146,198	
Benefits	914,414	
Paygo	4,350,000	
DEPRECIATION	**22%**	**14,200,000**

BUREAU OF W & S OPERATIONS:		
WASTEWATER PROCESSING:	**26%**	**16,532,866**
Industrial Waste Management	183,343	
Sewer O&M Sod Run	11,687,074	
Joppatowne Sewerage Treatment	968,655	
Sewer O&M Pump/Meter Stations	3,531,656	
Sewer O&M Spring Meadows	162,138	
WATER PRODUCTION:	**16%**	**10,539,680**
Water O&M Perryman	1,074,723	
Water O&M Long Booster Stations	951,715	
Water O&M Havre de Grace	817,902	
Water O&M Abingdon-Big Inch	7,531,590	
Water O&M Carbon Treatment Plant	38,500	
Water O&M Solids Handling Facility	125,250	
BUREAU OF ENGINEERING:	**3%**	**1,675,537**
Water Engineering	878,661	
Sewer Engineering	796,876	

WATER & SEWER OPERATING FUND APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED $63,970,000



WATER & SEWER

ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any monies appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The Water and Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government, through the Water and Sewer Division of the Department of Public Works and dedicated divisions of Treasury and Human Resources.

Harford County Code, Chapter 256-3, declares the County to be a "sanitary district" and that the Department of Public Works Division of Water & Sewer shall exercise control of all publicly owned water, sewerage and waste-water facilities and systems in the County. The County Council is enabled by the Code's Chapter 256-4 to establish sanitary subdistricts and to revise all rates, charges, assessments or other payments required by or levied by the County.

For the purpose of securing revenue to maintain, repair and operate its water supply, sewerage or drainage systems, and other expenses, including depreciation allowances, plus interest on and retirement of bonds, the County is authorized by Chapter 256-19 to make various service charges for water, sewer and drainage service and a charge for water used, and may impose late fees on bills that remain unpaid. The County may also turn off water and levy turn-on and / or turn-off fees; plus upon an owner's request for cessation or installation of service, the County may charge a fee.

Per Chapter 256-20 a meter is required to be placed on each water connection to the County's water system. These meters remain the property of the County and the County can impose a charge for installation of the meter.

So enabled by Code, the County funds its Water and Sewer operations with the following revenues:

User Charges for both Water and Sewer; Service Charges including: tests and inspections, design review, construction meter rental, hydrant charges, job/shop repair orders, meter installations, Miss Utility charges to locate water and sewer lines for developers, industrial waste permits, interest and penalties, and miscellaneous general government charges.

WATER & SEWER

FUND SUMMARY:

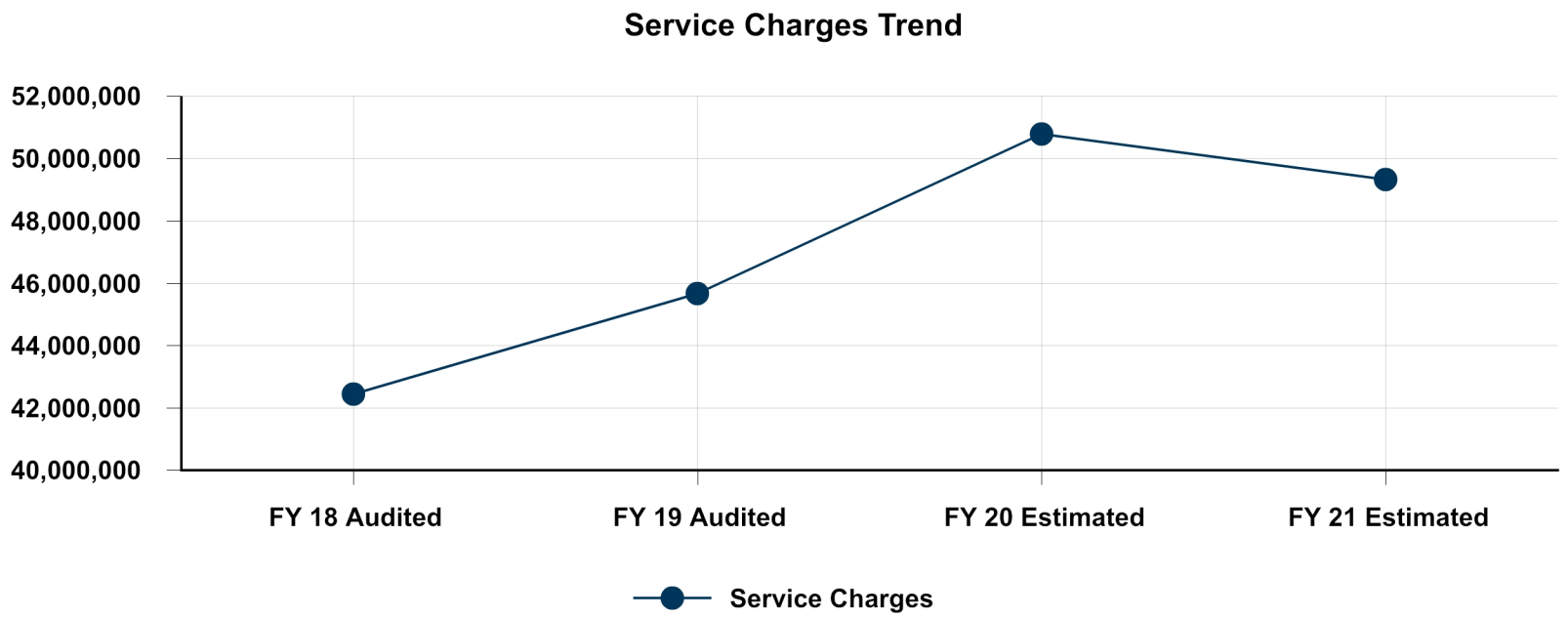
		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	15,799,399	17,323,093	18,406,843	19,070,187	19,070,187
20	CONTRACTUAL SERVICES	8,057,509	9,996,695	15,059,705	15,069,066	15,069,066
30	SUPPLIES & MATERIALS	3,844,235	3,865,568	4,848,760	5,089,435	5,089,435
40	BUSINESS & TRAVEL	600,552	551,848	883,535	880,132	880,132
50	CAPITAL OUTLAY	891,990	562,091	1,171,950	1,557,550	1,557,550
70	MISCELLANEOUS	20,151,164	23,883,558	21,609,157	22,303,580	22,303,580
80	INTER-GOVERNMENTAL/INTER-FUND	0	0	50	50	50
	GRAND TOTAL	**49,344,849**	**56,182,852**	**61,980,000**	**63,970,000**	**63,970,000**
SUMMARY BY DEPARTMENT:						
04	TREASURY	1,004,443	1,067,671	1,383,868	1,416,669	1,416,669
08	HUMAN RESOURCES	192,474	480,454	283,310	291,350	291,350
30	PUBLIC WORKS	43,981,492	46,904,138	54,655,973	56,851,369	56,851,369
67	INSURANCE	156,626	160,220	186,291	146,198	146,198
68	BENEFITS	709,801	1,030,370	1,295,558	914,414	914,414
70	MISCELLANEOUS	3,300,013	6,540,000	4,175,000	4,350,000	4,350,000
	GRAND TOTAL	**49,344,849**	**56,182,852**	**61,980,000**	**63,970,000**	**63,970,000**
SUMMARY BY REVENUE SOURCE:						
	SERVICE CHARGES	42,442,327	45,666,471	50,785,200	49,322,700	49,322,700
	INVESTMENT INCOME	1,178,269	2,515,813	2,533,909	1,913,000	1,913,000
	MISCELLANEOUS REVENUE	787,619	666,164	791,500	791,500	791,500
	CONTRIBUTED CAPITAL	0	0	7,819,391	11,892,800	11,892,800
	RECOVERY FROM CAPITAL PROJECTS	85,160	10,105	50,000	50,000	50,000
	GRAND TOTAL	**44,493,375**	**48,858,553**	**61,980,000**	**63,970,000**	**63,970,000**

WATER & SEWER

FINANCIAL NOTES:

FY 21 Approved Budget	63,970,000
FY 20 Approved Budget	61,980,000
$ increase	1,990,000
% increase	3.21%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
50,785,200	49,322,700	(1,462,500)	SERVICE CHARGES Adjusted based on actual receipts



FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
2,533,909	1,913,000	(620,909)	INVESTMENT INCOME: FY 21 estimated revenue for investment income is based on the economic shutdown due to COVID 19
791,500	791,500	0	MISCELLANEOUS REVENUE: Includes sundry fines and forfeitures, sale of land and surplus equipment/vehicles, rents and concessions, lease purchase proceeds, MDE-ENR state operating grants and other revenue that can not be classified. No change in the FY 21 estimated Miscellaneous Revenue based on FY 20 actuals
7,819,391	11,892,800	4,073,409	FUNDED DEPRECIATION-CONTRIBUTED CAPITAL: Annual depreciation charges increase for FY 21.
50,000	50,000	0	RECOVERY FROM CAPITAL PROJECTS: Cost of services billed to capital projects and recovered back to the operating budget. FY 21 estimated revenues are based on FY 19 actuals.

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
18,406,843	19,070,187	663,344	PERSONAL SERVICES Increase is the net result of the FY 21 COLA of 2% and $2,000 merit salary increase as well as additional funds required for pension, workers' compensation and health benefits.
15,059,705	15,069,066	9,361	CONTRACTUAL SERVICES Increase is the net result of electricity, heating fuel (gas & oil), other professional services, data software maintenance; offset by a decrease in Retiree's Insurance based on the number of retirees.
4,848,760	5,089,435	240,675	SUPPLIES AND MATERIALS Increase is the net result of chemicals and equipment repair parts based on actual expense history
883,535	880,132	(3,403)	BUSINESS AND TRAVEL Decrease in vehicle maintenance costs based on actual expense history; offset by slight adjustments to meals, lodging, professional books, and training seminars.

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
1,171,950	1,557,550	385,600	CAPITAL OUTLAY Increase is the result of additional funds provided for generators along with the normal annual replacement of pumps, saws, blowers, generators, lab equipment, etc.
21,609,157	22,303,580	694,423	MISCELLANEOUS Funding provides for payments to Delta Borough for treatment of waste, as required by the inter-state agreement, sludge generation fee paid to Maryland Department of Environment (MDE) per actuals, Pro-Rata Shares for the General Fund to support administrative services increases and Paygo funds to support the FY 21 Approved Capital budget

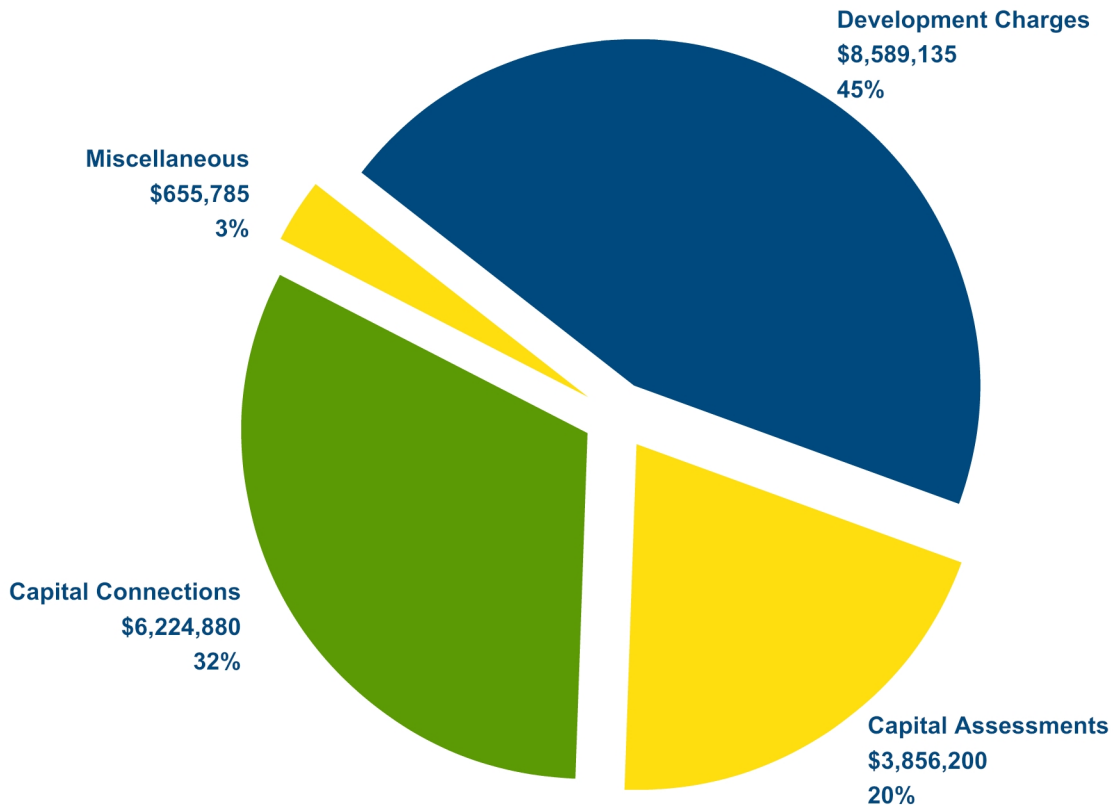
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WATER & SEWER DEBT SERVICE

FY 21 APPROVED WATER AND SEWER DEBT SERVICE REVENUE BREAKDOWN
$19,326,000

DEVELOPMENT CHARGES	**45%**	**8,589,135**	**CAPITAL CONNECTIONS**	**32%**	**6,224,880**
CAPITAL ASSESSMENTS	**20%**	**3,856,200**	**MISCELLANEOUS**	**3%**	**655,785**

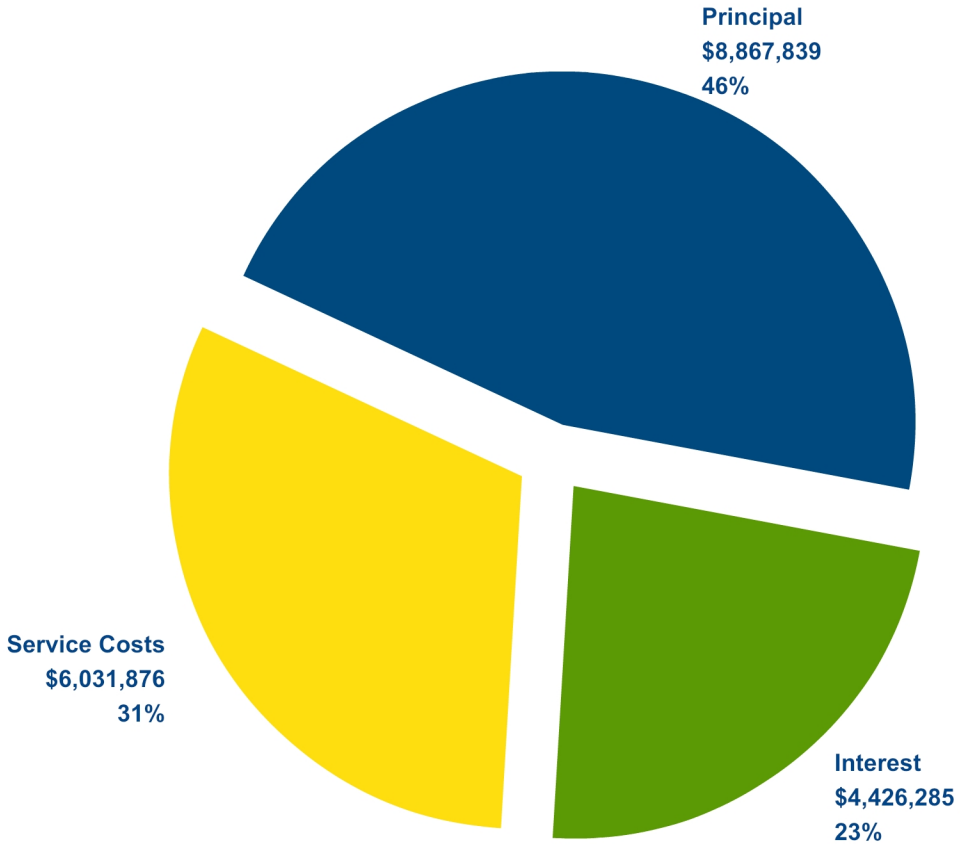
WATER & SEWER DEBT SERVICE FUND REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $19,326,000



FY 21 APPROVED WATER & SEWER DEBT SERVICE APPROPRIATIONS BREAKDOWN
$19,326,000

PRINCIPAL	**46%**	**8,867,839**	**INTEREST**	**23%**	**4,426,285**
			SERVICE COSTS	**31%**	**6,031,876**

WATER & SEWER DEBT SERVICE APPROPRIATIONS
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $19,326,000



WATER & SEWER DEBT SERVICE FUND

ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any money appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The Water and Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans. Article V, Section 524 of the Harford County Charter allows the County to incur debt for longer than one year, but not for current operating expenses. All County debt in excess of one year is limited to 30 years after the date of issuance, except debt incurred to finance waste, sewer and wastewater facilities which shall become due not later than 40 years after the date of issuance. These bonds and loans are used to finance the capital projects of the County owned Water and Sewer System. Revenues for the Water and Sewer Debt Service Fund are derived from:

SYSTEM CAPITAL CHARGES - which include:

Connection Charges - These charges are based on a schedule of $450 per equivalent dwelling unit (EDU) for sewerage connections and $650 per EDU for water connections. An EDU is a unit of measure set to a maximum of 20 gallons per minute or 30 fixture units. Harford County Code Chapter 256, Article V, Section 44 established these charges. All connection charges must be paid before physical connection to the system or within six months of the date, the property is physically benefited.

Surcharges - Established by Harford County Code Chapter 256, Article V, Section 45.1, these surcharges are placed on every water and sewer connection at $450 per EDU for water, and similarly $100 for sewer. Surcharges are to be paid before issuance of a plumbing permit.

Development Charges - System development charges were established by Harford County Code Chapter 256, Article V, Section 45.4, Water/Sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid, before the issuance of a plumbing permit for connection. These fees are based on each EDU, which increase by 6% each July 1st. For FY 21 the water system fee is $4,383 and the sewer system fee is $9,059.

ASSESSMENTS - are comprised of:

Benefit Assessments - Harford County Code, Chapter 256-27 authorizes the County Council, on the recommendation of the Director of Public Works, to establish an annual "benefit assessment" on properties in the systems to pay for construction, purchase or establishment of water and/or sewer facilities. The Director of Public Works, after obtaining from the County Treasurer the costs of the capital improvements, shall determine the proper assessment to be levied.

User Benefit Assessments - Harford County Code, Chapter 256-45.2 authorizes "user benefit assessments" against all properties which benefited from a connection to county public facilities, to create a fund to pay for the expansion, extension or reconstruction of the water and/or sewer system. These assessments are to be made for a period of 25 years from the date of connection, and are imposed at a rate of $70 per EDU for properties connected to the water/sewer system before December 31, 1991, and $140 per EDU for properties connected after December 31, 1991.

BIOLOGICAL NUTRIENT REMOVAL FEE

This fee was added to the County Code Chapter 256, Article V, Section 45.5 to cover the debt payment that the County incurred on capital construction costs to install the biological nutrient removal process at the Sod Run Wastewater Treatment Plant. Sewer system customers are billed each fiscal year based on the customer's sewer usage. This fee will remain in effect until the total debt service incurred for this period is retired.

SANITATION PERMIT

The County Health Department imposes an assessment and requires a permit to install a septic system. The permit fee is collected by the County Department of Inspections, Licenses, and Permits, and the revenue is divided between the Water & Sewer Debt Service Fund and a General Fund account dedicated to the Health Department.

CAPITAL SURCHARGES

The Governmental Accounting Standards Board (GASB), the standard-setting authority for governmental accounting, introduced a financial reporting model through GASB Statement No. 34, which requires capital contributions flow through income statements as revenues. This account will be used to record surcharges for a limited number of specific projects as well as any future capital surcharges to be set.

INVESTMENT INCOME

This account is provided to record interest earned on the investment of all idle cash in the Water and Sewer Debt Service Fund.

INTEREST AND PENALTIES

Chapter 256-19 of the Harford County Code imposes charges on late payment of water and sewer bills, turn on/turn off fees and meter tampering.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
20	CONTRACTUAL SERVICES	58,477	2,615	70,000	70,000	70,000
60	DEBT SERVICE	13,386,306	12,950,127	16,726,125	13,624,124	13,624,124
70	MISCELLANEOUS	0	0	0	5,631,876	5,631,876
	GRAND TOTAL	**13,444,783**	**12,952,742**	**16,796,125**	**19,326,000**	**19,326,000**
SUMMARY BY DEPARTMENT:						
66	DEBT SERVICE	13,444,783	12,952,742	16,796,125	19,326,000	19,326,000
	GRAND TOTAL	**13,444,783**	**12,952,742**	**16,796,125**	**19,326,000**	**19,326,000**
SUMMARY BY REVENUE SOURCE:						
	CAPITAL ASSESSMENTS	4,796,839	4,043,212	4,013,700	3,856,200	3,856,200
	CAPITAL CONNECTIONS	5,690,694	6,766,626	4,215,880	6,224,880	6,224,880
	DEVELOPMENT CHARGES	5,083,036	9,692,583	7,910,745	8,589,135	8,589,135
	MISCELLANEOUS	3,578,687	737,754	655,800	655,785	655,785
	GRAND TOTAL	**19,149,256**	**21,240,175**	**16,796,125**	**19,326,000**	**19,326,000**

WATER & SEWER DEBT SERVICE FUND

FINANCIAL NOTES:

FY 21 Approved Budget	19,326,000
FY 20 Approved Budget	16,796,125
$ increase	2,529,875
% increase	15.06%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
4,013,700	3,856,200	(157,500)	CAPITAL ASSESSMENTS: The decrease in capital assessments reflects a slight decrease in new petition projects and connections in the form of user benefit assessments
4,215,880	6,224,880	2,009,000	CAPITAL CONNECTIONS: FY 21 budget reflects estimated collections during FY 20
7,910,745	8,589,135	678,390	DEVELOPMENT CHARGES: Projected to reflect an increase in connection activity. FY 21 is based on FY 20 estimated receipts.
10,800	10,785	(15)	INVESTMENT INCOME: Investment income revenue is estimated to remain basically flat for FY 21
645,000	645,000	0	MISCELLANEOUS: FY 21 projection is based on actual receipt history for capital surcharges, Build America bond interest, and interest on unpaid area connection charges, benefit assessments, and user benefit assessments

WATER & SEWER DEBT SERVICE FUND

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
			DEBT SERVICE:
8,668,996	8,867,839	198,843	Principal Payments - are adjusted to the amounts due on outstanding debt
7,727,129	4,426,285	(3,300,844)	Interest Payments - are adjusted to the amounts due on outstanding debt
400,000	6,031,876	5,631,876	Service Costs:

	FY 20	FY 21	Change
Legal Services	6,000	6,000	0
Management Services	60,000	60,000	0
Other Professional Services	4,000	4,000	0
Contingency	0	5,631,876	5,631,876
Cost of Issuance	330,000	330,000	0
Totals	400,000	6,031,876	5,631,876

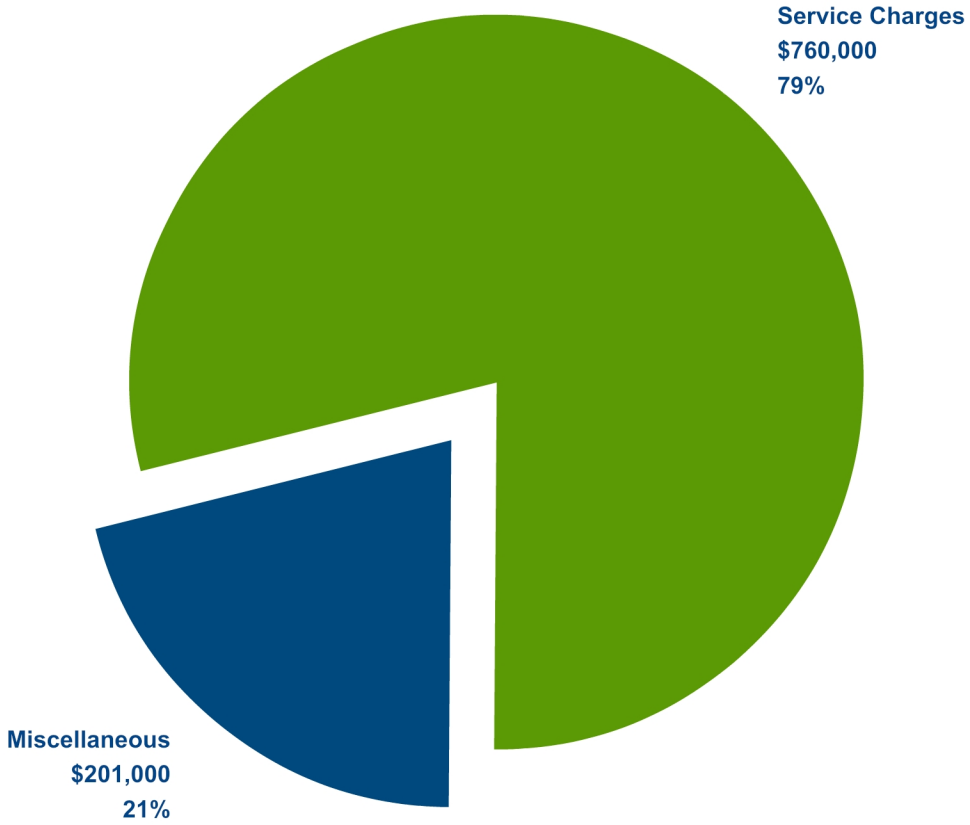
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PARKS & RECREATION SPECIAL REVENUE

FY 21 APPROVED PARKS AND RECREATION SPECIAL REVENUE
REVENUE BREAKDOWN
$961,000

SERVICE CHARGES	**79%**	**760,000**	**MISCELLANEOUS:**		**21%**	**201,000**
			Fund Balance	195,200		
			Other	5,800		

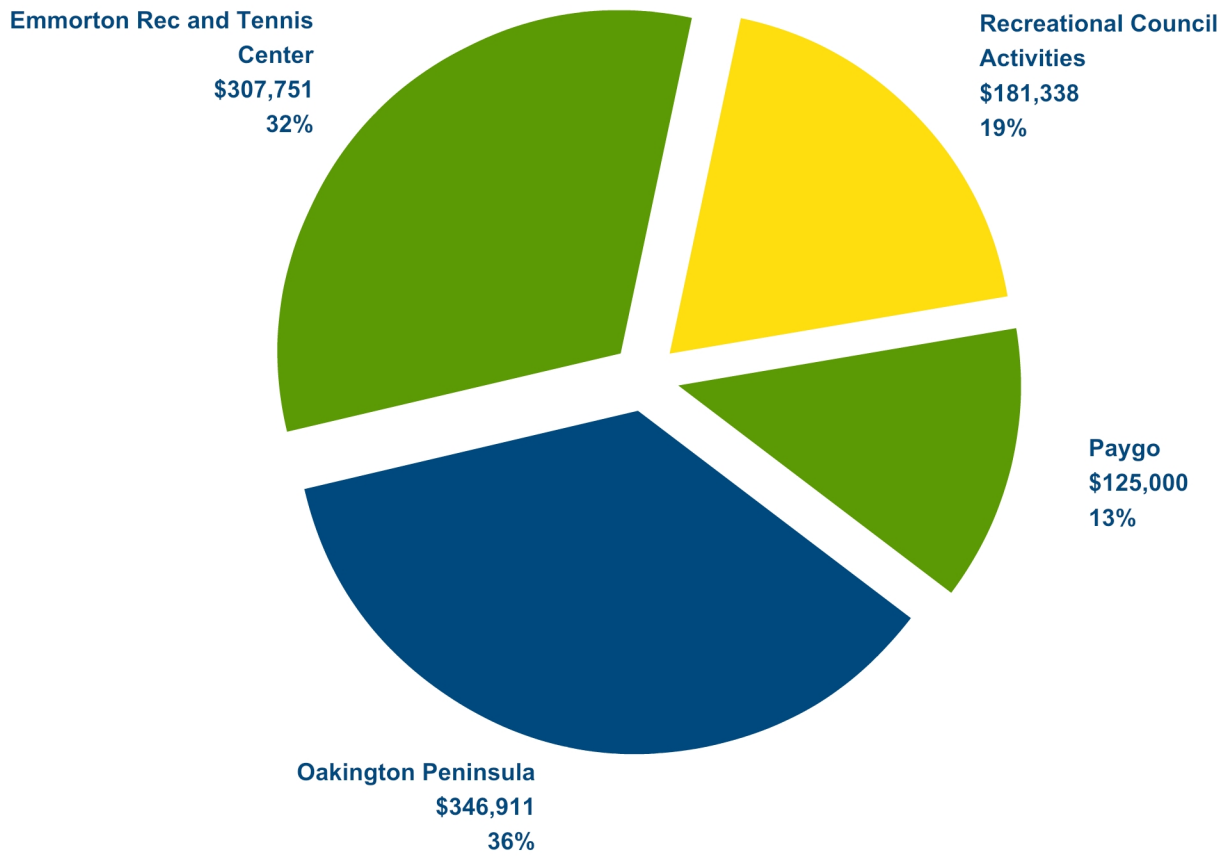
PARKS & RECREATION
SPECIAL REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $961,000



FY 21 APPROVED PARKS & RECREATON SPECIAL REVENUE APPROPRIATIONS BREAKDOWN
$961,000

EMMORTON RECREATION AND TENNIS CENTER	**32%**	**307,751**	**OAKINGTON PENINSULA**	**36%**	**346,911**
RECREATIONAL COUNCIL ACTIVITIES	**19%**	**181,338**	**PAYGO**	**13%**	**125,000**

PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $961,000



PARKS AND RECREATION SPECIAL REVENUE FUND

ORIGIN/PURPOSE:

Prior to FY 02, revenues and expenses related to the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula were accounted for as a Trust Fund. This changed when the Governmental Accounting Standards Board (GASB), the standard setting authority for governmental accounting, introduced a financial reporting model through GASB Statement No. 34, which requires Trust Funds be used for private purposes, pensions and investments.

These Parks and Recreation activities no longer qualified as a "trust" under GASB Statement No. 34, nor did they meet the standards of the Operating General Fund, since their revenues and expenses are dedicated solely to supporting their own programs. Therefore, a Special Revenue Fund was established by Council Bill No. 00-64, effective March 20, 2001. The Fund covers the activities of:

- Emmorton Recreation and Tennis Center:

  This facility was purchased by Harford County using State Program Open Space funding in November 1999 for the purpose of addressing the unmet recreation and leisure needs of the Emmorton/Abingdon area. Two of the indoor tennis courts were retained and two others were converted into multipurpose gymnasiums. The outdoor courts were converted for new parking and a steel-fabric covering for two additional indoor courts increasing tennis court rentals and revenue production.

- Oakington Peninsula:

  The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harbor was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. It operates as a self-sustaining facility generating revenue from rentals, farming, leases and fundraising. The Oakington Peninsula will generate revenues from leasing of farmland, two houses, and the facility as well as providing a park for passive and recreational activities.

- Recreational Council Activities:

  This account is set up to receive revenues from recreational activities, registration, and events. The funds will be expended for recreational supplies, tournament trophies, officials and referees, etc.

PARKS AND RECREATION SPECIAL REVENUE FUND

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	275,141	245,040	387,338	322,004	322,004
20	CONTRACTUAL SERVICES	310,124	297,110	392,250	385,948	385,948
30	SUPPLIES & MATERIALS	39,634	46,637	47,568	47,400	47,400
40	BUSINESS & TRAVEL	1,677	2,092	4,365	4,365	4,365
50	CAPITAL OUTLAY	2,910	10,997	5,000	5,000	5,000
70	MISCELLANEOUS	143,901	99,474	183,479	196,283	196,283
	GRAND TOTAL	**773,387**	**701,350**	**1,020,000**	**961,000**	**961,000**
SUMMARY BY DEPARTMENT:						
59	PARKS AND RECREATION	698,387	676,350	920,000	836,000	836,000
70	MISCELLANEOUS	75,000	25,000	100,000	125,000	125,000
	GRAND TOTAL	**773,387**	**701,350**	**1,020,000**	**961,000**	**961,000**
SUMMARY BY REVENUE SOURCE:						
	MISCELLANEOUS REVENUES	3,975	7,273	4,500	5,800	5,800
	FUND BALANCE APPROPRIATION	0	0	220,500	195,200	195,200
	SERVICE CHARGES	778,385	731,279	795,000	760,000	760,000
	GRAND TOTAL	**782,360**	**738,552**	**1,020,000**	**961,000**	**961,000**

PARKS AND RECREATION SPECIAL REVENUE FUND

FINANCIAL NOTES:

FY 21 Approved Budget	961,000
FY 20 Approved Budget	1,020,000
$ decrease	(59,000)
% decrease	(5.78)%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
795,000	760,000	(35,000)	SERVICE CHARGES Account for receipts from various facilities and equipment. For example, the Showmobile stage rentals, Emmorton Recreation and Tennis Center fees and Swan Harbor facility rental. FY 21 estimated revenues adjusted based on actual receipt history:

	FY 20	FY 21	Change
Emmorton Rec & Tennis Center	290,000	300,000	10,000
Oakington Peninsula	315,000	260,000	(55,000)
Showmobile/Stage Rentals	15,000	25,000	10,000
Recreation Councils/Spec Activities	175,000	175,000	0
	795,000	760,000	(35,000)

4,500	5,800	1,300	MISCELLANEOUS REVENUE Includes investment income, rental income and other miscellaneous revenues.
220,500	195,200	(25,300)	FUND BALANCE APPROPRIATED This revenue source is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. FY 21 funds will continue to be used to support improvements at Swan Harbor Farm and Emmorton Recreation and Tennis Center.

PARKS AND RECREATION SPECIAL REVENUE FUND

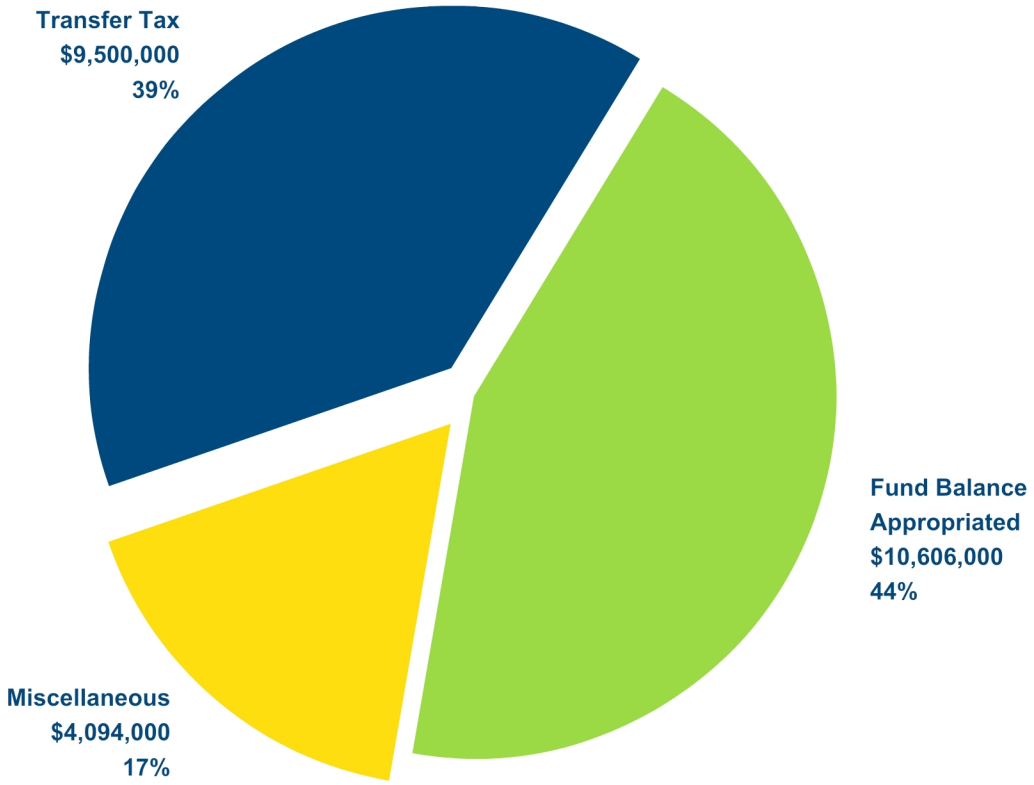
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
387,338	385,948	(1,390)	PERSONAL SERVICES Net increase is a result of a 2% COLA and $2,000 merit increase for employees as well as turnover adjustments to health benefits and pension.
392,250	322,004	(70,246)	CONTRACTUAL SERVICES Sufficient funds provided for landscaping contract, janitorial contract, etc. based on actual expense history.
47,568	47,400	(168)	SUPPLIES AND MATERIALS Sufficient funds are provided based on actual expenditures for general office supplies, small maintenance tools and janitorial supplies, etc.
5,000	5,000	0	CAPITAL OUTLAY Sufficient funds are still provided for annual replacement of furniture, equipment, etc. for Swan Harbor and Emmorton Recreation and Tennis Center
183,479	196,283	12,804	MISCELLANEOUS Funds are appropriated for Pro Rata Shares for support of General Fund administrative services and Paygo funding in the amount of $125,000 in support of the Swan Harbor Farm Improvements and Emmorton Rec and Tennis Center Capital Projects.

COUNTY-AG PRESERVATION

FY 21 APPROVED COUNTY - AG PRESERVATION
REVENUE BREAKDOWN
$24,200,000

TRANSFER TAX:	**39%**	**9,500,000**	**MISCELLANEOUS:**	**17%**	**4,094,000**
			Investment Income	655,000	
			Long Term Debt Proceeds	3,439,000	
FUND BALANCE:	**44%**	**10,606,000**			

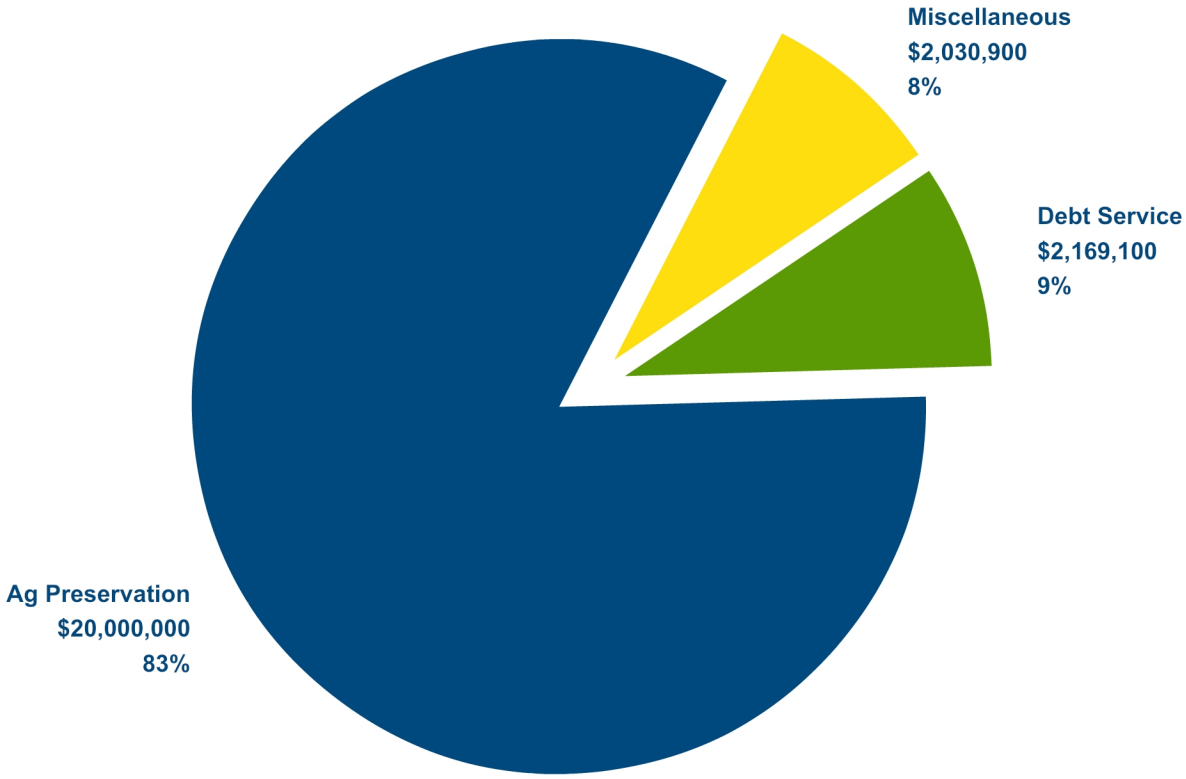
COUNTY - AG PRESERVATION
REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $24,200,000



FY 21 APPROVED COUNTY - AG PRESERVATION
APPROPRIATIONS BREAKDOWN
$24,200,000

AG PRESERVATION - COUNTY	**83%**	**20,000,000**	**DEBT SERVICE**	**9%**	**2,169,100**
			MISCELLANEOUS	**8%**	**2,030,900**

COUNTY - AG PRESERVATION APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $24,200,000



AGRICULTURAL PRESERVATION - COUNTY

ORIGIN/PURPOSE:

The Maryland General Assembly enacted House Bill No. 1481, effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax, to Chapter 123, Finance and Taxation, of the Harford County Code which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1,1993.
The proceeds are to be distributed:

50% to the County's Agricultural Land Preservation Program
50% to fund school site acquisition, school construction, or school debt service

With the approval of a majority of voters, an amendment to Section 524, Indebtedness, of Article V, Budget and Finance, of the Harford County Charter, effective December 3, 1992, was enacted, allowing the County to enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with a Transfer Tax.

In addition, the County Council, via Bill No. 93-2, enacted that new Article II, Agricultural Land Preservation Program, be added to Chapter 60, Agriculture, of the Harford County Code, effective April 6, 1993, establishing the Harford County Agricultural Land Preservation Program (HALPP) to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board.

The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition the land owner receives payment for selling their development rights and/or a tax credit.

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement includes the total amount of money that the County has agreed to pay, and sets the terms of that agreement, including the fixed interest rate on which the landowner will receive annual payments. IPAs are generally for 20 years with interest and a small portion of the principal being paid annually. At the end of the term of the IPA, the landowner will receive a final balloon payment constituting the remainder of the principal. This final principal payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

AGRICULTURAL PRESERVATION - COUNTY

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
20	CONTRACTUAL SERVICES	75,182	217,208	20,500	30,000	30,000
30	SUPPLIES & MATERIALS	0	0	300	100	100
40	BUSINESS & TRAVEL	426	346	1,200	800	800
50	CAPITAL OUTLAY	0	13,595,634	8,000,000	20,000,000	20,000,000
60	DEBT SERVICE	20,394,550	5,910,847	3,000,000	2,169,100	2,169,100
70	MISCELLANEOUS	1,395,032	1,931,465	1,450,000	2,000,000	2,000,000
	GRAND TOTAL	**21,865,190**	**21,655,500**	**12,472,000**	**24,200,000**	**24,200,000**
SUMMARY BY DEPARTMENT:						
06	PLANNING AND ZONING	1,396,023	15,528,793	9,472,000	22,030,900	22,030,900
66	DEBT SERVICE	20,469,167	6,126,707	3,000,000	2,169,100	2,169,100
	GRAND TOTAL	**21,865,190**	**21,655,500**	**12,472,000**	**24,200,000**	**24,200,000**
SUMMARY BY REVENUE SOURCE:						
	TRANSFER TAX	9,335,696	8,017,824	9,650,000	9,500,000	9,500,000
	FUND BALANCE APPROPRIATION	0	0	0	10,606,000	10,606,000
	INVESTMENT INCOME	158,739	2,562,363	200,000	655,000	655,000
	MISCELLANEOUS REVENUES	0	9,441,435	2,622,000	3,439,000	3,439,000
	GRAND TOTAL	**9,494,435**	**20,021,622**	**12,472,000**	**24,200,000**	**24,200,000**

AGRICULTURAL PRESERVATION - COUNTY

FINANCIAL NOTES:

FY 21 Approved Budget	24,200,000
FY 20 Approved Budget	12,472,000
$ increase	11,728,000
% increase	94.03%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
9,650,000	9,500,000	(150,000)	TRANSFER TAX Transfer Tax is based on prior year actual collections and projected collections for current year.
200,000	655,000	455,000	INVESTMENT INCOME Interest income on investments purchased for agricultural preservation
2,622,000	3,439,000	817,000	MISCELLANEOUS REVENUES Proceeds from installment loans for easement purchase are anticipated for FY 21
0	10,606,000	10,606,000	FUND BALANCE APPROPRIATED Excess unappropriated fund balance at the end of the year is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.

AGRICULTURAL PRESERVATION - COUNTY

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
20,500	30,000	9,500	CONTRACTUAL SERVICES Contractual Services decreased based on actual expense history for ag preservation promotion
300	100	(200)	SUPPLIES & MATERIALS Delivery Costs adjusted based on actual expense history
1,200	800	0	BUSINESS & TRAVEL Mileage, parking/tolls, meals, training seminars, and meeting expenses based on actual expense history
8,000,000	20,000,000	12,000,000	CAPITAL OUTLAY Sufficient funds provided for anticipated easement purchases for FY 21
3,000,000	2,169,100	(830,900)	DEBT SERVICE Principal and Interest costs
1,450,000	2,000,000	550,000	MISCELLANEOUS Estimated purchase of land under the State Program

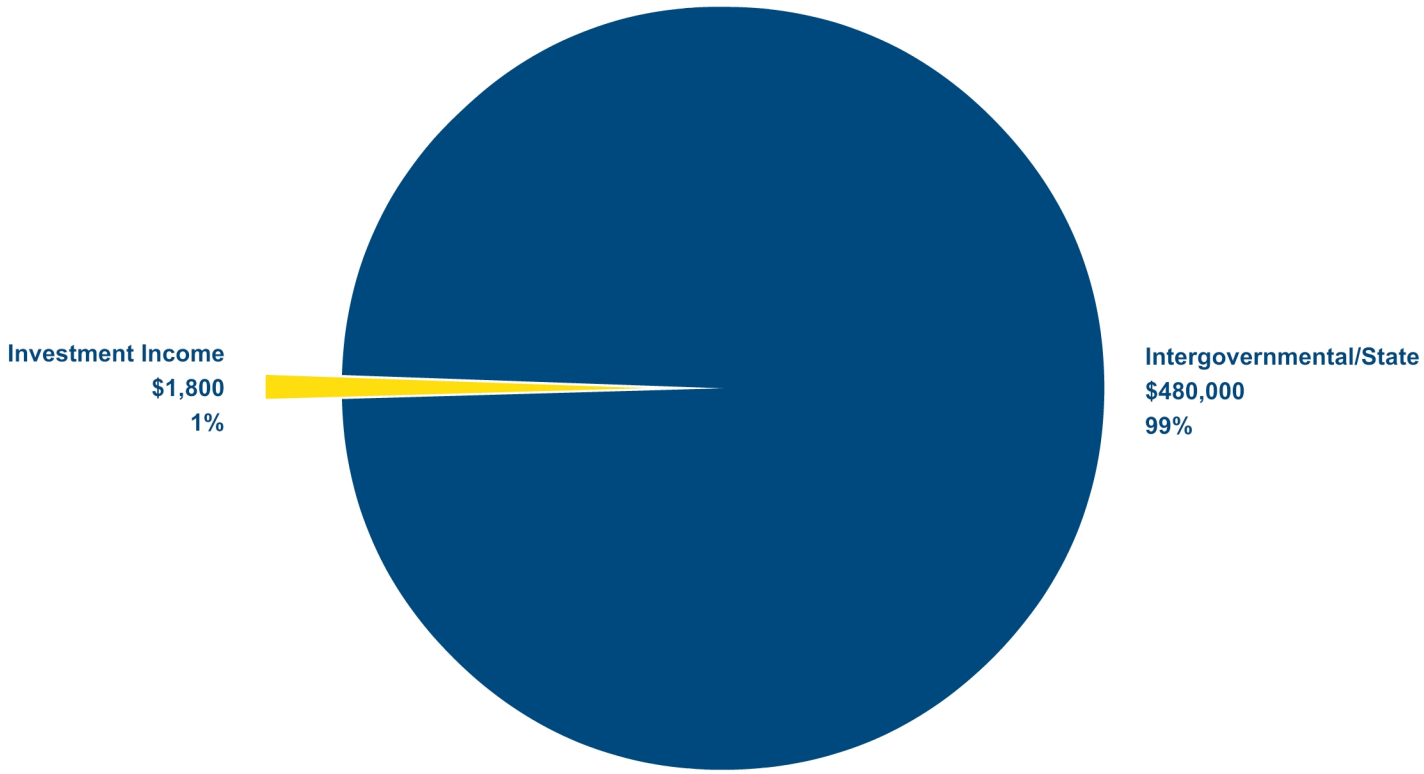
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STATE-AG PRESERVATION

FY 21 APPROVED STATE - AG PRESERVATION
REVENUE BREAKDOWN
$481,800

INTERGOVERNMENTAL/STATE	**99%**	**480,000**	**INVESTMENT INCOME**	**1%**	**1,800**

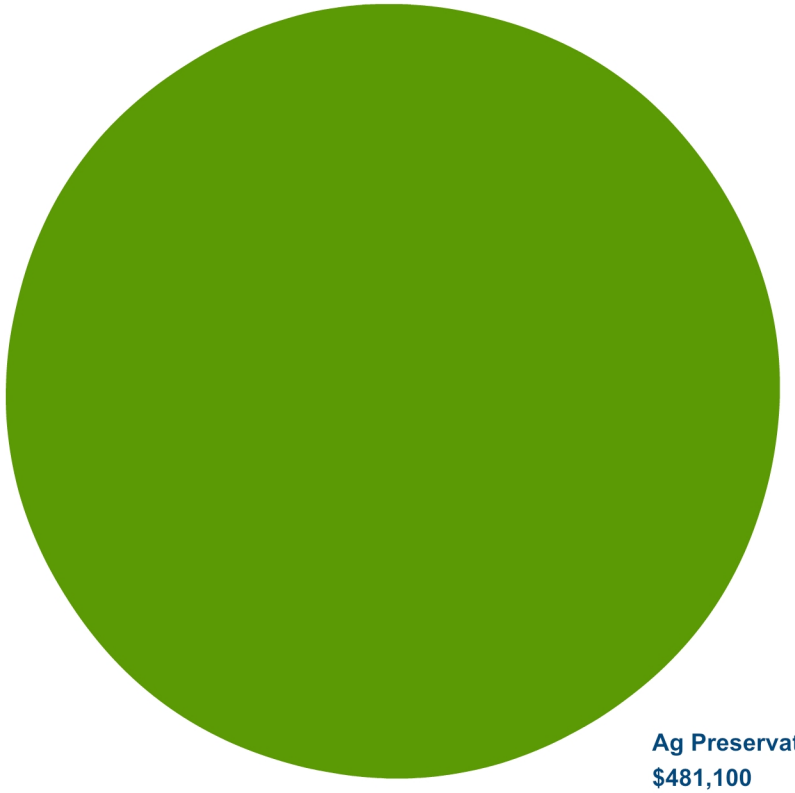
STATE - AG PRESERVATION
REVENUES
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $481,800



FY 21 APPROVED STATE - AG PRESERVATION
APPROPRIATION BREAKDOWN
$481,100

AG PRESERVATION - STATE	**100%**	**481,100**

STATE - AG PRESERVATION APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $481,100



AGRICULTURAL PRESERVATION - STATE

ORIGIN/PURPOSE:

The Maryland Agricultural 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 (PDR), to provide for the continued production of food and fiber for all citizens of the State. Preservation of farmland was also intended to help curb the random expansion of urban development.

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is mainly funded with:

- a portion of the State's Property Transfer Tax, which is assessed on all property transfers
- local subdivision matching funds for easement purchases
- a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared in the following manner:
    - Maryland counties, without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. They retain one-third for agricultural land preservation purposes.
    - Counties that have a Certified Local Agricultural Land Preservation Program may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation.

AG PRESERVATION - STATE

FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
70	MISCELLANEOUS	0	780,889	225,000	451,800	451,800
	GRAND TOTAL	**30,000**	**810,889**	**255,000**	**481,800**	**481,800**
SUMMARY BY DEPARTMENT:						
06	PLANNING AND ZONING	30,000	810,889	255,000	481,800	481,800
	GRAND TOTAL	**30,000**	**810,889**	**255,000**	**481,800**	**481,800**
SUMMARY BY REVENUE SOURCE:						
	TRANSFER TAX - STATE	61,760	775,296	250,000	480,000	480,000
	INVESTMENT INCOME	1,433	2,400	5,000	1,800	1,800
	GRAND TOTAL	**63,193**	**777,696**	**255,000**	**481,800**	**481,800**

AG PRESERVATION - STATE

FINANCIAL NOTES:

FY 21 Approved Budget	481,800
FY 20 Approved Budget	255,000
$ increase	226,800
% increase	88.94%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
250,000	480,000	230,000	TRANSFER TAX - STATE FY 21 budget for Transfer Tax is estimated to decrease
5,000	1,800	(3,200)	INVESTMENT INCOME FY 21 estimated investment income

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
30,000	30,000	0	PERSONAL SERVICES A salary offset of $30,000 is available to offset the salary of a Planner III in the Department of Planning & Zoning
225,000	451,800	226,800	MISCELLANEOUS Agricultural Land Preservation - increase for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf

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WATERSHED MANAGEMENT

FY 21 APPROVED WATERSHED MANAGEMENT FUND
REVENUE BREAKDOWN
$3,445,000

OTHER TAXES:	**84%**	**2,883,333**	**MISCELLANEOUS:**	**16%**	**561,667**
Recordation Tax	2,883,333		Investment Income	104,367	
			Fund Balance	457,300	

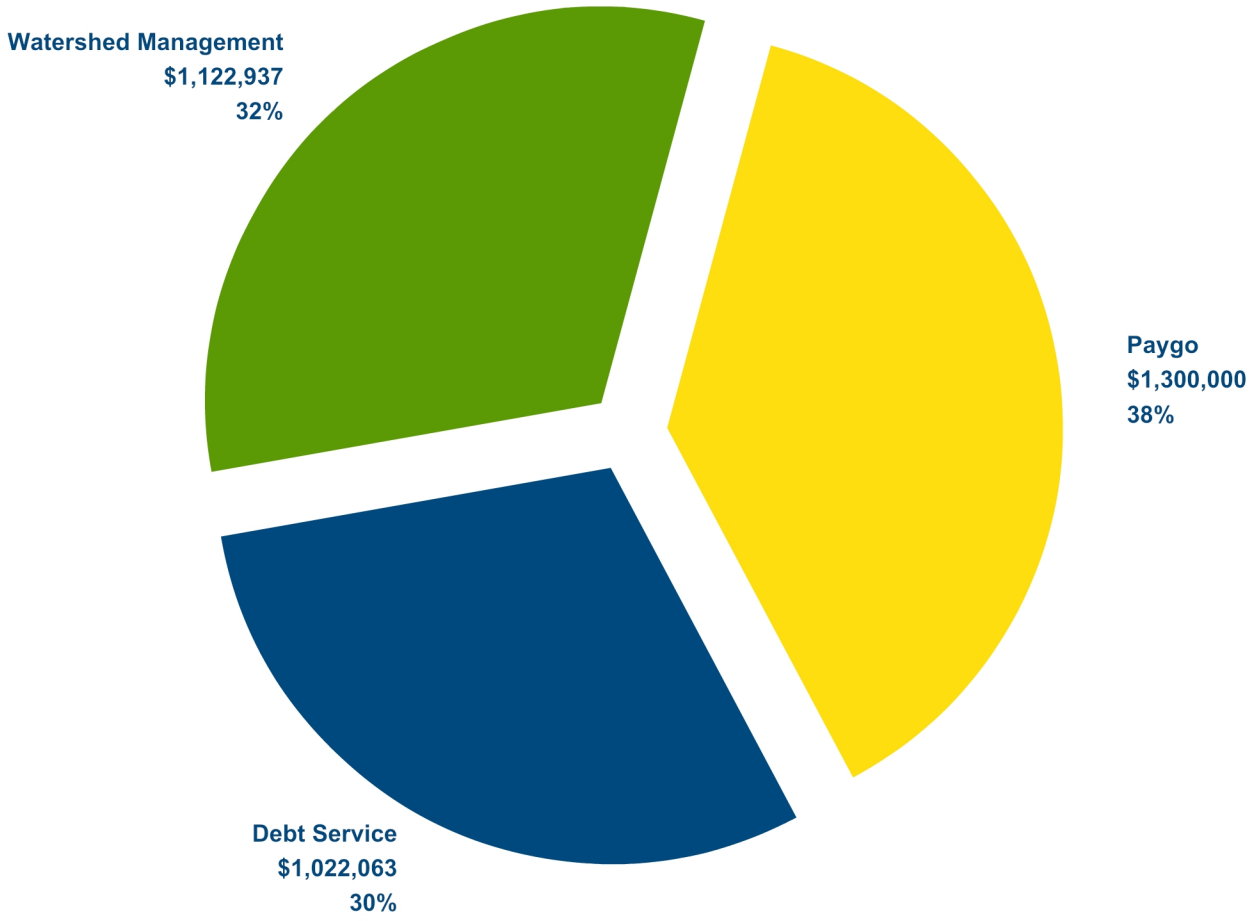
WATERSHED MANAGEMENT FUND
REVENUES
Fiscal Year 2020 - 2021
TOTAL APPROVED BUDGET $3,445,000



FY 21 APPROVED WATERSHED MANAGEMENT FUND
APPROPRIATIONS BREAKDOWN
$3,445,000

DEBT SERVICE:	**30 %**	**1,022,063**	**PAYGO:**	**38 %**	**1,300,000**
WATERSHED MANAGEMENT:	**32 %**	**1,122,937**			

WATERSHED MANAGEMENT FUND
APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $3,445,000



WATERSHED MANAGEMENT

ORIGIN/PURPOSE:

House Bill 987, which requires that certain Maryland counties, including Harford County, must collect a stormwater remediation fee from taxpayers to fund the implementation of local watershed protection and restoration program. Harford County is required to adopt and implement local laws necessary to establish a watershed protection and restoration program, including a stormwater remediation fee and a local watershed protection and restoration fund.

Bill No. 13-12 was introduced to the Harford County Council on February 19, 2013. Bill No. 13-12 as Amended became law on April 23, 2013. A Stormwater Remediation Fee was established to implement the State mandate. Collection of the fee will commence on July 1, 2013. Revenue resulting from this fee can only be used for Watershed Protection and Restoration Programs.

The Stormwater Remediation Fee was repealed by Bill 14-036 effective July 1, 2015. This fund is a special account for deposit of a certain portion of the recordation tax, $0.55 for each $500 of the sale price (or lien amount) for each property deed recorded. The proceeds of this fund are used for the County's watershed protection and restoration program as mandated under State of Maryland law. The State requires a separate fund be established for this purpose.

WATERSHED MANAGEMENT

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	0	0	0	504,670	504,670
20	CONTRACTUAL SERVICES	0	388	0	598,091	598,091
30	SUPPLIES AND MATERIALS	0	0	0	4,845	4,845
40	BUSINESS AND TRAVEL	0	0	0	9,750	9,750
60	DEBT SERVICE	236,774	431,590	758,000	1,022,063	1,022,063
70	MISCELLANEOUS	500,000	400,000	2,435,000	1,305,581	1,305,581
	GRAND TOTAL	**736,774**	**831,978**	**3,193,000**	**3,445,000**	**3,445,000**
SUMMARY BY DEPARTMENT:						
30	PUBLIC WORKS	0	0	1,985,000	1,122,937	1,122,937
66	DEBT SERVICE	236,774	431,978	758,000	1,022,063	1,022,063
70	MISCELLANEOUS	500,000	400,000	450,000	1,300,000	1,300,000
	GRAND TOTAL	**736,774**	**831,978**	**3,193,000**	**3,445,000**	**3,445,000**
SUMMARY BY REVENUE SOURCE:						
	OTHER TAXES	2,552,222	2,591,848	2,667,200	2,883,333	2,883,333
	INVESTMENT INCOME	65,137	168,177	65,800	104,367	104,367
	MISCELLANEOUS	192,148	302,576	460,000	457,300	457,300
	GRAND TOTAL	**2,809,507**	**3,062,601**	**3,193,000**	**3,445,000**	**3,445,000**

WATERSHED MANAGEMENT

FINANCIAL NOTES:

FY 21 Approved Budget	3,445,000
FY 20 Approved Budget	3,193,000
$ increase	252,000
% increase	7.89%

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
2,667,200	2,883,333	216,133	RECORDATION TAX This is a portion of the recordation tax, $0.55 for each $500 of the sale price (or lien amount) for each property deed recorded.
525,800	561,667	35,867	MISCELLANEOUS This includes investment income estimated at $104,367 for FY 21 and fund balance appropriated of $457,300.

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
0	504,670	504,670	PERSONAL SERVICES Salary and benefit costs allocated for four positions previously allocated under General Fund
0	598,091	598,091	CONTRACTUAL SERVICES Funds provide for contractual assistance on projects previously allocated under General Fund
0	4,845	4,845	SUPPLIES & MATERIALS Funds provide for general office supplies, lab supplies, etc. previously allocated under General Fund

WATERSHED MANAGEMENT

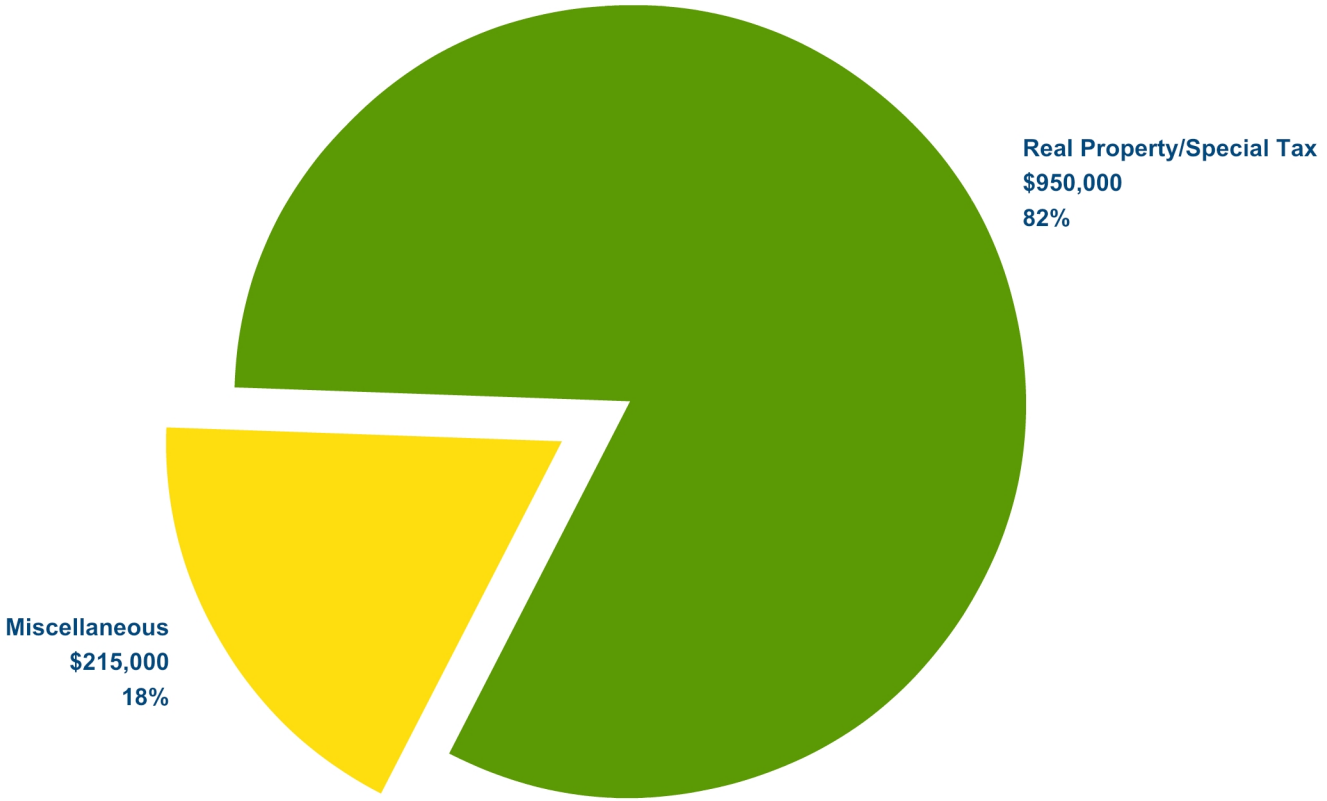
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
0	9,750	9,750	BUSINESS & TRAVEL Allocation provides sufficient funds for staff to attend training seminars and courses, fuel costs and vehicle maintenance
758,000	1,022,063	264,063	DEBT SERVICE This is the principal and interest costs on the bonds sold for Watershed Management capital projects.
2,435,000	1,305,581	(1,129,419)	MISCELLANEOUS Funds allocated for Watershed Management capital projects and other contingencies

TAX INCREMENT FINANCING

FY 21 APPROVED TAX INCREMENT FINANCING
REVENUE BREAKDOWN
$1,165,000

REAL PROPERTY/SPECIAL TAX	**82%**	**950,000**	**MISCELLANEOUS**	**18%**	**215,000**
			Investment Income	35,000	
			Fund Balance	180,000	

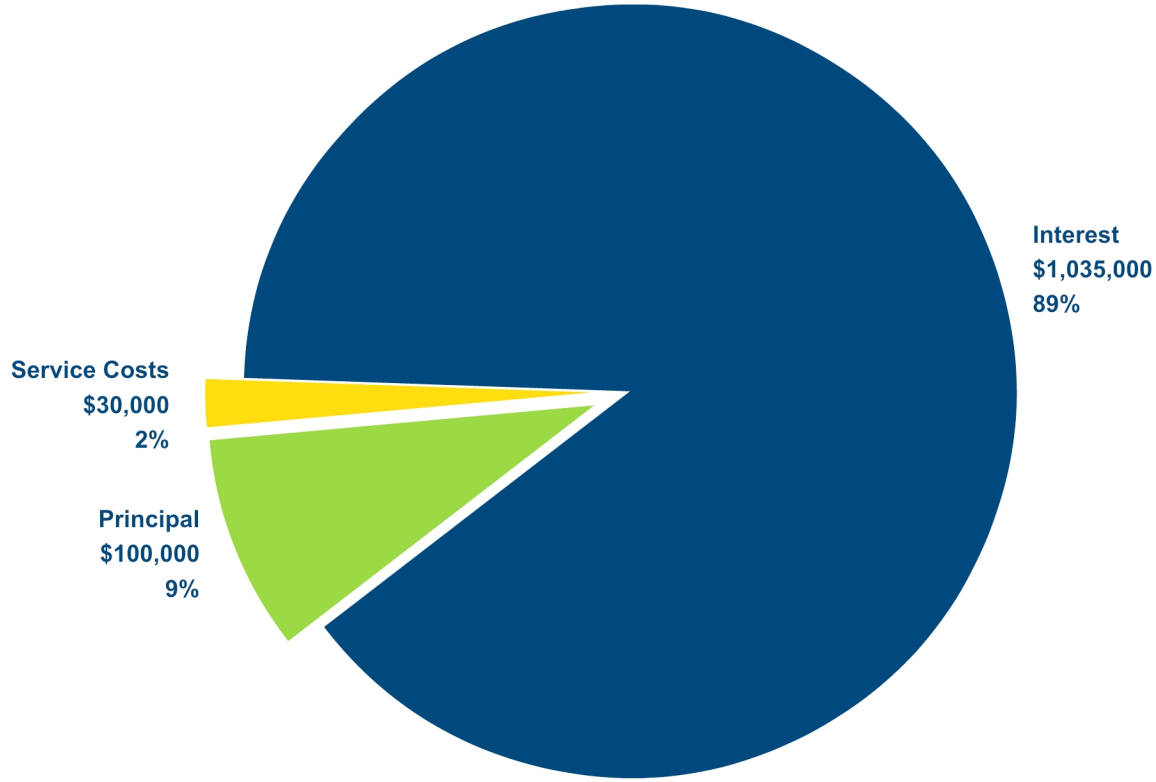
TAX INCREMENT FINANCING
REVENUES
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $1,165,000



FY 21 APPROVED TAX INCREMENT FINANCING
APPROPRIATIONS BREAKDOWN
$1,165,000

SERVICE COSTS	**2%**	**30,000**	**INTEREST**	**89%**	**1,035,000**
			PRINCIPAL	**9%**	**100,000**

TAX INCREMENT FINANCING
APPROPRIATIONS
Fiscal Year 2020- 2021
TOTAL APPROVED BUDGET $1,165,000



TAX INCREMENT FINANCING FUND

ORIGIN/PURPOSE:

The Beechcreek Estates Tax Increment Fund and the Beechcreek Estates Special Taxes Fund are special funds that were authorized by Bill No. 10-10. The Bill provides that the County may issue not more than $14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefiting the district. It also pledges 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 shall not be 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 Taxing District. 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. The only funds the County will be obligated to use to make payment on the bonds and the cost of issuance will be those that result from real property taxes levied by the County on the tax increment on properties located in the Development District and, if such revenues are or will be insufficient, the Special Tax levied on and collected from property located in the Special Taxing District and any other moneys held under and as provided by the indenture pursuant to which the bonds were issued.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
60	DEBT SERVICE	1,107,395	1,107,448	1,167,000	1,165,000	1,165,000
	GRAND TOTAL	**1,107,395**	**1,107,448**	**1,167,000**	**1,165,000**	**1,165,000**
SUMMARY BY DEPARTMENT:						
66	DEBT SERVICE	1,107,395	1,107,448	1,167,000	1,165,000	1,165,000
	GRAND TOTAL	**1,107,395**	**1,107,448**	**1,167,000**	**1,165,000**	**1,165,000**
SUMMARY BY REVENUE SOURCE:						
	REAL PROPERTY/SPECIAL TAX	1,664,599	939,895	1,144,000	950,000	950,000
	FUND BALANCE APPROPRIATED	0	0	0	180,000	180,000
	INVESTMENT INCOME	22,701	50,066	23,000	35,000	35,000
		1,687,300	**989,961**	**1,167,000**	**1,165,000**	**1,165,000**

TAX INCREMENT FINANCING FUND

FINANCIAL NOTES:

FY 21 Approved Budget	1,165,000
FY 20 Approved Budget	1,167,000
$ decrease	(2,000)
% decrease	(0.17)%

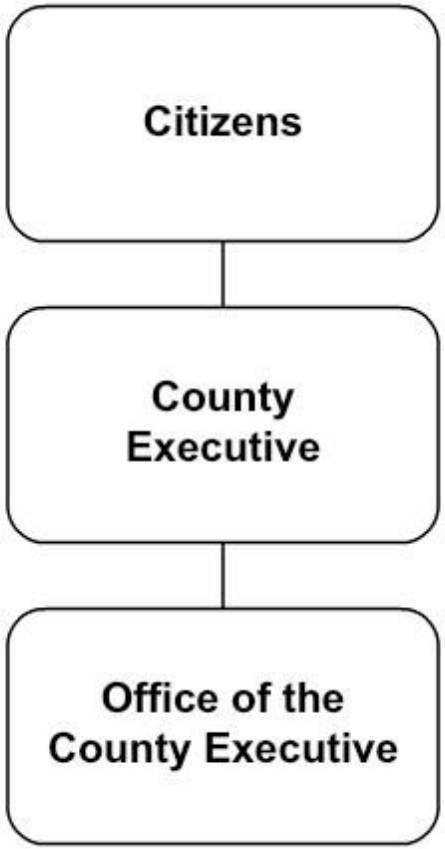
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - REVENUES
1,144,000	950,000	(194,000)	REAL PROPERTY/SPECIAL TAX FY 21 will be the sixth year that Harford County will be assessing a Real Property/Special Tax for Beechcreek Estates Development.
23,000	35,000	12,000	INVESTMENT INCOME Estimated investment income anticipated for Beechcreek accumulated cash balance.
0	180,000	180,000	FUND BALANCE Excess unappropriated fund balance at the end of a fiscal year is appropriated into the next year's budget.

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE - EXPENDITURES
1,117,000	1,035,000	(82,000)	Interest - Beechcreek
0	100,000	100,000	Principal - Beechcreek
50,000	30,000	(20,000)	Services Costs - Cost of Issuance Beechcreek



Harford County Government

OFFICE OF COUNTY EXECUTIVE



COUNTY EXECUTIVE

ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 302 and 303, a County Executive shall be nominated and elected by the qualified voters of the entire County, and be vested all executive power in Harford County by the Constitution and laws of Maryland and the County Charter. The County Executive's duties include, but are not limited to:

- preparing and submitting to the Council the annual County budget;
- preparing and submitting to the Council and the public, within four months after the close of the fiscal year, an annual report on the activities and accomplishments of the County government, including a detailed financial statement;
- providing the Council with any information concerning the Executive Branch which the Council may require for the exercise of its powers;
- recommending to the Council such measures for legislative action as may be deemed to be in the best interests of the County;
- insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- signing or causing to be signed on the County's behalf all deeds, contracts, and other instruments; and
- seeing that the affairs of the Executive Branch are properly and efficiently administered, and that employees of the Executive Branch faithfully perform their duties.

The County Executive serves for a four year term, with a two consecutive term limit, shall have been a resident and a qualified voter of the County for at least five years immediately preceding election; and at the time of election shall be at least 25 years old. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

COUNTY EXECUTIVE

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	491,166	459,044	544,416	567,872	567,872
20	CONTRACTUAL SERVICES	14,989	10,305	23,500	23,500	23,500
30	SUPPLIES AND MATERIALS	12,701	18,427	20,400	20,400	20,400
40	BUSINESS AND TRAVEL	11,977	18,096	28,200	28,200	28,200
50	CAPITAL OUTLAY	0	322	0	0	0
70	MISCELLANEOUS	145,691	137,321	160,000	160,000	160,000
80	INTER-GOVERNMENTAL/INTERFUND	35	25	0	0	0
	GRAND TOTAL	**676,559**	**643,540**	**776,516**	**799,972**	**799,972**
SUMMARY BY FUND:						
11	GENERAL	676,559	643,540	776,516	799,972	799,972
	GRAND TOTAL	**676,559**	**643,540**	**776,516**	**799,972**	**799,972**
SUMMARY BY DIVISION:						
11000	OFFICE OF THE COUNTY EXECUTIVE	676,559	643,540	776,516	799,972	799,972
	GRAND TOTAL	**676,559**	**643,540**	**776,516**	**799,972**	**799,972**

COUNTY EXECUTIVE

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increases $23,457
364,413	368,915	4,502	Full-Time Salaries - salary adjustment of Administrative Assistant
	7,557	7,557	FY 21 merit increase of $2,000 and a 2% COLA for all eligible employees and legislative CPI salary increase for County Executive
96,033	97,848	1,815	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
34,619	38,736	4,117	Pension adjusted based on actuarial
20,724	25,680	4,956	PEHP adjusted based on actual costs
23,500	23,500	0	CONTRACTUAL SERVICES no change in funding over FY 20
20,400	20,400	0	SUPPLIES & MATERIALS no change in funding over FY 20
28,200	28,200	0	BUSINESS & TRAVEL no change in funding over FY 20
			MISCELLANEOUS no change in funding over FY 20
160,000	160,000	0	Contributions - funds provide for Shock Trauma at $10,000; Hosanna School Museum matching funds of $50,000 and other miscellaneous contributions @ $100,000.

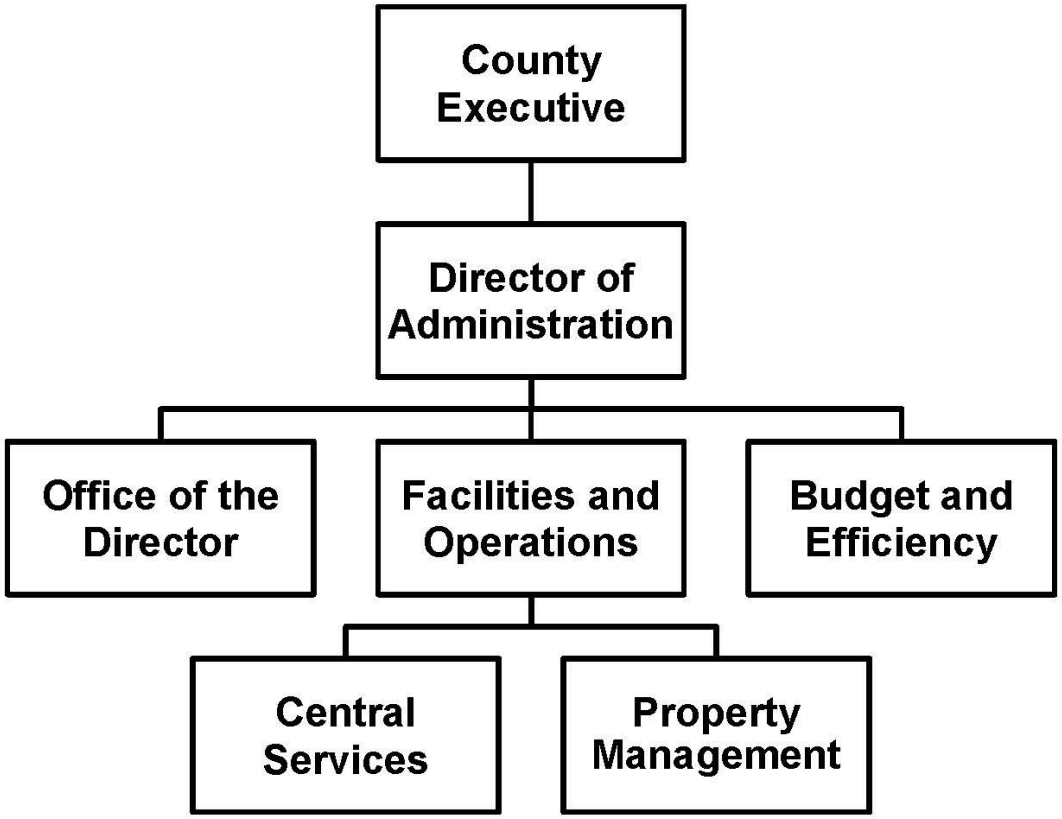
DEPARTMENT STAFF SUMMARY

County Executive

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	58,270	1.00	60,270	1.00	68,108
Administrative Secretary III	1.00	72,618	1.00	74,000	1.00	74,000
County Executive	1.00	137,517	1.00	140,143	1.00	143,345
Management Assistant II	1.00	92,104	1.00	90,000	1.00	90,000
SALARY TOTAL	**4.00**	**360,509**	**4.00**	**364,413**	**4.00**	**375,453**
OTHER PERSONAL SERVICES						
Pension & Retirement		32,445		34,619		39,423
Workers' Compensation		1,622		1,531		1,727
Health Benefits		89,121		96,033		97,848
PEHP		14,790		20,724		25,680
FICA		27,579		26,536		27,181
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		**166,117**		**180,003**		**192,419**
TOTAL PERSONAL SERVICES	**4.00**	**530,530**	**4.00**	**544,416**	**4.00**	**567,872**

***FY 19 Salaries and Other Personal Services are Enacted not Audited Amounts**

ADMINISTRATION



ADMINISTRATION

ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive. The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive for approval and submission to the Council all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.

The Administration provides support services to all County government departments and agencies. Included under Administration are the divisions of Director of Administration, Facilities and Operations, Property Management, Central Services, and Budget and Efficiency. Supervisors within each division report directly to the Director of Administration.

MISSION STATEMENT:

THE ADMINISTRATION PROVIDES MANAGEMENT AND COORDINATION OF THE ACTIVITIES OF COUNTY DEPARTMENTS AND AGENCIES

ADMINISTRATION

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	4,214,504	4,403,589	4,666,101	4,994,547	4,994,547
20	CONTRACTUAL SERVICES	4,841,903	4,408,421	5,036,775	2,598,775	2,598,775
30	SUPPLIES AND MATERIALS	556,429	524,891	630,550	641,050	641,050
40	BUSINESS AND TRAVEL	96,603	103,591	111,500	112,100	112,100
50	CAPITAL OUTLAY	32,551	26,627	0	0	0
70	MISCELLANEOUS	180,980	109,650	220,000	220,000	220,000
80	INTER-GOVERNMENTAL/INTERFUND	31	67	400	400	400
	GRAND TOTAL	**9,923,001**	**9,576,836**	**10,665,326**	**8,566,872**	**8,566,872**
SUMMARY BY FUND:						
11	GENERAL	9,923,001	9,576,836	10,339,406	8,566,872	8,566,872
	GRAND TOTAL	**9,923,001**	**9,576,836**	**10,665,326**	**8,566,872**	**8,566,872**
SUMMARY BY DIVISION:						
021000	DIRECTOR OF ADMINISTRATION	505,927	459,131	636,523	647,397	647,397
021200	PROPERTY MANAGEMENT	3,419,616	3,433,629	3,662,187	1,187,826	1,187,826
021500	EFFICIENCY AND INNOVATION	247,999	150,195	0	0	0
022000	FACILITIES AND OPERATIONS	4,676,856	4,396,498	4,965,189	5,258,736	5,258,736
023100	CENTRAL SERVICES	530,496	565,755	596,346	636,159	636,159
024000	BUDGET & EFFICIENCY	542,107	571,629	805,080	836,753	836,753
025500	CITIZEN AFFAIRS & ADMIN SERVICES	0	0	0	0	0
	GRAND TOTAL	**9,923,001**	**9,576,836**	**10,665,326**	**8,566,872**	**8,566,872**

ADMINISTRATION

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $328,446
3,006,634	3,012,149	5,515	Full-time salaries
			7,684 Salary adjustments
			(2,169) Staff Turnover '(0.07)
			5,515 Budget Amendment
83,058	125,458	42,400	Temporary Salaries - provides for a Facility and Security Coordinator; custodial workers summer interns, and an apprentice for facilities & operations
	181,034	181,034	FY 21 merit increase $2,000 and COLA 2.5% for all eligible employees
294,554	446,360	151,806	Pension adjustments
875,876	896,786	20,910	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
88,077	121,980	33,903	PEHP (Post Employment Health Plan)
41,252	48,008	6,756	Workers' Compensation adjustment

ADMINISTRATION

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
5,036,775	2,598,775	(2,438,000)	CONTRACTUAL SERVICES decrease $(2,438,000) The majority of the decrease is the result of rental/leased property costs reallocated to debt service due to new GASB 87 accounting standard.
			MATERIALS AND SUPPLIES increase $10,500
205,000	190,000	(15,000)	Equipment Repair Parts decrease based on actual expense history in Facilities & Operations
236,200	256,200	20,000	General Office Mailing increase based on actual expense history
29,400	34,400	5,000	Other Supplies and Materials increase based on actual expense history in Facilities & Operations
111,500	112,100	600	BUSINESS AND TRAVEL increase $600 Slight increase in lodging and transportation for staff to attend conferences and seminars
220,000	220,000	0	MISCELLANEOUS no change in funding over FY 20 Funds provide for contributions to non-profits as well as funds to cover impact fees for Habitat for Humanity homes

DEPARTMENT STAFF SUMMARY
ADMINISTRATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	3.00	167,806	2.00	120,123	2.00	126,605
Administrative Secretary III	1.00	76,276	1.00	78,276	1.00	81,882
Administrative Specialist I	1.00	70,044	2.00	124,044	1.00	58,140
Administrative Specialist II	1.00	42,698	1.00	44,698	1.00	77,610
Asset Manager	1.00	82,403	1.00	84,403	1.00	88,131
Assistant Supervisor Custodial Workers	1.00	59,282	1.00	61,282	1.00	64,548
Central Services Operator	1.00	35,099	1.00	37,099	1.00	39,881
Central Services Specialist	2.00	3,038	2.00	97,038	2.00	103,059
Chief, Budget & Management Research	1.00	123,178	1.00	125,178	1.00	129,722
Chief, Efficiency and Innovation	1.00	82,202	0.00	0	0.00	0
Chief, Facilities & Operations	1.00	99,724	1.00	101,724	1.00	105,798
Custodial Worker II	6.00	217,653	6.00	229,653	6.00	246,485
Director of Administration	1.00	139,644	1.00	142,447	1.00	144,437
Lead Maintenance Mechanic	2.00	106,792	2.00	110,791	2.00	117,087
Lead Maintenance Worker	2.00	102,632	2.00	106,632	2.00	112,845
Maintenance Mechanic II	4.00	206,976	4.00	214,975	4.00	227,435
Maintenance Worker I	1.00	38,179	1.00	40,179	1.00	43,023
Maintenance Worker II	9.00	381,121	9.00	393,753	9.00	412,019
Management Assistant II	1.00	99,343	1.00	101,343	1.00	105,410
Project Coordinator	1.00	58,194	1.00	60,194	2.00	114,793
Real Property Agent III	2.00	148,799	2.00	152,799	2.00	159,935

DEPARTMENT STAFF SUMMARY
ADMINISTRATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Senior Budget Analyst	3.00	252,586	4.00	328,584	4.00	339,876
Superintendent of Facilities & Operations	1.00	79,714	1.00	81,714	1.00	85,388
Supervisor, Central Services	1.00	51,905	1.00	53,906	1.00	57,024
Supervisor, Warehouse	0.00	45,267	1.00	47,267	1.00	50,252
Supervisor of Custodial Workers	1.00	66,532	1.00	68,532	1.00	71,943
TOTAL FULL-TIME SALARIES	50.00	2,927,087	50.00	3,006,634	50.00	3,163,328
TEMPORARY SALARIES		81,058		83,058		125,458
SALARY TOTAL	**50.00**	**3,008,145**	**50.00**	**3,089,692**	**50.00**	**3,288,786**

DEPARTMENT STAFF SUMMARY
ADMINISTRATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		268,236		294,554		345,233
Workers' Compensation		55,044		41,252		50,707
Health Benefits		806,962		875,876		896,786
PEHP		83,810		88,077		121,980
Overtime & Shift Differential		35,200		35,200		35,200
FICA		231,543		234,310		243,316
Miscellaneous		7,140		7,140		12,540
TOTAL OTHER PERSONAL SERVICES		**1,487,935**		**1,576,409**		**1,705,762**
TOTAL PERSONAL SERVICES	**50.00**	**4,496,081**	**50.00**	**4,666,101**	**50.00**	**4,994,548**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Director of Administration
Index #021000

ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive. The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive for approval and submission to the Council all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations. The divisions of Facilities and Operations, Property Management, Central Services, and Budget and Efficiency provide support services to all County government departments and agencies. Each Chief reports directly to the Director of Administration.

FY 21 GOAL:

TO MANAGE AND COORDINATE THE ACTIVITIES OF COUNTY DEPARTMENTS AND AGENCIES BY EVALUATING THEIR ACCOUNTABILITY AND EFFICIENCY AND TO PREPARE A COMPLETE FINANCIAL PLAN

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	294,719	309,882	311,423	322,297	322,297
20 CONTRACTUAL SERVICES	19,461	4,182	63,000	63,000	63,000
30 SUPPLIES AND MATERIALS	2,753	2,439	4,750	4,750	4,750
40 BUSINESS AND TRAVEL	33,014	35,913	37,350	37,350	37,350
70 MISCELLANEOUS	155,980	106,650	220,000	220,000	220,000
80 INTER-GOVERNMENTAL/INTERFUND	0	64	0	0	0
GRAND TOTAL	**505,927**	**459,131**	**636,523**	**647,397**	**647,397**
FUNDING SOURCE:					
11 GENERAL	**505,927**	**459,131**	**636,523**	**647,397**	**647,397**

ADMINISTRATION
Director of Administration
Index #021000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $10,874
220,723	222,713	1,990	Full-time salaries 1,990 Salary adjustments
	4,278	4,278	FY 21 - merit increase $2,000 and COLA of 2% for all eligible employees
5,181	6,420	1,239	PEHP (Post Employment Health Benefits)
20,969	23,385	2,416	Pension adjusted per actuarial
15,400	15,429	29	FICA adjusted
47,943	48,769	826	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in level of coverage.
63,000	63,000	0	CONTRACTUAL SERVICES no change in funding over FY 20
4,750	4,750	0	SUPPLIES AND MATERIALS no change in funding over FY 20
37,350	37,350	0	BUSINESS AND TRAVEL no change in funding over FY 20
220,000	220,000	0	MISCELLANEOUS no change in funding over FY 20 Provides for impact fees on non-profit agency home construction and contributions to miscellaneous non-profits

DIVISION STAFF SUMMARY

Director of Administration

Index #021000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	76,276	1.00	78,276	1.00	81,882
Director of Administration	1.00	139,644	1.00	142,447	1.00	144,437
SALARY TOTAL	**2.00**	**215,920**	**2.00**	**220,723**	**2.00**	**226,319**
OTHER PERSONAL SERVICES						
Pension & Retirement		19,432		20,969		23,763
Workers' Compensation		972		927		1,041
Health Benefits		44,487		47,943		48,769
PEHP		4,930		5,181		6,420
FICA		18,148		15,400		15,706
Miscellaneous		280		280		280
TOTAL OTHER PERSONAL SERVICES		**88,249**		**90,700**		**95,979**
TOTAL PERSONAL SERVICES	**2.00**	**304,169**	**2.00**	**311,423**	**2.00**	**322,298**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Property Management
Index #021200

ORIGIN/PURPOSE:

The division is administered by the Chief of Facilities and Operations who reports directly to the Director of Administration.

The division of Property Management is responsible for property acquisition, capital project review, plat approval, title work, deed and real property document preparation, property appraisals, contract negotiations with property owners, condemnation, surplus property, relocation planning and lease management for the County's 614 +/- properties.

FY 21 GOAL

TO BALANCE THE GOALS AND BUDGET OF COUNTY GOVERNMENT WHEN ACQUIRING AND MANAGING REAL PROPERTY WHILE BEING EQUITABLE TO HARFORD COUNTY CITIZENS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	324,308	326,536	322,212	340,951	340,951
20 CONTRACTUAL SERVICES	3,093,135	3,086,491	3,336,300	843,200	843,200
30 SUPPLIES AND MATERIALS	1,940	879	2,050	2,050	2,050
40 BUSINESS AND TRAVEL	233	613	1,225	1,225	1,225
80 INTER-GOVERNMENTAL/INTERFUND	0	0	400	400	400
GRAND TOTAL	**3,419,616**	**3,433,629**	**3,662,187**	**1,187,826**	**1,187,826**
FUNDING SOURCE:					
11 GENERAL	**3,419,616**	**3,433,629**	**3,662,187**	**1,187,826**	**1,187,826**

ADMINISTRATION
Property Management
Index #021200

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $18,739
224,843	226,887	2,044	Full time salaries 2,044 salary adjustment Administrative Specialist I to II
	12,728	12,728	FY 21 merit increase of $2,000 plus COLA of 2% for all eligible employees
55,901	56,828	927	Health benefits adjusted for anticipated increase and change in coverage
21,360	23,823	2,463	Pension Adjustments
2,488	2,908	420	Workers' Compensation adjustment
3,336,300	843,200	(2,493,100)	CONTRACTUAL SERVICES decreases ($2,493,100) Funds for space and real estate rentals were reallocated to Debt Service due to new GASB 87 standard. Slight increase of $6,900 for facility repairs and custodial services.
2,050	2,050	0	SUPPLIES & MATERIALS no change in funding over FY 20 Funding provides for supplies, mailing, etc.
1,225	1,225	0	BUSINESS & TRAVEL no change in funding over FY 20 Funding provides for mileage, professional books and membership fees
400	400	0	INTER-GOVERNMENTAL/INTERFUND no change in funding over FY 20 Provides for fleet carpool rentals

DIVISION STAFF SUMMARY
Property Management
Index #021200

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist I	1.00	70,044	1.00	72,044	1.00	77,610
Real Property Agent III	2.00	148,799	2.00	152,799	2.00	159,935
SALARY TOTAL	**3.00**	**218,843**	**3.00**	**224,843**	**3.00**	**237,545**
OTHER PERSONAL SERVICES						
Pension & Retirement		19,698		21,360		24,942
Workers' Compensation		2,577		2,488		3,044
Health Benefits		51,884		55,901		56,828
FICA		16,742		17,200		18,172
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES		**91,321**		**97,369**		**103,406**
TOTAL PERSONAL SERVICES	**3.00**	**310,164**	**3.00**	**322,212**	**3.00**	**340,951**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Efficiency and Innovation
Index #021500

ORIGIN/PURPOSE:

In accordance with Executive Order 16-03 the Division of Efficiency and Innovation was transferred from Department of Procurement to the Director of Administration which is by Charter mandated to study the efficiency and economy of each agency and department and to report these findings to the County Executive.

The division of Efficiency and Innovation is responsible for developing partnerships, policies and programs to advocate for the efficient use and reuse of resources through innovative solutions. The Office will lead by example in supporting the development of ideas into action to reduce operating costs and our environmental footprint while improving our quality of life.

Per Executive Order 19-01 introduced in April, 2019 the functions and responsibilities of the Division of Efficiency and Innovation will be consolidated with the Division of Budget and Efficiency.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	202,547	117,515	0	0	0
20 CONTRACTUAL SERVICES	42,222	29,503	0	0	0
30 SUPPLIES AND MATERIALS	2,066	175	0	0	0
40 BUSINESS AND TRAVEL	1,133	0	0	0	0
70 MISCELLANEOUS	0	0	0	0	
80 INTER-GOVERNMENTAL/INTERFUND	31	3,000	0	0	0
GRAND TOTAL	**247,999**	**150,195**	**0**	**0**	**0**
FUNDING SOURCE:					
11 GENERAL	**247,999**	**150,195**	**0**	**0**	**0**

DIVISION STAFF SUMMARY

Efficiency and Innovation

Index #021500

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist II	0.00	0	0.00	0	0.00	0
Chief, Efficiency and Innovation	1.00	82,202	0.00	0	0.00	0
Project Coordinator	1.00	58,194	0.00	0	0.00	0
SALARY TOTAL	**2.00**	**140,396**	**0.00**	**0**	**0.00**	**0**
OTHER PERSONAL SERVICES						
Pension & Retirement		12,636		0		0
Workers' Compensation		632		0		0
Health Benefits		44,487		0		0
FICA		10,741		0		0
PEHP		4,930		0		0
Miscellaneous		280		0		0
TOTAL OTHER PERSONAL SERVICES		**73,706**		**0**		**0**
TOTAL PERSONAL SERVICES	**2.00**	**214,102**	**0.00**	**0**	**0.00**	**0**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Facilities and Operations
Index #022000

ORIGIN/PURPOSE:

The Division of Facilities and Operations was created by Executive Order 84-1. The division is administered by the Chief of Facilities and Operations, who is also responsible for the Division of Central Services, and the Division of Property Management; the Chief of Facilities and Operations reports to the Director of Administration.

MISSION:

TO SUPPORT HARFORD COUNTY IN ACHIEVING ITS GOALS AND OBJECTIVES OF FISCAL BALANCE AND EFFICIENCY, STRENGTHENING OUR COMMUNITIES AND INVESTING IN OUR WORKFORCE.
THE DIVISION OF FACILITIES AND OPERATIONS IS RESPONSIBLE FOR OPERATIONS AND MAINTENANCE OF OVER 146 FACILITIES TO INCLUDE MECHANICAL, REPAIR, RENOVATION, CUSTODIAL SERVICES AND CAPITAL IMPROVEMENTS TO ENSURE THESE FACILITIES
ARE OPERATING SAFELY AT PEAK EFFICIENCY. FACILITIES AND OPERATIONS OVERSEES THE COUNTY WAREHOUSE, SURPLUS AND INVENTORY OF COUNTY ASSETS. THE DIVISION PROVIDES QUALITY SERVICE IN A PROFESSIONAL MANNER WHILE CONTINUING TO IMPROVE CUSTOMER SATISFACTION.

FY 21 GOALS:

TO ENHANCE OPERATIONAL EFFECTIVENESS & EFFICIENCY OF COUNTY FACILITIES AND INFRASTRUCTURE

TO MAXIMIZE REVENUE OF COUNTY SURPLUS PROPERTY AND RESPONSIBLY TRACK COUNTY INVENTORY

ADMINISTRATION
Facilities and Operations
Index #022000

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,619,779	2,822,812	3,004,614	3,252,661	3,252,661
20	CONTRACTUAL SERVICES	1,615,588	1,194,543	1,526,075	1,581,075	1,581,075
30	SUPPLIES AND MATERIALS	322,555	304,812	363,850	354,350	354,350
40	BUSINESS AND TRAVEL	61,383	66,815	70,650	70,650	70,650
50	CAPITAL OUTLAY	32,551	7,517	0	0	0
80	INTER-GOVERMENTAL/INTERFUND	0		0	0	0
	GRAND TOTAL	**4,676,856**	**4,396,499**	**4,965,189**	**5,258,736**	**5,258,736**
FUNDING SOURCE:						
11	GENERAL	**4,676,856**	**4,396,499**	**4,965,189**	**5,258,736**	**5,258,736**

ADMINISTRATION
Facilities and Operations
Index #022000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increases $248,047
1,859,069	1,860,550	1,481	Full Time Salaries
			(2,169) Staff Turnover (0.03)%
			3,650 Salary Adjustments
			1,481
	127,377	127,377	FY 21 - merit increase of $2,000 plus COLA of 2% for all eligible employees
78,058	119,658	41,600	Temporary Salaries increase provides for an apprentice, custodial workers and Facility Coordinator
185,536	208,442	22,906	Pension adjustments
32,731	38,213	5,482	Workers' Compensation
588,410	604,548	16,138	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
0	5,400	5,400	Cell Phone Reimbursement reallocated here from telephone service
72,534	102,720	30,186	PEHP (Post Employment Health Benefits)

ADMINISTRATION
Facilities and Operations
Index #022000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $55,000
235,000	250,000	15,000	County Facility Repair / Renovation increase based on actual expense history for repairs and renovations to county-owned facilities
100,000	140,000	40,000	Management Services increase based on actual expense history
			SUPPLIES & MATERIALS decrease ($9,500)
363,850	354,350	(9,500)	Funds provided for various supplies and materials used for facility repairs/renovations were adjusted based on actual expense history
70,650	70,650	0	BUSINESS AND TRAVEL no change in funding over FY 20 Funds provide for fuel, vehicle maintenance, training seminars, and membership fees and dues

DIVISION STAFF SUMMARY
Facilities and Operations
Index #022000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	3.00	167,805	2.00	120,123	2.00	126,605
Administrative Specialist I	1.00	42,698	1.00	52,000	1.00	58,140
Administrative Specialist II	0.00	0	1.00	44,698	0.00	0
Asset Manager	1.00	82,403	1.00	84,403	1.00	88,131
Assistant Supervisor of Custodial Workers	1.00	59,282	1.00	61,282	1.00	64,548
Chief, Facilities and Operations	1.00	99,724	1.00	101,724	1.00	105,798
Custodial Worker II	6.00	217,653	6.00	229,653	6.00	246,485
Lead Maintenance Mechanic	2.00	106,792	2.00	110,791	2.00	117,087
Lead Maintenance Worker	2.00	102,632	2.00	106,632	2.00	112,845
Maintenance Mechanic II	4.00	206,976	4.00	214,975	4.00	227,435
Maintenance Worker I	1.00	38,179	1.00	40,179	1.00	43,023
Maintenance Worker II	9.00	381,124	9.00	393,753	9.00	412,020
Management Assistant II	1.00	99,343	1.00	101,343	1.00	105,410
Project Coordinator	0.00	0	0.00	0	1.00	51,355
Supervisor of Custodial Workers	1.00	66,532	1.00	68,532	1.00	71,943
Supervisor, Warehouse	1.00	45,267	1.00	47,267	1.00	50,252
Superintendent of Facilities & Ops	1.00	79,714	1.00	81,714	1.00	85,388
TOTAL FULL-TIME SALARIES	35.00	1,796,124	35.00	1,859,069	35.00	1,966,465
TEMPORARY SALARIES		76,058		78,058		119,658
SALARY TOTAL	**35.00**	**1,872,182**	**35.00**	**1,937,127**	**35.00**	**2,086,123**

DIVISION STAFF SUMMARY

Facilities and Operations

Index #022000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		165,997		185,536		219,563
Workers' Compensation		45,460		32,731		40,451
Health Benefits		546,105		588,410		604,548
PEHP		64,090		72,534		102,720
Overtime and Shift Differential		35,200		35,200		35,200
FICA		143,009		148,036		153,617
Miscellaneous		5,040		5,040		10,440
TOTAL OTHER PERSONAL SERVICES		**1,004,901**		**1,067,487**		**1,166,539**
TOTAL PERSONAL SERVICES	**35.00**	**2,877,080**	**35.00**	**3,004,614**	**35.00**	**3,252,661**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Central Services
Index #023100

ORIGIN/PURPOSE:

The Division of Central Services provides optical filing, UPS and mail services and switchboard services. Under Executive Order 84-1, the Chief of Facilities and Operations is responsible for this Division. The Division provides mailing services for all County agencies to include incoming, outgoing and interoffice mailings. The Harford County switchboard is managed by this Division and handles all incoming customer service calls.

FY 21 GOAL:

IMPROVE CUSTOMER SERVICE BY EFFCIENTLY AND COURTEOUSLY ACCEPTING SWITCHBOARD CALLS

DEVELOP COST SAVING STRATEGIES FOR COUNTY MAILING SERVICES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	248,618	269,426	274,996	294,809	294,809
20 CONTRACTUAL SERVICES	65,180	91,546	84,500	84,500	84,500
30 SUPPLIES AND MATERIALS	216,698	204,783	236,850	256,850	256,850
GRAND TOTAL	**530,496**	**565,755**	**596,346**	**636,159**	**636,159**
FUNDING SOURCE:					
11 GENERAL	**530,496**	**565,755**	**596,346**	**636,159**	**636,159**

ADMINISTRATION
Central Services
Index #023100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $19,813
	14,304	14,304	FY 21 merit increase of $2,000 and COLA of 2% for eligible employees
40,834	41,433	599	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
2,948	3,499	551	Workers Compensation adjustments
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
17,864	19,745	1,881	Pension adjustments
			CONTRACTUAL SERVICES no change in funding over FY20
84,500	84,500	0	Funding provides for telephone service and mail equipment
			MATERIALS & SERVICES increase $20,000
235,000	255,000	20,000	General Office Mailing increase based on actual expense history

DIVISION STAFF SUMMARY

Central Services

Index #023100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Central Services Operator	1.00	35,099	1.00	37,099	1.00	39,881
Central Services Specialist	2.00	93,038	2.00	97,038	2.00	103,059
Supervisor, Central Services	1.00	51,905	1.00	53,906	1.00	57,024
SALARY TOTAL	**4.00**	**180,042**	**4.00**	**188,043**	**4.00**	**199,964**
OTHER PERSONAL SERVICES						
Pension & Retirement		16,204		17,864		20,996
Workers' Compensation		3,713		2,948		3,719
Health Benefits		37,984		40,834		41,433
PEHP		9,860		10,362		12,840
FICA		13,774		14,385		15,297
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		**82,095**		**86,953**		**94,845**
TOTAL PERSONAL SERVICES	**4.00**	**262,137**	**4.00**	**274,996**	**4.00**	**294,809**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION
Budget and Efficiency
Index #024000

ORIGIN/PURPOSE:

This division is administered by the Chief of Budget and Efficiency who reports to the Director of Administration, in accordance with Harford County Charter Section 312 (amended by Bill 82-45) which states, . . ."The Director of Administration shall be the Budget Officer."

It is the responsibility of the Division of Budget and Efficiency to clearly set forth a plan for the County to receive and expend funds each fiscal year. To this end, the Division assists in developing and publishing the County's Annual Operating and Capital Budgets and the Six Year Capital Improvement Program. Throughout the year, the staff monitors and projects expenditure patterns, inventories budgeted staffing, approves fund transfers, provides analysis, conducts research and publishes reports for the County Executive, the Administration and all other operating departments.

Per Executive Order 19-01, introduced in April 2019, the functions and responsibilities of Division of Efficiency and Innovation will be consolidated with the Division of Budget and Efficiency.

FY 21 GOAL:
TO UTILIZE BEST PRACTICES TO DEVELOP A BUDGET THAT MEETS THE NEEDS OF HARFORD COUNTY CITIZENS, LEADERS AND GOVERNMENT AGENCIES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	524,533	557,418	752,855	783,828	783,828
20 CONTRACTUAL SERVICES	6,317	2,157	26,900	27,000	27,000
30 SUPPLIES AND MATERIALS	10,417	11,803	23,050	23,050	23,050
40 BUSINESS AND TRAVEL	840	250	2,275	2,875	2,875
50 CAPITAL OUTLAY	0	0	0	0	0
GRAND TOTAL	**542,107**	**571,629**	**805,080**	**836,753**	**836,753**
FUNDING SOURCE:					
11 GENERAL	**542,107**	**571,629**	**805,080**	**836,753**	**836,753**

ADMINISTRATION
Budget & Efficiency
Index #024000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $30,973
513,956	513,956	0	Full-time salaries
	22,348	22,348	FY 21 merit increase of $2,000 plus COLA of 2% for all eligible employees
48,826	53,965	5,139	Pension adjustments
142,788	145,208	2,420	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
5,000	5,800	800	Temporary Salaries - provide for a Academy of Finance intern
			CONTRACTUAL SERVICES increase $100
1,000	1,100	100	Telephone Service increase based on actual expense history
			SUPPLIES & MATERIALS no change in funding over FY 20
23,050	23,050	0	Funding provides for printing and office supplies
2,275	2,875	600	BUSINESS & TRAVEL increase $600
			Increase funds for staff to attend conferences and training seminars

DIVISION STAFF SUMMARY
Budget and Efficiency
Index #024000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Chief, Budget & Management Research	1.00	123,178	1.00	125,178	1.00	129,722
Project Coordinator	0.00	0	1.00	60,194	1.00	63,438
Senior Budget Analyst	3.00	252,585	4.00	328,584	4.00	339,875
TOTAL FULL-TIME SALARIES	**4.00**	**375,763**	**6.00**	**513,956**	**6.00**	**533,035**
TEMPORARY SALARIES		5,000		5,000		5,800
SALARY TOTAL	**4.00**	**380,763**	**6.00**	**518,956**	**6.00**	**538,835**
OTHER PERSONAL SERVICES						
Pension & Retirement		34,270		48,826		55,969
Workers' Compensation		1,691		2,159		2,452
Health Benefits		82,015		142,788		145,208
FICA		29,130		39,286		40,524
Miscellaneous		560		840		840
TOTAL OTHER PERSONAL SERVICES		**147,666**		**233,899**		**244,993**
TOTAL PERSONAL SERVICES	**4.00**	**528,429**	**6.00**	**752,855**	**6.00**	**783,828**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ADMINISTRATION - DIVISION OF PROPERTY MANAGEMENT
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

To balance the interests, goals, and budget of the County Government when acquiring, managing, and utilizing real property as well as being responsible and equitable to the citizens of Harford County.

Department Objective

To acquire, lease, and utilize real property in a fair and cost effective manner to promote increased public confidence and quality of life.

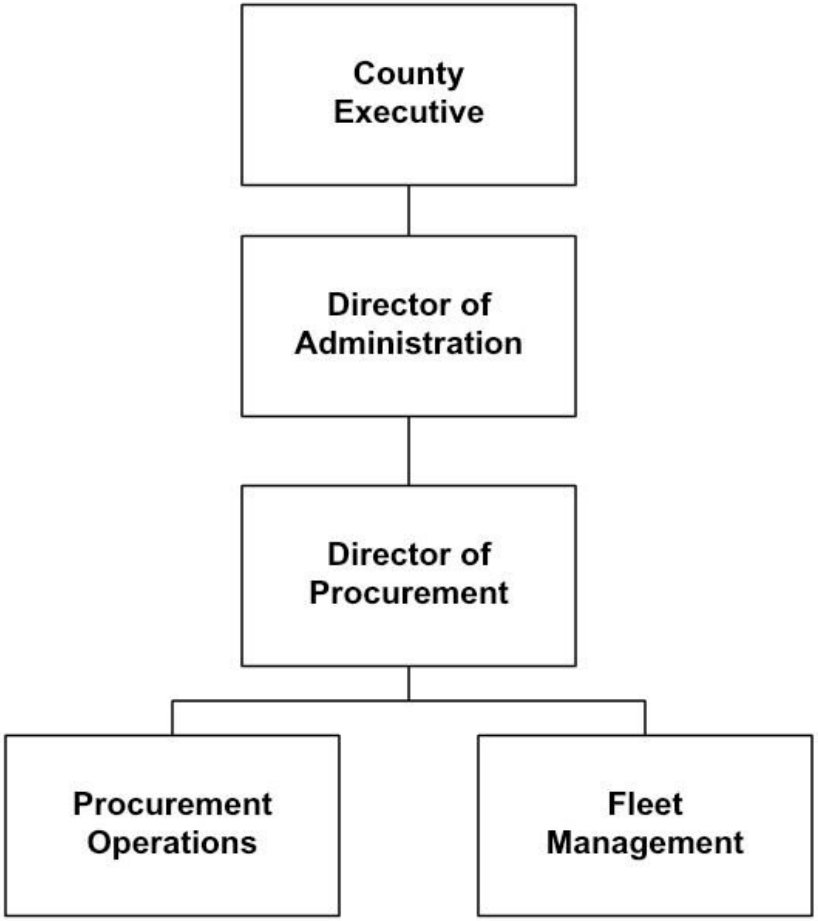
To improve customer service to clients by performing more effectively and efficiently while adhering to local, state and federal guidelines.

County Goal(s) Supported

Fiscal Balance and Efficiency, Investing in Education, Building Economic Vitality, and Strengthening Our Community.

Measure	N/A	N/A	N/A	Budget 2020	Estimated 2021
Input:					
Dollars allocated				$354,853	$226,885
Number of staff				4	3
Output:					
Number of Real Property actions				243	300
Efficiency:					
Cost per Real Property action				$1,460	$756
Service Quality:					
Average percent rated by clients				88%	92%
Outcome:					
Cost per action					

DEPARTMENT OF PROCUREMENT



PROCUREMENT

ORIGIN/PURPOSE:

Under Harford County Charter, Article IV, Section 414, the Department of Procurement shall be responsible for purchasing or contracting for supplies and contractual services including capital projects and consultant services, and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.
The Department of Procurement is divided into two divisions: Procurement Operations and Fleet Management.
Procurement Operations obtains goods and services for the County in a timely, effective, and efficient manner at the lowest possible price consistent with quality.
Per Bill 16-004 and passage of a related charter amendment which deleted the purchase, sale or lease of real property as a responsibility of the Department of Procurement, the division of Property Management is now under the purview of the Director of Administration.
Fleet Management is charged with the management of all County vehicles, and the fleet maintenance program performed under contract by First Vehicle Services.

MISSION STATEMENT:
TO PROVIDE AN OPTIMUM PROCUREMENT PROCESS WITH INTEGRITY AND TRANSPARENCY BY PROMOTING BROAD COMPETITION USING COLLABORATIVE, STRATEGIC AND COST-EFFICIENT METHODS IN A TIMELY MANNER, ACHIEVING MAXIMUM VALUE OF TAX DOLLARS FOR QUALITY GOODS AND SERVICES, INCLUDING CAPITAL PROJECTS

FY 21 GOALS:
TO ACHIEVE COST SAVINGS FOR THE COUNTY
TO HELP BUILD ECONOMIC VITALITY
TO IMPROVE CONTRACT MANAGEMENT
TO MAXIMIZE THE VALUE OF INVENTORY
TO DOCUMENT AND TRACK FLEET COST SAVINGS ON CAPITAL PROJECTS RELATIVE TO ACQUISITION OF VEHICLES AND EQUIPMENT
TO REDUCE UNDERUTILIZED VEHICLES AND EQUIPMENT

PROCUREMENT

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	887,445	999,567	1,056,841	1,135,974	1,135,974
20	CONTRACTUAL SERVICES	123,723	255,181	399,140	399,140	399,140
30	SUPPLIES & MATERIALS	1,831,041	2,552,422	4,209,000	4,208,000	4,208,000
40	BUSINESS AND TRAVEL	3,492,187	3,925,425	4,391,120	4,688,303	4,688,303
50	CAPITAL OUTLAY	198,740	1,510,256	0	0	0
80	INTER-GOVERNMENTAL/INTERFUND	1,227	852	2,000	2,000	2,000
	GRAND TOTAL	**6,534,363**	**9,243,703**	**10,058,101**	**10,433,417**	**10,433,417**
SUMMARY BY FUND:						
11	GENERAL	716,849	878,039	866,199	931,261	931,261
25	HIGHWAYS	5,817,512	8,365,664	9,191,903	9,502,156	9,502,156
	GRAND TOTAL	**6,534,361**	**9,243,703**	**10,058,101**	**10,433,417**	**10,433,417**
SUMMARY BY DIVISION:						
GENERAL FUND:						
031000	PROCUREMENT OPERATIONS	716,849	878,039	866,199	931,261	931,261
HIGHWAYS FUND:						
032000	FLEET MANAGEMENT	5,817,512	8,365,664	9,191,903	9,502,156	9,502,156
	GRAND TOTAL	**6,534,361**	**9,243,703**	**10,058,101**	**10,433,417**	**10,433,417**

DEPARTMENT STAFF SUMMARY
PROCUREMENT - ALL FUND

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PROCUREMENT - GENERAL FUND						
Administrative Assistant II	1.00	47,329	1.00	49,329	1.00	52,356
Administrative Secretary III	1.00	66,881	1.00	64,000	1.00	67,320
Administrative Specialist I	1.00	58,381	1.00	60,382	1.00	63,630
Director of Procurement	1.00	123,584	1.00	126,056	1.00	130,056
Procurement Agent I	0.00	0	1.00	47,000	1.00	47,000
Procurement Agent II	3.00	149,555	0.00	0	0.00	0
Procurement Agent III	1.00	65,197	3.00	174,873	3.00	191,130
Temporary Salary		**10,000**		**10,000**		**20,000**
SUB-TOTAL GENERAL FUND SALARIES	**8.00**	**520,927**	**8.00**	**531,640**	**8.00**	**571,492**
PROCUREMENT - HIGHWAYS FUND						
Administrative Specialist I	1.00	48,173	0.00	0	0.00	0
Administrative Specialist II	0.00	0	1.00	52,582	1.00	55,674
Fleet Manager	1.00	98,286	1.00	100,286	1.00	104,332
SUB-TOTAL HIGHWAYS FUND SALARIES	**2.00**	**146,459**	**2.00**	**152,868**	**2.00**	**160,006**
OTHER PERSONAL SERVICES						
Pension & Retirement		59,165		64,078		74,707
Workers' Compensation		6,308		6,087		7,451
Health Benefits		190,926		218,551		222,265
PEHP		24,650		31,086		44,940
FICA		52,498		51,131		53,713
Miscellaneous		1,400		1,400		1,400
TOTAL OTHER PERSONAL SERVICES		**334,947**		**372,333**		**404,476**
PROCUREMENT - DEPARTMENT TOTAL						
TOTAL SALARIES	10.00	667,386	10.00	684,508	10.00	731,498
TOTAL OTHER PERSONAL SERVICES		334,947		372,333		404,476
DEPARTMENT SALARY TOTAL	**10.00**	**1,002,333**	**10.00**	**1,056,841**	**10.00**	**1,135,974**
***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**						

PROCUREMENT

GENERAL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	681,002	778,526	829,124	896,003	896,003
20	CONTRACTUAL SERVICES	16,699	79,875	10,640	10,640	10,640
30	SUPPLIES & MATERIALS	4,842	6,458	7,100	6,100	6,100
40	BUSINESS AND TRAVEL	13,079	12,328	17,335	16,518	16,518
80	INTER-GOVERNMENTAL/INTERFUND	1,227	852	2,000	2,000	2,000
	GRAND TOTAL	**716,849**	**878,039**	**866,199**	**931,261**	**931,261**
SUMMARY BY FUND:						
11	GENERAL	716,849	878,039	866,199	931,261	931,261
	GRAND TOTAL	**716,849**	**878,039**	**866,199**	**931,261**	**931,261**
SUMMARY BY DIVISION:						
031000	PROCUREMENT OPERATIONS	716,849	878,039	866,199	931,261	931,261
						0
	GRAND TOTAL	**716,849**	**878,039**	**866,199**	**931,261**	**931,261**

DEPARTMENT STAFF SUMMARY
PROCUREMENT - GENERAL FUND

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	47,329	1.00	49,329	1.00	52,356
Administrative Secretary III	1.00	66,881	1.00	64,000	1.00	67,320
Administrative Specialist I	1.00	58,381	1.00	60,382	1.00	63,630
Director of Procurement	1.00	123,584	1.00	126,056	1.00	130,056
Procurement Agent I	0.00	0	1.00	47,000	1.00	47,000
Procurement Agent II	3.00	149,555	0.00	0	0.00	0
Procurement Agent III	1.00	65,197	3.00	174,873	3.00	191,130
Full-Time Salaries	**8.00**	**510,927**	**8.00**	**521,640**	**8.00**	**551,492**
TEMPORARY SALARIES		**10,000**		**10,000**		**20,000**
SALARY TOTAL	**8.00**	**520,927**	**8.00**	**531,640**	**8.00**	**571,492**
OTHER PERSONAL SERVICES						
Pension & Retirement		45,985		49,556		57,907
Workers' Compensation		4,597		4,432		5,442
Health Benefits		152,402		177,034		180,050
PEHP		19,720		25,905		38,520
FICA		41,295		39,437		41,473
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		**265,119**		**297,484**		**324,512**
TOTAL PERSONAL SERVICES	**8.00**	**786,046**	**8.00**	**829,124**	**8.00**	**896,004**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PROCUREMENT
Procurement Operations
Index #031000

ORIGIN/PURPOSE:

The Division performs Procurement's primary function: to obtain goods and services for County departments and agencies in a timely, effective and efficient manner at the lowest possible price consistent with quality.

Staff members work closely with departments and agencies and are often called upon to assist in negotiations with suppliers.

FY 21 GOALS:

TO ACHIEVE COST SAVINGS FOR THE COUNTY
TO HELP BUILD ECONOMIC VITALITY
TO IMPROVE CONTRACT MANAGEMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	681,002	778,526	829,124	896,003	896,003
20 CONTRACTUAL SERVICES	16,699	79,875	10,640	10,640	10,640
30 SUPPLIES AND MATERIALS	4,842	6,458	7,100	6,100	6,100
40 BUSINESS AND TRAVEL	13,079	12,328	17,335	16,518	16,518
80 INTER-GOVERNMENTAL/INTERFUND	1,227	852	2,000	2,000	2,000
GRAND TOTAL	**716,849**	**878,039**	**866,199**	**931,261**	**931,261**
FUNDING SOURCE:					
11 GENERAL	**716,849**	**878,039**	**866,199**	**931,261**	**931,261**

PROCUREMENT
Procurement Operations
Index #031000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $66,880
521,640	532,150	10,510	Full-time salaries 10,510 Salary Adjustment
10,000	20,000	10,000	Temporary Salaries
	23,061	23,061	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
49,556	55,876	6,320	Pension increase due to turnover and rate adjustments per Treasury
4,432	5,234	802	Workers' Compensation adjustments
177,034	180,050	3,016	Health Benefits are adjusted for a cost increase as well as staff opting for changes in levels of coverage
25,905	38,520	12,615	PEHP (Post Employment Health Plan)
39,437	39,993	556	FICA adjustments
10,640	10,640	0	CONTRACTUAL SERVICES no change in funding over FY 20 Funding provides for telephone service, office equipment, etc.
			SUPPLIES AND MATERIALS decrease ($1,000)
2,150	1,150	(1,000)	General Office Mailing and Computer Supplies decreased based on actual expense history
			BUSINESS AND TRAVEL decrease ($800)
9,100	8,300	(800)	Training Seminars decreased based on actual expenditures
2,000	2,000	0	INTERGOVERNMENTAL no change in funding over FY 20 Funding provides for fleet lease

DIVISION STAFF SUMMARY
PROCUREMENT OPERATIONS
Index #031000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	47,329		1.00	49,329	1.00	52,356
Administrative Secretary III	1.00	66,881		1.00	64,000	1.00	67,320
Administrative Specialist I	1.00	58,381		1.00	60,382	1.00	63,630
Director of Procurement	1.00	123,584		1.00	126,056	1.00	130,056
Procurement Agent I	0.00	0		1.00	47,000	1.00	47,000
Procurement Agent II	3.00	149,555		0.00	0	0.00	0
Procurement Agent III	1.00	65,197		3.00	174,873	3.00	191,129
FULL-TIME SALARY	**8.00**	**510,927**		**8.00**	**521,640**	**8.00**	**551,491**
TEMPORARY SALARIES		10,000			10,000		20,000
SALARY TOTAL	**8.00**	**520,927**		**8.00**	**531,640**	**8.00**	**571,491**
OTHER PERSONAL SERVICES							
Pension & Retirement		45,985			49,556		57,907
Workers' Compensation		4,597			4,432		5,442
Health Benefits		152,402			177,034		180,050
PEHP		19,720			25,905		38,520
FICA		41,295			39,437		41,473
Miscellaneous		1,120			1,120		1,120
TOTAL OTHER PERSONAL SERVICES		**265,119**			**297,484**		**324,512**
TOTAL PERSONAL SERVICES	**8.00**	**786,046**	*	**8.00**	**829,124**	**8.00**	**896,003**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PROCUREMENT
Fleet Management
Index #032000

ORIGIN/PURPOSE:

This division is responsible for the maintenance and distribution of the County's motor fleet along with the county's motor fuel dispensing operations.

FY 21 GOAL:
TO MAXIMIZE THE VALUE OF INVENTORY
TO DOCUMENT AND TRACK FLEET COST SAVINGS ON CAPITAL PROJECTS RELATIVE TO ACQUISITION OF VEHICLES AND EQUIPMENT
TO REDUCE UNDERUTILIZED VEHICLES AND EQUIPMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	206,441	221,041	227,718	239,971	239,971
20 CONTRACTUAL SERVICES	107,024	175,305	388,500	388,500	388,500
30 SUPPLIES AND MATERIALS	1,826,199	2,545,965	4,201,900	4,201,900	4,201,900
40 BUSINESS AND TRAVEL	3,479,108	3,913,097	4,373,785	4,671,785	4,671,785
50 CAPITAL OUTLAY	198,740	1,510,256	0	0	0
80 INTERGOVERNMENTAL/INTERFUND	0	115	0	0	0
GRAND TOTAL	**5,817,512**	**8,365,779**	**9,191,903**	**9,502,156**	**9,502,156**
FUNDING SOURCE:					
25 HIGHWAYS	**5,817,512**	**8,365,779**	**9,191,903**	**9,502,156**	**9,502,156**

PROCUREMENT
Fleet Management
Index #032000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $12,253
	8,515	8,515	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
14,522	16,051	1,529	Pension rate adjustments per Treasury
41,518	42,216	698	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
5,181	6,420	1,239	PEHP (Post Employment Health Plan)
388,500	388,500	0	CONTRACTUAL SERVICES no change in funding over FY 20 Funding provides for telephone service, electricity, fleet services, etc.
4,201,900	4,201,900	0	SUPPLIES AND MATERIALS no change in funding for FY 21 Funding provides for diesel fuel and gasoline
			BUSINESS AND TRAVEL increase $298,000
2,968,035	3,266,035	298,000	Fleet Maintenance cost increased based on new vehicle maintenance contract and expenditure history

DIVISION STAFF SUMMARY
FLEET MANAGEMENT
Index #032000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist I	1.00	48,173		0.00	0	0.00	0
Administrative Specialist II	0.00	0		1.00	52,582	1.00	55,674
Fleet Manager	1.00	98,286		1.00	100,286	1.00	104,332
SALARY TOTAL	**2.00**	**146,459**		**2.00**	**152,868**	**2.00**	**160,006**
OTHER PERSONAL SERVICES							
Pension & Retirement		13,180			14,522		16,801
Workers' Compensation		1,711			1,655		2,009
Health Benefits		38,524			41,518		42,216
PEHP		4,930			5,181		6,420
FICA		11,203			11,694		12,240
Miscellaneous		280			280		280
TOTAL OTHER PERSONAL SERVICES		**69,828**			**74,850**		**79,966**
TOTAL PERSONAL SERVICES	**2.00**	**216,287**	*	**2.00**	**227,718**	**2.00**	**239,972**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**



Bel Air Courthouse

DEPARTMENT OF PROCUREMENT - FLEET MANAGEMENT
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

Maximize value of inventory

Department Objective

Track and increase Harford County's vehicle and equipment revenue by establishing a revenue baseline and a goal to increase the value of revenue each fiscal year

County Goal(s) Supported

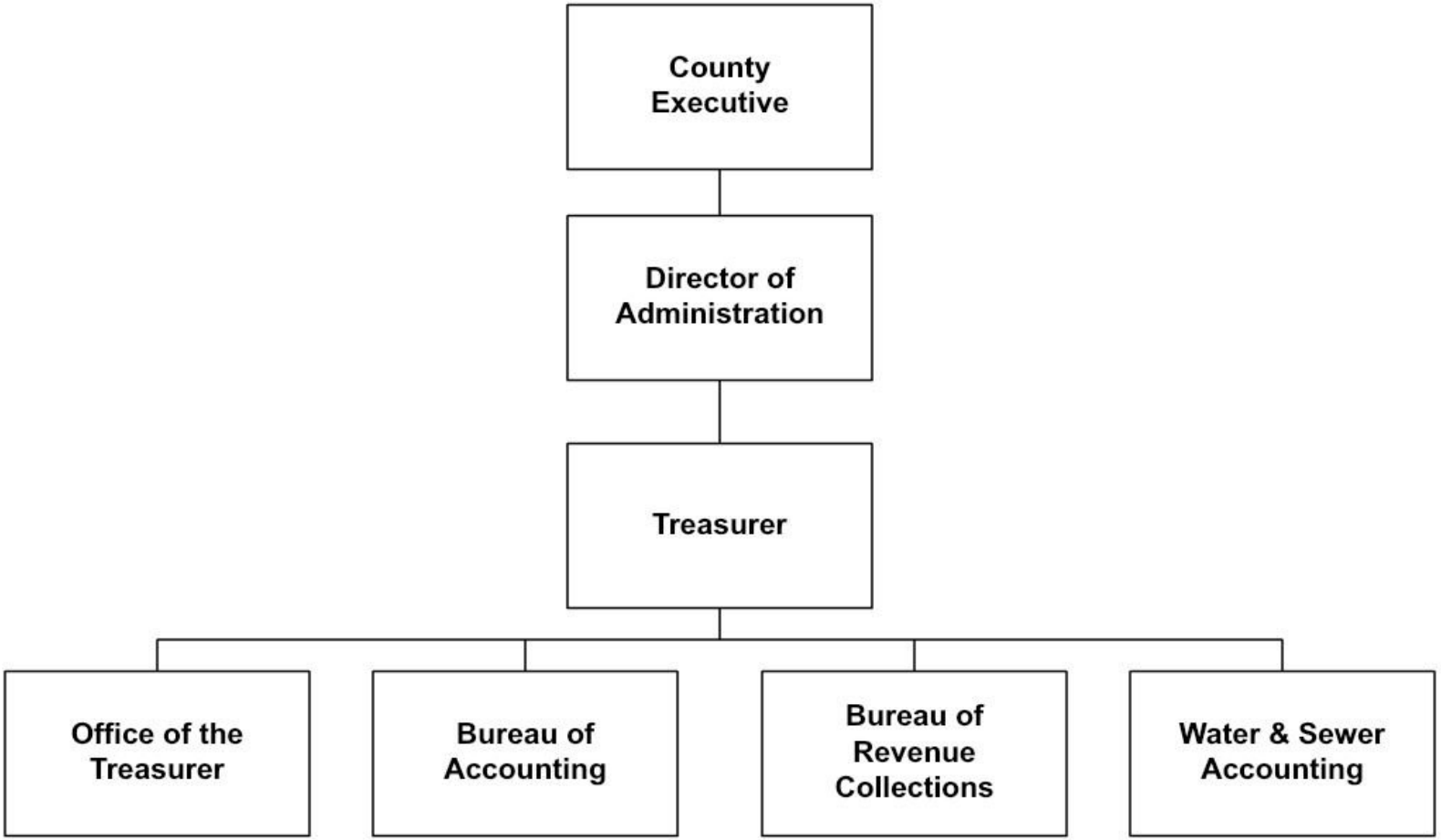
I. Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Staff	N/A	N/A	2	2	2
Number of vehicles and equipment	N/A	N/A	1,148	1,180	1,180
Amount of money from sales / auctions/ web and trade-ins			200,000	$210,000	$200,000
Determine to auction, surplus or negotiate a trade	N/A	N/A	81 units	136 units	113 units
Output:					
Actual number of dollars obtained through sales/ auctions/ web	N/A	N/A	338,206	319,055	In progress
Actual number of dollars obtained through negotiated trades	N/A	N/A	218,600	219,053	In progress
Outcome:					
Establish a baseline for future quantification in dollars to track revenue increases	N/A	N/A	556,806	538,108	In progress

Explanation and Analysis of Performance Measures

Fleet management in an attempt to operate more like private sector, attempts to increase revenue while driving down cost. This measurement is strictly to address the revenue portion of the statement about operating more like a business.

DEPARTMENT OF THE TREASURY



TREASURY

ORIGIN/PURPOSE:

The Department of Treasury, pursuant to Chapter 16, Article III, Section 13 of the Harford County Code, administers oversight responsibility of all County funds and securities, maintains records, and provides financial assistance and information to other County Government departments and agencies. To achieve these mandated responsibilities, the department has been organized under Executive Order 84-1, amended by Executive Orders 85-1 and 91-4 into the following components:

The Office of Treasurer administers and coordinates all activities of the department and debt management.

The Bureau of Accounting manages County disbursements, receivable, payroll, general accounting, capital budget and all grant accounting.

The Bureau of Revenue Collections collects all monies due and is the first stop in the recordation process.

Additionally the Department maintains oversight responsibility for Water and Sewer Accounting functions, Solid Waste Accounting, preparation of an annual report, and investment and application of County monies.

In fulfilling these responsibilities, the Department will serve the public by continually improving the quality of our services and performing in a manner warranting the highest degree of confidence in our integrity, efficiency, and fairness.

MISSION STATEMENT:

ESTABLISH DEPARTMENTAL PROCESSES AND ORGANIZATIONAL RESOURCES WHICH WILL PROVIDE EFFICIENT AND RESPONSIVE FINANCIAL SERVICES TO OUR CUSTOMERS. TO CONTINUALLY STRIVE FOR EQUALITY AND COMPASSION IN ASSISTING TAXPAYERS AND TO PROMOTE ECONOMIC DEVELOPMENT THROUGH INTERGOVERNMENTAL AGENCIES.

FY 21 GOALS:

TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSISTENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS, AND FULLY MEET ALL REPORTING REQUIREMENTS

LEVERAGE GRANTS TO CREATE OPPORTUNITIES FOR GROWTH AND ENHANCEMENT OF THE COUNTY'S GOALS

TREASURY

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	3,736,103	4,048,461	4,312,781	4,350,937	4,350,937
20	CONTRACTUAL SERVICES	257,100	225,005	581,710	586,085	586,085
30	SUPPLIES & MATERIALS	243,953	240,671	265,265	273,465	273,465
40	BUSINESS AND TRAVEL	19,972	17,810	22,800	25,300	25,300
50	CAPITAL OUTLAY	625	0	0	0	0
80	INTER-GOVERNMENTAL/INTERFUND	545	335	1,275	1,275	1,275
	GRAND TOTAL	**4,258,298**	**4,532,282**	**5,183,831**	**5,237,062**	**5,237,062**
SUMMARY BY FUND:						
11	GENERAL	3,253,855	3,464,611	3,799,963	3,820,393	3,820,393
51	WATER & SEWER OPERATING	1,004,443	1,067,671	1,383,868	1,416,669	1,416,669
	GRAND TOTAL	**4,258,298**	**4,532,282**	**5,183,831**	**5,237,062**	**5,237,062**
SUMMARY BY DIVISION:						
	GENERAL FUND:					
041000	OFFICE OF THE TREASURER	755,642	742,995	878,719	873,262	873,262
043000	BUREAU OF ACCOUNTING	1,644,381	1,771,130	1,827,582	1,984,619	1,984,619
044000	BUREAU OF REVENUE COLLECTIONS	853,832	950,485	1,093,662	962,511	962,511
	WATER & SEWER FUND:					
045000	WATER & SEWER ACCOUNTING	1,004,443	1,067,671	1,383,868	1,416,669	1,416,669
	GRAND TOTAL	**4,258,298**	**4,532,282**	**5,183,831**	**5,237,062**	**5,237,062**

DEPARTMENT STAFF SUMMARY
TREASURY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TREASURY - GENERAL FUND						
Accounting Clerk I	2.00	69,917	1.00	44,800	1.00	36,123
Accounting Clerk II	3.00	141,876	5.00	223,727	5.00	228,253
Accountant I	1.00	57,052	3.00	146,698	4.00	206,752
Accountant II	6.00	370,595	7.00	456,792	6.00	381,638
Accountant III	3.00	267,970	0.00	0	0.00	0
Accountant IV	0.00	0	1.00	81,107	1.00	84,769
Accounting Technician I	4.00	183,158	2.00	91,209	3.00	142,438
Accounting Technician II	5.00	327,944	6.00	394,688	5.00	338,974
Accounts Payable Supervisor	1.00	70,845	1.00	72,845	1.00	76,342
Administrative Secretary III	1.00	66,881	1.00	68,881	1.00	72,299
Assistant Supervisor of Revenue Collections	1.00	69,614	1.00	71,614	1.00	75,086
Chief, Treasury Bureau	2.00	219,713	2.00	198,713	2.00	206,767
Deputy Treasurer	1.00	132,509	1.00	135,159	1.00	137,159
Grants Administrator	1.00	74,681	0.00	0	0.00	0
Treasurer	1.00	135,396	1.00	138,105	1.00	140,105
FULL-TIME SALARIES	32.00	2,188,151	32.00	2,124,338	32.00	2,126,705
TEMPORARY SALARIES		92,043		167,540		167,540
SALARY TOTAL	**32.00**	**2,280,194**	**32.00**	**2,291,878**	**32.00**	**2,294,245**

DEPARTMENT STAFF SUMMARY
TREASURY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TREASURY - WATER & SEWER FUND						
Accountant III	1.00	84,226	0.00	0	0.00	0
Accountant IV	0.00	0	1.00	88,693	1.00	92,507
Accounting Clerk I	1.00	37,113	3.00	127,800	1.00	43,652
Accounting Clerk II	3.00	162,441	2.00	124,008	4.00	210,307
Accounting Technician I	3.00	157,655	2.00	118,856	2.00	125,313
Assistant Supervisor of Revenue Collections	1.00	88,682	1.00	90,682	1.00	94,536
FULL-TIME SALARIES	9.00	530,117	9.00	550,039	9.00	566,315
TEMPORARY SALARIES		20,000		21,216		21,216
SUB-TOTAL W & S FUND SALARIES	**9.00**	**550,117**	**9.00**	**571,255**	**9.00**	**587,531**
OTHER PERSONAL SERVICES						
Pension		250,288		261,090		289,791
Workers' Compensation		12,130		11,177		11,930
Health Benefits		761,893		850,960		816,340
PEHP		78,880		103,620		141,240
FICA		219,941		216,781		203,520
Miscellaneous		6,020		6,020		6,340
TOTAL OTHER PERSONAL SERVICES		**1,329,152**		**1,449,648**		**1,469,161**

DEPARTMENT STAFF SUMMARY
TREASURY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TREASURY - DEPARTMENT TOTALS						
TOTAL FULL-TIME SALARIES	41.00	2,718,268	41.00	2,674,377	41.00	2,693,020
TOTAL TEMPORARY SALARIES		112,043		188,756		188,756
TOTAL OTHER PERSONAL SERVICES		1,329,152		1,449,648		1,469,161
DEPARTMENTAL SALARY TOTALS	41.00	4,159,463	41.00	4,312,781	41.00	4,350,937

*FY 19 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY

GENERAL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,958,014	3,198,666	3,425,368	3,430,722	3,430,722
20	CONTRACTUAL SERVICES	147,139	123,121	206,605	210,980	210,980
30	SUPPLIES AND MATERIALS	129,184	125,039	145,950	154,150	154,150
40	BUSINESS AND TRAVEL	18,660	17,450	20,815	23,315	23,315
50	CAPITAL OUTLAY	313	0	0	0	
80	INTER-GOVERNMENTAL/INTERFUND	545	335	1,225	1,225	1,225
	GRAND TOTAL	**3,253,855**	**3,464,611**	**3,799,963**	**3,820,392**	**3,820,392**
SUMMARY BY FUND:						
11	GENERAL	3,253,855	3,464,611	3,799,963	3,820,392	3,820,392
	GRAND TOTAL	**3,253,855**	**3,464,611**	**3,799,963**	**3,820,392**	**3,820,392**
SUMMARY BY DIVISION:						
041000	OFFICE OF THE TREASURER	755,642	742,995	878,719	873,262	873,262
043000	BUREAU OF ACCOUNTING	1,644,381	1,771,130	1,827,582	1,984,620	1,984,620
044000	BUREAU OF REVENUE COLLECTIONS	853,832	950,485	1,093,662	962,511	962,511
	GRAND TOTAL	**3,253,855**	**3,464,611**	**3,799,963**	**3,820,392**	**3,820,392**

DEPARTMENT STAFF SUMMARY
TREASURY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TREASURY - GENERAL FUND						
Accounting Clerk I	2.00	69,917	1.00	44,800	1.00	36,123
Accounting Clerk II	3.00	141,876	5.00	223,727	5.00	228,253
Accountant I	1.00	57,052	3.00	146,698	4.00	206,752
Accountant II	6.00	370,595	7.00	456,792	6.00	381,638
Accountant III	3.00	267,970	0.00	0	0.00	0
Accountant IV	0.00	0	1.00	81,107	1.00	84,769
Accounting Technician I	4.00	183,158	2.00	91,209	3.00	142,438
Accounting Technician II	5.00	327,944	6.00	394,688	5.00	338,974
Accounts Payable Supervisor	1.00	70,845	1.00	72,845	1.00	76,342
Administrative Secretary III	1.00	66,881	1.00	68,881	1.00	72,299
Assistant Supervisor of Revenue Collections	1.00	69,614	1.00	71,614	1.00	75,086
Chief, Treasury Bureau	2.00	219,713	2.00	198,713	2.00	206,767
Deputy Treasurer	1.00	132,509	1.00	135,159	1.00	137,159
Grants Administrator	1.00	74,681	0.00	0	0.00	0
Treasurer	1.00	135,396	1.00	138,105	1.00	140,105
FULL-TIME SALARIES	32.00	2,188,151	32.00	2,124,338	32.00	2,126,705
TEMPORARY SALARIES		92,043		167,540		167,540
SALARY TOTAL	**32.00**	**2,280,194**	**32.00**	**2,291,878**	**32.00**	**2,294,245**

DEPARTMENT STAFF SUMMARY
TREASURY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension		202,575			208,836		230,328
Workers' Compensation		9,744			8,867		9,325
Health Benefits		574,128			660,231		622,407
PEHP		59,160			77,715		109,140
FICA		177,856			173,081		160,197
Miscellaneous		4,760			4,760		5,080
TOTAL OTHER PERSONAL SERVICES		**1,028,223**			**1,133,490**		**1,136,477**
TOTAL PERSONAL SERVICES	**32.00**	**3,308,417**	*	**32.00**	**3,425,368**	**32.00**	**3,430,722**

*FY 19 Salaries and Other Personal Services are Enacted not Audited amounts

TREASURY
Office of the Treasurer
Index #041000

ORIGIN/PURPOSE:

The Office of the Treasurer is responsible for administration of the various areas of the Department of Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer Accounting. This office also provides financial support and information to the County Administration and County Council.

The Office of the Treasurer has been instrumental in securing the Certificate of Achievement for Excellence in Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 33rd consecutive year and has applied for the award for the most current audit.

FY 21 GOALS:

TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSITENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS, AND FULLY MEET ALL REPORTING REQUIREMENTS

LEVERAGE GRANTS TO CREATE OPPORTUNITIES FOR GROWTH AND ENHANCEMENT OF THE COUNTY'S GOALS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	730,349	720,357	854,354	846,197	846,197
20 CONTRACTUAL SERVICES	6,670	3,494	4,415	4,415	4,415
30 SUPPLIES AND MATERIALS	4,853	5,697	5,700	5,900	5,900
40 BUSINESS AND TRAVEL	13,683	13,355	13,250	15,750	15,750
80 INTER-GOVERNMENTAL/INTERFUND	87	93	1,000	1,000	1,000
GRAND TOTAL	**755,642**	**742,996**	**878,719**	**873,262**	**873,262**
FUNDING SOURCE:					
11 GENERAL	**755,642**	**742,996**	**878,719**	**873,262**	**873,262**

TREASURY
Office of the Treasurer
Index #041000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($8,157)
588,516	555,218	(33,298)	Full-Time Salaries
			5,648 Salary Adjustments
			(38,946) Turnover (6.62)%
			(33,298)
	18,677	18,677	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
0	600	600	Cell Phone reimbursement
55,909	58,298	2,389	Pension adjustments
148,392	150,892	2,500	Health Benefits are adjusted for a cost increase as well as staff opting for changes in levels of coverage
15,543	19,260	3,717	PEHP (Post Employment Health Plan)
42,773	39,978	(2,795)	FICA adjustments
4,415	4,415	0	CONTRACTUALSERVICES no change in funding over FY 20 Funding provides for telephone service, etc.
			BUSINESS AND TRAVEL increase $2,500
4,000	6,500	2,500	Professional books periodicals and training/seminars increased

DIVISION STAFF SUMMARY
Office of Treasurer
Index #041000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant I	1.00	57,051		0.00	0	0.00	0
Accountant II	0.00	0		3.00	174,010	3.00	185,291
Accountant III	1.00	78,910		0.00	0	0.00	0
Accounting Clerk I	1.00	70,361		1.00	72,361	1.00	36,123
Administrative Secretary III	1.00	66,881		1.00	68,881	1.00	72,299
Deputy Treasurer	1.00	132,509		1.00	135,159	1.00	137,159
Treasurer	1.00	135,397		1.00	138,105	1.00	140,105
SALARY TOTAL	**6.00**	**541,109**		**7.00**	**588,516**	**7.00**	**570,977**
OTHER PERSONAL SERVICES							
Pension		48,703			55,909		59,953
Workers' Compensation		2,435			2,241		2,352
Health Benefits		109,744			148,392		150,892
PEHP		9,860			15,543		19,260
FICA		44,523			42,773		41,183
Miscellaneous		840			980		1,580
TOTAL OTHER PERSONAL SERVICES		**216,105**			**265,838**		**275,220**
TOTAL PERSONAL SERVICES	**6.00**	**757,214**	*	**7.00**	**854,354**	**7.00**	**846,197**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

TREASURY
Bureau of Accounting
Index #043000

ORIGIN/PURPOSE:

The Bureau of Accounting, pursuant to Chapter 16, Article III, Section 17, is responsible for accounting operations. This division of Treasury prepares the Comprehensive Annual Financial Report (CAFR), the Uniform Financial Report (UFR), prepares the Interim Financial Statements, and coordinates the information for the annual audit. The functions of accounting operations include Accounts Receivables for property taxes and all other County income, Accounts Payable, Payroll and System Administration for accounting software. We account for all the funds of the County, including General, Grants, Highways, Parks and Recreation, Debt Service, Agricultural Preservation, Capital Projects, Internal Service, Pension Trust Funds, and other Trust and Agency funds.

FY 21 GOALS:

TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSISTENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS, AND FULLY MEET ALL REPORTING REQUIREMENTS

LEVERAGE GRANTS TO CREATE OPPORTUNITIES FOR GROWTH AND ENHANCEMENT OF THE COUNTY'S GOALS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,524,392	1,660,724	1,661,082	1,811,745	1,811,745
20 CONTRACTUAL SERVICES	81,817	74,417	123,325	127,700	127,700
30 SUPPLIES & MATERIALS	35,007	33,922	37,500	39,500	39,500
40 BUSINESS AND TRAVEL	3,000	1,952	5,525	5,525	5,525
80 INTER-GOVERNMENTAL/INTERFUND	165	115	150	150	150
GRAND TOTAL	**1,644,381**	**1,771,130**	**1,827,582**	**1,984,620**	**1,984,620**
FUNDING SOURCE:					
11 GENERAL	**1,644,381**	**1,771,130**	**1,827,582**	**1,984,620**	**1,984,620**

TREASURY
Bureau of Accounting
Index #043000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $150,662
1,082,238	1,058,010	(24,228)	Full-Time Salaries
			10,840 Salary Adjustment
			(35,068) Turnover (3.24)%
			(24,228)
	65,339	65,339	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
18,720	18,720	0	Temporary salaries additional seasonal help
	76,104	76,104	One (1) Accountant II position transferred in from Revenue Collections and reclassified to an Accountant I
			# of Positions / Salary / Fringe / Total
			1.00 / 43,552 / 32,552 / 76,104
102,813	111,091	8,278	Pension Adjustments
324,732	330,126	5,394	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
41,448	64,200	22,752	PEHP (Post Employment Health Plan)
84,223	80,938	(3,285)	FICA adjustments
			CONTRACTUAL SERVICES increase $4,375
71,625	76,000	4,375	Financial/Audit and fax services increased based on actual expense history
			SUPPLIES AND MATERIALS increase $2,000
7,000	9,000	2,000	Printing Commercial increased based on actual expense history

DIVISION STAFF SUMMARY
Bureau of Accounting
Index #043000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant I	0.00	0	3.00	146,698	4.00	206,752
Accountant II	5.00	312,911	3.00	211,080	3.00	196,347
Accountant III	2.00	189,060	0.00	0	0.00	0
Accountant IV	0.00	0	1.00	81,107	1.00	84,769
Accounting Clerk I	1.00	37,113	1.00	44,800	0.00	0
Accounting Clerk II	2.00	75,021	3.00	117,871	3.00	118,892
Accounting Technician I	2.00	87,254	1.00	46,454	2.00	94,748
Accounting Technician II	4.00	257,583	4.00	265,583	4.00	279,054
Accounts Payable Supervisor	1.00	70,845	1.00	72,845	1.00	76,342
Chief, Treasury Bureau	1.00	118,800	1.00	95,800	1.00	99,756
Grants Administrator	1.00	74,681	0.00	0	0.00	0
FULL-TIME SALARIES	19.00	1,223,268	18.00	1,082,238	19.00	1,156,660
TEMPORARY SALARIES		0		18,720		18,720
SALARY TOTAL	**19.00**	**1,223,268**	**18.00**	**1,100,958**	**19.00**	**1,175,380**
OTHER PERSONAL SERVICES						
Pension		110,103		102,813		121,449
Workers' Compensation		5,106		4,388		5,137
Health Benefits		290,638		324,732		354,433
PEHP		39,440		41,448		64,200
FICA		93,970		84,223		88,485
Miscellaneous		2,660		2,520		2,660
TOTAL OTHER PERSONAL SERVICES		**541,917**		**560,124**		**636,364**
TOTAL PERSONAL SERVICES	**19.00**	**1,765,185**	**18.00**	**1,661,082**	**19.00**	**1,811,744**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

TREASURY
Bureau of Revenue Collections
Index #044000

ORIGIN/PURPOSE:

The Bureau of Revenue Collections collects, deposits, and reports all revenues coming into Harford County. The annual, supplemental, and half year real estate tax billing are handled here. There is much contact with citizens as well as the business community. This office processes lien certificates required to transfer property. All deeds and leases to be recorded in Harford County are reviewed and stamped. The annual Harford County Tax Sale is planned, executed, and followed up by this office. Business and Personal Property Taxes are collected and assistance is given to tax payers. Liens and writs are issued on delinquent accounts as part of the collection efforts of this office. The Harford County Bureau of Revenue Collections continues to try to improve services to the tax payers and the business community.

FY 21 GOALS:

TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSISTENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS, AND FULLY MEET ALL REPORTING REQUIREMENTS

LEVERAGE GRANTS TO CREATE OPPORTUNITIES FOR GROWTH AND ENHANCEMENT OF THE COUNTY'S GOALS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	703,273	817,585	909,932	772,781	772,781
20 CONTRACTUAL SERVICES	58,652	45,210	78,865	78,865	78,865
30 SUPPLIES & MATERIALS	89,324	85,421	102,750	108,750	108,750
40 BUSINESS AND TRAVEL	1,977	2,143	2,040	2,040	2,040
50 CAPITAL OUTLAY	313	0	0	0	
80 INTER-GOVERNMENTAL/INTERFUND	293	127	75	75	75
GRAND TOTAL	**853,832**	**950,486**	**1,093,662**	**962,511**	**962,511**
FUNDING SOURCE:					
11 GENERAL	**853,832**	**950,486**	**1,093,662**	**962,511**	**962,511**

TREASURY
Bureau of Revenue Collections
Index #044000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($137,151)
453,584	453,672	88	Full-time salaries
			88 Salary Adjustment
148,820	148,820	0	Temporary salaries additional seasonal help
	20,279	20,279	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
	(108,338)	(108,338)	One (1) Accountant II position transferred to Bureau of Accounting and downgraded to Accountant I
			# of Positions / Salary / Fringe / Total
			(1.00) / (71,702) / (36,636) / (108,338)
43,090	46,919	3,829	Pension adjustments
2,238	2,058	(180)	Workers' Compensation adjustment
187,108	140,981	(46,127)	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
20,724	25,680	4,956	PEHP adjustments
46,084	34,706	(11,378)	FICA Adjustments
			SUPPLIES AND MATERIALS increase $6,000
14,000	20,000	6,000	Commercial printing increased based on actual expense history

DIVISION STAFF SUMMARY
Bureau of Revenue Collections
Index #044000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant II	1.00	57,682	1.00	71,702	0.00	0
Accounting Clerk I	1.00	32,804	0.00	0	0.00	0
Accounting Clerk II	1.00	66,856	2.00	105,856	2.00	109,361
Accounting Technician I	2.00	95,904	1.00	44,755	1.00	47,690
Accounting Technician II	0.00	0	1.00	56,744	1.00	59,919
Assistant Supervisor of Revenue Collections	1.00	69,614	1.00	71,614	1.00	75,086
Chief, Treasury Bureau	1.00	100,913	1.00	102,913	1.00	107,011
FULL-TIME SALARIES	7.00	423,773	7.00	453,584	6.00	399,067
TEMPORARY SALARIES	0.00	92,043	0.00	148,820	0.00	148,820
SALARY TOTAL	**7.00**	**515,816**	**7.00**	**602,404**	**6.00**	**547,887**
OTHER PERSONAL SERVICES						
Pension		43,770		50,114		48,926
Workers' Compensation		2,203		2,238		1,836
Health Benefits		173,746		187,108		117,083
PEHP		9,860		20,724		25,680
FICA		39,363		46,084		30,529
Miscellaneous		1,260		1,260		840
TOTAL OTHER PERSONAL SERVICES		**270,202**		**307,528**		**224,894**
TOTAL PERSONAL SERVICES	**7.00**	**786,018**	**7.00**	**909,932**	**6.00**	**772,781**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

TREASURY
Water and Sewer Accounting
Index #045000

ORIGIN/PURPOSE:

The Water and Sewer Accounting division, pursuant to Chapter 16, Article III, Section 17, is responsible for billing all charges associated with the water and sewer system and for providing detailed information and reporting on these charges.

The County's water and sewer system operates as an enterprise fund, whereby users pay for all costs of providing water and sewer service.

Water and Sewer Accounting is the only division in the Department of Treasury supported by the Water and Sewer Fund.

FY 21 GOALS:

TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSISTENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS, AND FULLY MEET ALL REPORTING REQUIREMENTS

LEVERAGE GRANTS TO CREATE OPPORTUNITIES FOR GROWTH AND ENHANCEMENT OF THE COUNTY'S GOALS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	778,089	849,795	887,413	920,214	920,214
20 CONTRACTUAL SERVICES	109,961	101,884	375,105	375,105	375,105
30 SUPPLIES & MATERIALS	114,769	115,632	119,315	119,315	119,315
40 BUSINESS AND TRAVEL	1,312	360	1,985	1,985	1,985
50 CAPITAL OUTLAY	312	0	0	0	
80 INTER-GOVERNMENTAL/INTERFUND	0	0	50	50	50
GRAND TOTAL	**1,004,443**	**1,067,671**	**1,383,868**	**1,416,669**	**1,416,669**
FUNDING SOURCE:					
11 GENERAL	**1,004,443**	**1,067,671**	**1,383,868**	**1,416,669**	**1,416,669**

TREASURY
Water and Sewer Accounting
Index #045000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
550,039	537,211	(12,828)	PERSONAL SERVICES increase $32,801 Full-Time Salaries (12,828) Turnover (2.33)%
21,216	21,216	0	Temporary funding for seasonal help
	34,520	34,520	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
52,254	56,407	4,153	Pension adjustments
190,728	193,932	3,204	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
25,905	32,100	6,195	PEHP (Post Employment Health Plan)
43,701	41,097	(2,604)	FICA adjustments

DIVISION STAFF SUMMARY
Water & Sewer Accounting
Index #045000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant III	1.00	84,226	0.00	0	0.00	0
Accountant IV	0.00	0	1.00	88,693	1.00	92,507
Accounting Clerk I	1.00	37,112	3.00	127,800	1.00	43,652
Accounting Clerk II	3.00	162,441	2.00	124,008	4.00	210,307
Accounting Technician I	3.00	157,656	2.00	118,856	2.00	125,313
Assistant Supervisor of Revenue Collections	1.00	88,682	1.00	90,682	1.00	94,536
TOTAL FULL TIME SALARIES	9.00	530,117	9.00	550,039	9.00	566,315
TEMPORARY SALARIES		20,000		21,216		21,216
SALARY TOTAL	**9.00**	**550,117**	**9.00**	**571,255**	**9.00**	**587,531**
OTHER PERSONAL SERVICES						
Pension		47,713		52,254		59,463
Workers' Compensation		2,386		2,310		2,605
Health Benefits		187,765		190,728		193,932
PEHP		19,720		25,905		32,100
FICA		42,085		43,701		43,323
Miscellaneous		1,260		1,260		1,260
TOTAL OTHER PERSONAL SERVICES		**300,929**		**316,158**		**332,683**
TOTAL PERSONAL SERVICES	**9.00**	**851,046**	**9.00**	**887,413**	**9.00**	**920,214**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

TREASURY - BUREAU OF ACCOUNTING
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

To provide technical accounting oversight and guidance to County agencies and external customers to ensure that generally accepted accounting principles, legal requirements, County policies and procedures are consistently applied in order to maintain the integrity of the County's accounting records and to fully meet all reporting requirements.

Department Objective

To prepare annual financial reports and schedules which include the Comprehensive Annual Financial Report (CAFR) and the Maryland Uniform Financial Report (UFR).

County Goal(s) Supported

I. Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Dollars Allocated	$4,132,167	$4,253,316	$4,532,281	$5,240,465	$5,237,062
Number of Staff	41	42	44	43	43
Output:					
Number of reports issued by legislative mandate:					
CAFR - October 31st	1	1	1	1	1
UFR - November 1st	1	1	1	1	1
Outcome:					
Financial statements determined to conform to Generally Accepted Accounting Principles without qualification.	Yes	Yes	Yes	Yes	Yes

Explanation and Analysis of Performance Measures

In order to fairly present the County's financial position and operating results in conformity with Generally Accepted Accounting Principals (GAAP), Governmental Accounting Standards Board (GASB), Governmental Finance Officers Association (GFOA), Financial Accounting Standards Board (FASB), County, State, and Federal guidelines. To complete one hundred percent of the above mentioned reports on time and in compliance with established guidelines. To achieve these measures we will: 1) set up meetings to discuss audit with auditors; 2) do Pro Forma of all the reports that are due; 3) do variance reports and explain all variances over a dollar threshold; 4) run final Accounts Payable; 5) do all final reconciliations and journal entries; 6) run final reports from the financial system; 7) prepare the CAFR and UFR; and 8) submit to auditors for review and opinion.

TREASURY - OFFICE OF THE TREASURER
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide technical accounting oversight and guidance to County agencies and external customers to ensure that generally accepted accounting principles, legal requirements, County policies and procedures are consistently applied in order to maintain the integrity of the County's accounting records and to fully meet all reporting requirements.

Department Objective

To reduce borrowing by preparing the presentation to the credit rating agencies and the official statement in a manner to obtain and retain the County's Triple A rating from all three major bond rating agencies.

County Goal(s) Supported

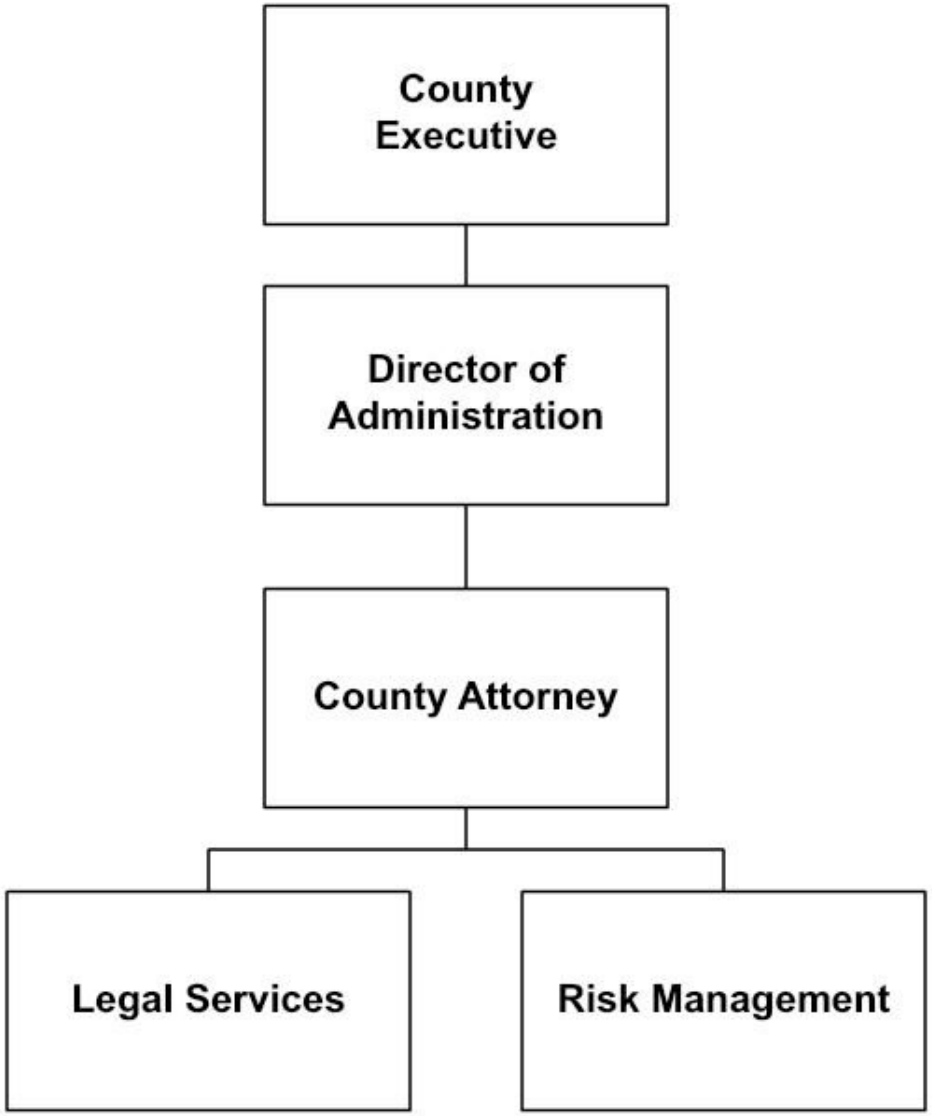
I. Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Cost of Issuance Expense	$549,784	$300,095	$322,410	$988,000	$988,000
Output:					
Presentation to Credit Rating Agencies	1	1	1	1	1
Official Statement	1	1	1	1	1
Outcome:					
Bond Rating from the three major bond rating agencies					
Moody's Investor Services	Aaa	Aaa	Aaa	Aaa	Aaa
Fitch Ratings	AAA	AAA	AAA	AAA	AAA
Standard and Poors Cup	AAA	AAA	AAA	AAA	AAA

Explanation and Analysis of Performance Measures

To maintain the County's Triple A rating with all three major bond rating agencies. We will continue to strive to produce the highest quality Official Statement when offering our bonds in the market place. To achieve these measures we will: 1) setup meetings to discuss the credit rating presentation and Official Statement; 2) work with our financial advisor and legal counsel to prepare Official Statement; 3) prepare presentation by updating all information presented in prior year's presentation; 4) Treasurer will review presentation to add or delete from prior presentation and perform a dry run of presentation; 5) schedule and present credit rating presentation to all three credit rating agencies; 6) prepare final Official Statement and submit to prospective buyers; and 7) sell bonds and receive Legislative approval for the sale.

DEPARTMENT OF LAW



LAW

ORIGIN/PURPOSE:

The Department of Law, created by Charter Section 403 and amended by Bill 76-35, is administered by the appointed County Attorney, who is the chief legal officer of the Executive Branch and is responsible for all the legal affairs of the County Executive, County departments, agencies, and offices. The department also advises non-County agencies, such as the Board of Library Trustees, and the Sheriff's Office on selected matters, as directed by the County Executive.

The Risk Management Division, established by Bill No. 88-6 is now a division of the Law Department pursuant to Executive Order 14-08. Duties include managing claims pertaining to property and vehicle damage and general liability claims. Working in concert with the Law Department, information is shared concerning County responsibility for accidental occurrences. The self-insurance fund, which is actuarially determined annually, is the monetary source by which all claims are paid. The financial welfare of the County is further protected by the purchase of an excess insurance contract that can be triggered and the financial obligation is then transferred and paid by that entity.

MISSION STATEMENT:
PROVIDE TIMELY AND ACCURATE ADVICE, AS WELL AS COMPETENT AND DILIGENT REPRESENTATION TO THE EXECUTIVE BRANCH AND COUNTY AGENCIES IN SUPPORT OF THEIR OBJECTIVE.

FY 21 GOALS:
TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENT AGENCIES

TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS

TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS

TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE

TO SUPPORT LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND OBJECTIVES

MINIMIZE THE COUNTY'S EXPOSURE FOR FINANCIAL LOSS

LAW

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,761,887	1,908,906	2,210,595	2,171,063	2,171,063
20	CONTRACTUAL SERVICES	62,386	76,968	90,875	91,875	91,875
30	SUPPLIES AND MATERIALS	31,188	6,048	9,535	9,535	9,535
40	BUSINESS AND TRAVEL	18,698	22,138	32,880	32,880	32,880
50	CAPITAL OUTLAY	10,753	0	0	0	0
70	MISCELLANEOUS	28,521	28,470	28,448	28,448	28,448
80	INTER-GOVERNMENTAL/INTERFUND	131	87	500	500	500
	GRAND TOTAL	**1,913,564**	**2,042,617**	**2,372,833**	**2,334,301**	**2,334,301**
SUMMARY BY FUND:						
11	GENERAL	1,913,564	2,042,617	2,372,833	2,334,301	2,334,301
	GRAND TOTAL	**1,913,564**	**2,042,617**	**2,372,833**	**2,334,301**	**2,334,301**
SUMMARY BY DIVISION:						
'052000	LEGAL SERVICES	1,811,302	1,917,592	2,107,171	2,130,897	2,130,897
'054000	RISK MANAGEMENT	102,262	125,024	265,662	203,404	203,404
	GRAND TOTAL	**1,913,564**	**2,042,616**	**2,372,833**	**2,334,301**	**2,334,301**

LAW

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($39,532)
1,536,081	1,473,815	(62,266)	Full-time salaries 4,976 Salary adjustments (67,242) Turnover (4.38)% (62,266)
83,000	83,000	0	Temporary Salaries increased to provide for legal summer interns and policy analyst
	58,891	58,891	FY 21 merit increase of $2,000 plus 2% COLA for all eligible employees
133,707	141,244	7,537	Pension/Retirement adjustments
7,482	7,670	188	Workers' Compensation adjustment
299,415	264,296	(35,119)	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
31,086	32,100	1,014	PEHP (Post Employment Health Plan)
117,724	107,947	(9,777)	FICA adjustments

LAW

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
90,875	91,875	1,000	CONTRACTUAL SERVICES increase $1,000 Additional funds for telephone service based on actual expense history
9,535	9,535	0	SUPPLIES AND MATERIALS no change in funding over FY 20 Funding for computer supplies and printing
32,880	32,880	0	BUSINESS AND TRAVEL no change in funding over FY 20 Funding provides for mileage, training seminars, conferences and related expenses
28,448	28,448	0	MISCELLANEOUS no change in funding over FY 20 Funding provides litigation expenses and public defender grant

DEPARTMENT STAFF SUMMARY
LAW

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	62,773	1.00	64,773	1.00	68,108
Administrative Specialist I	2.00	134,705	2.00	122,123	2.00	126,605
Assistant County Attorney I	1.00	109,100	1.00	109,100	1.00	109,100
Assistant County Attorney II	0.00	0	0.00	0	1.00	109,140
County Attorney	1.00	144,423	1.00	147,306	1.00	149,306
Legal Specialist III	2.00	128,891	2.00	132,891	2.00	142,664
Management Assistant I	1.00	83,872	1.00	85,872	1.00	89,629
Risk & Safety Officer	1.00	98,900	1.00	102,000	1.00	76,500
Senior Assistant County Attorney	6.00	760,015	6.00	772,016	5.00	653,590
TOTAL FULL-TIME SALARIES	**15.00**	**1,522,679**	**15.00**	**1,536,081**	**15.00**	**1,524,642**
TEMPORARY SALARIES		25,000		83,000		83,000
SALARY TOTAL	**15.00**	**1,547,679**	**15.00**	**1,619,081**	**15.00**	**1,607,642**
OTHER PERSONAL SERVICES						
Pension & Retirement		125,651		133,707		146,097
Workers' Compensation		7,911		7,482		7,947
Health Benefits		209,053		299,415		264,296
PEHP		14,790		31,086		32,100
FICA		120,088		117,724		110,880
Miscellaneous		2,100		2,100		2,100
TOTAL OTHER PERSONAL SERVICES		**479,593**		**591,514**		**563,420**
TOTAL PERSONAL SERVICES	**15.00**	**2,027,272**	**15.00**	**2,210,595**	**15.00**	**2,171,062**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

LAW
Legal Services
Index #052000

ORIGIN/PURPOSE:

The Department of Law, created by Charter Section 403 and amended by Bill 76-35, is administered by the appointed County Attorney, who is the chief legal officer of the Executive Branch and is responsible for all the legal affairs of the County Executive, County departments, agencies, and offices. The department also advises non-County agencies, such as the Board of Library Trustees, and the Sheriff's Office on selected matters, as directed by the County Executive.

FY 21 GOALS:

TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENT AGENCIES

TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS

TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS

TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE

TO SUPPORT LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND OBJECTIVES

TO ASSIST CLIENTS IN IDENTIFYING EFFICIENCIES IN OPERATIONS AND METHODS TO STREAMLINE PROCESSES

LAW
Legal Services
Index #052000

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,691,483	1,791,637	1,958,018	1,981,144	1,981,144
20	CONTRACTUAL SERVICES	61,167	75,397	89,500	90,100	90,100
30	SUPPLIES AND MATERIALS	4,724	4,947	7,600	7,600	7,600
40	BUSINESS AND TRAVEL	14,523	17,055	23,105	23,105	23,105
50	CAPITAL OUTLAY	10,753	0	0	0	0
70	MISCELLANEOUS	28,521	28,470	28,448	28,448	28,448
80	INTER-GOVERNMENTAL/INTERFUND	131	87	500	500	500
	GRAND TOTAL	**1,811,302**	**1,917,593**	**2,107,171**	**2,130,897**	**2,130,897**
SUMMARY BY FUND:						
11	GENERAL	1,811,302	1,917,593	2,107,171	2,130,897	2,130,897
	GRAND TOTAL	**1,811,302**	**1,917,593**	**2,107,171**	**2,130,897**	**2,130,897**

LAW
Legal Services
Index #052000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $23,126
1,372,081	1,340,815	(31,266)	Full-time salaries
			4,976 salary adjustments
			(36,242) staff turnover (2.64%)
			(31,266)
	50,854	50,854	FY 21 merit increase of $2,000 plus COLA of 2% for all eligible employees
83,000	83,000	0	Temporary salaries provide for a legal college interns and a policy analyst
118,127	127,279	9,152	Pension/Retirement adjustments
5,763	6,168	405	Workers' Compensation adjustment
251,325	247,756	(3,569)	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
20,724	25,680	4,956	PEHP (Post Employment Health Plan)
105,178	97,772	(7,406)	FICA adjustments
89,500	90,100	600	CONTRACTUAL SERVICES increase $600 Telephone Services increase based on actual expense history
7,600	7,600	0	MATERIALS & SUPPLIES no change in funding over FY 20 Funds for office supplies, computers supplies, etc.,
23,105	23,105	0	BUSINESS & TRAVEL no change in funding over FY 20 Funding provides for training seminars, conferences and associated expenses
28,448	28,448	0	MISCELLANEOUS INCREASE no change in funding over FY 20 Funding provides for litigation expense and public defender grant

DIVISION STAFF SUMMARY
Legal Services
Index #052000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	62,773	1.00	64,773	1.00	68,108
Administrative Specialist I	2.00	134,705	1.00	60,123	1.00	63,365
Assistant County Attorney I	1.00	109,100	1.00	109,100	1.00	109,100
Assistant County Attorney II	0.00	0	0.00	0	1.00	109,140
County Attorney	1.00	144,423	1.00	147,306	1.00	149,306
Legal Specialist III	2.00	128,891	2.00	132,891	2.00	142,665
Management Assistant I	1.00	83,872	1.00	85,872	1.00	89,629
Senior Assistant County Attorney	6.00	760,016	6.00	772,016	5.00	653,590
TOTAL FULL-TIME SALARIES	**14.00**	**1,423,780**	**13.00**	**1,372,081**	**13.00**	**1,384,903**
TEMPORARY SALARIES		25,000		83,000		83,000
SALARY TOTAL	**14.00**	**1,448,780**	**13.00**	**1,455,081**	**13.00**	**1,467,903**

DIVISION STAFF SUMMARY
Legal Services
Index #052000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		116,748			118,127		131,424
Workers' Compensation		6,407			5,763		6,371
Health Benefits		186,736			251,325		247,756
PEHP		14,790			20,724		25,680
FICA		112,522			105,178		100,190
Miscellaneous		1,960			1,820		1,820
TOTAL OTHER PERSONAL SERVICES		**439,163**			**502,937**		**513,241**
TOTAL PERSONAL SERVICES	**14.00**	**1,887,943**	*	**13.00**	**1,958,018**	**13.00**	**1,981,144**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

LAW
Risk Management
Index #054000

ORIGIN/PURPOSE:

The Risk Management Division, established by Bill No. 88-6 is now a division of the Law Department pursuant to Executive Order 14-08. Duties include managing claims pertaining to property and vehicle damage and general liability claims. Working in concert with the Law Department, information is shared concerning County responsibility for accidental occurrences. The self-insurance fund, which is actuarially determined annually, is the monetary source by which all claims are paid. The financial welfare of the County is further protected by the purchase of an excess insurance contract that can be triggered and the financial obligation is then transferred and paid by that entity.

FY 21 GOALS:

MINIMIZE THE COUNTY'S EXPOSURE FOR FINANCIAL LOSS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	70,404	117,269	252,577	189,919	189,919
20 CONTRACTUAL SERVICES	1,219	1,571	1,375	1,775	1,775
30 SUPPLIES AND MATERIALS	26,464	1,101	1,935	1,935	1,935
40 BUSINESS AND TRAVEL	4,175	5,083	9,775	9,775	9,775
GRAND TOTAL	**102,262**	**125,024**	**265,662**	**203,404**	**203,404**
FUNDING SOURCE:					
11 GENERAL	**102,262**	**125,024**	**265,662**	**203,404**	**203,404**

LAW
Risk Management
Index #054000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease (62,658)
164,000	133,000	(31,000)	Full-time Salaries
			(31,000) turnover (18.9)%
48,090	16,540	(31,550)	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
	8,037	8,037	FY 21 merit increase of $2,000 plus COLA of 2% for all eligible employees
15,580	13,965	(1,615)	Pension adjustments
10,362	6,420	(3,942)	PEHP
			CONTRACTUAL SERVICES increase $400
1,375	1,775	400	Funding for Telephone Service increase based on actual expense history
1,935	1,935	0	SUPPLIES AND MATERIALS no change in funding over FY 20
			Funding for General Office Supplies, Printing Commercial and Safety Equipment
9,775	9,775	0	BUSINESS AND TRAVEL no change in funding over FY 20
			Funds provide for membership fees, vehicle and fuel based on actual expense history

DIVISION STAFF SUMMARY
Risk Management
Index #054000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Risk and Safety Officer	1.00	98,900		1.00	102,000	1.00	76,500
Administrative Specialist I	0.00	0		1.00	62,000	1.00	63,240
TOTAL FULL-TIME SALARIES	**1.00**	**98,900**		**2.00**	**164,000**	**2.00**	**139,740**
TEMPORARY SALARIES		**0**			**0**		**0**
SALARY TOTAL	**1.00**	**98,900**		**2.00**	**164,000**	**2.00**	**139,740**
OTHER PERSONAL SERVICES							
Pension & Retirement		8,901			15,580		14,673
Workers' Compensation		1,503			1,719		1,576
Health Benefits		22,317			48,090		16,540
PEHP		0			10,362		6,420
FICA		7,566			12,546		10,690
Miscellaneous		140			280		280
TOTAL OTHER PERSONAL SERVICES		**40,427**			**88,577**		**50,179**
TOTAL PERSONAL SERVICES	**1.00**	**139,327**	*	**2.00**	**252,577**	**2.00**	**189,919**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

LAW DEPARTMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide efficient, expedient document review and processing for clients.

Department Objective

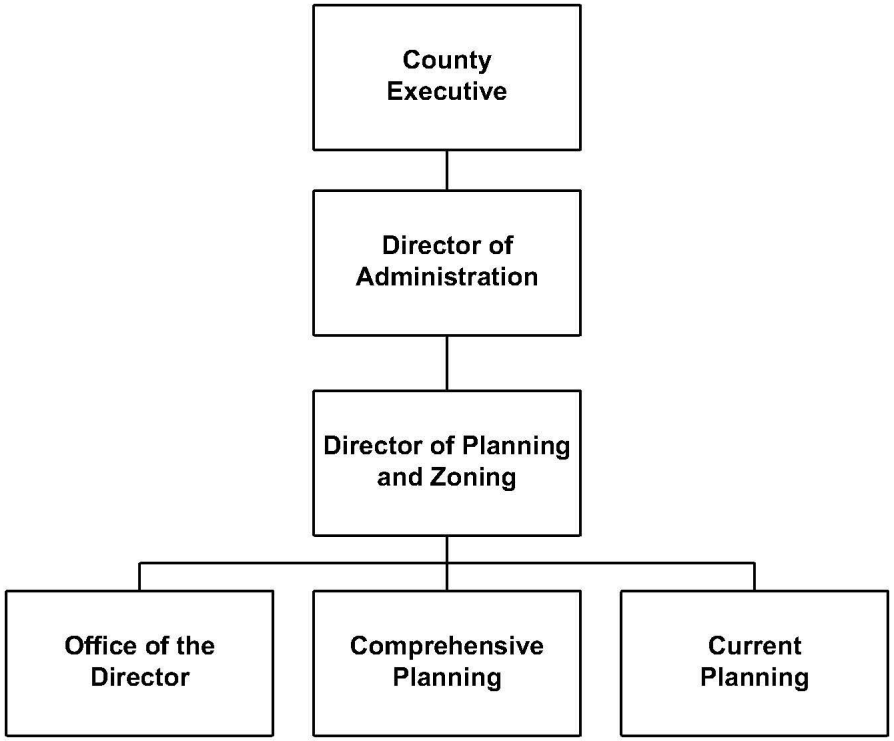
To continue improvement in document processing time and to provide recommendations for improving standard documents.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

Measure		Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:						
	Dollars allocated	$1,896,326	$1,913,564	$2,042,616	$2,372,833	$2,372,833
	Number of staff	14	14	14	14	14
Output:						
	Number of deeds processed	23	36	32	40	45
	Number of plats processed	191	120	165	150	155
	Number of agreements processed	990	949	793	1,000	1,000
Outcome:						
	Turnaround time in days:					
	Deeds	1.70	2.1	2.2	2.00	2.00
	Plats	1.69	2	1.73	2.00	2.00
	Agreements	2.00	2.70	2.62	3.00	3.00

DEPARTMENT OF PLANNING AND ZONING



PLANNING AND ZONING

ORIGIN/PURPOSE:

The Department of Planning and Zoning is a charter agency, established under Section 405 of the Harford County Charter. Responsibilities include the preparation of master plans, the establishment of regulations affecting the physical development and growth of the county, the enforcement of rules governing subdivisions, and the administration of zoning regulations.

The Department is comprised of the Director's Office and two divisions: Comprehensive Planning and Current Planning. Comprehensive Planning oversees long-range planning efforts (e.g., the Master Plan process, corridor studies, community plans), research and data analysis, and environmental planning; the Current Planning Division facilitates the development process and includes the administration and enforcement of the Zoning Code.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to be compliant with their GASB Statement No. 34, special revenue accounts were established for the County Ag Preservation (Fund 27) and State Ag Preservation (Fund 28) Programs in FY 02. Prior to FY 02, these programs qualified as "trusts."

MISSION STATEMENT:

TO BALANCE COMMUNITY, ECONOMIC, AND ENVIRONMENTAL INTERESTS WITH THE VALUES AND TRADITIONS THAT PROVIDE FOR A HIGH QUALITY OF LIFE FOR THOSE WHO LIVE, WORK, AND VISIT HARFORD COUNTY

FY 21 GOALS:

TO PROVIDE QUALITY CUSTOMER SERVICE

TO IMPLEMENT HARFORD NEXT

PLANNING AND ZONING

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	3,324,434	3,538,733	3,805,524	3,954,209	3,954,209
20	CONTRACTUAL SERVICES	41,313	178,724	176,200	167,900	167,900
30	SUPPLIES & MATERIALS	16,962	19,056	29,100	32,200	32,200
40	BUSINESS AND TRAVEL	17,528	16,909	31,300	35,400	35,400
50	CAPITAL OUTLAY	1,914	13,595,634	8,000,000	20,000,000	20,000,000
70	MISCELLANEOUS	1,423,818	2,712,354	1,675,000	2,451,800	2,451,800
80	INTER-GOVERNMENTAL/INTERFUND	95	88	200	200	200
	GRAND TOTAL	**4,826,064**	**20,061,498**	**13,717,324**	**26,641,709**	**26,641,709**
SUMMARY BY FUND:						
11	GENERAL	3,400,041	3,721,816	3,990,324	4,129,009	4,129,009
27	AG PRESERVATION - COUNTY	1,396,023	15,528,793	9,472,000	22,030,900	22,030,900
28	AG PRESERVATION - STATE	30,000	810,889	255,000	481,800	481,800
	GRAND TOTAL	**4,826,064**	**20,061,498**	**13,717,324**	**26,641,709**	**26,641,709**
SUMMARY BY DIVISION:						
	GENERAL FUND:					
061000	DIRECTOR OF PLANNING & ZONING	496,887	570,899	718,143	733,017	733,017
062000	COMPREHENSIVE PLANNING	1,034,632	1,321,223	1,295,714	1,309,220	1,309,220
063000	CURRENT PLANNING	1,868,522	1,829,694	1,976,468	2,086,771	2,086,771
	AG PRESERVATION - COUNTY					
064270	AG PRESERVATION - COUNTY	1,396,023	15,528,793	9,472,000	22,030,900	22,030,900
	AG PRESERVATION - STATE					
064280	AG PRESERVATION - STATE	30,000	810,889	481,800	481,800	481,800
	GRAND TOTAL	**4,826,064**	**20,061,498**	**13,717,324**	**26,641,709**	**26,641,709**

DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PLANNING AND ZONING - GENERAL FUND						
Administrative Assistant II	2.00	92,535	2.00	96,535	2.00	102,668
Administrative Secretary III	1.00	65,872	1.00	67,872	1.00	71,269
Administrative Specialist II	1.00	65,840	1.00	67,840	1.00	71,237
Customer Support Analyst I	1.00	39,340	1.00	41,340	0.00	0
Customer Support Analyst II	3.00	161,294	3.00	167,294	3.00	156,951
Senior Customer Support Analyst	0.00	0	0.00	0	1.00	68,442
Deputy Director of Planning and Zoning	1.00	108,848	1.00	111,025	1.00	113,025
Director, Planning and Zoning	1.00	117,875	1.00	120,233	1.00	120,233
GIS Analyst I	1.00	50,348	1.00	52,348	0.00	0
GIS Analyst II	1.00	60,784	1.00	62,784	2.00	123,052
GIS Technician II	1.00	51,738	1.00	53,738	1.00	56,853
Permits Review Supervisor	1.00	77,589	1.00	79,589	1.00	83,221
Planner I	2.00	97,636	3.00	149,636	4.00	203,629
Planner II	4.00	259,640	4.00	265,641	3.00	208,669
Planner III	4.00	326,321	5.00	426,321	5.00	339,780
Planner IV	3.00	310,197	3.00	339,280	3.00	450,616
Planning Assistant I	1.00	40,376	1.00	42,376	0.00	0
Planning Assistant II	3.00	206,017	2.00	138,211	0.00	0
Planning Technician II	0.00	0	0.00	0	2.00	131,683
Planning Technician III	0.00	0	0.00	0	1.00	59,931
Zoning Enforcement Coordinator	1.00	85,446	1.00	87,446	1.00	91,235
Zoning Inspector I	1.00	56,038	1.00	58,038	0.00	0
Zoning Inspector II	2.00	138,891	2.00	127,080	3.00	195,230
Zoning Technician	1.00	41,447	1.00	43,479	1.00	46,389
FULL-TIME SALARIES	36.00	2,454,072	37.00	2,598,106	37.00	2,694,112
SALARY OFFSET		(173,930)		(107,400)		(107,400)
TOTAL FULL-TIME SALARIES	36.00	2,280,142	37.00	2,490,706	37.00	2,586,712

DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		111,262		0		0
SUB-TOTAL P & Z - GENERAL FUND	**36.00**	**2,391,404**	**37.00**	**2,490,706**	**37.00**	**2,586,712**
P & Z - AG PRESERVATION - STATE						
Planner III		30,000		30,000		30,000
SUB-TOTAL P & Z - AG PRES - STATE	**0.00**	**30,000**	**0.00**	**30,000**	**0.00**	**30,000**
OTHER PERSONAL SERVICES						
Pension		230,882		246,820		282,882
Workers' Compensation		25,381		25,733		30,785
Health Benefits		673,194		736,388		710,706
PEHP		44,370		72,534		102,720
FICA		198,895		198,163		205,225
Miscellaneous		5,180		5,180		5,180
TOTAL OTHER PERSONAL SERVICES		**1,177,902**		**1,284,818**		**1,337,498**
PLANNING AND ZONING - DEPARTMENT TOTALS						
TOTAL FULL-TIME SALARIES	36.00	2,484,072	37.00	2,628,106	37.00	2,724,112
TOTAL SALARY OFFSET		(173,930)		(107,400)		(107,400)
TEMPORARY		111,262		0		0
TOTAL OTHER PERSONAL SERVICES		1,177,902		1,284,818		1,337,498
PLANNING & ZONING SALARY TOTALS	**36.00**	**3,599,306**	**37.00**	**3,805,524**	**37.00**	**3,954,209**

***FY 19 Salaries and Other Personal Services are Enacted not Audited Amounts**

PLANNING AND ZONING

GENERAL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	3,294,434	3,508,733	3,775,524	3,924,209	3,924,209
20	CONTRACTUAL SERVICES	40,748	177,376	155,700	137,900	137,900
30	SUPPLIES & MATERIALS	16,962	19,056	28,800	32,100	32,100
40	BUSINESS AND TRAVEL	17,102	16,563	30,100	34,600	34,600
50	CAPITAL OUTLAY	1,914	0	0	0	0
70	MISCELLANEOUS	28,881	0	0	0	0
80	INTER-GOVERNMENTAL/INTERFUND	0	88	200	200	200
	GRAND TOTAL	**3,400,041**	**3,721,816**	**3,990,324**	**4,129,009**	**4,129,009**
SUMMARY BY FUND:						
11	GENERAL	3,400,041	3,721,816	3,990,324	4,129,009	4,129,009
	GRAND TOTAL	**3,400,041**	**3,721,816**	**3,990,324**	**4,129,009**	**4,129,009**
SUMMARY BY DIVISION:						
061000	DIRECTOR OF PLANNING & ZONING	496,887	570,899	718,143	733,017	733,017
062000	COMPREHENSIVE PLANNING	1,034,632	1,321,223	1,295,714	1,309,220	1,309,220
063000	CURRENT PLANNING	1,868,522	1,829,694	1,976,468	2,086,771	2,086,771
	GRAND TOTAL	**3,400,041**	**3,721,816**	**3,990,324**	**4,129,009**	**4,129,009**

DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PLANNING AND ZONING - GENERAL FUND						
Administrative Assistant II	2.00	92,535	2.00	96,535	2.00	102,668
Administrative Secretary III	1.00	65,872	1.00	67,872	1.00	71,269
Administrative Specialist II	1.00	65,840	1.00	67,840	1.00	71,237
Customer Support Analyst I	1.00	39,340	1.00	41,340	0.00	0
Customer Support Analyst II	3.00	161,294	3.00	167,294	3.00	156,951
Senior Customer Support Analyst	0.00	0	0.00	0	1.00	68,442
Deputy Director of Planning and Zoning	1.00	108,848	1.00	111,025	1.00	113,025
Director, Planning and Zoning	1.00	117,875	1.00	120,233	1.00	120,233
GIS Analyst I	1.00	50,348	1.00	52,348	0.00	0
GIS Analyst II	1.00	60,784	1.00	62,784	2.00	123,052
GIS Technician II	1.00	51,738	1.00	53,738	1.00	56,853
Permits Review Supervisor	1.00	77,589	1.00	79,589	1.00	83,221
Planner I	2.00	97,636	3.00	149,636	4.00	203,629
Planner II	4.00	259,640	4.00	265,641	3.00	208,669
Planner III	4.00	326,321	5.00	426,321	5.00	339,780
Planner IV	3.00	310,197	3.00	339,280	3.00	450,616
Planning Assistant I	1.00	40,376	1.00	42,376	0.00	0
Planning Assistant II	3.00	206,017	2.00	138,211	0.00	0
Planning Technician II	0.00	0	0.00	0	2.00	131,683
Planning Technician III	0.00	0	0.00	0	1.00	59,931
Zoning Enforcement Coordinator	1.00	85,446	1.00	87,446	1.00	91,235
Zoning Inspector I	1.00	56,038	1.00	58,038	0.00	0
Zoning Inspector II	2.00	138,891	2.00	127,080	3.00	195,230
Zoning Technician	1.00	41,447	1.00	43,479	1.00	46,389
FULL-TIME SALARIES	36.00	2,454,072	37.00	2,598,106	37.00	2,694,112
SALARY OFFSET		(173,930)		(107,400)		(107,400)
TOTAL FULL-TIME SALARIES	36.00	2,280,142	37.00	2,490,706	37.00	2,586,712

DEPARTMENT STAFF SUMMARY
PLANNING AND ZONING

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		111,262		0		0
SUB-TOTAL P & Z - GENERAL FUND	**36.00**	**2,391,404**	**37.00**	**2,490,706**	**37.00**	**2,586,712**
OTHER PERSONAL SERVICES						
Pension		230,882		246,820		282,882
Workers' Compensation		25,381		25,733		30,785
Health Benefits		673,194		736,388		710,706
PEHP		44,370		72,534		102,720
FICA		198,895		198,163		205,225
Miscellaneous		5,180		5,180		5,180
TOTAL OTHER PERSONAL SERVICES		**1,177,902**		**1,284,818**		**1,337,498**
TOTAL PERSONAL SERVICES	**36.00**	**3,569,306**	**37.00**	**3,775,524**	**37.00**	**3,924,209**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PLANNING AND ZONING
Director of Planning and Zoning
Index #061000

ORIGIN/PURPOSE:

The Director of Planning and Zoning is responsible for the performance of all functions within the Department to ensure development activity within the County is consistent with related regulations (e.g., development, zoning) and the County's Master Plan, thus preserving the general integrity and welfare of the community. The Director supervises, directs, and supports agency personnel and programs and is responsible for maintaining guidelines.

The Director is mandated to revise and enforce the rules and regulations governing the physical development and growth of the County.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	473,413	513,484	534,893	555,717	555,717
20 CONTRACTUAL SERVICES	5,687	25,697	135,700	122,900	122,900
30 SUPPLIES & MATERIALS	4,296	19,056	28,800	32,100	32,100
40 BUSINESS AND TRAVEL	11,577	12,574	18,550	22,100	22,100
50 CAPITAL OUTLAY	1,914	0	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	0	88	200	200	200
GRAND TOTAL	**496,887**	**570,899**	**718,143**	**733,017**	**733,017**
FUNDING SOURCE:					
11 GENERAL	**496,887**	**570,899**	**718,143**	**733,017**	**733,017**

PLANNING AND ZONING
Director of Planning and Zoning
Index #061000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $20,824
366,970	368,970	2,000	Full-Time Salaries: 2,000 Salary adjustments
	8,059	8,059	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
34,862	38,742	3,880	Pension adjustments
2,663	3,076	413	Workers' Compensation adjustments
81,148	82,512	1,364	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
20,724	25,680	4,956	PEHP (Post Employment Health Plan)
27,966	28,119	153	FICA adjustments
			CONTRACTUAL SERVICES decrease ($12,800)
13,000	0	(13,000)	Office Equipment expense moved to Treasury account per GASB 87
6,700	4,900	(1,800)	Telephone Service decreases based on actuals, partially offset by an increase in Fax Service
16,000	18,000	2,000	Data Processing Hardware and Office Equipment Service increase based on actuals, partially offset by a decrease in Legal Notice expense
28,800	32,100	3,300	SUPPLIES & MATERIALS increase $3,300 Computer Supplies, General Office Supplies, and Uniform Purchase increase based on current and anticipated spending, partially offset by a decrease in General Office Mailing
18,550	22,100	3,550	BUSINESS & TRAVEL increase $3,550 Transportation Costs, Professional Books/Periodicals, and Training Seminars increase based on actuals

DIVISION STAFF SUMMARY
Director of Planning and Zoning
Index #061000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	65,872	1.00	67,872	1.00	71,269
Administrative Specialist II	1.00	65,840	1.00	67,840	1.00	71,237
Deputy Director of Planning and Zoning	1.00	108,848	1.00	111,025	1.00	113,025
Director, Planning and Zoning	1.00	117,875	1.00	120,233	1.00	120,233
SALARY TOTAL	**4.00**	**358,435**	**4.00**	**366,970**	**4.00**	**375,764**
OTHER PERSONAL SERVICES						
Pension & Retirement		32,259		34,862		39,455
Workers' Compensation		2,778		2,663		3,107
Health Benefits		75,309		81,148		82,512
PEHP		14,790		20,724		25,680
FICA		30,065		27,966		28,639
Miscellaneous		560		560		560
TOTAL OTHER PERSONAL SERVICES		**155,761**		**167,923**		**179,953**
TOTAL PERSONAL SERVICES	**4.00**	**514,196**	**4.00**	**534,893**	**4.00**	**555,717**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PLANNING AND ZONING
Comprehensive Planning
Index #062000

ORIGIN/PURPOSE:

The Comprehensive Planning Division is primarily responsible for preparing long-range plans guiding the physical growth of the County. This process requires substantial public outreach along with research, data collection, and analysis regarding land use patterns, demographics, and economic trends.

Planners in this division have knowledge in a broad range of disciplines. These include environmental planning, community planning, transportation planning, and agricultural and historical preservation. Their expertise supports various planning projects in the County, such as the Transportation Management Program, the Chesapeake Bay Critical Area Program, Coastal Zone Management Program, and the Agricultural Land Preservation Program.

This Comprehensive Planning Division is also responsible for managing studies and grants. Additionally, the division is staffed by several Geographic Information System specialists and data analysts who provide informational reports and mapping services to all County departments and agencies.

FY 21 GOALS:

TO IMPLEMENT HARFORD NEXT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	981,096	1,168,874	1,269,014	1,289,570	1,289,570
20 CONTRACTUAL SERVICES	14,434	150,000	17,500	10,000	10,000
30 SUPPLIES & MATERIALS	6,435	0	0	0	0
40 BUSINESS AND TRAVEL	3,881	2,348	9,200	9,650	9,650
50 CAPITAL OUTLAY	0	0	0	0	0
70 MISCELLANEOUS	28,786	0	0	0	0
GRAND TOTAL	**1,034,632**	**1,321,223**	**1,295,714**	**1,309,220**	**1,309,220**
FUNDING SOURCE:					
11 GENERAL	**1,034,632**	**1,321,223**	**1,295,714**	**1,309,220**	**1,309,220**

PLANNING AND ZONING
Comprehensive Planning
Index #062000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $20,556
819,398	791,932	(27,466)	Full-Time Salaries
			1,508 Salary adjustments
			(28,974) Staff Turnover
			(27,466)
	48,044	48,044	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
88,046	94,430	6,384	Pension adjustments
11,548	13,030	1,482	Workers' Compensation adjustments
257,202	240,040	(17,162)	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
20,724	32,100	11,376	PEHP (Post Employment Health Plan)
70,416	68,314	(2,102)	FICA adjustments
17,500	10,000	(7,500)	CONTRACTUAL SERVICES decrease ($7,500) Other Professional Services decrease for one-time expenditures in FY20 associated with the US Census
9,200	9,650	450	BUSINESS & TRAVEL increase $450 Mileage and Parking & Tolls increase based on actual expense history

DIVISION STAFF SUMMARY
Comprehensive Planning
Index #062000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
GIS Analyst I	1.00	50,348	1.00	52,348	0.00	0
GIS Analyst II	1.00	60,784	1.00	62,784	2.00	123,052
GIS Technician II	1.00	51,738	1.00	53,738	1.00	56,853
Planner I	1.00	49,736	1.00	49,736	2.00	102,751
Planner II	3.00	204,758	3.00	208,758	2.00	146,868
Planner III	3.00	263,122	3.00	269,122	3.00	271,236
Planner IV	2.00	203,229	2.00	230,312	2.00	238,999
FULL-TIME SALARIES	12.00	883,715	12.00	926,798	12.00	939,759
SALARY OFFSET		(173,930)		(107,400)		(107,400)
SALARY TOTAL	**12.00**	**709,785**	**12.00**	**819,398**	**12.00**	**832,359**
OTHER PERSONAL SERVICES						
Pension & Retirement		79,528		88,046		98,675
Workers' Compensation		11,688		11,548		13,593
Health Benefits		244,316		257,202		240,040
PEHP		9,860		20,724		32,100
FICA		67,599		70,416		71,124
Miscellaneous		1,680		1,680		1,680
TOTAL OTHER PERSONAL SERVICES		**414,671**		**449,616**		**457,212**
TOTAL PERSONAL SERVICES	**12.00**	**1,124,456**	**12.00**	**1,269,014**	**12.00**	**1,289,570**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PLANNING AND ZONING
Current Planning
Index #063000

ORIGIN/PURPOSE:

The Current Planning Division enforces the County's Zoning Code and Subdivision Regulations, including provisions for the protection of the natural environment. Additionally, the Division is responsible for composing technical staff reports for use by the Board of Appeals in determining the outcome of applications for variances from the zoning regulations. The Division is comprised of three sections: Development Review, Zoning Administration, and Zoning Enforcement.

The Development Review Section examines subdivision plans, site plans, forest conservation plans, landscaping plans, and other materials submitted in relation to a development proposal to ensure compliance with all applicable requirements of the Zoning Code and Subdivision Regulations.

The Zoning Administration Section is responsible for the intake and review of building permit applications to ensure the proposed activity is consistent with County zoning regulations; planners work in conjunction with other County and state agencies to coordinate the approval of permits. Applications to the Board of Appeals are coordinated through Zoning Administration staff.

The Zoning Enforcement Section is responsible for responding to constituent complaints regarding potential zoning violations. Section personnel perform zoning inspections, generate reports and notifications, and manage the litigation of violations.

FY 21 GOALS:
TO PROVIDE QUALITY CUSTOMER SERVICE

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,839,925	1,826,374	1,971,618	2,078,921	2,078,921
20 CONTRACTUAL SERVICES	20,627	1,679	2,500	5,000	5,000
30 SUPPLIES & MATERIALS	6,231	0	0	0	0
40 BUSINESS AND TRAVEL	1,644	1,641	2,350	2,850	2,850
50 CAPITAL OUTLAY	0	0	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	95	0	0	0	0
GRAND TOTAL	**1,868,522**	**1,829,694**	**1,976,468**	**2,086,771**	**2,086,771**
FUNDING SOURCE:					
11 GENERAL	**1,868,522**	**1,829,694**	**1,976,468**	**2,086,771**	**2,086,771**

PLANNING AND ZONING
Current Planning
Index #063000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $107,304
1,304,338	1,309,558	5,220	Full-Time Salaries:
			10,220 Salary adjustment
			(5,000) Staff Turnover (.38%)
			5,220
	82,249	82,249	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
123,912	137,504	13,592	Pension adjustments
11,523	13,395	1,872	Workers' Compensation adjustments
398,037	388,154	(9,883)	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
31,086	44,940	13,854	PEHP (Post Employment Health Plan)
99,782	100,181	399	FICA adjustments
			CONTRACTUAL SERVICES increase $2,500
2,500	5,000	2,500	Other Professional Services increase for Cell Tower Review costs
2,350	2,850	500	BUSINESS & TRAVEL increase $500
			Professional Books/Periodicals increase based on actuals and increasing product costs

DIVISION STAFF SUMMARY

Current Planning

Index #063000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	92,535	2.00	96,535	2.00	102,668
Customer Support Analyst I	1.00	39,340	1.00	41,340	0.00	0
Customer Support Analyst II	3.00	161,294	3.00	167,294	3.00	156,951
Senior Customer Support Analyst	0.00	0	0.00	0	1.00	68,442
Permits Review Supervisor	1.00	77,589	1.00	79,589	1.00	83,221
Planner I	1.00	47,900	2.00	99,900	2.00	100,878
Planner II	1.00	54,883	1.00	56,883	1.00	61,801
Planner III	1.00	63,200	2.00	157,200	1.00	68,544
Planner IV	1.00	106,967	1.00	108,967	2.00	211,616
Planning Assistant I	1.00	40,376	1.00	42,376	0.00	0
Planning Assistant II	3.00	206,017	2.00	138,211	0.00	0
Planning Technician II	0.00	0	0.00	0	2.00	131,683
Planning Technician III	0.00	0	0.00	0	1.00	59,931
Zoning Enforcement Coordinator	1.00	85,446	1.00	87,446	1.00	91,235
Zoning Inspector I	1.00	56,038	1.00	58,038	0.00	0
Zoning Inspector II	2.00	138,891	2.00	127,080	3.00	195,230
Zoning Technician	1.00	41,447	1.00	43,479	1.00	46,389
FULL TIME SALARIES	20.00	1,211,923	21.00	1,304,338	21.00	1,378,589
TEMPORARY SALARIES		111,262		0		0
SALARY TOTAL	**20.00**	**1,323,185**	**21.00**	**1,304,338**	**21.00**	**1,378,589**

DIVISION STAFF SUMMARY
Current Planning
Index #063000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES						
Pension		119,095		123,912		144,752
Workers' Compensation		10,915		11,523		14,084
Health Benefits		353,569		398,037		388,154
PEHP		19,720		31,086		44,940
FICA		101,231		99,782		105,462
Miscellaneous		2,940		2,940		2,940
TOTAL OTHER PERSONAL SERVICES		**607,470**		**667,280**		**700,332**
TOTAL PERSONAL SERVICES	**20.00**	**1,930,655**	**21.00**	**1,971,618**	**21.00**	**2,078,921**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PLANNING AND ZONING
Agricultural Preservation - County
Index #064270

ORIGIN/PURPOSE:

The Maryland General Assembly enacted House Bill No. 1481, effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently, the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax, to Chapter 123, Finance and Taxation, of the Harford County Code which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1, 1993; fifty percent of the proceeds are dedicated to the County's agricultural land preservation program.

The Harford County Council, via Bill No. 93-2, added language to the Harford County Code authorizing the establishment of the Harford County Land Preservation Program to preserve productive agricultural land and woodland. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Land Preservation Advisory Board.

The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; the land owner receives payment for selling their development rights and/or via a tax credit.

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement sets payment terms, including the fixed interest rate on which the landowner will receive annual payments. An IPA may be up to 30 years in length with interest and a small portion of the principal being paid annually. At the end of the term, the landowner will receive a lump sum payment constituting the remainder of the principal. This final payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of September 2019, the County has permanently preserved 54,400 acres of farmland through County and State Agricultural Programs along with donated easements.

PLANNING AND ZONING
Agricultural Preservation - County
Index #064270

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	565	1,348	20,500	30,000	30,000
30 SUPPLIES & MATERIALS	0	0	300	100	100
40 BUSINESS & TRAVEL	426	346	1,200	800	800
50 CAPITAL OUTLAY	0	13,595,634	8,000,000	20,000,000	20,000,000
70 MISCELLANEOUS	1,395,032	1,931,465	1,450,000	2,000,000	2,000,000
GRAND TOTAL	**1,396,023**	**15,528,793**	**9,472,000**	**22,030,900**	**22,030,900**
FUNDING SOURCE:					
27 AG PRESERVATION - COUNTY	**1,396,023**	**15,528,793**	**9,472,000**	**22,030,900**	**22,030,900**

PLANNING AND ZONING
Agricultural Preservation - County
Index #064270

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
20,500	30,000	9,500	CONTRACTUAL SERVICES increase $9,500 Legal Services increase for ag easements based on actual and anticipated expenses
300	100	(200)	SUPPLIES & MATERIALS decrease ($200) Delivery Charges decrease based on actual expense history for ag preservation documents
1,200	800	(400)	BUSINESS & TRAVEL decrease ($400) Mileage decreases based on actual expense history
8,000,000	20,000,000	12,000,000	CAPITAL OUTLAY increases $12,000,000 Ag Easement Purchases increase for ag preservation through county's program
1,450,000	2,000,000	550,000	MISCELLANEOUS increases $550,000 Interfund Reimbursements to the General Fund and State Ag Preservation increase based on anticipated expenses

PLANNING AND ZONING
Agricultural Preservation - State
Index #064280

ORIGIN/PURPOSE:

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 (PDR), to provide for the continued production of food and fiber for all citizens of the State. Preservation was also intended to curb the expansion of urban development.

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is funded with 1) a portion of the State's Property Transfer Tax, 2) local subdivision matching funds for easement purchases, and 3) a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production.

As of September 2019, the County has permanently preserved 54,400 acres of farmland through County and State Agricultural Programs along with donated easements.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
70 MISCELLANEOUS	0	780,889	225,000	451,800	451,800
GRAND TOTAL	**30,000**	**810,889**	**255,000**	**481,800**	**481,800**
FUNDING SOURCE:					
28 AG PRESERVATION - STATE	**30,000**	**810,889**	**255,000**	**481,800**	**481,800**

PLANNING AND ZONING
Agricultural Preservation - State
Index #064280

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
30,000	30,000	0	PERSONAL SERVICES no change for FY21 Full-Time Salaries - represents offset available for a Planner III position in Comprehensive Planning (062000)
225,000	451,800	226,800	MISCELLANEOUS increases $226,800 Agricultural Preservation - funds for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf

DIVISION STAFF SUMMARY
Planning and Zoning - Ag Preservation - State
Index #064280

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Planner III		30,000			30,000		30,000
SALARY TOTAL	**0.00**	**30,000**	*	**0.00**	**30,000**	**0.00**	**30,000**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Department of Planning & Zoning - Anticipated FY 21 Grants							
		Source of Anticipated Funding				Grant Dates	Recurring or One Time
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match		
United Transportation Work Program	To provide financial assistance to the County from BMC supporting the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Organization. Work activities include preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region.	$61,920			$15,480	7/1/20 - 6/30/21	Recurring
Rural Legacy Program	Funds are provided to purchase interests in real property from willing sellers, including fee estates, easements and other interests in real property, for preservation of land in key areas of Maryland enhancing natural resource, agricultural, forestry and environmental protection.		$4,908,000			11/1/20 - 10/31/21	
Critical Area Management Program	This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.		$7,000			7/1/20 - 6/30/21	Recurring
	TOTALS:	**$61,920**	**$4,915,000**	**$0**	**$ 15,480**		

PLANNING & ZONING - DIRECTOR'S OFFICE
OBJECTIVES & PERFORMANCE MEASURES

Department Goals

To provide quality customer service; To implement Harford Next

Department Objective

To maintain consistency of growth management practices by promoting and implementing programs through research and/or legislation on a yearly basis.

County Goal(s) Supported

I. Fiscal Balance and Efficiency | III. Strengthen our Communities | V. Building Economic Vitality

Measure		Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:						
	Dollars allocated/expended	$446,745	$473,413	$513,484	$534,893	$555,717
	Number of staff	4	4	4	4	4
Output:						
	Number of programs initiated	8	3	8	5	4
	Number of programs completed or adopted	10	2	7	5	4
	Number of public meetings held for initiatives	40	40	41	37	35
Outcome:						
	Percent of initiated growth management programs	100%	67%	88%	100%	100%

Explanation and Analysis of Performance Measures

By initiating changes through research and/or legislation we encourage smart growth and preservation of land and resources.

FY17 Initiated: Recreational Trails Program; Zoning Code Updates (6); Comprehensive Rezoning

FY17 Completed or Passed: Magnolia Neighborhood Overlay District; Ag Pres Incentive; Zoning Clean-up; MD 924 Corridor Study; Zoning Code Updates (6).

FY18 Initiated Historic Preservation CLG; Scenic Byways; Green Infrastructure Plan

FY18 Completed or Passed:Comprehensive Zoning; Agricultural Preservation.

FY19 Initiated: Partnership for Action Learning in Sustainability (PALS); Bike & Pedestrian Plan; Hazard Mitigation (to be completed FY21); Zoning Code Updates (5)

FY19 Completed or Passed: Safe Routes to School; Green Infrastructure Plan, Zoning Code Updates (5)

FY20: Initiate: Apply for Certified Local Government (CLG) Status; Apply for Sustainable Communities, MD Census Grant; Zoning Code Updates (2)

FY20 Completed or Passed: PALS; CLG Grant Status; Hazard Mitigation; Zoning Code Updates (2)

FY21 Initiate: Scenic Byways Program; Bicycle/Pedestrian Master Plan; Critical Area Program Update; Zoning Code Update

FY21 Scheduled to Complete: MD Census Grant; CLG Grant; Scenic Byways Program, Zoning Code Update.

PLANNING & ZONING - CURRENT PLANNING DIVISION
OBJECTIVES & PERFORMANCE MEASURES

Department Goals

To provide quality customer service; To implement Harford Next

Department Objective

To maintain a response time of 4 days or less from initial zoning enforcement complaint to initial inspection; and to maintain a response time of 30 working days or less to written inquiries and /or requests for information as requested for current planning issues.

County Goal(s) Supported

I. Fiscal Balance and Efficiency III. Strengthen our Communities V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Dollars allocated/expended	$1,695,944	$1,839,925	$1,826,374	$1,971,618	$2,078,921
Number of staff	20	20	20	21	21
Output:					
Number of new zoning enforcement cases	879	850	774	700	700
Amount of staff dollars spent per zoning inspection case	$1,929	$2,165	$2,360	$2,817	$2,970
Average number of days to respond to each zoning case	3 days	3 days	3 days	4 days	4 days
Number of new zoning enforcement cases resolved	755	826	761	650	650
Number of new zoning enforcement cases resulting in court action	3	5			
Number of written requests for information (Permits, Dev. Review)	533	579	474	421	450
Amount of staff dollars spent per informational request	$3,182	$3,178	$3,853	$4,683	$4,620
Average number of days to respond to each informational request	6 days	6 days	6 days	5 days	5 days
Outcome:					
Percent of new zoning inspection cases receiving a response within the target time	85%	87%	86%	90%	90%
Percent of new zoning enforcement cases resolved	88%	97%	98%	98%	98%
Percent of new zoning enforcement cases resolved without court action	96%	99%	98%	98%	98%
Percent of written inquiries/requests for information fulfilled within 30 days	99%	98%	99%	100%	100%

Explanation and Analysis of Performance Measures

By tracking the number of working days required to perform initial inspection of property after receiving inquiry/complaint, and the number of working days to respond to requests for information in Current Planning, we maintain an efficient process.

PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION
OBJECTIVE & PERFORMANCE MEASURES

Department Goals

To provide quality customer service; To implement Harford Next

Department Objective

To maintain a response time of 5 working days or less to written inquiries and/or requests for information regarding comprehensive planning issues.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

III. Strengthen our Communities

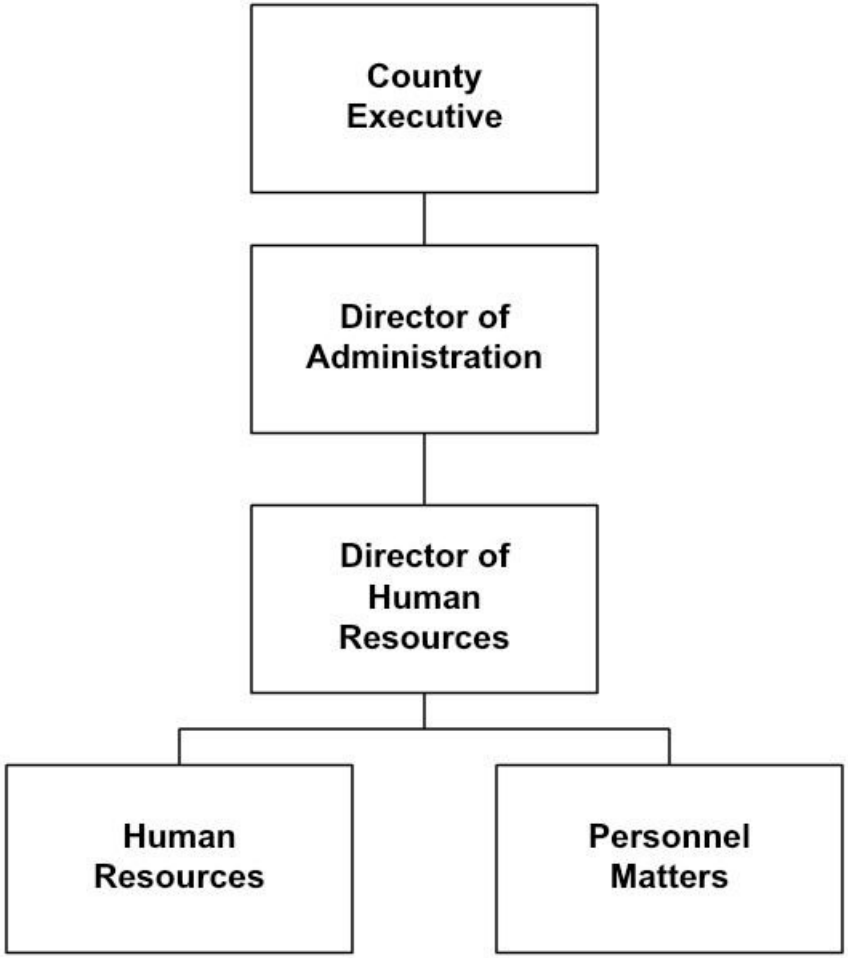
V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Dollars allocated/expended	$1,005,256	$981,096	$1,168,874	$1,269,014	$1,289,570
Number of staff	13	12	12	12	12
Output:					
Number of written inquiry/request for information	1,546	1,435	1,134	799	900
Amount of staff dollars spent per inquiry/request	$650	$684	$1,031	$1,588	$1,433
Average number of days to respond to each inquiry/request	1 day	1 day	1 day	1 day	1 day
Outcome:					
Percent of inquiries/requests responded to within 5 day goal	99%	100%	99%	99%	100%

Explanation and Analysis of Performance Measures

By keeping with the number of working days required to respond to informational requests at 5 or less, we maintain an efficient process in Comprehensive Planning. (Note, this does not include technical analysis or study work)

DEPARTMENT OF HUMAN RESOURCES



HUMAN RESOURCES

ORIGIN/PURPOSE:

The Department of Human Resources was originally formed under Harford County Charter, Article IV, Section 402 (amended by Bill No. 88 - 35) and Sections 601 - 607 as the Office of Personnel. Bill No. 91 - 37 changed the name to more accurately reflect the duties and responsibilities of the department.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness and Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations are also responsibilities of the department.

MISSION STATEMENT:
TO WORK UNDER THE CORE PRINCIPLE THAT **HR C.A.R.E.S** (COMMUNICATION, ADVANCEMENT, RESPECT, EQUALITY & SERVICE), THE DEPARTMENT WILL STRIVE TO DEMONSTRATE EXCEPTIONAL CUSTOMER SERVICE, RESPONSIVENESS, ATTITUDE AND PROFESSIONALISM TO BOTH INTERNAL AND EXTERNAL STAKEHOLDERS.

FY 21 GOALS:

COMMUNICATION - PROVIDE ON-GOING INFORMATIONAL EXCHANGE

ADVANCEMENT - ATTRACT AND RETAIN A TALENTED AND DEDICATED WORKFORCE

RESPECT - BUILD EMPLOYEE MORALE

EQUALITY - CONCENTRATE SPECIFIC TRAINING AND MONITORING OF ISSUES IN THE WORKPLACE

SERVICE - EFFICIENT, TIMELY AND TRANSPARENT INFORMATION

HUMAN RESOURCES

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,884,748	2,889,097	2,056,827	2,105,560	2,105,560.21
20	CONTRACTUAL SERVICES	167,255	448,723	682,722	711,837	711,837
30	SUPPLIES AND MATERIALS	6,868	11,901	7,950	9,000	9,000
40	BUSINESS AND TRAVEL	33,361	43,486	82,075	120,575	120,575
70	MISCELLANEOUS	31,446	29,236	34,000	49,000	49,000
80	INTER-GOVERNMENTAL	757	587	400	400	400
	GRAND TOTAL	**3,124,435**	**3,423,030**	**2,863,974**	**2,996,372**	**2,996,372**
FUNDING SOURCE:						
11	GENERAL	2,728,798	2,444,444	2,283,418	2,399,836	2,399,836.21
25	HIGHWAYS	203,163	498,132	297,246	305,186	305,186
51	WATER AND SEWER OPERATING	192,474	480,454	283,310	291,350	291,350
	GRAND TOTAL	**3,124,435**	**3,423,030**	**2,863,974**	**2,996,372**	**2,996,372**
SUMMARY BY DIVISION:						
GENERAL FUND						
082000	HUMAN RESOURCES	880,274	971,714	1,049,118	1,096,161	1,096,161.21
084110	GENERAL - PERSONNEL MATTERS	1,848,524	1,472,730	1,234,300	1,303,675	1,303,675
HIGHWAYS FUND						
084250	HIGHWAYS - PERSONNEL MATTERS	203,163	498,132	297,246	305,186	305,186
WATER AND SEWER FUND						
084510	WATER & SEWER - PERSONNEL MATTERS	192,474	480,454	283,310	291,350	291,350
	GRAND TOTAL	**3,124,435**	**3,423,030**	**2,863,974**	**2,996,372**	**2,996,372**

HUMAN RESOURCES

GENERAL FUND SUMMARY

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,589,374	2,164,059	1,794,421	1,843,154	1,843,154.21
20	CONTRACTUAL SERVICES	82,596	214,313	404,072	414,707	414,707
30	SUPPLIES AND MATERIALS	6,438	9,770	7,950	9,000	9,000
40	BUSINESS AND TRAVEL	33,319	41,044	62,075	109,075	109,075
70	MISCELLANEOUS	16,314	14,672	14,500	23,500	23,500
80	INTER-GOVERNMENTAL	757	587	400	400	400
	GRAND TOTAL	**2,728,798**	**2,444,444**	**2,283,418**	**2,399,836**	**2,399,836**
11	GENERAL	2,728,798	2,444,444	2,283,418	2,399,836	2,399,836
	GRAND TOTAL	**2,728,798**	**2,444,444**	**2,283,418**	**2,399,836**	**2,399,836**

SUMMARY BY DIVISION

GENERAL FUND

082000	HUMAN RESOURCES	880,274	971,714	1,049,118	1,096,161	1,096,161.21
084110	GENERAL - PERSONNEL MATTERS	1,848,524	1,472,730	1,234,300	1,303,675	1,303,675
	GRAND TOTAL	**2,728,798**	**2,444,444**	**2,283,418**	**2,399,836**	**2,399,836**

HUMAN RESOURCES
Director of Human Resources
Index #082000

ORIGIN/PURPOSE:

The Department of Human Resources strives to identify, develop, recruit and retain the talent necessary for the various departments of Harford County to achieve their strategic plans; to promote a positive attitude within the workforce through communication and education of policies, procedures and programs with support, equality, trust and respect; and to accomplish these goals in the most efficient manner.

FY 21 GOALS:

COMMUNICATION - PROVIDE ON-GOING INFORMATIONAL EXCHANGE

ADVANCEMENT - ATTRACT AND RETAIN A TALENTED AND DEDICATED WORKFORCE

RESPECT - BUILD EMPLOYEE MORALE

EQUALITY - CONCENTRATE SPECIFIC TRAINING AND MONITORING OF ISSUES IN THE WORKPLACE

SERVICE - EFFICIENT, TIMELY AND TRANSPARENT INFORMATION

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	845,875	944,170	1,006,171	1,054,904	1,054,904
20 CONTRACTUAL SERVICES	14,310	4,296	12,522	4,282	4,282
30 SUPPLIES AND MATERIALS	6,008	7,638	7,950	9,000	9,000
40 BUSINESS AND TRAVEL	12,141	14,913	22,075	27,575	27,575
70 MISCELLEANOUS	1,183	108	0	0	0
80 INTERGOVERNMENTAL	757	587	400	400	400
GRAND TOTAL	**880,274**	**971,712**	**1,049,118**	**1,096,161**	**1,096,161**
FUNDING SOURCE:					
11 GENERAL	**880,274**	**971,712**	**1,049,118**	**1,096,161**	**1,096,161**

HUMAN RESOURCES
Director of Human Resources
Index #082000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $48,733
675,960	685,426	9,466	Full-time salaries
			9,466 Salary Adjustments
	23,257	23,257	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
25,000	25,000	0	Temporary Salaries - provides for college intern
64,216	71,970	7,754	Pension adjustments
156,170	158,759	2,589	Health Benefits are adjusted due to staff opting for changes in levels of coverage
25,905	32,100	6,195	PEHP
52,275	51,087	(1,188)	FICA adjustments
			CONTRACTUAL SERVICES decrease ($8,240)
11,022	2,782	(8,240)	Telephone expense increased offset by decrease in Management Services
			SUPPLIES AND MATERIALS increase $1,050
5,000	6,050	1,050	General Office supplies and mailings increased based on actual expense history
			BUSINESS AND TRAVEL increase $5,500
14,500	20,000	5,500	Meals, Lodging and Training increased based on actual expense history

DEPARTMENT STAFF SUMMARY
HUMAN RESOURCES
Index # 082000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	63,952		1.00	65,952	1.00	69,311
Deputy Director of Human Resources	1.00	101,946		1.00	106,024	1.00	110,024
Director, Human Resources	1.00	140,246		1.00	140,246	1.00	140,246
Human Resources Clerk	1.00	39,912		1.00	41,912	1.00	44,790
Human Resources Generalist	2.00	124,482		2.00	133,222	2.00	142,132
Human Resources Manager	1.00	83,783		1.00	85,783	1.00	89,539
Human Resources Specialist	1.00	58,123		2.00	102,821	2.00	108,957
FULL-TIME SALARIES	8.00	612,444		9.00	675,960	9.00	704,999
TEMPORARY SALARIES		25,000			25,000		25,000
SALARY TOTAL	**8.00**	**637,444**		**9.00**	**700,960**	**9.00**	**729,999**
OTHER PERSONAL SERVICES							
Pension & Retirement		55,121			64,216		74,025
Workers' Compensation		4,088			4,185		4,977
Health Benefits		126,778			157,430		159,959
PEHP		19,720			25,905		32,100
FICA		48,765			52,275		52,584
Miscellaneous		1,120			1,200		1,260
TOTAL OTHER PERSONAL SERVICES		**255,592**			**305,211**		**324,905**
TOTAL PERSONAL SERVICES	**8.00**	**893,036**	*	**9.00**	**1,006,171**	**9.00**	**1,054,904**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

HUMAN RESOURCES
Personnel Matters
Index # : 084110, 084250, 084510

ORIGIN/PURPOSE:

The Personnel Matters accounts were established to provide unified management control of those areas of employee services which are budgeted within and charged to each fund, yet provide and approved by the Department of Human Resources. Combining these accounts allows for more accurate budgeting, tighter control of expenditures and centralization of information and reporting.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 20
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,038,873	1,944,927	1,050,656	1,050,656	1,050,656
20	CONTRACTUAL SERVICES	152,945	444,425	670,200	707,555	707,555
30	SUPPLIES AND MATERIALS	860	4,264	0	0	0
40	BUSINESS AND TRAVEL	21,220	28,573	60,000	93,000	93,000
70	MISCELLANEOUS	30,263	29,127	34,000	49,000	49,000
	GRAND TOTAL	**2,244,161**	**2,451,316**	**1,814,856**	**1,900,211**	**1,900,211**
FUNDING SOURCE:						
11	GENERAL	1,848,524	1,472,730	1,234,300	1,303,675	1,303,675
25	HIGHWAYS	203,163	498,132	297,246	305,186	305,186
51	WATER AND SEWER OPERATING	192,474	480,454	283,310	291,350	291,350
	GRAND TOTAL	**2,244,161**	**2,451,316**	**1,814,856**	**1,900,211**	**1,900,211**
SUMMARY BY DIVISION:						
084110	GENERAL - PERSONNEL MATTERS	1,848,524	1,472,730	1,234,300	1,303,675	1,303,675
084250	HIGHWAYS - PERSONNEL MATTERS	203,163	498,132	297,246	305,186	305,186
084510	WATER & SEWER - PERSONNEL MAT	192,474	480,454	283,310	291,350	291,350
	GRAND TOTAL	**2,244,161**	**2,451,316**	**1,814,856**	**1,900,211**	**1,900,211**

Personnel Matters
Index # : 084110, 084250, 084510

GENERAL PERSONNEL MATTERS INDEX # 084110		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
1101	Current Authorized	7,027				
1102	Special Pays For anticipated retirement leave payouts	1,414,694	932,777	500,000	500,000	500,000
1355	PEHP (Post Employment Health Plan)	215,740	222,933	250,000	250,000	250,000
1602	Social Security	106,038	64,175	38,250	38,250	38,250
2302	Telephone Service	51	0	0	0	0
2401	Personnel/Recruitment	886	538	2,500	2,500	2,500
2601	Medical Services	29,524	45,917	59,000	59,000	59,000
2602	Legal Services	2,583	3,857	4,100	6,475	6,475
2603	Management Services Wellness program and consultant for health benefits	23,428	146,576	200,000	216,500	216,500
2699	Other Professional Services	10,037	13,115	124,100	124,100	124,100
2899	Other	1,777	15	1,850	1,850	1,850
3103	Printing Commercial	430	2,132	0	0	0
4701	Tuition Reimbursement	21,178	26,131	40,000	80,000	80,000
4702	In-House Training	0	0	0	1,500	1,500
7703	Service Awards	15,131	14,564	14,500	23,500	23,500
	TOTAL INDEX	**1,848,524**	**1,472,730**	**1,234,300**	**1,303,675**	**1,303,675**

HUMAN RESOURCES
Personnel Matters
Index # : 084110, 084250, 084510

HIGHWAYS FUND PERSONNEL MATTERS INDEX # 084250		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
1102	Special Pays For anticipated retirement leave payouts	139,257	363,733	122,500	122,500	122,500
1355	PEHP (Post Employment Health Plan)	11,456	6,690	25,000	25,000	25,000
1602	Social Security	10,615	24,432	9,371	9,371	9,371
2401	Personnel/Recruitment	443	269	1,000	1,000	1,000
2601	Medical Services	15,821	13,951	16,000	16,000	16,000
2602	Legal Services	170	864	700	1,640	1,640
2603	Management Services Wellness program and consultant for health benefits	11,714	73,288	87,500	95,750	95,750
2699	Other Professional Services	5,018	6,557	14,500	14,500	14,500
2899	Other	888	0	925	925	925
3103	Printing Commercial	215	1,066	0	750	750
4701	Tuition Reimbursement	0	0	10,000	5,000	5,000
7703	Service Awards	7,566	7,282	9,750	12,750	12,750
	TOTAL INDEX	**203,163**	**498,132**	**297,246**	**305,186**	**305,186**

HUMAN RESOURCES
Personnel Matters
Index # : 084110, 084250, 084510

WATER & SEWER FUND PERSONNEL MATTERS INDEX # 084510		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
1102	Special Pays For anticipated retirement leave payouts	88,411	267,034	70,000	70,000	70,000
1355	PEHP (Post Employment Health Plan)	38,877	42,706	30,000	30,000	30,000
1602	Social Security	6,758	20,444	5,535	5,535	5,535
2401	Personnel/Recruitment	443	269	1,000	1,000	1,000
2601	Medical Services	32,304	58,388	53,000	53,000	53,000
2602	Legal Services	238	978	1,100	2,140	2,140
2603	Management Services, Wellness program and consultant for health benefits	11,714	73,288	87,500	95,750	95,750
2699	Other Professional Services	5,018	6,557	14,500	14,500	14,500
2899	Other	888	0	925	925	925
3103	Printing Commercial	215	1,066	0	0	0
4701	Tuition Reimbursement	42	2,442	10,000	5,000	5,000
4702	In-House Training	0	0	0	750	750
7703	Service Awards	7,566	7,282	9,750	12,750	12,750
	TOTAL INDEX	**192,474**	**480,454**	**283,310**	**291,350**	**291,350**

DEPARTMENT OF HUMAN RESOURCES
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Communication

Department Objective

Training and Employee/Manager Development; raising the skill level of employees.

County Goal(s) Supported

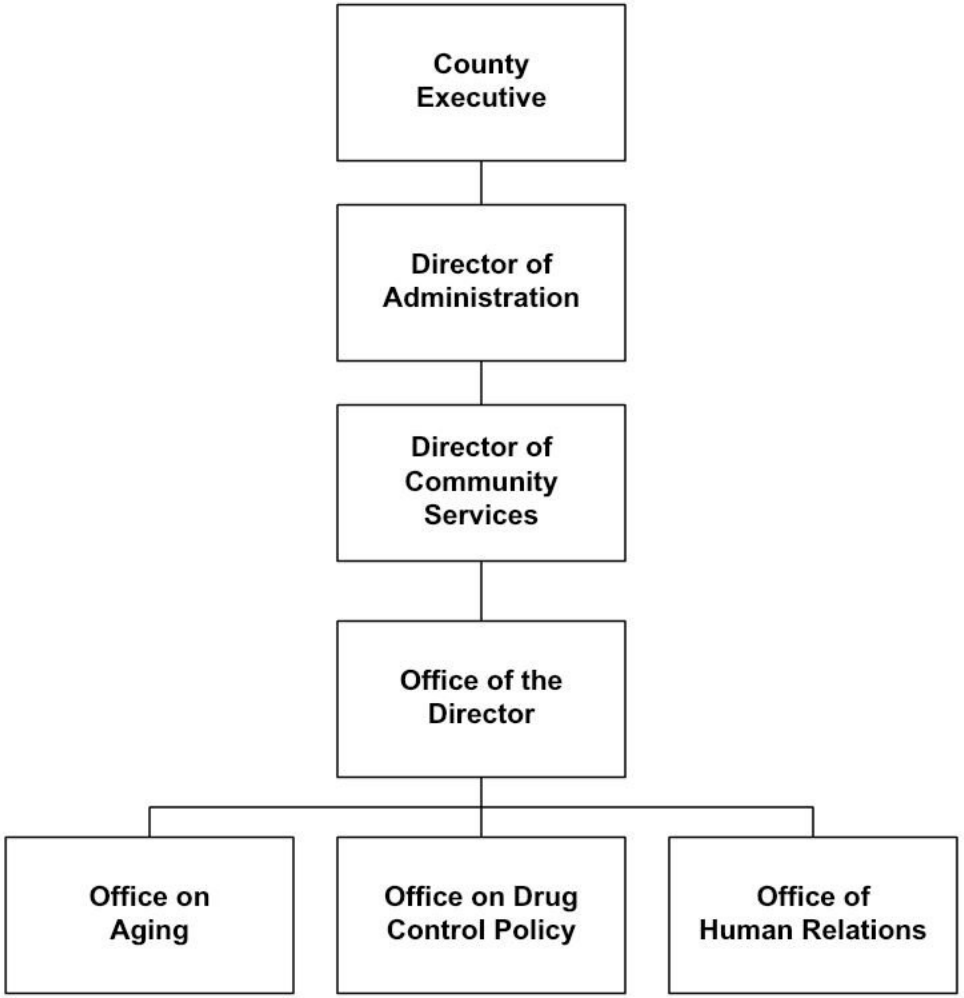
II. Investing in Our Workforce

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Staff	2	2	2	2	2
Funding of Harford e-Learning and Training Program	$75,000	$78,000	$70,000	$54,000	$54,000
Output:					
Managers Trained	160	160	160	170	170
Employees Trained	830	900	1,000	1,000	1,000
Outcome:					
Total Manager Classes	930	930	2,788	1,340	1,500
Total Employee Classes	753	11,559	8,435	8,535	10,000

Explanation and Analysis of Performance Measures

We achieved our goal of introducing new management platforms, improving supervisory skills and introducing employees to the e-learning.

DEPARTMENT OF COMMUNITY SERVICES



COMMUNITY SERVICES

ORIGIN/PURPOSE:

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department of Community Services develops and coordinates programs which meet a vast array of needs in Harford County. The Department includes five divisions: The Office of Aging, Office on Drug Control Policy, Office of Human Relations and Mediation, the Office of Disabilities Services and the Office of Children, Youth and Families. The department works with federal, state, local and private agencies to strengthen our communities by continuously improving the quality and availability of human services for our citizens.

MISSION STATEMENT:

TO STRENGTHEN OUR FAMILIES AND COMMUNITIES BY SERVING AS THE PREMIER RESOURCE FOR HUMAN SERVICES IN HARFORD COUNTY, AND TO CONTINUOUSLY IMPROVE THE NETWORK OF AVAILABLE SERVICES TO ENSURE EFFICIENT, EFFECTIVE AND PROACTIVE ASSISTANCE FOR ALL HARFORD COUNTY CITIZENS.

FY 21 GOALS:

TO STRENGTHEN COMMUNITY OUTREACH AND RAISE AWARENESS OF HUMAN SERVICES, NEEDS IN THE COMMUNITY AND THREATS TO PUBLIC SAFETY
TO RESEARCH AND DEVELOP OPPORTUNITIES FOR RE-ENTRY PROGRAMS IN THE COUNTY
TO INCREASE AWARENESS AND UTILIZATION OF THE MEDIATION PROGRAM.
TO INCREASE PARTNERSHIPS AND COLLABORATIONS WITH THE DISABILITY COMMUNITY AND PROVIDERS THROUGH OUTREACH; CREATING A COMMUNITY OF PRACTICE, AND HOST AT LEAST THREE COMMUNITY EVENTS.
TO STRENGTHEN COMMUNITY OUTREACH, AWARENESS AND EMPLOYMENT ACCESSIBILITY
TO SUCCESSFULLY IMPLEMENT THE GRANT IN AID PROGRAM
TO DEVELOP AND SUPPORT AT RISK YOUTH PROGRAMS
TO CONNECT AND PROVIDE TO SENIORS AND CARETAKERS RESOURCES AND GUIDENCE THAT PROMOTE HEALTHY LIFESTYLES
TO PROVIDE PREVENTION OUTREACH TO MORE THAN 20,000 YOUTH AND 12,000 ADULTS
TO SUPPORT THREE AND OPERATE ONE SPECIALTY COURTS FOR 75 PARTICIPANTS
TO APPLY FOR $500,000 STATE AND FEDERAL GRANTS ADDRESSING SUBSTANCE ISSUES
TO RAISE AWARENESS ABOUT OPIATE USE AND OVERDOSE
TO IDENTIFY AND WORK TO ADDRESS GAPS IN THE CONTINUUM OF CARE FOR INDIVIDUALS SUFFERING FROM BEHAVIORAL HEALTH DISORDERS
TO INVESTIGATE COMPLAINTS OF UNLAWFUL DISCRIMINATION

COMMUNITY SERVICES

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,594,065	2,604,767	2,866,108	3,148,210	3,148,210
20	CONTRACTUAL SERVICES	107,823	134,374	221,120	587,877	587,877
30	SUPPLIES AND MATERIALS	31,504	45,984	61,075	91,025	91,025
40	BUSINESS AND TRAVEL	20,519	18,209	22,350	24,250	24,250
50	CAPITAL OUTLAY	0	1,021,826	0	39,000	39,000
70	MISCELLANEOUS	1,845,352	748,520	2,146,808	2,163,508	2,163,508
80	INTER-GOVERNMENTAL/INTERFUND	0	0	310	310	310
	GRAND TOTAL	**4,599,263**	**4,573,680**	**5,317,771**	**6,054,180**	**6,054,180**
SUMMARY BY FUND:						
11	GENERAL	4,599,263	4,573,680	5,317,771	6,054,180	6,054,180
	GRAND TOTAL	**4,599,263**	**4,573,680**	**5,317,771**	**6,054,180**	**6,054,180**
SUMMARY BY DIVISION:						
091000	DIRECTOR OF COMMUNITY SVCS	1,600,837	2,049,406	2,156,037	2,482,317	2,482,317
094000	OFFICE OF DRUG CONTROL POLICY	1,031,049	1,178,008	1,278,141	1,171,377	1,171,377
097100	OFFICE ON AGING	1,967,377	1,346,266	1,883,593	2,400,486	2,400,486
	GRAND TOTAL	**4,599,263**	**4,573,680**	**5,317,771**	**6,054,180**	**6,054,180**

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $282,101
1,744,033	1,667,772	(76,261)	Full-Time Salaries:
			7,564 Salary adjustments
			(83,825) Turnover
			(76,261)
	100,903	100,903	FY 21 Merit increase of $2,000 and COLA of 2% for all eligible employees
259,537	393,461	133,924	Temporary Salaries:
			Director of Community Services 112,183
			Office of Drug Control Policy 123,494
			Office on Aging 157,784
			393,461
183,079	204,233	21,154	Pension adjustments
15,988	18,490	2,502	Workers' Compensation adjustments
434,145	528,021	93,876	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
72,534	83,139	10,605	PEHP (Post Employment Health Plan)
153,013	146,438	(6,575)	FICA adjustments

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
156,000	493,857	337,857	CONTRACTUAL SERVICES increase $337,857 Funding increase in the Office of the Director for every other year expense of Youth and Family Resource Festival at $30,000. Funds significantly increased in the Office on Aging due to accounting change for operation of Senior Centers at $339,357. Funds moved from former grant index to operating budget for proper accounting purposes.
61,075	91,025	29,950	SUPPLIES AND MATERIALS increase $29,950 Funding increase in the Office of the Director for every other year expense of the Resource Guide and Toll Kit Publication at $16,000. Funds increased in the Office on Aging due to accounting change for operation of Senior Centers at $14,750. Funding moved from former grant index to operating budget for proper accounting purposes.
22,350	24,250	1,900	BUSINESS AND TRAVEL increase of $1,900 Funding increased in Office of the Director based on actual spending history.
0	39,000	39,000	CAPITAL OUTLAY increase of 39,000 Funding allocated in the Office on Aging for Senior Center equipment. Funding moved from former grant index to operating budget for proper accounting purposes.
353,808	307,008	(46,800)	MISCELLANEOUS increase of $16,700 Grants & Contributions: 30,000 Disabilities Resources, CYF, Family Court Services 70,000 Office of Drug Control 207,008 Office on Aging - Senior Care Program 307,008

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,282,500	1,127,500	(155,000)	Contributions - $595,000 allocated in the Office of Drug Control.
			Office of the Director:
			21,000 SARC Emergency Assistance Fund
			250,000 Mental Health Program Phase II
			Emergency funding for at risk populations
			20,000 Partnerships - GEEF, ARC, SARC, CYF, Mobile Food Pantry, etc.
			20,000 At Risk Youth Programming
			8,500 Community events; Disability Employment luncheon; Youth/Family Expo
			55,000 At Risk Population emergency funding
			129,000 Highland Community Association
			4,000 Disabilities Employment
			4,000 Youth and Family Expo
			12,500 iCan Bike Camp
			8,500 Costume Event

COMMUNITY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE	
510,500	729,000	218,500	Grant in Aid	
			170,000	Recovery House (reallocated from Office of Drug Control)
			30,000	Recovery House (reallocated from Housing)
			20,000	Epi Center
			35,000	Family & Children Services
			12,000	Harford County Bar Association
			38,000	MD Legal Aid
			50,000	Mental Health/Core Services
			6,500	Wilson Ministry
			20,000	ARC Family Support Services
			44,000	ARC Employment Services
			20,000	Harford Center Day Habilitation
			5,000	Rally Against Parkinsons
			30,000	Associated Catholic Charities - Early Start Home Based Program
			133,000	Boys and Girls Club of Harford County
			5,000	HdG Housing Authority
			30,000	Inner County Outreach
			50,000	LASOS
			12,000	Village at Lakeview Neighborhood Network
			18,500	Wilson Ministry Center

DEPARTMENT STAFF SUMMARY
COMMUNITY SERVICES

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	3.00	161,843	3.00	167,843	3.00	173,870
Administrative Budget Technician I	1.00	46,688	1.00	48,688	1.00	51,702
Administrative Secretary III	1.00	62,466	1.00	64,466	1.00	67,795
Administrative Specialist I	3.00	201,494	3.00	207,495	3.00	219,360
Administrative Specialist II	1.00	53,979	1.00	55,979	1.00	59,138
Administrator	2.00	183,305	2.00	187,304	2.00	167,552
Client Advocacy Services Assistant Manager	2.00	118,794	2.00	122,794	3.00	184,304
Client Advocacy Services Manager	2.00	170,449	2.00	174,449	2.00	151,675
Coordinator for Disabilities	1.00	55,539	1.00	57,539	1.00	60,730
Deputy Director of Community Services	1.00	87,079	1.00	88,821	1.00	90,821
Director of Community Services	1.00	117,834	1.00	120,233	1.00	124,233
Grants Specialist	1.00	44,569	1.00	46,569	1.00	49,540
Human Relations Manager	1.00	67,557	1.00	69,557	1.00	69,000
Long Term Care Coordinator	1.00	57,052	1.00	64,013	1.00	67,333
Manager, Senior Center Division	1.00	71,272	1.00	73,272	1.00	76,777
Planner I	1.00	71,272	1.00	73,272	0.00	0
Senior Center Specialist	2.00	117,739	2.00	121,739	2.00	119,808
FULL-TIME SALARIES	25.00	1,688,931	25.00	1,744,033	25.00	1,733,638

DEPARTMENT STAFF SUMMARY
COMMUNITY SERVICES

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
FULL-TIME SALARIES	25.00	1,688,931	25.00	1,744,033	25.00	1,733,638
TOTAL FULL-TIME SALARIES	25.00	1,688,931	25.00	1,744,033	25.00	1,733,638
TEMPORARY SALARIES		287,011		259,537		413,510
SALARY TOTAL	**25.00**	**1,975,942**	**25.00**	**2,003,570**	**25.00**	**2,147,148**
OTHER PERSONAL SERVICES						
Pension		164,000		183,079		212,383
Workers' Compensation		16,089		15,988		18,490
Health Benefits		423,808		434,145		528,021
PEHP		64,090		72,534		83,139
FICA		152,431		153,013		152,696
Miscellaneous		4,049		3,780		6,333
TOTAL OTHER PERSONAL SERVICES		**824,467**		**862,539**		**1,001,062**
TOTAL PERSONAL SERVICES	**25.00**	**2,800,409**	**25.00**	**2,866,109**	**25.00**	**3,148,210**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COMMUNITY SERVICES
Director of Community Services
Index #091000

ORIGIN/PURPOSE:

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department of Community Services develops and coordinates programs which meet an array of needs in Harford County. The agencies and programs include: the Office of Human Relations and Mediation; the Division of Children, Youth and Families, the Office of Disability; the Office on Aging; and the Office of Drug Control Policy. Three divisions are included under the Director's budget: Office of Human Relations and Mediation, Office of Disability Services, Office of Children, Youth and Families.

The Office of Human Relations and Mediation works to strengthen our communities by investigating and resolving complaints of unlawful discrimination in employment, housing, education, public accommodation, credit, and other areas, and providing information to employers and the general public about human relations matters. This includes studying the origin and impact of social friction in the community and making recommendations to the County Executive and Council to alleviate social problems, and promote equality, understanding and harmonious relations among the citizens of Harford County. Further, the Office of Human Relations and Mediation coordinates, develops and directs the activities of the Human Relations Commission, Women's Commission, Mediation Commission, and Volunteer Harford.

The Office of Disability Services advocates for citizens with disabilities and acts as a catalyst for positive change. The Office promotes and facilitates the independence of people with disabilities in all aspects of community life and connects individuals with disabilities, their families, and their caregivers to resources regarding health care, employment, disability benefits and accessible housing. The office supports Harford County's Disability Commission, and investigates and resolves matters.

The Office of Children, Youth and Families advocates for children, youth and families, provides financial and development assistance to public and private organizations that deliver human services, and administers local and state grant funding to meet public service needs not provided by County Government.

FY 21 GOALS:

TO STRENGTHEN COMMUNITY OUTREACH AND RAISE AWARENESS OF AVAILABLE HUMAN SERVICES, NEEDS IN THE COMMUNITY, AND THREATS TO P UBLIC SAFETY
TO RESEARCH AND DEVELOP OPPORTUNITIES FOR RE-ENTRY PROGRAMS IN COUNTY
TO INCREASE AWARENESS AND UTILIZATION OF THE MEDIATION PROGRAM.
TO INCREASE PARTNERSHIPS AND COLLABORATIONS WITH THE DISABILITY COMMUNITY AND PROVIDERS THROUGH OUTREACH, CREATING A COMMUNITY OF PRACTICE, AND HOST AT LEAST THREE COMMUNITY EVENTS
TO SUCCESSFULLY IMPLEMENT THE GRANT IN AID PROGRAM
TO DEVELOP AND SUPPORT AT RISK YOUTH OUTREACH PROGRAMS
TO STRENGTHEN COMMUNITY OUTREACH, AWARENESS AND EMPLOYMENT ACCESSIBILITY
TO INVESTIGATE COMPLAINTS OF UNLAWFUL DISCRIMINATION

COMMUNITY SERVICES
Director of Community Services
Index #091000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	886,277	960,777	998,577	1,060,657	1,060,657
20 CONTRACTUAL SERVICES	36,288	42,648	57,000	85,600	85,600
30 SUPPLIES AND MATERIALS	5,478	22,983	25,100	40,300	40,300
40 BUSINESS AND TRAVEL	4,649	3,372	2,300	4,200	4,200
70 MISCELLANEOUS	668,145	1,019,625	1,073,000	1,291,500	1,291,500
80 INTER-GOVERNMENTAL/INTERFUND	0	0	60	60	60
GRAND TOTAL	**1,600,837**	**2,049,406**	**2,156,037**	**2,482,317**	**2,482,317**
FUNDING SOURCE:					
11 GENERAL	**1,600,837**	**2,049,406**	**2,156,037**	**2,524,417**	**2,482,317**

COMMUNITY SERVICES
Director of Community Services
Index #091000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $62,080
583,115	590,120	7,005	Full-Time Salaries
	19,429	19,429	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
103,792	112,183	8,391	Temporary Salaries
66,422	73,181	6,759	Pension adjustments
160,209	180,248	20,039	Health Benefits are adjusted for an anticipated increase and staff opting for changes in levels of coverage
25,905	32,100	6,195	PEHP (Post Employment Health Plan)
52,288	44,789	(7,499)	FICA adjustments
			CONTRACTUAL SERVICES increase of $28,600
11,300	41,300	30,000	Funds increased for every other year Youth and Family Resource Festival at $30,000; offset by a reduction in telephone service
			MATERIALS & SUPPLIES increase of $15,200
19,000	35,000	16,000	Funds allocated for every other year Resource Guide and Tool Kit Publication offset by a reduction in General Office Mailing
			BUSINESS & TRAVEL increase of $1,900
2,300	4,200	1,900	Increases in mileage, lodging and training seminars and courses based on actual spending history

COMMUNITY SERVICES
Director of Community Services
Index #091000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE		
			MISCELLANEOUS: Increase of $218,500		
30,000	30,000	0	Grants & Contributions		
				FY 21	
			Disabilities Resources	7,500	
			Local Management Board Grant	12,500	
			Family Court Services	10,000	
				30,000	
532,500	532,500	0	Contributions		
			SARC Emergency Assistance Fund		21,000
			Mental Health Program Phase II		250,000
			Emergency funding for at risk populations		
			Partnerships - GEEF, ARC, SARC, CYF, Mobile Food Pantry, etc.		20,000
			At Risk Youth Programming		20,000
			Community events; Disability Employment luncheon; Youth/Family Expo		8,500
			At Risk Population emergency funding		55,000
			Highland Community Association		129,000
			Disabilities Employment		4,000
			Youth and Family Expo		4,000
			iCan Bike Camp		12,500
			Costume Event		8,500

COMMUNITY SERVICES
Director of Community Services
Index #091000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
510,500	729,000	218,500	Grant-in-aid Awards

	FY 21
Recovery House (reallocated from Office of Drug Control)	170,000
Recovery House (reallocated from Housing)	30,000
Epi Center	20,000
Family & Children Services	35,000
Harford County Bar Association	12,000
MD Legal Aid	38,000
Mental Health/Core Services	50,000
Wilson Ministry	6,500
ARC Family Support Services	20,000
ARC Employment Services	44,000
Harford Center Day Habilitation	20,000
Rally Against Parkinsons	5,000
Associated Catholic Charities - Early Start Home Based Program	30,000
Boys and Girls Club of Harford County	133,000
HdG Housing Authority	5,000
Inner County Outreach	30,000
LASOS	50,000
Village at Lakeview Neighborhood Network	12,000
Wilson Ministry Center	18,500

DIVISION STAFF SUMMARY
Director of Community Services
Index #091000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	68,402	1.00	70,402	1.00	70,400
Administrative Secretary III	1.00	62,466	1.00	64,466	1.00	67,795
Administrative Specialist I	1.00	54,118	1.00	56,118	1.00	60,876
Administrative Specialist II	1.00	53,979	1.00	55,979	1.00	59,138
Coordinator for Disabilities	1.00	55,539	1.00	57,539	1.00	60,730
Deputy Director of Community Services	1.00	87,079	1.00	88,821	1.00	90,821
Director of Community Services	1.00	117,834	1.00	120,233	1.00	124,233
Human Relations Manager	1.00	67,557	1.00	69,557	1.00	69,000
TOTAL FULL-TIME SALARIES	8.00	566,974	8.00	583,115	8.00	602,993
TEMPORARY SALARIES		97,574		103,792		116,305
SALARY TOTAL	**8.00**	**664,548**	**8.00**	**686,907**	**8.00**	**719,298**
OTHER PERSONAL SERVICES						
Pension		56,400		66,422		74,532
Workers' Compensation		5,747		5,586		6,645
Health Benefits		149,215		160,209		180,248
PEHP		24,650		25,905		32,100
FICA		52,987		52,288		45,774
Miscellaneous		1,260		1,260		2,060
TOTAL OTHER PERSONAL SERVICES		**290,259**		**311,670**		**341,359**
TOTAL PERSONAL SERVICES	**8.00**	**954,807**	**8.00**	**998,577**	**8.00**	**1,060,657**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Department of Community Services (Director of Community Services) - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
MACRO Performance Grant	Grant provides quality, free alternative dispute resolution services to the citizens of Harford County.		$60,000	$12,000	$28,987	7/1/19 - 6/30/20	Recurring
MACRO Conflict Resolution	Grant provides a cost effective, meaningful community based response to juvenile crime by empowering the community of people affected by an incident, including victims, offenders, supporters, to collectively resolve the case themselves. Young offenders are held accountable for their actions, victims are made whole and the community benefits.		$20,000			7/1/20 -6/30/21	Recurring
Local Management Board	Program funding for Local Management Board		$661,994			7/1/19 - 6/30/20	Recurring
Family Services	The Family Parenting Program will act as a court diversion intervention to help keep families out of court and encourage them to create Parenting Plans that work for everyone involved using the Inclusive Style of mediation.		**$25,000**			7/1/19 - 6/30/20	Recurring
	TOTALS:	**$0**	**$756,994**	**$40,000**	**$28,987**		

COMMUNITY SERVICES
Office of Drug Control Policy
Index #094000

ORIGIN/PURPOSE:

The Office of Drug Control Policy (ODCP) is the County's lead Prevention Agency, working daily to create a drug free Harford County. Employees provide prevention outreach, support to treatment providers, monitoring and reporting activities, coordination of government agencies and non-profit organizations to address substance abuse, and support Harford County's Specialty Courts. The Office on Drug Control Policy provides information and assistance to Federal, State and local organizations, treatment providers and to individuals suffering from substance abuse and their families. Further, the Office on Drug Control Policy strives to continuously improve the network of available services to ensure efficient, effective, and proactive assistance for Harford County citizens.

FY 21 GOALS:

TO PROVIDE PREVENTION OUTREACH TO MORE THAN 20,000 YOUTH AND 10,000 ADULTS
TO SUPPORT AND OPERATE ONE SPECIALTY COURT FOR 75 PARTICIPANTS
TO APPLY FOR $500,000 STATE AND FEDERAL GRANTS ADDRESSING SUBSTANCE ISSUES
TO RAISE AWARENESS ABOUT OPIATE USE AND OVERDOSE
TO IDENTIFY AND WORK TO ADDRESS GAPS IN THE CONTINUUM OF CARE FOR INDIVIDUALS SUFFERING FROM BEHAVIOR HEALTH DISORDERS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	346,742	360,465	344,891	394,327	394,327
20 CONTRACTUAL SERVICES	35,518	46,128	82,550	81,350	81,350
30 SUPPLIES AND MATERIALS	17,806	14,907	19,900	19,900	19,900
40 BUSINESS AND TRAVEL	8,367	9,367	10,800	10,800	10,800
70 MISCELLANEOUS	622,616	748,520	820,000	665,000	665,000
GRAND TOTAL	**1,031,049**	**1,178,008**	**1,278,141**	**1,171,377**	**1,171,377**
FUNDING SOURCE:					
11 GENERAL	**1,031,049**	**1,178,008**	**1,278,141**	**1,171,377**	**1,171,377**

COMMUNITY SERVICES
Office of Drug Control Policy
Index #094000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $49,436
165,993	138,956	(27,037)	Full Time Salaries - decrease due to staff turnover
	16,375	16,375	FY 21 Merit Increase of $2,000 and COLA of 2% for all eligible employees
98,021	123,494	25,473	Temporary Salaries
23,468	26,939	3,471	Pension adjustments
25,430	57,835	32,405	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
10,362	6,420	(3,942)	PEHP (Post Employment Health Benefits)
20,197	21,354	1,157	FICA adjustments
			CONTRACTUAL SERVICES decrease of ($1,200)
2,200	1,000	(1,200)	Decrease in telephone service based on actual spending history

COMMUNITY SERVICES
Office of Drug Control Policy
Index #094000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE		
			MISCELLANEOUS decrease of ($155,000)		
70,000	70,000	0	Grants & Contributions:		
			OPEB/ PEHP	20,000	For grants that cannot support this expense
			Health/Misc.	35,000	For grants that cannot cover health costs decreased
			DUI Grant	15,000	Driving Under Influence Offender Program support
				70,000	
750,000	595,000	(155,000)	Contributions decreased due to funding for Recovery moved to Office of the Director budget		

DIVISION STAFF SUMMARY
Office of Drug Control Policy
Index #094000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist I	1.00	61,956		1.00	63,956	1.00	67,275
Administrator	1.00	100,037		1.00	102,037	1.00	78,540
TOTAL FULL-TIME SALARIES	2.00	161,993		2.00	165,993	2.00	145,815
TEMPORARY SALARIES		131,712			98,021		131,581
SALARY TOTAL	**2.00**	**293,705**		**2.00**	**264,014**	**2.00**	**277,396**
OTHER PERSONAL SERVICES							
Pension		22,279			23,468		28,469
Workers' Compensation		1,114			1,139		1,227
Health Benefits		45,774			25,430		57,834
PEHP		4,930			10,362		6,420
FICA		21,821			20,197		21,221
Miscellaneous		560			280		1,760
TOTAL OTHER PERSONAL SERVICES		**96,478**			**80,876**		**116,931**
TOTAL PERSONAL SERVICES	**2.00**	**390,183**	*	**2.00**	**344,890**	**2.00**	**394,327**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Department of Community Services (Office of Drug Control Policy) - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Alcohol and Drug Prevention	Grant provides funding for drug and alcohol prevention.		$123,766			7/1/18 - 6/30/19	Recurring
Harford County Circuit Court-Family Recovery Court-Truancy Court and Adult Circuit Court	Grant funding addresses numerous juvenile issues including truancy and family unit cohesiveness, along with addressing adult opiate issues.		$187,051			7/1/18 - 6/30/19	Recurring
Harford County District Court Drug Programs (Opiate Recovery Court and Mental Health Court)	Grant provides funding to address addiction to opiate issues and mental health concerns.		$85,280			7/1/18 - 6/30/19	Recurring
Opioid Misuse Prevention	Grant funds are used to address the opioid misuse problem; strategies include data collection using the Strategic Prevention Framework model.	$88,679				7/1/18 - 6/30/19	Recurring
Adult and Drug Mental Health Court	Funding provides drug testing, transportation, and case management for the Drug Court		$100,014			7/1/20 -6/30/21	Recurring
Teen Court Diversion	Funding provides for a Diversion Program that will target youth who are first time offenders, between the ages of 12-17, that have committed a non-violent misdemeanor offense.		$68,000			7/1/18 - 6/30/19	Recurring
	TOTALS:	**$88,679**	**$564,111**	**$0**	**$0**		

COMMUNITY SERVICES
Office on Aging
Index #097100

ORIGIN/PURPOSE:

The Office on Aging serves as the single point of entry for seniors and adults age 18 and older who are living with disabilities as well as their caregivers. The Office works to strengthen our communities by serving as the premier resource for services and to help our target populations achieve an optimal quality of life and personal wellbeing. The Office provides information and assistance to adults living with disabilities and their caregivers to enable them to remain independent with an enhanced quality of life. The Office also provides a broad array of programs and services to support the needs of older adults in our community through direct service provision, referral, case management and advocacy. The Office on Aging also runs five senior activity centers throughout Harford County, empowering citizens with knowledge and promoting life-long physical and mental health. Furthermore, the Office on Aging strives to continuously improve the network of available services to ensure efficient, effective and proactive assistance for all Harford County citizens.

FY 21 GOALS:

TO CONNECT AND PROVIDE TO SENIORS AND CARETAKERS RESOURCES AND GUIDENCE THAT PROMOTE HEALTHY LIFESTYLES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,361,046	1,283,525	1,522,640	1,693,226	1,693,226
20 CONTRACTUAL SERVICES	36,017	45,598	81,570	420,927	420,927
30 SUPPLIES AND MATERIALS	8,220	8,094	16,075	30,825	30,825
40 BUSINESS AND TRAVEL	7,503	9,049	9,250	9,250	9,250
50 CAPITAL OUTLAY	0	0	0	39,000	
70 MISCELLANEOUS	554,591	0	253,808	207,008	207,008
80 INTER-GOVERNMENTAL/INTERFUND	0	0	250	250	250
GRAND TOTAL	**1,967,377**	**1,346,266**	**1,883,593**	**2,400,486**	**2,400,486**
FUNDING SOURCE:					
11 GENERAL	**1,967,377**	**1,346,266**	**1,883,593**	**2,400,486**	**2,400,486**

COMMUNITY SERVICES
Office on Aging
Index #097100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $170,586
994,925	938,696	(56,229)	Full-Time Salaries: (56,229) Staff turnover
57,724	157,784	100,060	Temporary Salaries- increased for senior center instructors. Funds formerly allocated in grant index, but moved to operating budget for proper accounting
	63,822	63,822	FY 21 Merit increase of $2,000 and COLA of 2% for all eligible employees
93,188	104,113	10,925	Pension adjustments
248,506	289,938	41,432	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
36,267	44,619	8,352	PEHP (Post Employment Health Plan)
81,570	420,927	339,357	CONTRACTUAL SERVICES increase of $339,357 Funding allocated for cost of senior center instructors, ServTracker charges as well as telephone costs for check in procedure at senior centers. All costs previously funded in a grant index but moved to the operating budget for proper accounting purposes.
16,075	30,825	14,750	MATERIALS AND SUPPLIES increase of $14,750 Funds allocated for touchscreen program supplies, senior class catalogs, flyers, registration forms; and other class supplies needed for senior centers. Funds formerly in grant index and moved to operating for proper accounting purposes.
0	39,000	39,000	CAPITAL OUTLAY increase of $39,000 Funds allocated for equipment for senior centers. Funding used to be a grant index but moved to the operating budget for proper accounting purposes.
253,808	207,008	(46,800)	MISCELLANEOUS decrease of ($46,800) Grants & Contributions increased for support of program not covered by grants

DIVISION STAFF SUMMARY
Office on Aging
Index #097100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	93,441	2.00	97,441	2.00	103,470
Administrative Budget Technician I	1.00	46,688	1.00	48,688	1.00	51,702
Administrative Specialist I	1.00	85,421	1.00	87,421	1.00	91,209
Administrator	1.00	83,268	1.00	85,267	1.00	89,012
Client Advocacy Services Assistant Manager	2.00	118,794	2.00	122,794	3.00	184,304
Client Advocacy Services Manager	2.00	170,449	2.00	174,449	2.00	151,675
Grants Specialist	1.00	44,569	1.00	46,569	1.00	49,540
Long Term Care Coordinator	1.00	61,756	1.00	64,013	1.00	67,333
Manager, Senior Center Division	1.00	71,272	1.00	73,272	1.00	76,777
Planner I	1.00	71,272	1.00	73,272	0.00	0
Senior Center Specialist	2.00	117,739	2.00	121,739	2.00	119,808
FULL-TIME SALARIES	15.00	964,669	15.00	994,925	15.00	984,830
SALARY OFFSET		(4,704)		0		0
TEMPORARY SALARIES		57,725		57,724		165,624
SALARY TOTAL	**15.00**	**1,017,690**	**15.00**	**1,052,649**	**15.00**	**1,150,454**
OTHER PERSONAL SERVICES						
Pension		85,320		93,188		109,382
Workers' Compensation		9,228		9,262		10,618
Health Benefits		228,819		248,506		289,939
PEHP		34,510		36,267		44,619
FICA		77,623		80,528		85,701
Miscellaneous		2,229		2,240		2,513
TOTAL OTHER PERSONAL SERVICES		**437,729**		**469,991**		**542,772**
TOTAL PERSONAL SERVICES	**15.00**	**1,455,419**	**15.00**	**1,522,640**	**15.00**	**1,693,226**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Department of Community Services (Office on Aging) - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Maryland Department of Aging Grants	These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.		$206,554			7/1/20 - 6/30/21	Recurring
Older Americans Act	Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregivers support and services.	$806,280			$294,527	10/1/20 - 9/30/21	Recurring
Senior Medicare Patrol - Health Care Fraud Program Expansion	Grant funds promote awareness of Medicare and Medicaid healthcare fraud, waste and abuse.		$5,031		$6,486	6/1/20 - 5/31/21	Recurring
State Health Insurance Program (SHIP)	This grant provides health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud, et.); assists people with organizing medical bills, and advocates with medical providers.		$18,654		$11,543	6/1/20 - 5/31/21	Recurring
Medicare Improvements for Patients and Providers (MIPPA)	Grant funds allow for outreach and enrollment for low income Medicare beneficiaries to help with drug premiums, copayments and deductibles.	$9,869				4/1/20 - 3/31/21	Recurring
Senior Assisted Living Group Home Subsidy	Grant funds provide subsidies to assist low-income seniors to reside in residential assisted living programs.		$215,986			9/30/20 - 9/29/21	Recurring
Nutrition Service Incentive Program	Grant funds provide funding for both Congregate and Home Delivered Meals.	$36,295				7/1/20 - 6/30/21	Recurring
Senior Care	This grant provides funding for a variety of services to people over the age of 60.		$308,312		$55,244	7/1/20 - 6/30/21	Recurring
Senior Center Operating Fund (SCOF)	Provides an Opioid Program for Seniors perspective, promotes senior participation in 2020 census, provides scholarships for low income seniors to attend classes and support evidence based classes in community.		$17,656	$24,928		7/1/20 - 6/30/21	Recurring
	TOTALS:	**$736,474**	**$680,954**	**$ 46,314**	**$571,228**		

DEPARTMENT OF COMMUNITY SERVICES - HUMAN RELATIONS & MEDIATION
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

Strengthen community outreach and awareness

Department Objective

To increase outreach to the public making them aware of available services

County Goal(s) Supported

III. Strengthen Our Communities

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Grants and sponsorships to finance initiatives	$70,000	$73,043	$85,000	$100,000	$100,000
Staff	4	3	5	6	6
Output:					
Timely, within 10 days of receipt, respond to Human Relations inquiries/complaints	17	20	10	10	10
Successfully implement/expand two Human Relations/Volunteer Harford initiatives	3	3	8	8	8
Successfully implement/expand two Reentry initiatives	2	2	2	2	2
Increase mediation referrals by 10%	280	277	287	343	377
Outcome:					
Increased awareness of human relations and mediation services, etc.	200*	1,399	6,879	3,100	3,100
Enhance the depth of current community partnerships	14	18	18	20	20

Explanation and Analysis of Performance Measures

Added one (1) additional Americorps member for a total of 2. Increased number of mediation referrals. Human Relations initiatives include Commission Meetings, Celebration of Cultures, Fair Housing Education, Choose Civility, Community Conversations. Volunteer include Harford's Most Beautiful, Day of Service, EOC Hotline, Project Homeless Connect, Website Resource. Reentry includes Second Chance Job Fair, Reentry Mediations, Conflict Resolution, stake holders meetings.

DEPARTMENT OF COMMUNITY SERVICES - CHILDREN YOUTH AND FAMILIES/DISABILITY SVCS
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

Strengthen community outreach and awareness

Department Objective

To increase outreach to the public making them aware of available services

County Goal(s) Supported

III. Strengthen Our Communities

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Grants and sponsorships to finance initiatives	$482,994	$570,994	$580,994	$570,994	$570,994
Staff	2	3	3	3	5
Output:					
Successfully implement programs to support families of incarcerated parents	1	2	2	2	1
Successfully implement programs to support at risk youth including childhood hunger	1	2	2	2	N/A
Support community programs that assist people with disabilities with employment/inclusion	2	3	3	3	N/A
Implement AECS, program to support at risk youth and families addressing childhood hunger and the impact of incarceration	N/A	N/A	N/A	N/A	1
Expand marketing and outreach	180,000	189,000	189,000	198,450	199,000
Outcome:					
Provide financial and development assistance to public and private organizations that deliver human services to children, youth and families especially at risk families	16	16	16	20	24
Promote and facilitate the independence of people with disabilities in all aspects of community life	2	2	2	3	3

Explanation and Analysis of Performance Measures

Provided services to over 500 individuals / families through the Local Management Board programs; assisted 8,700+ citizens through support to local nonprofits. Conducted 1st Wheelchair Costume Workshop & Inclusive Trick or Treat serving 12 children and their families, 100+ volunteers, 500 participants. Abili-TV available to 70,000 cable subscribers; Bike Camp served 32 families, 60 volunteers. Held largest Disabilities Employment Luncheon ever with 125+ attendees, 22 awards.

DEPARTMENT OF COMMUNITY SERVICES - OFFICE OF DRUG CONTROL POLICY
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Provide Prevention Outreach and Recovery to 10,000 youth and 6,000 adults

Department Objective

Raise awareness about drug use and prevent opioid use and overdose

County Goal(s) Supported

III. Strengthen Our Communities

Measure		Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:						
	Grants applications to State and Federal agencies	11	10	10	8	8
	Grant award from State and Federal agencies	$607,996	$547,105	$696,453	$757,346	$757,346
Output:						
	Number of presentations	242	308	208	131	200
	Attendance	22,758	43,870	21,524	16,539	30,000
Outcome:						
	Increase in citizen reach	5%	5%	5%	5%	5%
		exceeds	meets	meets	meets	meets

Explanation and Analysis of Performance Measures

Continued prevention, intervention and recovery efforts in the community.

DEPARTMENT OF COMMUNITY SERVICES - OFFICE ON AGING
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Connect and provide seniors and caregivers to resources that promote wellbeing

Department Objective

To inform the elderly and general public about the services and opportunities available to older adults. To respond to the needs of the elderly and their families by assessing their needs and providing programs, direct services, and referrals to agencies equipped to serve them.

County Goal(s) Supported

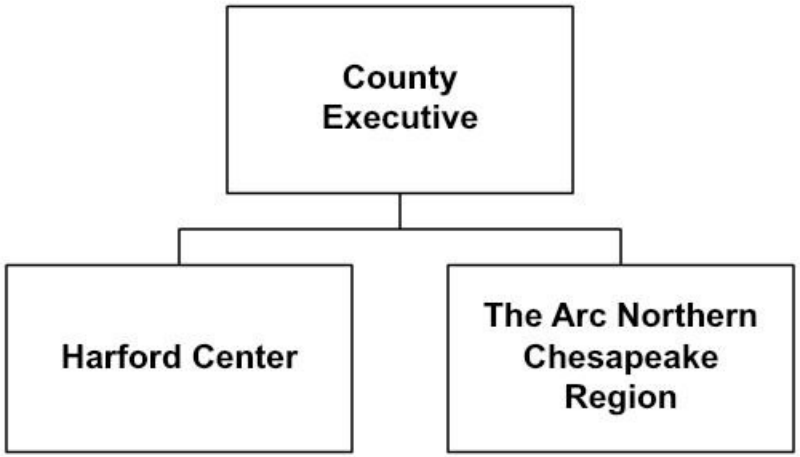
I. Fiscal Balance & Efficiency
III. Strengthen Our Communities
IV. Strengthen Our Communities
V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Service categories provided per Older Americans Act	14	14	14	14	14
Funds from grants utilized	$1,385,501	$1,412,638	$1,421,883	$1,653,255	$1,686,320
Senior Centers (includes 2 satellite locations)	5	5	4	4	4
Output:					
Total meals financed by Office on Aging Funds	49,000	49,306	50,718	43,092	62,784
Number of responses to requests for senior services	17,247	18,125	21,020	24,124	26,130
Outcome:					
Improve data mgmt. system within senior centers	Met	Met	Met	Met	Met
Implement innovative, evidence based health promotion programs in senior centers	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded
Expand center-based offerings thru community based partners	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded
Expand membership of vulnerable Adult Multi-Disciplinary Team	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded

Explanation and Analysis of Performance Measures

All objectives have been met. We anticipate continued meeting of objectives in next fiscal period.

HANDICAPPED CARE CENTER



HANDICAPPED CARE CENTERS

ORIGIN/PURPOSE:

Handicapped Care Centers is a group of budgetary funds supporting mentally/physically disabled rehabilitation services. These services are provided by two private, non-profit organizations - the Harford Center, Inc., and the ARC Northern Chesapeake Region. These programs offer educational and vocational opportunities with the community for mentally/physically disabled residents.

County contributions to these organizations are payable to the Maryland State Department of Health and Mental Hygiene and must be, at a minimum, the amount paid by County government in Fiscal Year 1984. These payments are mandated by the Development Disabilities Law, Section 7-705, in the Health General Article of the Annotated Code of Maryland.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
70	MISCELLANEOUS	2,298,730	2,408,730	2,454,825	2,525,351	2,525,351
	GRAND TOTAL	**2,298,730**	**2,408,730**	**2,454,825**	**2,525,351**	**2,525,351**
SUMMARY BY FUND:						
11	GENERAL	2,298,730	2,408,730	2,454,825	2,525,351	2,525,351
	GRAND TOTAL	**2,298,730**	**2,408,730**	**2,454,825**	**2,525,351**	**2,525,351**
SUMMARY BY DIVISION:						
141000	HARFORD CENTER	553,036	578,036	588,303	604,012	604,012
142000	ARC NORTHERN CHESAPEAKE REGION	1,745,694	1,830,694	1,866,522	1,921,339	1,921,339
	GRAND TOTAL	**2,298,730**	**2,408,730**	**2,454,825**	**2,525,351**	**2,525,351**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,454,825	2,525,351	70,526	Additional funds provided to support operating costs

HANDICAPPED CARE CENTERS
The Harford Center, Inc.
Index #141000

ORIGIN/PURPOSE:

The Harford Center, Inc. was created by Bill No. 78-3, Article XXV of the Harford County Code, to operate a residential and day-care training and rehabilitation center to properly care for and provide necessary services to the severely/profoundly developmentally disabled and multi-handicapped adults. The Center services the following individuals: intellectually disabled, autistic, brain damaged, cerebral palsied, hearing impaired, visually impaired, physically handicapped, emotionally disturbed, dually diagnosed Mentally Handicapped (MH) and Mental Retardation (MR), and head trauma.

FY 21 GOAL:

PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
70 MISCELLANEOUS	553,036	578,036	588,303	604,012	604,012
GRAND TOTAL	**553,036**	**578,036**	**588,303**	**604,012**	**604,012**
FUNDING SOURCE:					
11 GENERAL	**553,036**	**578,036**	**588,303**	**604,012**	**604,012**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			MISCELLANEOUS increase $15,709
588,303	604,012	15,709	Additional funds provided to support operating costs

HANDICAPPED CARE CENTERS
The ARC Northern Chesapeake Region
Index #142000

ORIGIN/PURPOSE:

The Arc Northern Chesapeake Region (The Arc NCR) empowers people with differing abilities (intellectual and developmental disabilities) to live, work and thrive in the community. The organization is a private, non-profit local chapter of the Arc Maryland and the Arc of the United States, the largest national community based organization devoted exclusively to improving the quality of life for people with developmental disabilities. The Arc NCR is funded by Maryland State agencies, federal, state and local grants, private foundations, generous donors and an annual contribution from Harford County Government.

The Arc NCR helps people with differing abilities build better lives one person at a time. The organization currently offers services in the areas of Community Living, Supporting Employment and Training, Community Partners day program for adults, Treatment Foster Care, Family Support Services, Personal Supports, Services for Transitioning Youth and Transportation. The Arc NCR supports people with differing abilities to create lives that mirror yours and mine: students attending neighborhood schools, adults going to work and living in their own homes, children living in a safe and supportive home, and individuals enjoying the social and recreational opportunities in their communities.

FY 21 GOAL:

TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
70 MISCELLANEOUS	1,745,694	1,830,694	1,866,522	1,921,339	1,921,339
GRAND TOTAL	**1,745,694**	**1,830,694**	**1,866,522**	**1,921,339**	**1,921,339**
FUNDING SOURCE:					
11 GENERAL	**1,745,694**	**1,830,694**	**1,866,522**	**1,921,339**	**1,921,339**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			MISCELLANEOUS increase $54,817
1,866,522	1,921,339	54,817	Additional funds provided to support operating costs

GOVERNMENT & COMMUNITY RELATIONS



OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

ORIGIN/PURPOSE:

The Office of Governmental and Community Relations was created by Executive Order 14-05. The Office shall be administered by a Director of Governmental and Community Relations. The Office of Governmental and Community Relations shall be responsible for the coordination of county boards, agencies and organizations regarding application of governmental policies, laws and programs. Emphasis shall be placed on educational and agricultural initiatives. The Office shall review proposed state legislation and present the County Executive's position on legislation presented in the General Assembly. Per Executive Order 16-03 the Division of Citizen Affairs and Agricultural Services is transferred to the Office of Governmental and Community Relations. The Office of Governmental and Community Relations may be assigned and shall perform such related duties as assigned to it by the County Executive.

MISSION STATEMENT:

Our mission is to communicate with the public and maintain positive and effective relationships with governing bodies, other public entities, and the community at large. By focusing on outreach, adapting to stakeholders' needs and feedback, and keeping them informed, we seek to further the County administration's goals of responsiveness, transparency, and efficiency.

FY 21 GOALS:

TO EXPAND OPPORTUNITIES FOR COMMUNICATION AND ENGAGEMENT BETWEEN COUNTY GOVERNMENT AND THE CITIZENS OF HARFORD COUNTY

TO PROVIDE FRIENDLY CUSTOMER SERVICE WITH EFFIECIENCY, TRANSPARENCY AND ACCOUNTABILITY

TO ANALYZE PUBLIC INPUT TO INFORM AND GUIDE COUNTY GOVERNMENT ACTIONS

TO NURTURE RELATIONSHIPS WITH OUTSIDE AGENCIES WITH SPECIAL EMPHASIS ON PUBLIC EDUCATION AND THE AGRICULTURAL COMMUNITY

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	620,789	733,326	792,657	928,057	928,057
20	CONTRACTUAL SERVICES	96,634	42,929	134,750	134,750	134,750
30	SUPPLIES AND MATERIALS	6,792	39,450	19,150	25,350	25,350
40	BUSINESS AND TRAVEL	11,506	15,143	25,700	25,700	25,700
50	CAPITAL OUTLAY	2,399	3,136	0	0	0
70	MISCELLANEOUS	90,943	128,127	254,000	254,000	254,000
80	INTERGOVERNMENTAL/INTERFUND	71	32	3,500	3,500	3,500
	GRAND TOTAL	**829,134**	**962,142**	**1,229,757**	**1,371,357**	**1,371,357**
FUNDING SOURCE:						
11	GENERAL	**829,134**	**962,142**	**1,229,757**	**1,371,357**	**1,371,357**
SUMMARY BY DIVISION:						
151000	OFFICE OF GOVT & COMM RELATION	383,511	458,024	620,271	749,927	749,927
154000	CITIZEN AFFAIRS & AG SVCS	445,623	504,118	609,485	621,430	621,430
	GRAND TOTAL	**829,134**	**962,142**	**1,229,757**	**1,371,357**	**1,371,357**

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $135,400
497,033	505,131	8,098	Full-Time Salaries: 8,098 Salary Adjustments
	95,768	95,768	Transfer of one vacant position from Parks & Recreation and reclassified to a Marketing Coordinator
	16,085	16,085	FY 21 merit increase of $2,000 plus 2% COLA for all eligible employees
42,332	42,332	0	Temporary Salaries provides for one part-time Administrative Specialists
137,181	139,519	2,338	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in level of coverage
37,944	38,316	372	FICA
47,218	53,039	5,821	Workers' Compensation adjustment
25,905	32,100	6,195	PEHP (Personal Employee Health Plan)
134,750	134,750	0	CONTRACTUAL SERVICES no change in funding over FY 20 Funds provide for copier lease, advertising, etc.

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
19,150	25,350	6,200	SUPPLIES & MATERIALS increase $6,200 Increase in printing and other supplies & materials for Citizen Affairs & Ag Services based on actual expense history
25,700	25,700	0	BUSINESS & TRAVEL no change in funding over FY 20 Funds provide for mileage, lodging, books and membership fees
254,000	254,000	0	MISCELLANEOUS no change in funding over FY 20 Funds provides for an Ag award program that replaced the Ag Co-Op as well as funds for various other contributions for agricultural related activities. These are supported with dedicated Hotel Tax Revenue
3,500	3,500	0	INTERGOVERNMENTAL/INTERFUND no change in funding over FY 20 Funds provide for fleet lease rental for pool car

DEPARTMENT STAFF SUMMARY
OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	53,000	1.00	56,060	1.00	61,508
Chief, Citizen Affairs and Agricultural Services	1.00	79,576	1.00	81,576	1.00	81,576
Director	1.00	117,425	1.00	119,774	1.00	123,774
Deputy Director	1.00	89,720	1.00	89,720	1.00	89,720
Marketing Coordinator	2.00	145,903	2.00	149,903	3.00	222,114
TOTAL FULL-TIME SALARIES	**6.00**	**485,624**	**6.00**	**497,033**	**7.00**	**578,692**
TEMPORARY SALARIES		42,332		42,332		42,332
SALARY TOTAL	**6.00**	**527,956**	**6.00**	**539,365**	**7.00**	**621,024**
OTHER PERSONAL SERVICES						
Pension & Retirement		43,707		47,218		60,763
Workers' Compensation		4,402		4,203		5,267
Health Benefits		127,276		137,181		163,981
PEHP		19,720		25,905		32,100
FICA		38,522		37,944		43,942
Miscellaneous		840		840		980
TOTAL OTHER PERSONAL SERVICES		**234,467**		**253,291**		**307,033**
TOTAL PERSONAL SERVICES	**6.00**	**762,423** *	**6.00**	**792,656**	**6.00**	**928,057**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS
Office of Governmental and Community Relations
Index #151000

ORIGIN/PURPOSE:

The Office of Governmental and Community Relations was created by Executive Order 14-05. The Office shall be administered by a Director of Governmental and Community Relations. The Office of Governmental and Community Relations shall be responsible for the coordination of county boards, agencies and organizations regarding application of governmental policies, laws and programs. Emphasis shall be placed on educational and agricultural initiatives. The Office shall review proposed state legislation and present the County Executive's position on legislation presented in the General Assembly. The Office of Governmental and Community Relations may be assigned and shall perform such related duties as assigned to it by the County Executive.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	313,018	406,533	519,821	649,477	649,477
20 CONTRACTUAL SERVICES	54,594	25,208	68,350	68,350	68,350
30 SUPPLIES AND MATERIALS	4,218	11,489	10,600	10,600	10,600
40 BUSINESS AND TRAVEL	9,481	13,125	20,500	20,500	20,500
50 CAPITAL OUTLAY	2,164	1,638	0	0	0
80 INTERGOVERNMENTAL/INTERFUND	36	32	1,000	1,000	1,000
GRAND TOTAL	**383,511**	**458,025**	**620,271**	**749,927**	**749,927**
FUNDING SOURCE:					
11 GENERAL	**383,511**	**458,025**	**620,271**	**749,927**	**749,927**

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS
Office of Governmental and Community Relations
Index #151000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $129,656
349,559	355,801	6,242	Full Time Salaries 6,242 Salary Adjustments
	95,768	95,768	Transfer of one vacant position from Parks & Recreation and reclassified to a Marketing Coordinator PIN #0667
	12,058	12,058	FY 21 merit increase of $2,000 plus 2% COLA for all eligible employees
95,886	97,538	1,652	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in level of coverage.
10,362	19,260	8,898	PEHP costs
3,584	4,241	657	Workers' Compensation adjustment
33,208	37,359	4,151	Pension adjustments
68,350	68,350	0	CONTRACTUAL SERVICES no change in funding over FY 20
10,600	10,600	0	SUPPLIES & MATERIALS no change in funding over FY 20
20,500	20,500	0	BUSINESS & TRAVEL no change in funding over FY 20
1,000	1,000	0	INTERGOVERNMENTAL/INTERFUND no change in funding over FY 20

DEPARTMENT STAFF SUMMARY

Office of Governmental and Community Relations

Index #151000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	53,000		1.00	56,060	1.00	61,508
Director	1.00	117,425		1.00	119,774	1.00	123,774
Deputy Director	1.00	89,720		1.00	89,720	1.00	89,720
Marketing Coordinator	1.00	82,005		1.00	84,005	2.00	150,965
SALARY TOTAL	**4.00**	**342,150**		**4.00**	**349,559**	**5.00**	**425,967**
OTHER PERSONAL SERVICES							
Pension & Retirement		30,794			33,208		44,727
Workers' Compensation		3,756			3,584		4,564
Health Benefits		88,974			95,886		122,000
PEHP		4,930			10,362		19,260
FICA		27,545			26,662		32,259
Miscellaneous		560			560		700
TOTAL OTHER PERSONAL SERVICES		**156,559**			**170,262**		**223,510**
TOTAL PERSONAL SERVICES	**4.00**	**498,709**	*	**4.00**	**519,821**	**5.00**	**649,477**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS
Citizen Affairs and Agricultural Services
Index #154000

ORIGIN/PURPOSE:

This division was retitled and transferred to the Office of Governmental and Community Relations by Executive Order 16-03. The division is administered by the Chief, Citizen Affairs and Agricultural Services who reports directly the Director, Governmental & Community Relations. The primary responsibilities of this division include the coordination, control and oversight of the investigation, research and resolution of citizen issues and concerns regarding the application of governmental policies, laws and programs, as well as extensive work with the agricultural community. Additional responsibilities will include acting as a liaison between the County Executive and various community councils and providing assistance on constituent matters to the Harford County Council.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	307,771	326,792	272,835	278,580	278,580
20 CONTRACTUAL SERVICES	42,040	17,722	66,400	66,400	66,400
30 SUPPLIES AND MATERIALS	2,574	27,961	8,550	14,750	14,750
40 BUSINESS AND TRAVEL	2,025	2,018	5,200	5,200	5,200
50 CAPITAL OUTLAY	235	1,498	0	0	
70 MISCELLANEOUS	90,943	128,127	254,000	254,000	254,000
80 INTERGOVERNMENTAL/INTERFUND	35	0	2,500	2,500	2,500
GRAND TOTAL	**445,623**	**504,118**	**609,485**	**621,430**	**621,430**
FUNDING SOURCE:					
11 GENERAL	**445,623**	**504,118**	**609,485**	**621,430**	**621,430**

OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS
Citizen Affairs and Agricultural Services
Index #154000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
147,474	149,330	1,856	PERSONAL SERVICE increase $5,745 Full-time salaries 1,856 salary adjustment
	4,026	4,026	FY 21 merit increase of $2,000 plus a 2% COLA for all eligible employees
42,332	42,332	0	Temporary Salaries provide for assistance with Constituent Services
15,543	12,840	(2,703)	PEHP (Post Employment Health Plan)
41,295	41,981	686	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
14,010	15,680	1,670	Pension adjustments
66,400	66,400	0	CONTRACTUAL SERVICES no change in funding over FY 20 Funds provide for copier expense, advertising, etc.
8,550	14,750	6,200	SUPPLIES AND MATERIALS increase $6,200 Increase in funds for printing and other supplies based on actual expense history
5,200	5,200	0	BUSINESS AND TRAVEL no change in funding over FY 20
254,000	254,000	0	MISCELLANEOUS no change in funding over FY 20 Contribution funding provides for an AG contribution award program to replace the Ag Marketing Co-op; remaining funds provide for various other contributions for agricultural related activities. These are supported with dedicated Hotel Tax revenue.

DEPARTMENT STAFF SUMMARY

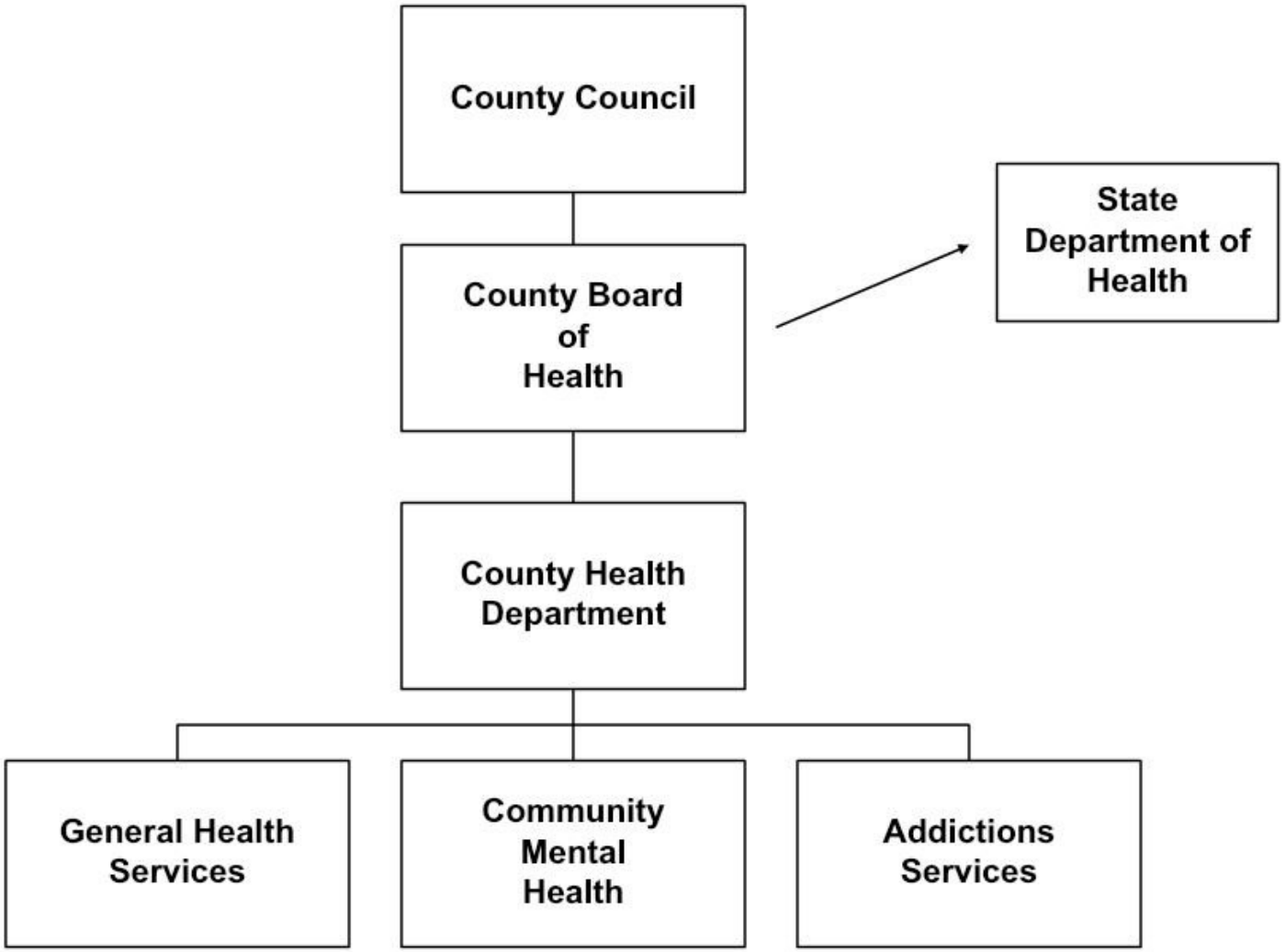
Citizen Affairs and Agricultural Services

Index #154000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Chief, Citizen Affairs and Agricultural Services	1.00	79,576		1.00	81,576	1.00	81,576
Marketing Coordinator	1.00	63,898		1.00	65,898	1.00	71,149
TOTAL FULL-TIME SALARIES	**2.00**	**143,474**		**2.00**	**147,474**	**2.00**	**152,725**
TEMPORARY SALARIES		42,332			42,332		42,332
SALARY TOTAL	**2.00**	**185,806**		**2.00**	**189,806**	**2.00**	**195,057**
OTHER PERSONAL SERVICES							
Pension & Retirement		12,913			14,010		16,036
Workers' Compensation		646			619		703
Health Benefits		38,302			41,295		41,981
PEHP		14,790			15,543		12,840
FICA		10,977			11,282		11,683
Miscellaneous		280			280		280
TOTAL OTHER PERSONAL SERVICES		**77,908**			**83,029**		**83,523**
TOTAL PERSONAL SERVICES	**2.00**	**263,714**	*	**2.00**	**272,835**	**2.00**	**278,580**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

HEALTH DEPARTMENT



HEALTH

ORIGIN/PURPOSE:

The Harford County Health Department is a service delivery unit of the State Department of Health and Mental Hygiene and the County Board of Health. It is responsible for the provision of a wide range of preventative health care and clinical and environmental health services. This department also provides alcoholism and drug treatment services and Women's, Infants and Children Nutrition Program (WIC) services. The department provides for assessment, policy development and assurance functions which protect all citizens against preventable disease, premature loss of life and environmental pollution.

MISSION STATEMENT:
TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

FY 21 GOALS:

ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS

STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION

PREVENT AND CONTROL EPIDEMICS

HEALTH

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	6,518	5,383	5,383	207,564	207,564
20	CONTRACTUAL SERVICES	289,843	296,559	318,215	318,215	318,215
70	MISCELLANEOUS	3,431,952	3,472,389	3,492,389	3,492,389	3,492,389
	GRAND TOTAL	**3,728,313**	**3,774,330**	**3,815,987**	**4,018,168**	**4,018,168**
SUMMARY BY FUND:						
11	GENERAL	3,728,313	3,774,330	3,815,987	4,018,168	4,018,168
	GRAND TOTAL	**3,728,313**	**3,774,330**	**3,815,987**	**4,018,168**	**4,018,168**
SUMMARY BY DIVISION:						
161000	HEALTH DEPARTMENT	3,728,313	3,774,330	3,815,987	4,018,168	4,018,168
	GRAND TOTAL	**3,728,313**	**3,774,330**	**3,815,987**	**4,018,168**	**4,018,168**

HEALTH

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $202,181
5,000	192,814	187,814	Temporary Salaries - funds provided for stipends for Environmental Health and Deputy Health Officer
383	14,750	14,367	FICA
			CONTRACTUAL SERVICES no change for FY 21
318,215	318,215	0	Space and Real Estate Rental for office space
			MISCELLANEOUS no change for FY 21
3,397,389	3,397,389	0	Payments to Other Government Agencies for Health Department operations

Administrative expenses	620,389
Environmental Health expenses	2,277,000
Community Health expenses	150,000
Addiction expenses	350,000
	3,397,389

95,000	95,000	0	Contributions - County funding to supplement and enhance Health Department programs.

Behavioral Health Treatment Services	50,000
Teen Diversion Program	25,000
Water Testing	20,000
	95,000

DIVISION STAFF SUMMARY
General Health Services
Index #161000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		5,000		5,000		192,814
SALARY TOTAL		**5,000**		**5,000**		**192,814**
OTHER PERSONAL SERVICES						
FICA		383		383		14,750
TOTAL OTHER PERSONAL SERVICES		**383**		**383**		**14,750**
TOTAL PERSONAL SERVICES		**5,383** *		**5,383**		**207,564**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

HOUSING & COMMUNITY DEVELOPMENT



HOUSING & COMMUNITY DEVELOPMENT

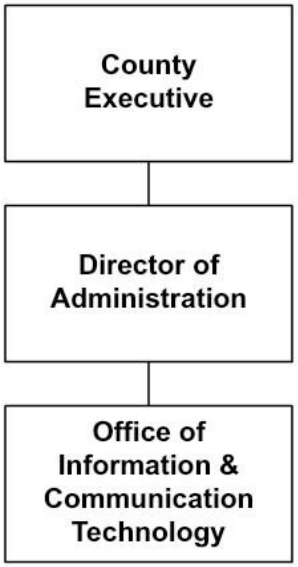
ORIGIN/PURPOSE:

Per Executive Order 18-01, the functions of Housing and Community Development was consolidated under the Office of Community and Economic Development.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	CHANGE FY 21 VS FY 20
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	413,045	0	0	0	0
20 CONTRACTUAL SERVICES	15,110	0	0	0	0
30 SUPPLIES AND MATERIALS	4,609	0	0	0	0
40 BUSINESS AND TRAVEL	8,475	0	0	0	0
50 CAPITAL OUTLAY	122	0	0	0	0
70 MISCELLANEOUS	717,429	0	0	0	0
GRAND TOTAL	**1,158,790**	**0**	**0**	**0**	**0**
SUMMARY BY FUND:					
11 GENERAL	1,158,790	0	0	0	0
GRAND TOTAL	**1,158,790**	**0**	**0**	**0**	**0**

INFORMATION & COMMUNICATION TECHNOLOGY



INFORMATION AND COMMUNICATION TECHNOLOGY

ORIGIN/PURPOSE:

The Office of Information and Communication Technology was created by Executive Order under Article XXXVIB. The Office is administered by the Director of Information and Communication Technology.

The Office of Information and Communication Technology is responsible for the coordination, control and oversight of the advancement of technology operations, services and other support options to ensure the success of County operations, missions, and strategic goals. The Office fosters a consultative partnership between County government departments and agencies, and provides technological support in a responsive, effective and efficient manner.

MISSION STATEMENT:
THE OFFICE OF INFORMATION AND COMMUNICATION TECHNOLOGY TEAM DELIVERS INNOVATIVE TECHNOLOGY SERVICES AND ELECTRONIC PROCESS EXPERTISE TO HARFORD COUNTY, ENABLING EFFICIENT USAGE OF COUNTY GOVERNMENT RESOURCES AND ULTIMATELY SUPPORTING QUALITY OF LIFE FOR COUNTY RESIDENTS.

FY 21 GOALS:
TO IMPLEMENT INNOVATIVE AND COST EFFECTIVE IT BASED BUSINESS SOLUTIONS

TO IMPLEMENT A TALENT ACQUISITION AND MANAGEMENT PROGRAM FOR THE ICT WORKFORCE

INFORMATION AND COMMUNICATION TECHNOLOGY

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,441,811	2,671,282	2,820,057	3,176,698	3,176,698
20	CONTRACTUAL SERVICES	5,612,203	6,942,642	7,983,582	7,605,508	7,605,508
30	SUPPLIES AND MATERIALS	152,414	118,836	135,400	135,400	135,400
40	BUSINESS AND TRAVEL	22,413	11,734	24,155	24,155	24,155
50	CAPITAL OUTLAY	0	0	0	0	0
80	INTER-GOVERNMENTAL/INTERFUND	0	50	500	500	500
	GRAND TOTAL	**8,228,841**	**9,744,545**	**10,963,694**	**10,942,261**	**10,942,261**
SUMMARY BY FUND:						
11	GENERAL	8,228,841	9,744,545	10,963,694	10,942,261	10,942,261
	GRAND TOTAL	**8,228,841**	**9,744,545**	**10,963,694**	**10,942,261**	**10,942,261**
SUMMARY BY DIVISION:						
181000	INFORMATION & COMM. TECH	8,228,841	9,744,545	10,963,694	10,942,261	10,942,261
	GRAND TOTAL	**8,228,841**	**9,744,545**	**10,963,694**	**10,942,261**	**10,942,261**

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $356,641
1,807,716	1,750,197	(57,519)	Full-time salaries
			23,198 Salary adjustments
			(80,717) Staff Turnover (4.47)%
			(57,519)
	175,543	175,543	Two (2) positions transferred from the Office of Economic Development - Housing Services

Salary	Fringe	Total	
45,897	16,586	62,483	P0132 Programmer
75,000	38,060	113,060	P2638 Senior Systems Engineer
120,897	**54,646**	**175,543**	

	105,942	105,942	FY 21 Merit increase of $2,000 and COLA of 2% for all eligible employees
162,798	193,600	30,802	Temporary Salaries - provides funding for two computer engineers, two computer operators, two interns and one nighttime operator
174,068	197,450	23,382	Pension adjustments
371,604	445,082	73,478	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
56,991	83,460	26,469	Post Employment Health Plan (PEHP) adjustments
149,874	147,351	(2,523)	FICA adjustments

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES decrease ($378,074)
1,812,133	1,483,133	(329,000)	Other Professional Services - decrease based on adjustments from FY 20 as well as moving the functions of the RMS Coordinator and eliminating the temporary contract.
1,539,350	982,440	(556,910)	Data Processing Hardware - Smartnet support for hardware and battery back up; network and web security software; decreased based on actual spending and hardware adjustments from FY 20.
3,842,326	4,385,162	542,836	Data Processing Software - Adjustments made per software contracts and additional contracts used by . various departments. All software used by General Fund County agencies is funded within this ICT budget budget line item; as well maintenance for all software contracts.
135,400	135,400	0	SUPPLIES AND MATERIALS no change in funding for FY 21
24,155	24,155	0	BUSINESS AND TRAVEL no change in funding for FY 21

DEPARTMENT STAFF SUMMARY
INFORMATION AND COMMUNICATION TECHNOLOGY
Index #181000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Budget Technician II	1.00	59,909	1.00	61,909	1.00	65,187
Administrative Secretary III	1.00	57,692	1.00	59,692	1.00	62,926
Computer Operator	0.00	0	0.00	0	0.00	0
Computer System Engineer I	0.00	0	0.00	0	1.00	52,020
Computer System Engineer II	6.00	343,746	7.00	422,873	6.00	383,412
Computer System Engineer IV	2.00	155,540	2.00	159,540	2.00	166,811
Director of ICT	1.00	132,742	1.00	132,742	1.00	136,742
GIS Coordinator	1.00	84,744	1.00	86,744	1.00	93,052
Programmer	1.00	46,778	1.00	53,000	4.00	197,763
Programmer Analyst I	3.00	255,003	2.00	190,353	1.00	118,074
Programmer Analyst II	6.00	541,916	7.00	640,863	6.00	591,415
Senior Systems Engineer	0.00	0	0.00	0	1.00	75,000
Senior Computer Operator	1.00	67,129	0.00	0	0.00	0
SALARY SUB-TOTAL	**23.00**	**1,745,199**	**23.00**	**1,807,716**	**25.00**	**1,942,402**
TEMPORARY SALARIES		**20,800**		**162,798**		**193,600**
SALARY TOTAL	**23.00**	**1,765,999**	**23.00**	**1,970,514**	**25.00**	**2,136,002**

DEPARTMENT STAFF SUMMARY
INFORMATION AND COMMUNICATION TECHNOLOGY
Index #181000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		151,034			174,068		217,632
Workers' Compensation		10,375			10,786		12,667
Health Benefits		360,092			371,604		477,292
PEHP		44,370			56,991		83,460
Overtime and Shift Differential		77,300			83,000		83,000
FICA		136,654			149,874		161,625
Miscellaneous		3,080			3,220		5,020
TOTAL OTHER PERSONAL SERVICES		**782,905**			**849,543**		**1,040,696**
TOTAL PERSONAL SERVICES	**23.00**	**2,548,904**	*	**23.00**	**2,820,057**	**25.00**	**3,176,698**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF INFORMATION & COMMUNICATION TECHNOLOGY
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Provide innovative and cost effective technology solution to modernize the Data Center and provide a resilient, robust, redundant, and secure infrastructure that will support our mobile workforce, teleworking, and provide enhanced accessibility to County Resources and Services.

Department Objective

Build a secure and resilient network to support the modern work force and the citizens of Harford County.

County Goal(s) Supported

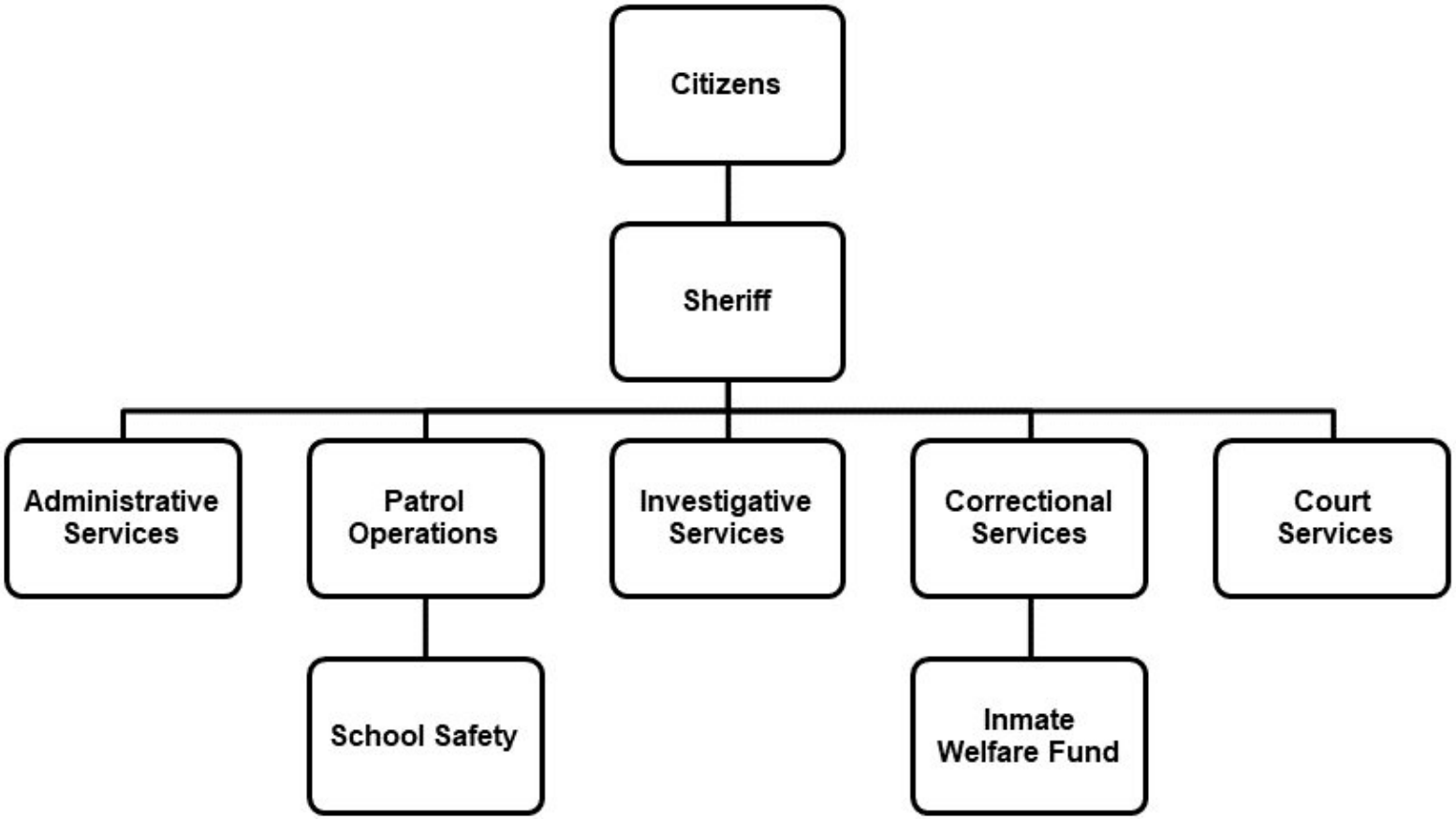
I.Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Dollars allocated	$6,609,541	$7,274,004	$8,320,490	$9,808,056	$10,942,261
Number of staff	24	23	23	23	27
Output:					
Computers maintained	994	1,000	1,300	1,300	1,500
Enterprise Apps moved to Cloud (Kronos, Water and Sewer billing, EnerGov)					3
Provide resources and support for a mobile work force with VPN and VDI solutions					500
Implement Security EA, Next Gen Firewall Technology, and CORE Switches					1,400,000
Implement separate and secure network DES					900,000
Partner with new Service Desk Vendor					140,000
Outcome:					
Maintain modern technology (computers 3 years and newer)	2.1	2.7	2.5	2.5	2.5
Update software: Financial and Budget Software replaced by ERP and Open Gov	Energov	Kronos	OpenGov and ERP	OpenGov and Workday	OpenGov and Workday
Improve Security and Accessibility by moving Energov and ERP to the Cloud and continuing to educate employees on Cyber Security	Test Cloud environment	78% Security training	Energov to cloud	Energov, Workday, Opengov	Energov, Workday, Opengov

Explanation and Analysis of Performance Measures

We continue making investments into innovative and cost effective technology solution to modernize the Data Center and provide a resilient, robust, redundant, and secure infrastructure that will support our mobile workforce, teleworking, and provide enhanced accessibility to County Resources and Services.

SHERIFF'S OFFICE



SHERIFF'S OFFICE

ORIGIN/PURPOSE:

The Harford County Sheriff's Office is dedicated to the protection of life and property, arrest and confinement of offenders, court security and service of process, and preservation of the public peace. The Sheriff's Office is directed by a Sheriff who is elected to office every four years by the voters of Harford County in accordance with Article IV, Section 44, of the Constitution of the State of Maryland. The Sheriff's Office is divided into five major components: Administrative Services, Patrol Operations, Investigative Services, Correctional Services and Court Services.

MISSION STATEMENT:

TO MAKE HARFORD COUNTY A PLACE WHICH IS SAFE AND SECURE TO LIVE, WORK AND VISIT

FY 21 GOALS:

TO UTILIZE TECHNOLOGY TO PREVENT CRIME AND ENSURE A SAFER COUNTY FOR OUR CITIZENS.

TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A TIMELY AND EFFICIENT MANNER.

SHERIFF'S OFFICE

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	63,743,929	68,845,648	71,478,124	76,658,340	76,658,340
20	CONTRACTUAL SERVICES	6,879,303	6,741,155	7,762,892	8,105,148	8,105,148
30	SUPPLIES AND MATERIALS	2,422,573	2,593,963	2,759,978	2,906,768	2,906,768
40	BUSINESS AND TRAVEL	1,861,965	1,948,003	2,150,718	2,166,915	2,166,915
50	CAPITAL OUTLAY	304,385	1,944,767	438,570	438,570	438,570
70	MISCELLANEOUS	448,122	83,321	88,800	88,800	88,800
80	INTERGOVERNMENTAL/INTERFUND	0	0	0	0	0
	GRAND TOTAL	**75,660,277**	**82,156,857**	**84,679,082**	**90,364,541**	**90,364,541**
SUMMARY BY FUND:						
11	GENERAL	75,660,277	82,156,857	84,679,082	90,364,541	90,364,541
	GRAND TOTAL	**75,660,277**	**82,156,857**	**84,679,082**	**90,364,541**	**90,364,541**
SUMMARY BY DIVISION:						
211100	ADMINISTRATION AND SUPPORT	11,428,875	10,554,957	6,953,931	7,363,469	7,363,469
211200	PATROL OPERATIONS	25,455,361	30,258,705	32,423,466	32,297,134	32,297,134
211300	INVESTIGATIVE SERVICES	8,327,477	9,696,251	10,795,343	11,042,159	11,042,159
211400	SCHOOL SAFETY	0	0	0	3,637,524	3,637,524
212000	CORRECTIONAL SERVICES	23,279,067	24,398,332	26,163,217	26,868,616	26,868,616
212100	INMATE WELFARE FUND	682,235	683,420	881,623	930,840	930,840
213000	COURT SERVICES	6,487,262	6,565,192	7,461,503	8,224,798	8,224,798
	GRAND TOTAL	**75,660,277**	**82,156,857**	**84,679,082**	**90,364,541**	**90,364,541**

SHERIFF'S OFFICE

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $5,180,216
37,369,265	37,165,170	(204,095)	Full-time salaries
			138,872 Promotions & Salary adjustments
			(342,967) Staff Turnover (.92)%
			(204,095)
	3,826,811	3,826,811	FY 21 Sheriff's Office Wage Package
			2,711,930 Salary increases
			1,114,881 Fringe increases
			3,826,811
2,565,462	2,558,537	(6,925)	Temporary Salaries
236,677	236,677	0	Part-time Salaries for School Crossing Guards
	5,423	5,423	The net result of full-time staff transfers between divisions of the Sheriff's Office:

Salary	Fringe	Total
(129,078)	134,501	5,423

10,810,984	11,554,969	743,985	Pension adjustments
9,872,980	9,866,280	(6,700)	Health Benefits are adjusted for an estimated cost increase and staff opting for changes in level of coverage
1,020,885	1,247,963	227,078	Workers' Compensation adjustments
3,496,574	3,519,552	22,978	FICA adjustments
4,404,800	4,994,532	589,732	Overtime increase based on actuals and anticipated requirements
1,269,917	1,251,987	(17,930)	Shift Differential decrease based on actuals
380,580	380,440	(140)	Life Insurance and Uniform Allowance

SHERIFF'S OFFICE

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $342,256
673,664	1,384,788	711,124	Data Processing Software increases due to mandated upgrade to NIBRS Records Management System, as well as other software license renewals
455,776	0	(455,776)	Space & Real Estate Rental decrease due to reallocation of expense to Treasury account per GASB 87
505,433	531,426	25,993	Office Equipment, Other Rent & Leases, Other Professional Services, Operating Equipment Service, and Data Processing Hardware increase, partially offset by a decrease in Office Equipment Service based on actual expense history
1,633,252	1,682,993	49,741	Telephone Service, Heating Fuel (Gas), Communications Service, Building/Custodial Services, and Security Systems increase, partially offset by a decrease in Electricity and Internet Line Service based on actuals
444,993	446,967	1,974	Other Insurance increases based on Treasury's estimates for General, Auto, and Property coverage, partially offset by a decrease in Unemployment Insurance
3,513,672	3,522,872	9,200	Medical Services increase for Animal Control Emergency Vet, K9 Unit Vet, and Workers' Comp invoices. Detention Center Medical Services contract flat-lined at $3,400,000.

SHERIFF'S OFFICE

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			SUPPLIES & MATERIALS increase $146,790
1,303,882	1,337,058	33,176	Meals-Special Purpose increases due to higher rate for food service contract at Detention Center, as well as an increase in Ice & Bottled Water based on actuals
695,212	819,044	123,832	Uniform Purchase, Safety Equipment, Weapons & Ammunition, and Medical Supplies increase based on actuals and for safety vest replacements
364,551	368,266	3,715	General Office Supplies, Duplicating Machine Supplies, General Office Mailing, Paper Supplies, and Equipment Repair Parts increase based on actuals, partially offset by decreases in Commercial Printing and Audio Visual Supplies
241,683	227,250	(14,433)	Diesel Fuel and Other Supplies & Materials decrease based on actuals
			BUSINESS & TRAVEL increase $16,197
839,500	840,250	750	County-owned vehicles increase based on actual and expected expenses for vehicle maintenance
1,042,025	1,042,025	0	Fuel, Non-Targeted Charges, Mileage, and Transportation Costs are flat-lined for FY 21
202,933	218,380	15,447	Parking & Tolls, Meals, Lodging, Professional Books/Periodicals, and Training Seminars increase, partially offset by a decrease in Membership Fees & Dues
			EQUIPMENT no change for FY 21
390,570	390,570	0	Police Car Package expense for outfitting 30 cars and added costs of installing in-car cameras
48,000	48,000	0	Other Equipment expense in Inmate Welfare Fund account for furniture purchase
			MISCELLANEOUS no change for FY 21
75,000	75,000	0	Confidential Expenses for Investigative Services flat-lined for FY 21
13,800	13,800	0	Service Awards flat-lined for FY 21

DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
Sheriff	1.00	131,000	1.00	138,598	1.00	141,765	A
Chief Deputy	1.00	135,637	1.00	140,628	1.00	140,629	
Major	2.00	252,346	3.00	407,534	3.00	403,895	
Captain	10.00	1,120,558	8.00	1,003,699	8.00	996,777	
Lieutenant	12.00	1,217,402	13.00	1,488,292	13.00	1,466,880	
Sergeant	32.00	2,750,259	35.00	3,389,721	33.00	3,186,209	
Corporal	32.00	2,478,487	31.00	2,592,268	32.00	2,660,841	
Senior Deputy	93.00	6,714,801	95.00	7,345,625	100.00	7,663,139	
Deputy First Class	87.00	4,954,561	89.00	5,386,653	92.00	5,323,524	
Deputy	16.00	807,707	17.00	897,859	11.00	560,791	
Cadet	1.00	30,618	1.00	32,930	0.00	0	
Major - Corrections	1.00	111,342	1.00	128,968	1.00	128,960	
Captain - Corrections	2.00	198,307	2.00	233,988	2.00	234,000	
Lieutenant - Corrections	8.00	683,363	8.00	813,344	8.00	805,144	
Sergeant - Corrections	13.00	966,285	13.00	1,114,394	13.00	1,124,280	
Corporal - Corrections	14.00	916,011	14.00	1,055,167	14.00	1,040,021	
Sr. Deputy - Corrections	35.00	2,166,050	35.00	2,361,353	42.00	2,774,174	
Officer First Class	44.00	2,168,234	45.00	2,420,135	41.00	2,081,815	
Officer	24.00	1,099,240	23.00	1,080,360	20.00	925,180	
Warden	1.00	125,920	1.00	129,192	1.00	130,998	
Animal Control Manager	1.00	58,969	1.00	61,550	1.00	61,339	
Animal Control Officer I	0.00	0	0.00	0	3.00	115,626	
Animal Control Officer II	5.00	256,239	5.00	268,815	2.00	101,067	
Animal Control Clerk	1.00	33,702	1.00	40,106	1.00	39,250	
Administrative Support Technician	5.00	267,154	5.00	279,193	5.00	276,068	
Applicant Investigator	2.00	119,496	2.00	119,170	2.00	118,352	
Budget Director	1.00	106,853	1.00	113,342	1.00	114,691	
Budget Technician	2.00	116,748	2.00	131,732	2.00	98,092	
Classification Counselor	3.00	139,374	3.00	165,412	3.00	164,195	
Classification Supervisor	1.00	74,566	1.00	77,317	1.00	77,584	
Commissary Coordinator	1.00	43,675	1.00	46,117	1.00	45,448	
Community & Legislative Director	0.00	0	1.00	93,894	1.00	94,661	

DEPARTMENT STAFF SUMMARY

SHERIFF'S OFFICE

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Community & Legislative Liaison	1.00	90,984	0.00	0	0.00	0
Community Services Coordinator	1.00	53,323	1.00	62,570	1.00	62,379
Computer Resources Technician	2.00	129,489	2.00	138,537	2.00	141,253
Corrections Quartermaster	1.00	61,803	1.00	64,421	1.00	64,293
Corrections Records Administrator	1.00	76,772	1.00	79,542	1.00	79,872
Corrections Records Clerk	2.00	87,416	2.00	96,227	2.00	94,982
Corrections Records Technician I	1.00	31,491	0.00	0	1.00	31,491
Corrections Records Technician II	4.00	150,684	5.00	203,961	4.00	157,498
Crime Analysis Manager	1.00	70,348	1.00	73,053	1.00	73,174
DC Projects Coordinator	1.00	47,504	1.00	56,870	1.00	56,514
Digital Forensics Examiner	1.00	58,969	2.00	131,397	2.00	128,981
Electronic Services Technician	1.00	54,902	1.00	57,453	1.00	57,117
Electronic Surveillance Technician	1.00	63,468	1.00	66,106	1.00	66,019
Executive Office Manager	1.00	62,797	1.00	65,419	1.00	65,312
Financial Investigator	1.00	56,524	1.00	59,096	1.00	64,709
Fleet Technician	1.00	58,190	1.00	60,781	1.00	60,549
Forensics Lab Director	0.00	0	1.00	63,173	1.00	63,003
Human Resources Director	1.00	99,220	1.00	105,376	1.00	106,475
Human Resources Specialist	1.00	64,183	1.00	66,834	1.00	66,789
Information Technology Specialist	1.00	79,043	1.00	81,830	1.00	82,222
Inmate Property Coordinator	1.00	51,809	1.00	58,389	1.00	57,964
IT Director	1.00	87,692	1.00	91,066	1.00	91,728
Law Enforcement Analyst	4.00	206,136	4.00	236,051	4.00	234,895
Law Enforcement Records Manager	1.00	67,101	1.00	69,766	1.00	69,805
Law Enforcement Records Supervisor	3.00	141,644	3.00	149,062	3.00	140,482
Law Enforcement Records Technician I	6.00	188,946	2.00	71,101	3.00	99,652
Law Enforcement Records Technician II	18.00	748,105	22.00	960,386	20.00	853,287
Law Enforcement Training Coordinator	1.00	52,155	0.00	0	0.00	0
Maintenance Officer	3.00	159,366	2.00	116,985	2.00	116,376
Maintenance Officer II	0.00	0	1.00	58,285	1.00	57,970

DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
Pre-Trial Services Coordinator	2.00	101,800	2.00	110,767	2.00	109,970	
Program Coordinator	1.00	44,951	1.00	47,406	1.00	46,758	
Property Management Assistant	1.00	41,361	1.00	49,445	1.00	48,859	
Property Manager	1.00	73,419	1.00	76,152	1.00	76,378	
Public Information Director	1.00	83,464	1.00	86,302	1.00	86,840	
Public Information Officer	0.00	0	0.00	0	1.00	60,736	
Public Information Specialist	1.00	52,155	1.00	60,968	0.00	0	
Quartermaster Fleet Assistant	1.00	49,191	1.00	52,939	1.00	52,458	
Quartermaster Fleet Manager	1.00	71,775	1.00	81,269	1.00	81,640	
School Crossing Guard	1.00	33,702	1.00	46,302	0.00	0	
Security Systems Administrator	1.00	59,904	1.00	62,507	1.00	62,317	
Sex Offender Verification Investigator	2.00	98,428	2.00	104,027	2.00	103,023	
Standards/Accreditation Manager	1.00	73,873	1.00	76,630	1.00	76,877	
Victim & Child Advocate	2.00	109,814	2.00	118,483	2.00	117,915	
SUB-TOTAL FULL-TIME SALARIES	529.00	34,238,801	537.00	37,874,290	536.00	37,316,415	
Law Enforcement Pay Study Implementation - Phase One		1,548,060					
SALARY OFFSET		(468,759)		(505,025)		(297,292)	B
TOTAL FULL-TIME SALARIES	529.00	33,770,042	529.00	37,369,265	536.00	37,019,123	
PART-TIME SALARIES							
School Crossing Guard	6.35	226,497	6.35	236,677	6.75	256,821	
TEMPORARY SALARIES		2,257,677		2,565,462		2,558,537	
FY 21 Sheriff's Office Wage Package						2,708,755	
SALARY TOTAL	**535.35**	**36,254,216**	**535.35**	**40,171,404**	**542.75**	**42,543,236**	

DEPARTMENT STAFF SUMMARY
SHERIFF'S OFFICE

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		9,669,370			10,810,984		12,489,507
Workers' Compensation		1,017,419			1,020,885		1,361,786
Health Benefits		9,027,735			9,922,980		9,916,335
Overtime and Shift Differential		5,455,680			5,674,717		6,246,519
FICA		3,190,822			3,496,574		3,718,896
Miscellaneous		373,960			380,580		382,060
TOTAL OTHER PERSONAL SERVICES		**28,734,987**			**31,306,720**		**34,115,104**
SALARY ENHANCEMENTS							
Law Enforcement Pay Study Implementation - Phase Two		1,371,493					
FY 19 Law Enforcement Merit Step Increase		1,134,105					
FY 19 Civilian Merit Salary Increase		285,501					
TOTAL SALARY ENHANCEMENTS		**2,791,099**					
TOTAL PERSONAL SERVICES	**535.35**	**67,780,302**	*	**535.35**	**71,478,124**	**542.75**	**76,658,340**

*** FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Sheriff salary increase effective December 2018 per Maryland House Bill 1500 (2017)

B - State and federal grant funding for four (4) employees.

SHERIFF'S OFFICE
Administrative Services
Index #211100

ORIGIN/PURPOSE:

The Administrative Services Division provides financial, managerial, and technical support to all the divisions of the agency. Responsibilities include oversight of budget development and monitoring, planning and research, crime analysis, record management, employee training, quartermaster/fleet management, computer operations, and property management. The Administrative Services Division is comprised of non-enforcement units that are tasked with providing administrative, financial, managerial, and technical support to all divisions of the agency.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	9,590,909	7,732,753	4,834,741	4,762,476	4,762,476
20 CONTRACTUAL SERVICES	1,390,600	1,554,501	1,549,761	2,079,426	2,079,426
30 SUPPLIES AND MATERIALS	144,889	180,285	187,945	140,083	140,083
40 BUSINESS AND TRAVEL	274,525	307,566	367,684	367,684	367,684
50 CAPITAL OUTLAY	16,988	771,531	0	0	0
70 MISCELLANEOUS	10,964	8,321	13,800	13,800	13,800
GRAND TOTAL	**11,428,875**	**10,554,957**	**6,953,931**	**7,363,469**	**7,363,469**
FUNDING SOURCE:					
11 GENERAL	**11,428,875**	**10,554,957**	**6,953,931**	**7,363,469**	**7,363,469**

SHERIFF'S OFFICE
Administrative Services
Index #211100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($72,265)
2,392,340	2,363,899	(28,441)	Full-time salaries
			4,759 Promotions & Salary adjustments
			(33,200) Staff Turnover (1.39)%
			(28,441)
	217,257	217,257	FY 21 Sheriff's Office Wage Package
			159,354 Salary increases
			57,903 Fringe increases
			217,257
595,398	599,175	3,777	Temporary Salaries increase to reflect transfer of positions in from other divisions
	55,540	55,540	The net result to this division of full-time staff transfers between divisions of the Sheriff's Office:
402,596	436,104	33,508	Pension adjustments
576,342	598,002	21,660	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
36,912	46,700	9,788	Workers' Compensation adjustments
266,664	234,659	(32,005)	FICA adjustments
500,000	200,000	(300,000)	Overtime increase based on actual expense history
51,829	0	(51,829)	Shift Differential increase based on actual expense history
12,660	11,140	(1,520)	Uniform Allowance and Life Insurance

SHERIFF'S OFFICE
Administrative Services
Index #211100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $529,665
591,603	1,264,143	672,540	Data Processing Software increases due to mandated upgrade to NIBRS Records Management System, partially offset by a decrease in existing software licenses
189,647	0	(189,647)	Space & Real Estate Rental decrease due to reallocation of expense to Treasury account per GASB 87
528,142	565,112	36,970	Telephone Service and Internet Line Service increase based on actual expense history, partially offset by a decrease in Electricity expense
116,298	130,230	13,932	Office Equipment, Medical Services, Communications Service, and Data Processing Hardware increase based on actual expense history
18,790	14,660	(4,130)	Operating Equipment Service and Building/Custodial Services decrease based on actual expense history
			SUPPLIES & MATERIALS decrease ($47,862)
152,200	96,140	(56,060)	General Office Supplies, Commercial Printing, Duplicating Machine Supplies, General Office Mailing, Medical Supplies, and Other Supplies and Materials decrease based on actual expense history
16,745	24,943	8,198	Uniform Purchase, Safety Equipment, and Equipment repair parts increase based on actual expense history and for safety vest replacement
367,684	367,684	0	BUSINESS & TRAVEL no change for FY 21

DIVISION STAFF SUMMARY

Administration

Index #211100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
Sheriff	1.00	131,000	1.00	138,598	1.00	141,765	A
Chief Deputy	1.00	135,637	1.00	140,628	1.00	140,629	
Major	1.00	126,173	1.00	138,338	1.00	138,341	
Captain	3.00	342,222	1.00	125,376	1.00	125,382	
Lieutenant	2.00	198,016	1.00	113,695	1.00	113,693	
Sergeant	3.00	265,346	1.00	100,187	1.00	100,194	
Corporal	3.00	239,304	1.00	88,192	1.00	88,192	
Senior Deputy	12.00	878,946	1.00	87,288	1.00	87,298	
Deputy First Class	2.00	115,773	0.00	0	0.00	0	
School Crossing Guard	1.00	33,702	0.00	0	0.00	0	
Animal Control Manager	1.00	58,969	0.00	0	0.00	0	
Animal Control Clerk	1.00	33,702	0.00	0	0.00	0	
Animal Control Officer II	5.00	256,239	0.00	0	0.00	0	
Budget Director	1.00	106,853	1.00	113,342	1.00	114,691	
Budget Technician	2.00	116,748	2.00	131,732	2.00	98,092	
IT Director	1.00	87,692	1.00	91,066	1.00	91,728	
Public Information Director	1.00	83,464	1.00	86,302	1.00	86,840	
Public Information Officer	0.00	0	0.00	0	1.00	60,736	
Human Resources Director	1.00	99,220	1.00	105,376	1.00	106,475	
Information Technology Specialist	1.00	79,043	1.00	81,830	1.00	82,222	
Crime Analysis Manager	1.00	70,348	0.00	0	0.00	0	
Law Enforcement Records Manager	1.00	67,101	0.00	0	0.00	0	
Human Resources Specialist	1.00	64,183	1.00	66,834	1.00	66,789	
Public Information Specialist	1.00	52,155	1.00	60,968	0.00	0	
Quartermaster Fleet Manager	1.00	71,775	1.00	81,269	1.00	81,640	

DIVISION STAFF SUMMARY
Administration
Index #211100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Applicant Investigator	2.00	119,496	2.00	119,170	2.00	118,352
Law Enforcement Analyst	4.00	206,136	0.00	0	0.00	0
Computer Resources Technician	2.00	129,489	2.00	138,537	2.00	141,253
Fleet Technician	1.00	58,190	1.00	60,781	1.00	60,549
Property Manager	1.00	73,419	0.00	0	0.00	0
Law Enforcement Records Supervisor	3.00	141,644	0.00	0	0.00	0
Executive Office Manager	1.00	62,797	1.00	65,419	1.00	65,312
Electronic Services Technician	1.00	54,902	1.00	57,453	1.00	57,117
Law Enforcement Training Coordinator	1.00	52,155	0.00	0	0.00	0
Administrative Support Technician	1.00	50,619	1.00	53,126	1.00	52,666
Law Enforcement Records Technician II	12.00	484,218	0.00	0	0.00	0
Property Management Assistant	1.00	41,361	0.00	0	0.00	0
Quartermaster Fleet Assistant	1.00	49,191	1.00	52,939	1.00	52,458
Law Enforcement Records Technician I	6.00	188,946	0.00	0	0.00	0
Community & Legislative Director	0.00	0	1.00	93,894	1.00	94,661
Community & Legislative Liaison	1.00	90,984	0.00	0	0.00	0
Security Systems Administrator	1.00	59,904	0.00	0	0.00	0
TOTAL FULL-TIME SALARIES	87.00	5,577,061	28.00	2,392,340	28.00	2,367,075
PART-TIME SALARIES						
School Crossing Guard	6.35	226,497	0.00	0	0.00	0
TEMPORARY SALARIES		400,035		595,398		599,175
FY21 Sheriff's Office Wage Package						156,179
SALARY TOTAL	**93.35**	**6,203,593**	**28.00**	**2,987,738**	**28.00**	**3,122,429**

DIVISION STAFF SUMMARY
Administration
Index #211100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		987,836			402,596		523,558
Workers' Compensation		112,426			36,912		55,317
Health Benefits		1,480,020			576,342		603,379
Overtime and Shift Differential		495,489			551,829		200,000
FICA		512,483			266,664		246,653
Miscellaneous		45,160			12,660		11,140
TOTAL OTHER PERSONAL SERVICES		**3,633,414**			**1,847,003**		**1,640,047**
SALARY ENHANCEMENTS							
Law Enforcement Pay Study Implementation - Phase Two		103,682					
FY 19 Law Enforcement Merit Step Increase		92,697					
FY 19 Civilian Merit Salary Increase		155,224					
TOTAL SALARY ENHANCEMENTS		**351,603**					
TOTAL PERSONAL SERVICES	**93.35**	**10,188,610**	*	**28.00**	**4,834,741**	**28.00**	**4,762,476**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Sheriff salary increase effective July 2019 per Maryland House Bill 1500 (2017)

SHERIFF'S OFFICE
Patrol Operations
Index #211200

ORIGIN/PURPOSE:

The Patrol Operations Division responds to calls for service, enforces law, prevents crime, and apprehends violators. To perform these functions, deputies are assigned to three shifts that patrol ten sections within Harford County.

Additionally, to assist in achieving its mission, this Division has specialized units, including the Traffic and K-9 Units. Other units with specialized functions include the Special Response Team (SRT), Crisis Negotiating Team, Scuba Team, Honor Guard, Community Action Response Team (CART), and the Gang Suppression Unit (GSU).

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	23,217,187	26,989,753	29,685,780	29,574,411	29,574,411
20 CONTRACTUAL SERVICES	619,539	548,459	725,634	788,776	788,776
30 SUPPLIES AND MATERIALS	456,379	592,576	562,345	569,055	569,055
40 BUSINESS AND TRAVEL	960,715	979,926	1,059,137	974,322	974,322
50 CAPITAL OUTLAY	201,541	1,147,991	390,570	390,570	390,570
70 MISCELLANEOUS	0	0	0	0	0
GRAND TOTAL	**25,455,361**	**30,258,705**	**32,423,466**	**32,297,134**	**32,297,134**
FUNDING SOURCE:					
11 GENERAL	**25,455,361**	**30,258,705**	**32,423,466**	**32,297,134**	**32,297,134**

SHERIFF'S OFFICE
Patrol Operations
Index #211200

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($111,369)
15,818,785	15,766,354	(52,431)	Full-time Salaries
			100,313 Promotions & Salary adjustments
			(152,744) Staff Turnover (1.0)%
			(52,431)
	1,786,920	1,786,920	FY 21 Sheriff's Office Wage Package
			1,253,744 Salary increases
			533,176 Fringe increases
			1,786,920
409,736	401,150	(8,586)	Temporary Salaries
	(2,681,076)	(2,681,076)	The net result to this division of full-time staff transfers between divisions of the Sheriff's Office:

	# of Positions	Salary	Fringe	Total
Transferred in	18 FT	1,377,441	977,276	2,354,717
Transferred out	(35) FT, (6.75) PT	(2,931,816)	(2,103,977)	(5,035,793)
Net Transfers	(17) FT, (6.75) PT	(1,554,375)	(1,126,701)	(2,681,076)

5,055,303	5,372,161	316,858	Pension adjustments
4,133,994	4,076,401	(57,593)	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes
479,364	577,073	97,709	Workers' Compensation adjustments
1,404,088	1,433,476	29,388	FICA adjustments
1,373,000	1,814,835	441,835	Overtime increase based on actual expense history
545,753	566,200	20,447	Shift Differential increase based on actual expense history
179,080	174,240	(4,840)	Uniform Allowance & Life Insurance

SHERIFF'S OFFICE
Patrol Operations
Index #211200

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $63,142
293,939	311,495	17,556	Office Equipment, Electricity, Medical Services, Operating Equipment Service, Building/Custodial Services, and Security Systems increase based on actual expense history
387,272	432,858	45,586	Other Insurance increases based on Treasury's estimates for General, Auto, and Property coverage
			SUPPLIES AND MATERIALS increase $6,710
403,237	383,740	(19,497)	Safety Equipment and Weapons & Ammunition decrease due to reallocation of some expenses to School Safety (211400), partially offset by an increase in Uniform Purchase for outer vest carrier equipment
54,025	48,825	(5,200)	General Office Supplies and Medical Supplies decrease decrease due to reallocation of some expenses to School Safety (211400)
6,000	7,700	1,700	Equipment Repair Parts increase based on actual expense history
6,933	4,000	(2,933)	Diesel Fuel decreases based on actual expense history
30,000	64,400	34,400	Other Supplies & Materials increase due to reallocation of expense from 211100
			BUSINESS AND TRAVEL decrease ($84,815)
1,018,307	929,762	(88,545)	County-owned vehicles, Fuel, and Non-Targeted Charges decrease due to reallocation of expenses to School Safety (211400)
32,250	36,480	4,230	Lodging and Training Seminars, Courses & Meetings increase, partially offset by a decrease in Meals
			EQUIPMENT no change for FY 21
390,570	390,570	0	Police Car Package for outfitting 30 cars, including cost of installing in-car cameras

DIVISION STAFF SUMMARY
Patrol Operations
Index #211200

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Major	1.00	126,173	1.00	134,598	1.00	130,957
Captain	4.00	422,656	4.00	491,419	4.00	484,515
Lieutenant	6.00	617,635	8.00	909,920	8.00	910,230
Sergeant	20.00	1,697,820	23.00	2,200,523	22.00	2,135,933
Corporal	17.00	1,283,984	17.00	1,395,291	17.00	1,425,820
Senior Deputy	45.00	3,264,851	59.00	4,557,783	50.00	3,828,150
Deputy First Class	72.00	4,114,282	78.00	4,670,888	79.00	4,541,879
Deputy	16.00	807,707	16.00	842,167	10.00	509,810
Cadet	1.00	30,618	1.00	32,930	0.00	0
Administrative Support Technician	2.00	118,002	2.00	122,560	2.00	120,899
Law Enforcement Records Technician II	1.00	37,942	1.00	43,933	1.00	43,181
School Crossing Guard	0.00	0	1.00	46,302	0.00	0
Animal Control Manager	0.00	0	1.00	61,550	1.00	61,339
Animal Control Officer I	0.00	0	0.00	0	3.00	115,626
Animal Control Officer II	0.00	0	5.00	268,815	2.00	101,067
Animal Control Clerk	0.00	0	1.00	40,106	1.00	39,250
TOTAL FULL-TIME SALARIES	185.00	12,521,670	218.00	15,818,785	201.00	14,448,656
PART-TIME SALARIES						
School Crossing Guard	0.00	0	6.35	236,677	0.00	0
TEMPORARY SALARIES		387,524		409,736		401,150
FY21 Sheriff's Office Wage Package						1,253,744
SALARY TOTAL	**185.00**	**12,909,194**	**224.35**	**16,465,198**	**201.00**	**16,103,550**

DIVISION STAFF SUMMARY

Patrol Operations

Index #211200

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		3,994,374			5,055,303		5,365,544
Workers' Compensation		416,718			479,364		580,364
Health Benefits		3,183,609			4,183,994		3,580,182
Overtime and Shift Differential		1,867,061			1,918,753		2,381,035
FICA		1,130,393			1,404,088		1,412,435
Miscellaneous		144,300			179,080		151,300
TOTAL OTHER PERSONAL SERVICES		**10,736,455**			**13,220,582**		**13,470,861**
SALARY ENHANCEMENTS							
Law Enforcement Pay Study Implementation - Phase Two		447,293					
FY 19 Law Enforcement Merit Step Increase		451,622					
FY 19 Civilian Merit Salary Increase		11,055					
TOTAL SALARY ENHANCEMENTS		**909,970**					
TOTAL PERSONAL SERVICES	**185.00**	**24,555,619**	*	**224.35**	**29,685,780**	**201.00**	**29,574,411**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

SHERIFF'S OFFICE
Investigative Services
Index #211300

ORIGIN/PURPOSE:

The Investigative Services Bureau is responsible for the in-depth investigation of designated serious crimes, drug offenses, and homeland security issues reported to the Sheriff's Office. To accomplish its mission, the Bureau is divided into two divisions: Criminal Investigation and Special Investigation.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	7,334,682	8,705,125	9,725,916	10,195,128	10,195,128
20 CONTRACTUAL SERVICES	541,864	520,705	575,257	344,260	344,260
30 SUPPLIES AND MATERIALS	60,740	61,526	68,066	74,202	74,202
40 BUSINESS AND TRAVEL	311,252	320,777	351,104	353,569	353,569
50 CAPITAL OUTLAY	3,939	13,118	0	0	0
70 MISCELLANEOUS	75,000	75,000	75,000	75,000	75,000
GRAND TOTAL	**8,327,477**	**9,696,251**	**10,795,343**	**11,042,159**	**11,042,159**
FUNDING SOURCE:					
11 GENERAL	**8,327,477**	**9,696,251**	**10,795,343**	**11,042,159**	**11,042,159**

SHERIFF'S OFFICE
Investigative Services
Index #211300

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $469,212
5,319,345	5,335,409	16,064	Full Time Salaries
			18,581 Promotions & Salary adjustments
			(2,517) Staff Turnover (0.05)%
			16,064
	616,062	616,062	FY 21 Sheriff's Office Wage Package
			437,292 Salary increases
			178,770 Fringe increases
			616,062
135,019	197,143	62,124	Temporary Salaries increase for positions moved from Court Services (213000)
	(507,267)	(507,267)	The net result to this division of full-time staff transfers between divisions of the Sheriff's Office:

	# of Positions	Salary	Fringe	Total
Transferred in	10	764,275	534,053	1,298,328
Transferred out	(13)	(1,078,004)	(727,591)	(1,805,595)
Net transfers	(3)	(313,729)	(193,538)	(507,267)

1,450,515	1,563,671	113,156	Pension adjustments
1,287,998	1,327,521	39,523	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
139,197	167,915	28,718	Workers' Compensation adjustments
481,645	494,305	12,660	FICA adjustments
871,657	958,950	87,293	Overtime and Shift Differential increase based on actual expense history
40,540	41,420	880	Life Insurance and Uniform Allowance

SHERIFF'S OFFICE
Investigative Services
Index #211300

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES decrease ($230,997)
266,129	0	(266,129)	Space & Real Estate Rental decrease due to reallocation of expense to Treasury account per GASB 87
33,354	55,920	22,566	Data Processing Software increases for renewal of expires software licenses
43,677	56,243	12,566	Office Equipment, Heating Fuel (Gas), Telephone Service, and Building/Custodial Services increase based on actual expense history, partially offset by a decrease in Internet Line Service
			SUPPLIES & MATERIALS increase $6,136
14,120	17,176	3,056	Weapons & Ammunition and Safety Equipment increase based on actuals and for vest replacements
19,996	23,076	3,080	General Office Supplies increase based on actual expense history, partially offset by a decrease in Paper Supplies
351,104	353,569	2,465	BUSINESS & TRAVEL increase $2,465 County-owned vehicles and Professional Books/Periodicals increase based on actual expense history

DIVISION STAFF SUMMARY

Investigative Services

Index #211300

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Major	0.00	0	1.00	134,598	1.00	134,597
Captain	2.00	231,546	2.00	257,936	2.00	257,920
Lieutenant	3.00	301,329	2.00	230,689	3.00	329,264
Sergeant	4.00	364,229	7.00	699,208	6.00	571,459
Corporal	6.00	467,522	8.00	669,632	7.00	577,179
Senior Deputy	20.00	1,406,267	22.00	1,682,340	20.00	1,523,201
Deputy First Class	8.00	479,752	8.00	513,794	10.00	599,166
Deputy	0.00	0	1.00	55,692	0.00	0
Crime Analysis Manager	0.00	0	1.00	73,053	1.00	73,174
Digital Forensics Examiner	1.00	58,969	2.00	131,397	2.00	128,981
Forensics Lab Director	0.00	0	1.00	63,173	1.00	63,003
Electronic Surveillance Technician	1.00	63,468	1.00	66,106	1.00	66,019
Financial Investigator	1.00	56,524	1.00	59,096	1.00	64,709
Law Enforcement Analyst	0.00	0	4.00	236,051	4.00	234,895
Law Enforcement Pawn Analyst	0.00	0	0.00	0	1.00	52,458
Victim & Child Advocate	2.00	109,814	2.00	118,483	2.00	117,915
Property Manager	0.00	0	1.00	76,152	1.00	76,378
Property Management Assistant	0.00	0	1.00	49,445	1.00	48,859
Administrative Support Technician	2.00	98,533	2.00	103,507	2.00	102,503
Law Enforcement Records Supervisor	0.00	0	1.00	52,939	0.00	0
Law Enforcement Records Technician II	1.00	40,192	1.00	46,054	0.00	0
TOTAL FULL-TIME SALARIES	51.00	3,678,145	69.00	5,319,345	66.00	5,021,680
TEMPORARY SALARIES		79,075		135,019		197,143
FY 21 Sheriff's Office Wage Package						437,292
SALARY TOTAL	**51.00**	**3,757,220**	**69.00**	**5,454,364**	**66.00**	**5,656,115**

DIVISION STAFF SUMMARY

Investigative Services

Index #211300

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES						
Pension & Retirement		1,085,828		1,450,515		1,625,323
Workers' Compensation		114,577		139,197		177,794
Health Benefits		924,480		1,287,998		1,233,390
Overtime and Shift Differential		837,074		871,657		958,950
FICA		351,469		481,645		503,756
Miscellaneous		33,360		40,540		39,800
TOTAL OTHER PERSONAL SERVICES		**3,346,788**		**4,271,552**		**4,539,013**
SALARY ENHANCEMENTS						
Law Enforcement Pay Study Implementation - Phase Two		133,333				
FY 19 Law Enforcement Merit Step Increase		129,211				
FY 19 Civilian Merit Salary Increase		15,539				
TOTAL SALARY ENHANCEMENTS		**278,083**				
TOTAL PERSONAL SERVICES	**51.00**	**7,382,091** *	**69.00**	**9,725,916**	**66.00**	**10,195,128**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

SHERIFF'S OFFICE
School Safety
Index #211400

ORIGIN/PURPOSE:

The School Policing Unit is responsible for the public school-based activities of the Harford County Sheriff's Office. Personnel in this division include uniformed law enforcement deputies (School Resource Officers) and part-time School Crossing Guards. The functions of the School Policing Unit fall under the oversight of Patrol Operations, but for better budgeting and accounting purposes, the expenses of the School Policing Unit are allocated to Index 211400 (School Safety).

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	0	0	0	3,468,644	3,468,644
20 CONTRACTUAL SERVICES	0	0	0	4,341	4,341
30 SUPPLIES AND MATERIALS	0	0	0	70,294	70,294
40 BUSINESS AND TRAVEL	0	0	0	94,245	94,245
50 CAPITAL OUTLAY	0	0	0	0	0
70 MISCELLANEOUS	0	0	0	0	0
GRAND TOTAL	**0**	**0**	**0**	**3,637,524**	**3,637,524**
FUNDING SOURCE:					
11 GENERAL	**0**	**0**	**0**	**3,637,524**	**3,637,524**

SHERIFF'S OFFICE
School Safety
Index #211400

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $3,468,644
	2,543,778	2,543,778	The result of transfers of full-time positions into this division from Patrol Operations (211200):

# of Positions	Salary	Fringe	Total
20	1,461,782	1,081,996	2,543,778

	514,655	514,655	The result of transfers of part-time School Crossing Guard positions into this division from Patrol Operations (211200):

# of Positions	Salary	Fringe	Total
6.75	256,821	257,834	514,655

	51,110	51,110	The result of transfers of temporary and on-call positions into this division from Patrol Operations (211200): (211200):

Salary	Fringe	Total
39,762	11,348	51,110

	185,113	185,113	FY 21 Sheriff's Office Wage Package

132,463	Salary increases
52,650	Fringe increases
185,113	

	173,988	173,988	Overtime and FICA

SHERIFF'S OFFICE
School Safety
Index #211400

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
	4,341	4,341	CONTRACTUAL SERVICES increase $4.341 Provides funds for Office Equipment and Operating Equipment Service expenses for the School Policing Unit formerly under Patrol Operations (211200)
	70,294	70,294	SUPPLIES & MATERIALS increase $70,294 Provides funds for Weapons & Ammunition, Uniform Purchase, Safety Equipment, Medical Supplies, General Office Supplies, and other Supplies & Materials for the School Policing Unit formerly under Patrol Operations (211200)
	94,245	94,245	BUSINESS & TRAVEL increase $94,245 Provides funds for County Owned Vehicles, Fuel, Non-targeted Charges, Meals, Training Seminars and other Business & Travel expenses for the School Policing Unit formerly under Patrol Operations (211200)

DIVISION STAFF SUMMARY

School Safety

Index #211400

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Sergeant	0.00	0		0.00	0	1.00	91,915
Corporal	0.00	0		0.00	0	2.00	150,322
Senior Deputy	0.00	0		0.00	0	13.00	986,085
Deputy First Class	0.00	0		0.00	0	3.00	182,479
Deputy	0.00	0		0.00	0	1.00	50,981
TOTAL FULL-TIME SALARIES	0.00	0		0.00	0	20.00	1,461,782
PART-TIME SALARIES							
School Crossing Guard	0.00	0		0.00	0	6.75	256,821
TEMPORARY SALARIES							39,762
FY21 Sheriff's Office Wage Package							132,463
SALARY TOTAL	**0.00**	**0**		**0.00**	**0**	**26.75**	**1,890,828**
OTHER PERSONAL SERVICES							
Pension & Retirement		0			0		577,343
Workers' Compensation		0			0		66,538
Health Benefits		0			0		582,021
Overtime and Shift Differential		0			0		161,624
FICA		0			0		157,010
Miscellaneous		0			0		33,280
TOTAL OTHER PERSONAL SERVICES		**0**			**0**		**1,577,816**
TOTAL PERSONAL SERVICES	**0.00**	**0**	*	**0.00**	**0**	**26.75**	**3,468,644**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

SHERIFF'S OFFICE
Correctional Services
Index #212000

ORIGIN/PURPOSE:

Correctional Services oversees the Harford County Detention Center which houses pre-trial, pre-sentenced, and sentenced adults; and provides religious, psychiatric, medical and educational programs to inmates. It administers Work Release Home Detention and Pre-Trial Release Programs and detail assignments and opportunities to non-violent, low risk inmates. The staff provides 24 hour security and generates those reports required by the Courts, State's Attorney, Maryland Department of Corrections, and other associated agencies, as well as those required by State and National Correctional Standards for Accreditation.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	17,672,312	19,011,665	19,974,144	20,648,227	20,648,227
20 CONTRACTUAL SERVICES	4,217,936	3,986,990	4,697,863	4,674,226	4,674,226
30 SUPPLIES AND MATERIALS	1,349,169	1,377,066	1,466,612	1,521,803	1,521,803
40 BUSINESS AND TRAVEL	17,372	19,107	24,598	24,360	24,360
50 CAPITAL OUTLAY	22,278	3,504	0	0	0
GRAND TOTAL	**23,279,067**	**24,398,332**	**26,163,217**	**26,868,616**	**26,868,616**
FUNDING SOURCE:					
11 GENERAL	**23,279,067**	**24,398,332**	**26,163,217**	**26,868,616**	**26,868,616**

SHERIFF'S OFFICE
Correctional Services
Index #212000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $674,084
10,657,800	10,544,743	(113,057)	Full Time Salaries
			25,967 Promotions & Salary Enhancements
			(139,024) Staff Turnover (1.30)%
			(113,057)
	611,012	611,012	FY 21 Sheriff's Office Wage Package
			434,412 Salary increases
			176,600 Fringe increases
			611,012
164,086	161,566	(2,520)	Temporary Salaries - increase to reflect actual
3,017,652	3,001,762	(15,890)	Pension adjustments
2,861,241	2,771,154	(90,087)	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
299,219	371,903	72,685	Workers' Compensation adjustments
971,261	978,087	6,827	FICA adjustments
1,567,000	1,773,274	206,274	Overtime increase based on actual expense history
324,486	324,486	0	Shift Differential increase based on actual expense history
111,400	110,240	(1,160)	Uniform Allowance and Life Insurance

SHERIFF'S OFFICE
Correctional Services
Index #212000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES decrease ($23,637)
51,721	8,109	(43,612)	Unemployment and Other Insurance decrease based on Treasury's estimates
34,027	49,835	15,808	Data Processing Software increases for software license renewals
163,800	167,067	3,267	Communications Service and Building/Custodial Services increase based on actual expense history
0	900	900	Other Rent and Leases increase for storage unit rental
3,448,002	3,448,002	0	Medical Services flat-lined for FY 21
			MATERIALS & SUPPLIES increase $55,191
1,002,382	1,035,258	32,876	Meals-Special Purpose increases due to higher rate for food service contract at Detention Center
87,330	118,645	31,315	Safety Equipment increases for safety vest replacement, safety gloves, AED pads, smoke detectors, and other related safety equipment
8,000	10,000	2,000	Medical Supplies increase based on actual expense history
37,800	26,300	(11,500)	Diesel Fuel and Other Supplies and Materials decrease based on actual expense history
			BUSINESS & TRAVEL decrease ($238)
1,898	1,660	(238)	County-owned vehicles and Membership Fees & Dues decrease, partially offset by an increase in Parking & Tolls based on actual expense history

DIVISION STAFF SUMMARY

Correctional Services

Index #212000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Major - Corrections	1.00	111,342	1.00	128,968	1.00	128,960
Captain - Corrections	2.00	198,307	2.00	233,988	2.00	234,000
Lieutenant - Corrections	8.00	683,363	8.00	813,344	8.00	805,144
Sergeant - Corrections	13.00	966,285	13.00	1,114,394	13.00	1,124,280
Corporal - Corrections	14.00	916,011	14.00	1,055,167	14.00	1,040,021
Senior Deputy - Corrections	35.00	2,166,050	35.00	2,361,353	42.00	2,774,174
Officer First Class	44.00	2,168,234	45.00	2,420,135	41.00	2,081,815
Officer	24.00	1,099,240	23.00	1,080,360	20.00	925,180
Warden	1.00	125,920	1.00	129,192	1.00	130,998
Classification Supervisor	1.00	74,566	1.00	77,317	1.00	77,584
Corrections Records Administrator	1.00	76,772	1.00	79,542	1.00	79,872
DC Project Coordinator	1.00	47,504	1.00	56,870	1.00	56,514
Standards/Accreditation Manager	1.00	73,873	1.00	76,630	1.00	76,877
Pre-Trial Services Coordinator	2.00	101,800	2.00	110,767	2.00	109,970
Classification Counselor	3.00	139,374	3.00	165,412	3.00	164,195
Community Services Coordinator	1.00	53,323	1.00	62,570	1.00	62,379
Commissary Coordinator	1.00	43,675	1.00	46,117	1.00	45,448
Corrections Quartermaster	1.00	61,803	1.00	64,421	1.00	64,293
Program Coordinator	1.00	44,951	1.00	47,406	1.00	46,758
Maintenance Officer	3.00	159,366	2.00	116,985	2.00	116,376
Maintenance Officer II	0.00	0	1.00	58,285	1.00	57,970
Corrections Records Technician I	1.00	31,491	0.00	0	1.00	31,491
Corrections Records Technician II	4.00	150,684	5.00	203,961	4.00	157,498
Inmate Property Coordinator	1.00	51,809	1.00	58,389	1.00	57,964
Corrections Records Clerk	2.00	87,416	2.00	96,227	2.00	94,982
TOTAL FULL-TIME SALARIES	166.00	9,633,157	166.00	10,657,800	166.00	10,544,743

DIVISION STAFF SUMMARY
Correctional Services
Index #212000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		154,164		164,086		161,566
FY 21 Sheriff's Office Wage Package						434,412
SALARY TOTAL	**166.00**	**9,787,321**	**166.00**	**10,821,886**	**166.00**	**11,140,721**
OTHER PERSONAL SERVICES						
Pension & Retirement		2,776,847		3,017,652		3,132,569
Workers' Compensation		299,632		299,219		384,463
Health Benefits		2,621,764		2,861,241		2,771,154
Overtime and Shift Differential		1,834,514		1,891,486		2,097,760
FICA		889,065		971,261		1,011,320
Miscellaneous		111,400		111,400		110,240
TOTAL OTHER PERSONAL SERVICES		**8,533,222**		**9,152,259**		**9,507,506**
SALARY ENHANCEMENTS						
Law Enforcement Pay Study Implementation - Phase Two (Corrections)		612,655				
FY 19 Law Enforcement Merit Step Increase (Corrections)		307,776				
FY 19 Civilian Merit Salary Increase		89,665				
TOTAL SALARY ENHANCEMENTS		**1,010,096**				
TOTAL PERSONAL SERVICES	**166.00**	**19,330,639**	**166.00**	**19,974,145**	**166.00**	**20,648,227**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

SHERIFF'S OFFICE
Inmate Welfare Fund
Index #212100

ORIGIN/PURPOSE:

In accordance with GASB Statement No. 34, this index is the appropriation authority for the Inmate Welfare account at the Harford County Detention Center.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	117,039	148,222	154,777	160,704	160,704
20 CONTRACTUAL SERVICES	73,396	100,772	173,326	173,926	173,926
30 SUPPLIES AND MATERIALS	360,372	346,109	425,800	463,950	463,950
40 BUSINESS AND TRAVEL	71,398	80,242	79,720	84,260	84,260
50 CAPITAL OUTLAY	48,030	8,075	48,000	48,000	48,000
70 MISCELLANEOUS	12,000	0	0	0	0
GRAND TOTAL	**682,235**	**683,420**	**881,623**	**930,840**	**930,840**
FUNDING SOURCE:					
11 GENERAL	**682,235**	**683,420**	**881,623**	**930,840**	**930,840**

SHERIFF'S OFFICE
Inmate Welfare Fund
Index #212100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $5,927
106,018	103,430	(2,588)	Temporary Salaries decrease to reflect actuals
	3,963	3,963	FY 21 Sheriff's Office Wage Package
			3,320 Salary increases
			643 Fringe increases
			3,963
9,882	10,860	978	Pension adjustments
54	575	521	Workers' Compensation
8,978	10,304	1,326	Health Benefits adjusted due to changes in coverage
9,625	9,564	(61)	FICA adjustments
19,800	21,588	1,788	Overtime increase based on actual expense history
			CONTRACTUAL SERVICES increases $600
165,726	165,726	0	Other Professional Services funds provided for behavioral health & substance abuse services, inmate transportation, and job training
5,000	5,600	600	Communications Service increases for Dish Network subscription
			SUPPLIES & MATERIALS increase $38,150
288,000	288,000	0	Meals-Special Purpose flat-lined for FY 21
14,000	54,000	40,000	Uniform Purchase increases based on actual expense history
3,500	1,650	(1,850)	Audio-Visual Supplies decrease based on actual expense history, partially offset by increases in Commercial Printing and Paper Supplies
			BUSINESS & TRAVEL increase $4,540
13,460	18,000	4,540	Professional Books/Periodicals increase based on actuals for religious materials and law library
			EQUIPMENT no change for FY 21
48,000	48,000	0	Other Equipment expenses in Inmate Welfare account for furniture purchase

DIVISION STAFF SUMMARY

Inmate Welfare Fund

Index #212100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		67,937		106,018		103,430
FY 21 Sheriff's Office Wage Package						3,320
SALARY TOTAL		**67,937**		**106,018**		**106,750**
OTHER PERSONAL SERVICES						
Pension & Retirement		6,114		9,882		11,144
Workers' Compensation		0		54		680
Health Benefits		21,651		8,978		10,304
Overtime		11,000		19,800		21,588
FICA		6,039		9,625		9,818
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES		**45,224**		**48,759**		**53,954**
SALARY ENHANCEMENTS						
FY 19 Civilian Merit Salary Increase		843				
TOTAL PERSONAL SERVICES		**114,004**		**154,777**		**160,704**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

SHERIFF'S OFFICE
Court Services
Index #213000

ORIGIN/PURPOSE:

The Court Services Division is comprised of five integrated units that are responsible for a multitude of tasks that support Harford County's Judicial System. The Division's five units consist of the Civil Process Unit, Court Security Unit, Domestic Violence Unit, Office of Child Support Enforcement Unit, and the Warrant/Fugitive Unit. The primary responsibilities of the units are the service of papers generated from Harford County Courts, security of County Government facilities and the Circuit Courthouse, the investigation and safeguard of rights for victims of domestic violence, and the apprehension of wanted persons for both child support and criminal violations. To accomplish division goals Sheriff's Office personnel work closely with staff from the District and Circuit Courts, the State's Attorney's Office, the Family Justice Center and the legal community serving Harford County.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	5,811,800	6,258,130	7,102,767	7,848,749	7,848,749
20 CONTRACTUAL SERVICES	35,968	29,729	41,051	40,193	40,193
30 SUPPLIES AND MATERIALS	51,024	36,401	49,210	67,381	67,381
40 BUSINESS AND TRAVEL	226,703	240,386	268,475	268,475	268,475
50 CAPITAL OUTLAY	11,609	547	0	0	0
70 MISCELLANEOUS	350,158	0	0	0	0
GRAND TOTAL	**6,487,262**	**6,565,193**	**7,461,503**	**8,224,798**	**8,224,798**
FUNDING SOURCE:					
11 GENERAL	**6,487,262**	**6,565,193**	**7,461,503**	**8,224,798**	**8,224,798**

SHERIFF'S OFFICE
Court Services
Index #213000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase 745,983
3,180,995	3,154,765	(26,230)	Full-time Salaries
			(10,748) Promotions & Salary adjustments
			(15,482) Staff Turnover (.49)%
			(26,230)
	406,484	406,484	FY 21 Sheriff's Office Wage Package
			291,345 Salary increases
			115,139 Fringe increases
			406,484
1,155,205	1,056,311	(98,894)	Temporary Salaries - decrease based on actual staffing levels and transfers
	79,793	79,793	The net result to this division of full-time staff transfers between divisions of the Sheriff's Office:

	# of Positions	Salary	Fringe	Total
Transferred in	9	684,340	470,216	1,154,556
Transferred out	(7)	(663,918)	(410,845)	(1,074,763)
Net transfers	2	20,422	59,371	79,793

875,037	1,170,412	295,375	Pension adjustments
1,004,428	1,082,898	78,470	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
66,139	82,871	16,732	Workers' Compensation adjustments
363,291	354,054	(9,237)	FICA adjustments
332,000	332,000	0	Overtime
89,192	93,562	4,370	Shift Differential increase based on actual expense history
36,480	35,600	(880)	Uniform Allowance and Life Insurance decrease based on actuals

SHERIFF'S OFFICE
Court Services
Index #213000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES decrease ($858)
2,107	302	(1,805)	Office Equipment Service and Building/Custodial Services decrease based on actual expense history
23,562	24,509	947	Other Professional Services, Data Processing Software, and Security Systems increase based on actual expense history
			SUPPLIES & MATERIALS increase $18,171
22,805	39,300	16,495	General Office Supplies, Duplicating Machine Supplies, General Office Mailing, and Audio Visual Supplies increase due to reallocation of Records Unit to this index from Administration (211100)
7,005	8,551	1,546	Safety Equipment increases for vest replacement
550	680	130	Medical Supplies increase, partially offset by a decrease in Paper Supplies based on actuals
268,475	268,475	0	BUSINESS & TRAVEL no change for FY 21 Provides funds for County-Owned Vehicles, Fuel, Non-targeted Charges, Training Seminars, and related expenses

DIVISION STAFF SUMMARY

Court Services

Index #213000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Captain	1.00	124,134	1.00	128,968	1.00	128,960
Lieutenant	1.00	100,422	2.00	233,988	1.00	113,693
Sergeant	5.00	422,864	4.00	389,803	3.00	286,708
Corporal	6.00	487,677	5.00	439,153	5.00	419,328
Senior Deputy	16.00	1,164,737	13.00	1,018,214	16.00	1,238,405
Deputy First Class	5.00	244,754	3.00	201,971	0.00	0
Law Enforcement Records Manager	0.00	0	1.00	69,766	1.00	69,805
Law Enforcement Records Supervisor	0.00	0	2.00	96,123	3.00	140,482
Law Enforcement Records Technician I	0.00	0	2.00	71,101	3.00	99,652
Law Enforcement Records Technician II	4.00	185,753	20.00	870,399	19.00	810,106
Security Systems Admin	0.00	0	1.00	62,507	1.00	62,317
Sex Offender Verification Investigator	2.00	98,428	2.00	104,027	2.00	103,023
SUB-TOTAL FULL-TIME SALARIES	40.00	2,828,770	56.00	3,686,020	55.00	3,472,480
SALARY OFFSET		(468,759)		(505,025)		(297,292) A
TOTAL FULL-TIME SALARIES	40.00	2,360,011	56.00	3,180,995	55.00	3,175,187
TEMPORARY SALARIES		1,168,942		1,155,205		1,056,311
FY 21 Sheriff's Office Wage Package						291,345
SALARY TOTAL	**40.00**	**3,528,953**	**56.00**	**4,336,200**	**55.00**	**4,522,843**

DIVISION STAFF SUMMARY

Court Services

Index #213000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		818,371			875,037		1,254,026
Workers' Compensation		74,066			66,139		96,629
Health Benefits		796,211			1,004,428		1,135,905
Overtime and Shift Differential		410,542			421,192		425,562
FICA		301,373			363,291		377,904
Miscellaneous		39,320			36,480		35,880
TOTAL OTHER PERSONAL SERVICES		**2,439,883**			**2,766,567**		**3,325,906**
SALARY ENHANCEMENTS							
Law Enforcement Pay Study Implementation - Phase Two		74,530					
FY 19 Law Enforcement Merit Step Increase		152,798					
FY 19 Civilian Merit Salary Increase		13,175					
TOTAL SALARY ENHANCEMENTS		**240,503**					
TOTAL PERSONAL SERVICES	**40.00**	**5,968,836**	*	**56.00**	**7,102,767**	**55.00**	**7,848,749**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - State and federal grant funding for four (4) employees.

Fiscal Year 21
Summary of Grants

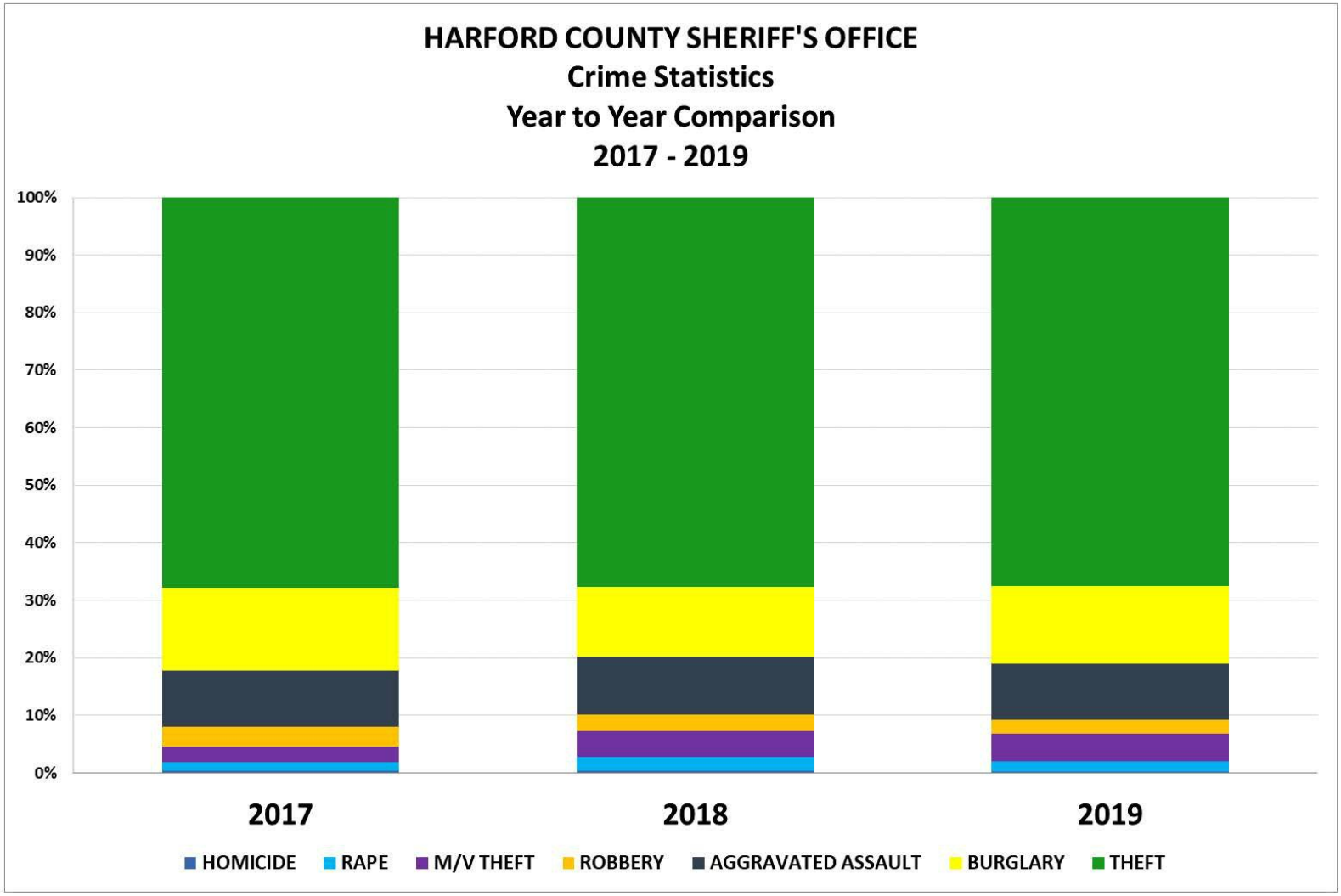
Harford County Sheriff's Office - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Child Enforcement Administration Cooperative Reimbursement Agreement	This grant provides funding for the salary and benefits for seven positions who concentrate their efforts specifically in the service of summons, warrants and writs of paternity, AFDC and non-AFDC child support cases and the data entry and tracking of each.	$404,374			$245,513	10/1/20-9/30/21	Recurring
Traffic Safety Grant	This grant provides funding for deputies to work overtime to pro-actively seek out impaired, aggressive and distracted drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.	$75,000				10/1/20-9/30/21	Recurring
Law Enforcement Training Scholarship	Funding provides financial support to offset the costs associated with specialized law enforcement training, including, but not limited to classes and seminar in investigation, crime prevention and crime analysis.		$5,000			7/1/20 - 6/30/21	Recurring
Maryland Highway Safety Office - Commercial Motor Vehicle Grant	This grant provides funding for deputies to patrol the roads on an overtime basis to perform routine commercial vehicle enforcement and North American Standard Inspections to ensure that trucks and buses driving on the highways are operating safely on county roads.	$15,000				10/1/20-9/30/21	Recurring

Fiscal Year 21
Summary of Grants

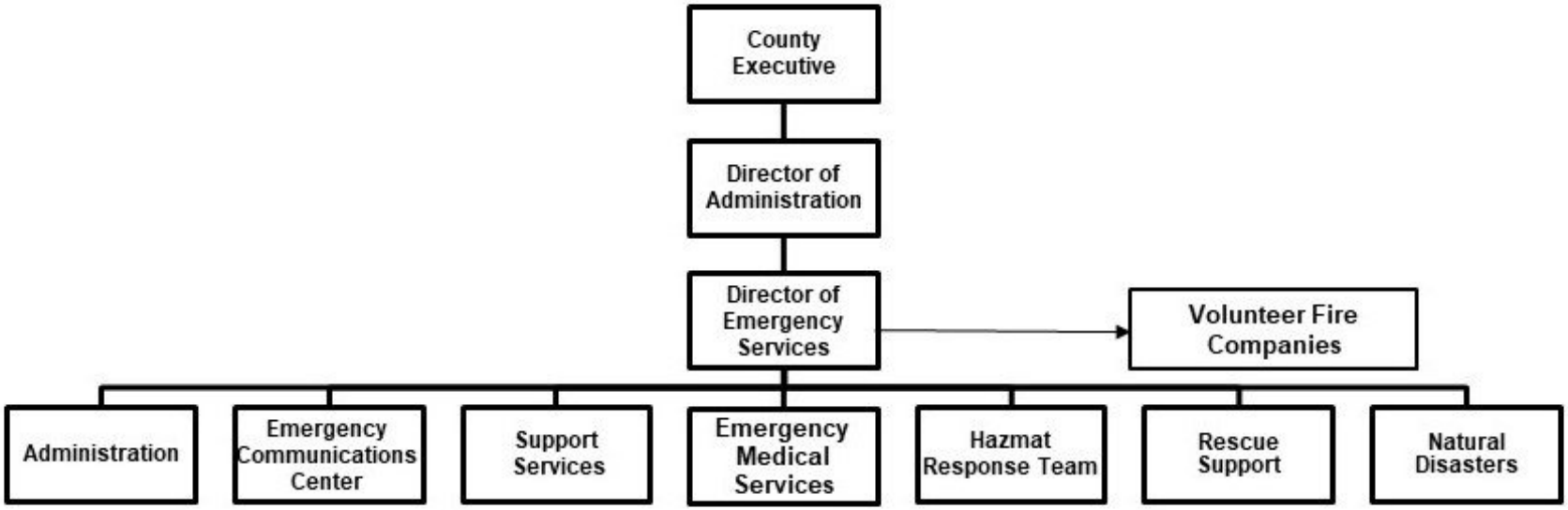
Harford County Sheriff's Office - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Heroin Coordinator	This grant provides funding for the Heroin Prevention Team Information Coordinator who acts as the main outlet for heroin related information and data, and maintains a database tracking all heroin overdoes and compiles related reports for appropriate dissemination.		$76,646			7/1/20 - 6/30/21	Recurring
Professional Development Grant	These funds will allow our agency to send individuals to training and will be used for registration, lodging, per diem and transportation costs.		$5,000			7/1/20 - 6/30/21	Recurring
School Traffic Safety Grant	This grant provides overtime monies which allow the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to target drivers who illegally pass school vehicles. In addition, this program established a partnership with Regal Cinemas in Abingdon, MD to air Public Service Announcements at their facility.		$35,000			8/1/20 - 6/30/21	Recurring
Monitoring Sex Offender Compliance	This grant provides overtime monies for existing Sheriff's Office personnel to assist in the compliance and verification process of the sex offenders registered with the HCSO Sex Offender Registration Program as mandated by MD law.		$27,770			7/1/20 - 6/30/21	Recurring

Fiscal Year 21
Summary of Grants

Harford County Sheriff's Office - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Sheriff's Tactical & Operational Plan: Theft Intervention & Enforcement (STOP THIEF)	This grant will fund the purchase of equipment and related software which will enhance pro-active details and increase officer safety; improve the ability to extract evidence from cellular devices; track suspect movement, and improve surveillance capabilities.		$20,000			7/1/20 - 6/30/21	Recurring
State Criminal Alien Assistance Program	This grant provides federal funding to localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law and incarcerated for at least four consecutive days during the reporting period.	$68,109				7/1/20 - 6/30/21	Recurring
MD Criminal Information Network (Safe Streets Initiative)	This grant provides for the salary and partial benefits of the Program Coordinator and Crime Analyst as well as overtime and related FICA for the surrounding municipalities and the Sheriff's Office staff to conduct details to apprehend individuals designated as violent offenders. This grant also pays for the partial salary and benefits of an existing Prosecutor in the State's Attorney's Office who is assigned to the Initiative on a part-time basis.		$150,000			7/1/20 - 6/30/21	Recurring
Justice Assistance Grant (JAG)	These funds will be used to purchase equipment for the Sheriff's Office. The equipment to be purchased will be determined at a later date based on the agency's need at that time.	$36,000				7/1/20- 6/30/21	Recurring
	TOTALS:	**$598,483**	**$701,311**	**$0**	**$245,513**		


HARFORD COUNTY SHERIFF'S OFFICE
Crime Statistics
Year to Year Comparison
2017 - 2019
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
2017
2018
2019
HOMICIDE
RAPE
M/V THEFT
ROBBERY
AGGRAVATED ASSAULT
BURGLARY
THEFT

DEPARTMENT OF EMERGENCY SERVICES



DEPARTMENT OF EMERGENCY SERVICES

ORIGIN/PURPOSE:

The Department of Emergency Services (DES) was established pursuant to Executive Order 12-08 issued in December of 2012 and became law February 17, 2013. This Department is responsible for receiving and disseminating all emergency requests in Harford County for fire, (EMS) Emergency Medical Services, rescue, hazardous materials, and police incidents.

Training is provided for all agency members to include the Dispatch Academy, In-Service training to all agency employees, supervisors and management training for all applicable staff members.

The Department is the Emergency Management agency and primary Homeland Security Coordination agency for the County and is responsible for emergency plans including emergency plans for the Peach Bottom Atomic Power Station. It is responsible for all mitigation and preparedness response and recovery operations.

DES is responsible for response to hazardous materials incidents in the county and maintaining a fully equipped and operational hazmat team. Additionally, DES is responsible for providing technical rescue services for the county and maintaining a fully equipped and operational technical rescue team.

DES is designated as the County's EMS Operational Authority which has oversight of the County's EMS Foundation and Volunteer EMS programs providing EMS to Harford County.

MISSION STATEMENT:

THE HARFORD COUNTY DEPARTMENT OF EMERGENCY SERVICES WILL PROVIDE A COMPREHENSIVE AND INTEGRATED SYSTEM OF PUBLIC SAFETY AND EMERGENCY MEDICAL SERVICES INCLUDING EMERGENCY MANAGEMENT, 911 TELECOMMUNICATIONS, HAZARDOUS MATERIALS AND TECHNICAL RESCUE SERVICES IN PARTNERSHIP WITH THE VOLUNTEER FIRE AND EMERGENCY MEDICAL SERVICES, THE EMERGENCY MEDICAL SERVICES FOUNDATION, HARFORD COUNTY SHERIFF'S OFFICE AND MUNICIPAL LAW ENFORCEMENT, ALL FULLY DEDICATED AND COMMITTED TO PROTECTING THE HEALTH, SAFETY AND WELL-BEING OF OUR CITIZENS.

FY 21 GOALS:

TO PROVIDE ADMINISTRATIVE SUPPORT, TECHNICAL SUPPORT AND TRAINING TO HARFORD COUNTY GOVERNMENT AND PUBLIC SAFETY PARTNERS

TO CONDUCT TWO CABINET LEVEL TABLETOP EXERCISES ANNUALLY TESTING COUNTY RESPONSE PLANS TO ALL NATURAL AND MANMADE DISASTERS

TO FURTHER ENHANCE THE COUNTY'S RESPONSE TO ALL DISASTERS, DES WILL ACQUIRE CCTV FEEDS FROM RELEVANT HARFORD COUNTY CRITICAL INFRASTRUCTURE

TO DEVELOP NEEDS AND IMPLEMENTATION PLAN FOR NEXT GENERATION 911 (NG911)

DEPARTMENT OF EMERGENCY SERVICES

TO INVESTIGATE AND DEVELOP A PLAN FOR SINGLE SITE 911 CALL PROCESSING AND POTENTIAL DISPATCH CONSOLIDATION

TO ACHIEVE AND MAINTAIN ANSWERING 90% OF ALL 911 CALLS WITHIN TEN SECONDS AND ANSWER 95% OF 911 CALLS WITHIN 20 SECONDS

TO MAINTAIN OPERATIONAL REDINESS IN THE EMERGENCY OPERATIONS CENTER

TO PURSUE A RADIO AND TELEPHONE QUALITY ASSURANCE PROGRAM TO COINCIDE WITH OUR CURRENT PROTOCOL QUALITY ASSURANCE PROGRAM

TO PROMOTE PUBLIC EDUCATION AND AWARENESS

TO PROMOTE ORGANIZATIONAL CHANGES IN ACCORDANCE WITH THE DES CAREER LADDER TO INCLUDE ACTIVE SUPERVISION AND EXPENSE CONTROL IN THE 911 CENTER

TO PROVIDE EFFECTIVE AND EFFICIENT HAZMAT RESPONSE

TO ASSURE PREVENTION OF HAZMAT INCIDENTS THROUGH INSPECTION AND PUBLIC EDUCATION PROGRAMS

TO PROVIDE COORDINATED AND SPECIALIZED HIGH RISK RESCUES IN SUPPORT OF THE LOCAL VOLUNTEER AND EMS SERVICES

TO BRING GREATER STANDARDIZATION TO EMS IN HARFORD COUNTY FOR THE BENEFIT OF CITIZENS, PROVIDERS, AND VOLUNTEER FIRE COMPANIES TO IMPROVE THE OVERALL LEVEL OF SERVICE AND ENSURE THE LONG-TERM EFFECTIVENESS OF EMS

TO CONTINUE DEVELOPMENT AND BUILD OUT OF A CAREER-BASED EMS SYSTEM

DEPARTMENT OF EMERGENCY SERVICES

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	7,919,097	9,302,525	10,547,290	11,951,477	11,951,477
20	CONTRACTUAL SERVICES	6,573,861	7,079,754	7,753,039	9,372,584	9,372,584
30	SUPPLIES AND MATERIALS	310,768	435,784	425,300	679,300	679,300
40	BUSINESS AND TRAVEL	80,310	128,448	136,748	138,348	138,348
50	CAPITAL OUTLAY	55,056	63,691	50,000	0	0
70	MISCELLANEOUS	6,487,620	6,530,790	7,009,959	7,207,576	7,207,576
80	INTER-GOVERNMENTAL	55	0	0	0	0
	GRAND TOTAL	**21,426,767**	**23,540,992**	**25,922,336**	**29,349,285**	**29,349,285**
SUMMARY BY DIVISION:						
GENERAL FUND:						
221000	ADMINISTRATION	5,012,358	5,225,079	1,912,758	2,070,756	2,070,756
222100	EMERGENCY COMMUNICATIONS	6,429,622	7,175,689	7,253,027	7,848,134	7,848,134
222200	SUPPORT SERVICES	2,299,631	2,359,313	2,499,133	2,627,408	2,627,408
223000	VOLUNTEER FIRE COMPANIES	6,729,408	6,814,659	7,037,245	7,194,862	7,194,862
224000	EMERGENCY MEDICAL SERVICES	474,568	1,343,711	6,361,836	8,851,775	8,851,775
225000	HAZMAT RESPONSE TEAM	353,852	433,059	485,370	446,252	446,252
226000	RESCUE SUPPORT	127,328	189,483	272,967	210,099	210,099
229000	NATURAL DISASTERS	0	0	100,000	100,000	100,000
	GRAND TOTAL	**21,426,767**	**23,540,992**	**25,922,336**	**29,349,285**	**29,349,285**

DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $1,404,187
5,866,470	5,755,836	(110,634)	Full-time salaries
			20,894 Salary adjustments
			(127,528) Staff Turnover (1.96)%
			(4,000) Salary offset (Grants)
			(110,634)
	376,191	376,191	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
	580,272	580,272	Result of Transfers into Department of Emergency Services from other Departments:

# of positions	Salary	Fringe	Total	
6.00	240,000	195,204	435,204	From 595000 (P&R)
2.00	80,000	65,068	145,068	From 651000 (OCED)
8.00	320,000	260,272	580,272	

360,112	466,499	106,387	Temporary Salaries
594,381	649,500	55,119	Pension adjustments
66,158	67,319	1,161	Workers' Compensation adjustments
1,887,915	1,831,189	(56,726)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
227,964	314,580	86,616	PEHP (Post Employment Health Plan)
860,000	1,255,000	395,000	Overtime - increase for additional EMS crews
98,400	96,000	(2,400)	Shift Differential adjusted to reflect new scheduling systems
570,910	544,251	(26,659)	FICA adjustments
14,980	14,840	(140)	Life Insurance

DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $1,619,545
4,196,668	5,337,069	1,140,401	Emergency Medical Services - Provides annual county contribution to Harford County Fire & EMS Foundation. Increase provides for additional BLS providers in Companies 1, 6, 9, and 13; Funds the change from a 65% VFC / 35% County funding model to 50/50 model with corresponding changes to company payroll reimbursements.
254,570	89,440	(165,130)	Space & Real Estate Rental decreases due to reallocation of expenses to Treasury account per GASB 87
2,193,076	2,647,050	453,974	Emergency Reporting System increases for NextGen911 transition costs and Motorola maintenance contract expenses, partially offset by decreases in Telephone Service and Communications Service
304,525	451,225	146,700	Operating Equipment Service and Other Professional Services increase for lights and striping of new and replacement vehicles, new tower light installation, tower inspections, high voltage switchgear maintenance, HVAC computer maintenance, and for new fire service student loan reimbursement program
49,500	97,200	47,700	Building/Custodial Services increase for coverage of additional DES and EMS sites and for weekend lobby coverage
315,700	311,500	(4,200)	Electricity and Office Equipment decrease based on actual expense history

DEPARTMENT OF EMERGENCY SERVICES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			SUPPLIES & MATERIALS increase $254,000
107,000	362,000	255,000	Safety Equipment increases for Rescue Task Force items including ballistic vests and rescue kits, as well as for additional Lifepak and Lucas devices, and supplies to stock new medic unit
145,800	131,800	(14,000)	Other Supplies & Materials decreases based on actual expense history
35,000	48,000	13,000	Uniform Purchase, Meals - Special Purpose, and Commercial Printing increase for anticipated FY21 expenses
136,748	138,348	1,600	BUSINESS AND TRAVEL increase $1,600 Membership Fees & Dues, Training Seminars, and Non-targeted Charges increase based on actual expense history, partially offset by decreases in Mileage and Professional Books/Periodicals
			CAPITAL OUTLAY decrease ($50,000)
50,000	0	(50,000)	Funding decreases due to one-time expense in FY20 for County-wide Knox Box key system for VFCs
			MISCELLANEOUS increase $197,617
6,597,245	6,794,862	197,617	Payments to Volunteer Fire Companies - 3% increase in contribution to each VFC and to Association

DEPARTMENT STAFF SUMMARY
DEPARTMENT OF EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	64,656	1.00	66,656	0.00	0
Administrative Budget Technician II	1.00	73,550	1.00	75,550	1.00	79,101
Administrative Secretary III	1.00	76,293	1.00	78,293	1.00	79,859
Administrative Specialist II	1.00	59,998	1.00	61,998	0.00	0
Computer System Engineer I	0.00	0	1.00	50,000	1.00	50,000
Computer System Engineer IV	1.00	82,992	0.00	0	0.00	0
Database Administrator	1.00	59,690	1.00	61,691	1.00	61,691
Deputy Director of Emergency Services	1.00	118,603	1.00	120,975	1.00	122,975
Director of Emergency Services	1.00	132,211	1.00	132,211	1.00	134,211
Electronic Services Technician	1.00	50,754	0.00	0	0.00	0
Electronic Services Technician II	0.00	0	1.00	54,196	1.00	57,320
Grants Coordinator	1.00	77,450	1.00	79,450	1.00	83,079
Paramedic	12.00	580,760	16.00	767,220	16.00	797,463
EMT	0.00	0	0.00	0	8.00	320,000
Planner I	1.00	51,693	1.00	53,693	0.00	0
Public Safety Dispatcher I	9.00	410,261	8.00	296,704	14.00	549,831
Public Safety Dispatcher II	21.00	803,837	25.00	1,110,506	18.00	864,152
Public Safety Dispatcher III	30.00	1,733,923	25.00	1,461,365	26.00	1,561,360
Public Safety Hazmat Manager	1.00	57,996	1.00	59,996	1.00	63,236
Public Safety Manager	5.00	405,727	5.00	406,289	5.00	432,195
Public Safety Shift Manager	4.00	312,299	4.00	321,629	4.00	336,222
Public Safety Supervisor	9.00	610,102	11.00	788,500	8.00	582,031
	0.00	0	0.00	0	2.00	114,029
	0.00	0	0.00	0	3.00	202,744
	0.00	0	0.00	0	1.00	77,031
FULL-TIME SALARIES	102.00	5,762,795	106.00	6,046,922	114.00	6,568,530
SALARY OFFSET		(180,452)		(180,452)		(184,452)
TOTAL FULL-TIME SALARIES	102.00	5,582,343	106.00	5,866,470	114.00	6,384,078
TEMPORARY SALARIES		346,734		360,112		472,661
SALARY TOTAL	**102.00**	**5,929,077**	**106.00**	**6,226,582**	**114.00**	**6,856,739**

DEPARTMENT STAFF SUMMARY
EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		531,468			594,381		715,837
Workers' Compensation		49,605			66,158		75,398
Health Benefits		1,745,908			1,887,915		2,026,885
Overtime & Shift Differential		779,200			958,400		1,351,000
PEHP		202,130			227,964		314,580
FICA		542,606			570,910		595,077
Miscellaneous		14,980			14,980		15,960
TOTAL OTHER PERSONAL SERVICES		**3,865,897**			**4,320,708**		**5,094,737**
TOTAL PERSONAL SERVICES	**106.00**	**9,794,974**	*	**106.00**	**10,547,290**	**114.00**	**11,951,477**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF EMERGENCY SERVICES
Administration
Index #221000

ORIGIN/PURPOSE:

The Harford County Department of Emergency Services is tasked with the duty and responsibility to identify, assess and prioritize local and regional vulnerabilities to emergencies or disasters and the resources available to mitigate, respond to or recover from them.

FY 21 GOALS:

TO CONTINUE DEVELOPMENT AND BUILD OUT OF CAREER-BASED EMS SYSTEM

TO MAINTAIN OPERATIONAL READINESS IN THE EMERGENCY OPERATIONS CENTER

TO PROVIDE ADMINISTRATIVE SUPPORT, TECHNICAL SUPPORT AND TRAINING TO HARFORD COUNTY GOVERNMENT AND PUBLIC SAFETY PARTNERS

PUBLIC EDUCATION AND AWARENESS

TO CONDUCT TWO QUARTERLY CABINET EXERCISES TESTING COUNTY RESPONSE PLANS TO ALL NATURAL AND MANMADE DISASTERS ANNUALLY

TO PURSUE A RADIO AND TELEPHONE TO COINCIDE WITH OUR CURRENT PROTOCOL QUALITY ASSURANCE PROGRAM

TO ENHANCE COUNTY'S RESPONSE TO ALL DISASTERS, DES WILL ACQUIRE CCTV FEEDS FROM RELEVANT TO CRITICAL INFRASTRUCTURE

DEPARTMENT OF EMERGENCY SERVICES
Administration
Index #221000

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	938,498	960,335	942,705	988,803	988,803
20	CONTRACTUAL SERVICES	3,747,877	4,097,820	496,500	602,600	602,600
30	SUPPLIES AND MATERIALS	73,215	60,875	44,500	50,500	50,500
40	BUSINESS AND TRAVEL	22,526	34,369	29,053	28,853	28,853
50	CAPITAL OUTLAY	11,265	2,781	0	0	0
70	MISCELLANEOUS	218,977	68,901	400,000	400,000	400,000
80	INTER-GOVERNMENTAL	0	0	0	0	0
	GRAND TOTAL	**5,012,358**	**5,225,079**	**1,912,758**	**2,070,756**	**2,070,756**
FUNDING SOURCE:						
11	GENERAL	**5,012,358**	**5,225,079**	**1,912,758**	**2,070,756**	**2,070,756**

DEPARTMENT OF EMERGENCY SERVICES
Administration
Index #221000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
529,046	529,187	141	PERSONAL SERVICES increase $46,099 Full-Time Salaries 4,141 (4,000) 141
	34,690	34,690	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
71,490	71,490	0	Temporary Salaries - Building Attendants
71,322	78,844	7,522	Pension adjustments
6,395	7,390	995	Workers' Compensation adjustments
166,758	170,909	4,151	Health Benefits are adjusted due to staff opting for changes in levels of coverage
5,181	6,420	1,239	PEHP (Post Employment Health Plan)
61,052	58,753	(2,299)	FICA adjustments
30,000	30,000	0	Overtime
200	0	(200)	Shift Differential - Decrease based on actual expense history

DEPARTMENT OF EMERGENCY SERVICES
Administration
Index #221000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $106,100
307,000	307,000	0	Electricity and Water & Sewer expenses flat-lined for FY 21
85,200	138,200	53,000	Operating Equipment Service increases for high voltage switchgear and HVAC computer maintenance
82,300	137,400	55,100	Other Professional Services and Building/Custodial Services increase for coverage of additional DES and EMS sites and for weekend lobby coverage, as well as for carpet cleaning
2,000	0	(2,000)	Telephone Service expenses moved to Support Services (222200)
44,500	50,500	6,000	SUPPLIES AND MATERIALS increase $6,000 Increase in Commercial Printing, Meals - Special Purpose, and Other Supplies & Materials based on actual expense history
29,053	28,853	(200)	BUSINESS AND TRAVEL decrease ($200) Decrease for Professional Books/Periodicals based on actual expense history
400,000	400,000	0	MISCELLANEOUS no change for FY 21 Provides funding for VFC Ladies Auxiliary Legacy Service Program, EMS Community Service Scholarship and related contributions

DIVISION STAFF SUMMARY

Administration

Index #221000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
Administrative Assistant II	1.00	64,656	1.00	66,656	0.00	0	
Administrative Budget Technician II	1.00	73,550	1.00	75,550	1.00	79,101	
Administrative Secretary III	1.00	76,293	1.00	78,293	1.00	79,859	
Deputy Director of Emergency Services	1.00	118,603	1.00	120,975	1.00	122,975	
Director of Emergency Services	1.00	132,211	1.00	132,211	1.00	134,211	
Grants Coordinator	1.00	77,450	1.00	79,450	1.00	83,079	
Public Safety Manager	1.00	82,983	1.00	84,983	1.00	88,723	
Public Safety Supervisor	1.00	69,380	1.00	71,380	0.00	0	
Public Safety Support Specialist I	0.00	0	0.00	0	1.00	70,029	
Public Safety Support Specialist III	0.00	0	0.00	0	1.00	77,031	
FULL-TIME SALARIES	8.00	695,125	8.00	709,498	8.00	735,008	
SALARY OFFSET		(180,452)		(180,452)		(184,452)	A
TOTAL FULL-TIME SALARIES	**8.00**	**514,673**	**8.00**	**529,046**	**8.00**	**550,556**	
TEMPORARY SALARIES		68,898		71,490		77,652	B
SALARY TOTAL	**8.00**	**583,571**	**8.00**	**600,536**	**8.00**	**628,208**	

DIVISION STAFF SUMMARY

Administration

Index #221000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		66,095			71,322		81,459
Workers' Compensation		6,700			6,395		7,534
Health Benefits		154,896			166,758		170,909
Overtime & Shift Differential		31,000			30,200		30,000
PEHP		9,860			5,181		6,420
FICA		63,746			61,052		63,154
Miscellaneous		1,260			1,260		1,120
TOTAL OTHER PERSONAL SERVICES		**333,557**			**342,168**		**360,595**
TOTAL PERSONAL SERVICES	**9.00**	**917,128**	*	**8.00**	**942,705**	**8.00**	**988,803**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Salary Offset available from Emergency Preparedness Grant and Exelon Grant

B - Temporary Salary for Building Attendants

DEPARTMENT OF EMERGENCY SERVICES
Emergency Communications Center
Index #222100

ORIGIN/PURPOSE:

Two-thirds of the employees of The Harford County Department of Emergency Services staff the 9-1-1 center. They are responsible for answering emergency and non-emergency calls for service 24 hours a day, 365 days a year and dispatches police, fire, EMS and law enforcement. The 9-1-1 Center employs a highly trained staff using the latest in technology in order to maintain our high commitment to public safety. It is our goal to provide a high level of customer service to the public and First Responders and maintain customer satisfaction at an extraordinary level.

FY 21 GOALS:

TO DEVELOP NEEDS AND IMPLEMENTATION PLAN FOR NEXT GENERATION 911 (NG911)

TO INVESTIGATE AND DEVELOP A PLAN FOR SINGLE SITE 911 CALL PROCESSING AND POTENTIAL DISPATCH CONSOLIDATION

TO PURSUE A RADIO AND TELEPHONE QUALITY ASSURANCE PROGRAM TO COINCIDE WITH OUR CURRENT PROTOCOL QUALITY ASSURANCE PROGRAM

TO ACHIEVE AND MAINTAIN ANSWERING 90% OF ALL 911 CALLS WITHIN TEN SECONDS AND ANSWER 95% OF 911 CALLS WITHIN 20 SECONDS

TO PROMOTE ORGANIZATIONAL CHANGES IN ACCORDANCE WITH THE DES CAREER LADDER TO INCLUDE ACTIVE SUPERVISION AND EXPENSE CONTROL IN THE 911 CENTER

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	5,855,784	6,470,894	6,723,343	6,909,950	6,909,950
20 CONTRACTUAL SERVICES	555,661	685,769	492,500	896,000	896,000
30 SUPPLIES AND MATERIALS	6,505	9,720	12,000	17,000	17,000
40 BUSINESS AND TRAVEL	11,617	9,306	17,470	17,470	17,470
70 MISCELLANEOUS	0	0	7,714	7,714	7,714
80 INTER-GOVERNMENTAL	55	0	0	0	0
GRAND TOTAL	**6,429,622**	**7,175,689**	**7,253,027**	**7,848,134**	**7,848,134**
FUNDING SOURCE:					
11 GENERAL	**6,429,622**	**7,175,689**	**7,253,027**	**7,848,134**	**7,848,134**

DEPARTMENT OF EMERGENCY SERVICES
Emergency Communications Center
Index #222100

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $186,606
4,052,956	3,946,178	(106,778)	Full-Time Salaries
			3,350 Salary adjustments
			(110,128) Staff Turnover (1.71)%
			(106,778)
	255,872	255,872	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
0	16,000	16,000	Temporary Salaries - For part-time Quality Assurance position
385,031	414,349	29,318	Pension adjustments
25,177	27,040	1,863	Workers' Compensation adjustments
1,222,475	1,199,669	(22,806)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
129,525	192,600	63,075	PEHP (Post Employment Health Plan)
351,820	301,883	(49,937)	FICA adjustments
546,000	546,000	0	Overtime & Shift Differential
			CONTRACTUAL SERVICES increase $403,500
200,000	600,000	400,000	Emergency Reporting System increases for NextGen911 transition expenses
36,500	40,000	3,500	Communications Service increases based on actual expense history
5,000	10,000	5,000	SUPPLIES AND MATERIALS increase $5,000
			Increase in Uniform Purchase for dispatch employees
17,470	17,470	0	BUSINESS AND TRAVEL no change for FY 21
			Funding provided for Training Seminars, County-owned Vehicles, Fuel, Professional Books & Memberships

DIVISION STAFF SUMMARY

Emergency Communications Center

Index #222100

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist II	1.00	59,998		1.00	61,998	0.00	0
Database Administrator	1.00	59,690		1.00	61,690	1.00	61,691
Public Safety Dispatcher I	21.00	803,837		8.00	296,704	14.00	549,831
Public Safety Dispatcher II	9.00	410,261		25.00	1,110,506	18.00	864,152
Public Safety Dispatcher III	30.00	1,733,923		25.00	1,461,365	26.00	1,561,360
Public Safety Manager	2.00	154,328		2.00	158,327	2.00	169,383
Public Safety Shift Manager	3.00	239,278		3.00	246,608	3.00	257,660
Public Safety Supervisor	7.00	481,359		9.00	655,757	7.00	514,272
Public Safety Support Specialist I	0.00	0		0.00	0	1.00	44,000
Public Safety Support Specialist II	0.00	0		0.00	0	2.00	139,173
FULL-TIME SALARIES	74.00	3,942,675		74.00	4,052,956	74.00	4,161,522
TEMPORARY SALARIES							16,000
SALARY TOTAL	**74.00**	**3,942,675**		**74.00**	**4,052,956**	**74.00**	**4,177,522**
OTHER PERSONAL SERVICES							
Pension & Retirement		354,870			385,031		436,960
Workers' Compensation		26,390			25,177		28,482
Health Benefits		1,204,478			1,222,474		1,199,669
Overtime & Shift Differential		450,000			546,000		546,000
PEHP		147,900			129,525		192,600
FICA		347,157			351,820		318,356
Miscellaneous		10,360			10,360		10,360
TOTAL OTHER PERSONAL SERVICES		**2,541,155**			**2,670,387**		**2,732,427**
TOTAL PERSONAL SERVICES	**74.00**	**6,483,830**	*	**74.00**	**6,723,343**	**74.00**	**6,909,950**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF EMERGENCY SERVICES
Support Services
Index #222200

ORIGIN/PURPOSE:

The Support Services staff provides for all areas of communication, information technology and Hazmat Response as well as the County's Mobile Communication Unit.

Support Services is responsible for the implementation of and recordkeeping associated with the Superfund Amendments and Reauthorization Act (SARA) Title III Law. This law mandates reporting of certain chemical inventories and regulates the responsibility of local jurisdictions pertaining to Hazardous Material Response and Community Right-to-Know planning.

SARA Title III, acts as the administrative arm of the Local Emergency Planning Committee (LEPC). Approximately 180 facilities in Harford County report to this committee. Site inspection of selected facilities that report under SARA Title III, are conducted by this agency.

The Support Services staff provides/maintains the operations and maintenance of the radio system infrastructures (including mobile and portable radios, pagers, mobile data equipment) and computer network and specialized software (Computer Aided Dispatch, Message Switch, etc.)

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	603,938	568,340	636,357	693,018	693,018
20 CONTRACTUAL SERVICES	1,646,773	1,745,417	1,826,776	1,884,390	1,884,390
30 SUPPLIES AND MATERIALS	25,450	34,733	30,000	43,000	43,000
40 BUSINESS AND TRAVEL	4,214	7,412	6,000	7,000	7,000
50 CAPITAL OUTLAY	19,256	3,412	0	0	0
GRAND TOTAL	**2,299,631**	**2,359,313**	**2,499,133**	**2,627,408**	**2,627,408**
FUNDING SOURCE:					
11 GENERAL	**2,299,631**	**2,359,313**	**2,499,133**	**2,627,408**	**2,627,408**

DEPARTMENT OF EMERGENCY SERVICES
Support Services
Index #222200

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $56,661
395,889	406,218	10,329	Full-Time Salaries
		10,329	Salary adjustments
	20,675	20,675	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
37,609	42,653	5,044	Pension adjustments
4,215	5,077	862	Workers' Compensation adjustments
127,889	130,059	2,170	Health Benefits are adjusted due to staff opting for changes in levels of coverage
5,181	6,420	1,239	PEHP (Post Employment Health Plan)
32,734	31,076	(1,658)	FICA adjustments
30,000	50,000	20,000	Overtime increase based on actual expense history
2,000	0	(2,000)	Shift Differential decrease based on actual expense history
			CONTRACTUAL SERVICES increase $57,614
74,200	14,440	(59,760)	Space and Real Estate Rental expense moved to Treasury account per GASB 87
1,679,376	1,757,050	77,674	Telephone Service, Communications Service, and Emergency Reporting System increase for Motorola maintenance contract expenses
63,700	104,900	41,200	Operating Equipment Service and Other Professional Services increase for lights and striping of new and replacement vehicles, new tower light installation, and tower inspections
7,500	6,000	(1,500)	Office Equipment and Building/Custodial Services decrease based on actual expense history
30,000	43,000	13,000	SUPPLIES AND MATERIALS increase $13,000 Increase in Safety Equipment for AED purchases and in Other Supplies & Materials based on actuals
6,000	7,000	1,000	BUSINESS AND TRAVEL increase $1,000 Increase for Membership Fees & Dues based on anticipated expenses

DIVISION STAFF SUMMARY

Support Services

Index #222200

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Computer System Engineer I	0.00	0		1.00	50,000	1.00	50,000
Computer System Engineer IV	1.00	82,992		0.00	0	0.00	0
Electronic Services Technician	1.00	50,754		0.00	0	0.00	0
Electronic Services Technician II	0.00	0		1.00	54,196	1.00	57,320
Planner I	1.00	51,693		1.00	53,693	0.00	0
Public Safety Manager	2.00	168,417		2.00	162,979	2.00	174,090
Public Safety Shift Manager	1.00	73,020		1.00	75,021	1.00	78,561
Public Safety Support Specialist II	0.00	0		0.00	0	1.00	63,572
FULL-TIME SALARIES	6.00	426,876		6.00	395,889	6.00	423,542
SALARY TOTAL	**6.00**	**426,876**		**6.00**	**395,889**	**6.00**	**423,542**
OTHER PERSONAL SERVICES							
Pension & Retirement		38,420			37,609		44,472
Workers' Compensation		5,058			4,215		5,283
Health Benefits		118,688			127,889		130,059
Overtime & Shift Differential		20,000			32,000		50,000
PEHP		4,930			5,181		6,420
FICA		34,187			32,734		32,401
Miscellaneous		840			840		840
TOTAL OTHER PERSONAL SERVICES		**222,123**			**240,468**		**269,475**
TOTAL PERSONAL SERVICES	**6.00**	**648,999**	*	**6.00**	**636,357**	**6.00**	**693,018**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF EMERGENCY SERVICES
Volunteer Fire Companies
Index #223000

ORIGIN/PURPOSE:

The Volunteer Fire and Ambulance Companies in Harford County respond to all fire, ambulance and rescue incidents occurring within county boundaries and upon request, respond to emergency situations in neighboring jurisdictions. Harford County is one of the largest counties in the United States to still maintain an all volunteer status.

In accordance with Chapter 1, Section 33, of the Harford County Code and in recognition of this dedicated volunteer service, and in as much as this service represents a substantial savings to Harford County and its residents, funds are provided through this budgetary account to support the Association of the Volunteer Fire & Emergency Medical Services of Harford County, Inc.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	465,765	356,929	400,000	410,000	410,000
30 SUPPLIES & MATERIALS	0	0	0	0	0
50 CAPITAL OUTLAY	0	0	50,000	0	0
70 MISCELLANEOUS	6,263,643	6,457,730	6,587,245	6,784,862	6,784,862
GRAND TOTAL	**6,729,408**	**6,814,659**	**7,037,245**	**7,194,862**	**7,194,862**
FUNDING SOURCE:					
11 GENERAL	**6,729,408**	**6,814,659**	**7,037,245**	**7,194,862**	**7,194,862**

DEPARTMENT OF EMERGENCY SERVICES
Volunteer Fire Companies
Index #223000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $10,000
400,000	400,000	0	Other Insurance - Worker's Compensation Insurance for VFCs based on current quote
0	10,000	10,000	Other Professional Services increase for new fire service student loan reimbursement program
50,000	0	(50,000)	EQUIPMENT decreases ($50,000) Funding decreases due to one-time expense in FY20 for County-wide Knox Box key system for VFCs
6,587,245	6,784,862	197,617	MISCELLANEOUS increases $197,617

Payments to Volunteer Fire Companies increase by 3%:

	FY 20	FY 21	Change
Level	423,862	436,578	12,716
Aberdeen	671,892	692,049	20,157
Bel Air	957,287	986,006	28,719
Abingdon	798,749	822,712	23,963
Susquehanna Hose	414,565	427,002	12,437
HdG Ambulance	230,380	237,291	6,911
Whiteford	390,531	402,247	11,716
Jarrettsville	490,046	504,747	14,701
Joppa-Magnolia	761,336	784,176	22,840
Darlington	402,305	414,374	12,069
Norrisville	376,434	387,727	11,293
Fallston	506,782	521,985	15,203
	6,424,169	**6,616,894**	**192,725**

Funds provided for support services increase 3%:

	FY 20	FY 21	Change
Fire Training	8,170	8,415	245
Administration	14,009	14,431	422
Safety	1,167	1,202	35
Fire Prevention	19,845	20,440	595
EMS Ops & Training	58,366	60,117	1,751
Recruitment	12,842	13,227	385
Immunizations	5,836	6,011	175
Trainee Program	42,840	44,125	1,285
	163,076	**167,968**	**4,892**

DEPARTMENT OF EMERGENCY SERVICES
Emergency Medical Services
Index #224000

ORIGIN/PURPOSE:

On January 10, 2017, Harford County Executive Barry Glassman announced in the State of the County Address a number of incremental changes to Emergency Medical Services in the county that are intended to ensure the sustainability and long-term effectiveness of the system.

The first phase of this transition involves putting in place a dedicated County Medical Director, creating a county EMS Standards Board to provide expertise and advice, and placing into service a county owned and staffed Advanced Life Support Surge Ambulance unit.

FY 21 GOAL:

TO BRING GREATER STANDARDIZATION TO EMS IN HARFORD COUNTY FOR THE BENEFIT OF CITIZENS, PROVIDERS, AND VOLUNTEER FIRE COMPANIES TO IMPROVE THE OVERALL LEVEL OF SERVICE AND ENSURE LONG TERM EFFECTIVENESS OF EMS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	263,000	972,055	1,671,668	2,746,206	2,746,206
20 CONTRACTUAL SERVICES	36,551	51,309	4,383,168	5,557,569	5,557,569
30 SUPPLIES AND MATERIALS	142,678	261,575	277,000	507,000	507,000
40 BUSINESS AND TRAVEL	7,804	37,812	30,000	41,000	41,000
50 CAPITAL OUTLAY	24,535	20,959	0	0	0
GRAND TOTAL	**474,568**	**1,343,711**	**6,361,836**	**8,851,775**	**8,851,775**
FUNDING SOURCE:					
11 GENERAL	**474,568**	**1,343,711**	**6,361,836**	**8,851,775**	**8,851,775**

DEPARTMENT OF EMERGENCY SERVICES
Emergency Medical Services
Index #224000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $1,074,538
828,583	814,257	(14,326)	Full-Time Salaries
		3,074	Salary Adjustments to reflect actual
		(17,400)	Turnover
		(14,326)	
	61,072	61,072	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
	580,272	580,272	Result of Transfers into this Division from other Departments:

# of positions	Salary	Fringe	Total	
6.00	240,000	195,204	435,204	From 595000 (P&R)
2.00	80,000	65,068	145,068	From 651000 (OCED)
8.00	320,000	260,272	580,272	

0	50,000	50,000	Temporary Salaries
78,715	90,747	12,032	Pension adjustments
11,849	13,680	1,831	Workers' Compensation adjustments
353,175	312,643	(40,532)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
88,077	109,140	21,063	PEHP (Post Employment Health Plan)
83,889	112,016	28,127	FICA adjustments
225,000	600,000	375,000	Overtime increase for additional time in service

DEPARTMENT OF EMERGENCY SERVICES
Emergency Medical Services
Index #224000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $1,174,401
4,196,668	5,337,069	1,140,401	Emergency Medical Services - Provides annual county contribution to Harford County Fire & EMS Foundation
			4,196,668 FY20 EMS Foundation Funding
			275,000 To place additional BLS providers in Cos. 1,6,9,13
			25,000 To cover 1 ALS provider to reflect current staffing at Co. 7 (Jarrettsville)
			415,321 To change EMS provider funding model from 65/35 (VFC/County) to 50/50
			355,000 To eliminate daily charge to VFCs for Paramedic chase usage
			70,080 To provide new BLS provider to Co. 10 (Norrisville)
			5,337,069
91,000	126,500	35,500	Other Professional Services increase for ventilation system in EMS facility
7,000	9,000	2,000	Operating Equipment Service increases for Lifepak/Lucas device maintenance
3,500	0	(3,500)	Telephone Service expense reallocated to Support Services (222200)
			SUPPLIES AND MATERIALS increase $230,000
52,000	297,000	245,000	Safety Equipment increases for Rescue Task Force items including ballistic vests and rescue kits, as well as for additional Lifepak and Lucas devices, and supplies to stock new medic unit
105,000	90,000	(15,000)	Other Supplies & Materials decrease based on actuals, partially offset by increase in Uniform Purchase
30,000	41,000	11,000	BUSINESS AND TRAVEL increase $11,000
			Increase based on actual expense history for County-Owned Vehicles, Non-Targeted Charges, and Training Seminars

DIVISION STAFF SUMMARY

Emergency Medical Services

Index #224000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Public Safety Supervisor	1.00	59,363	1.00	61,363	1.00	67,760
Paramedic	12.00	580,760	16.00	767,220	16.00	797,462
EMT	0.00	0	0.00	0	8.00	320,000
TOTAL FULL-TIME SALARIES	13.00	640,123	17.00	828,583	25.00	1,185,222
TEMPORARY SALARIES						50,000
SALARY TOTAL	13.00	640,123	17.00	828,583	25.00	1,235,222
OTHER PERSONAL SERVICES						
Pension & Retirement		56,895		78,715		129,698
Workers' Compensation		9,609		11,849		19,912
Health Benefits		251,492		353,175		508,339
Overtime & Shift Differential		153,000		225,000		600,000
PEHP		39,440		88,077		109,140
FICA		60,679		83,889		140,394
Miscellaneous		2,380		2,380		3,500
TOTAL OTHER PERSONAL SERVICES		**573,495**		**843,085**		**1,510,983**
TOTAL PERSONAL SERVICES	**13.00**	**1,213,618**	**17.00**	**1,671,668**	**25.00**	**2,746,206**

DEPARTMENT OF EMERGENCY SERVICES
Hazardous Materials Response Team
Index #225000

ORIGIN/PURPOSE:

The Harford County Hazardous Materials Response Team (HAZMAT) was founded to respond to certain hazardous materials incidents to assist the Volunteer Fire Companies of Harford County in controlling spills, leaks and releases of toxic, flammable, or environmentally threatening chemicals.
All members of the team must be certified HAZMAT technicians as required by The Occupational Safety and Health Administration (OSHA).

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental crime.

FY 21 GOALS:
TO PROVIDE EFFECTIVE AND EFFICIENT HAZMAT RESPONSE

TO ASSURE PREVENTION OF HAZMAT INCIDENTS THROUGH INSPECTION AND PUBLIC EDUCATION PROGRAMS

TO PROVIDE COORDINATED AND SPECIALIZED HIGH RISK RESCUES IN SUPPORT OF THE LOCAL VOLUNTEER AND EMS SERVICES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	211,012	252,374	324,820	356,802	356,802
20 CONTRACTUAL SERVICES	72,624	71,527	73,325	12,425	12,425
30 SUPPLIES AND MATERIALS	48,310	42,466	42,000	42,000	42,000
40 BUSINESS AND TRAVEL	21,906	28,084	35,225	25,025	25,025
50 CAPITAL OUTLAY	0	36,539	0	0	0
70 MISCELLANEOUS	0	2,068	10,000	10,000	10,000
80 INTER-GOVERNMENTAL	0	0	0	0	0
GRAND TOTAL	**353,852**	**433,059**	**485,370**	**446,252**	**446,252**
FUNDING SOURCE:					
11 GENERAL	**353,852**	**433,059**	**485,370**	**446,252**	**446,252**

DEPARTMENT OF EMERGENCY SERVICES
Hazardous Materials Response Team
Index #225000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $31,981
59,996	59,996	0	Full-Time Salaries
	3,882	3,882	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
184,414	215,168	30,754	Temporary Salaries increase to cover greater demand for service
11,444	12,649	1,205	Pension adjustments
5,398	1,008	(4,390)	Workers' Compensation adjustments
17,619	17,909	290	Health Benefits are adjusted due to staff opting for changes in levels of coverage
20,610	21,050	440	FICA adjustments
25,000	25,000	0	Overtime
			CONTRACTUAL SERVICES decrease ($60,900)
45,700	0	(45,700)	Space & Real Estate Rental reallocated to Treasury account per GASB 87
14,500	0	(14,500)	Telephone Service expenses moved to Support Services (222200)
5,700	5,000	(700)	Building/Custodial Service decreases due to reallocation of trash removal expenses to Administration (221000)
42,000	42,000	0	SUPPLIES AND MATERIALS no change for FY 21 Funding provided for Safety Equipment, Uniform Purchase, and Other Supplies & Materials
35,225	25,025	(10,200)	BUSINESS AND TRAVEL decrease ($10,200) Decrease for County-owned Vehicles and Mileage based on actual expense history
10,000	10,000	0	MISCELLANEOUS no change for FY 21 Funding to reimburse VFCs for hazmat incidents per GASB 34.

DIVISION STAFF SUMMARY
Hazmat Response Team
Index #225000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
Public Safety Hazmat Manager	1.00	57,996		1.00	59,996	1.00	63,236	
TOTAL FULL-TIME SALARIES	1.00	57,996		1.00	59,996	1.00	63,236	
TEMPORARY SALARIES		181,532			184,414		215,168	A
SALARY TOTAL	**1.00**	**239,528**		**1.00**	**244,410**	**1.00**	**278,404**	
OTHER PERSONAL SERVICES								
Pension & Retirement		10,976			11,444		12,989	
Workers' Compensation		882			5,398		1,062	
Health Benefits		16,354			17,619		17,909	
Overtime & Shift Differential		25,200			25,200		25,000	
FICA		18,705			20,610		21,298	
Miscellaneous		140			140		140	
TOTAL OTHER PERSONAL SERVICES		**72,257**			**80,411**		**78,398**	
TOTAL PERSONAL SERVICES	**1.00**	**311,785**	*	**1.00**	**324,820**	**1.00**	**356,802**	

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Temporary Salaries provide for Hazmat Technicians

DEPARTMENT OF EMERGENCY SERVICES
Rescue Support
Index #226000

ORIGIN/PURPOSE:

The Department of Emergency Services will support and provide coordination and services for the Harford County Volunteer Fire and EMS Association Tactical Response Team (TRT). The Team responds to certain technical rescue situations including high angle rescue, dive team/swift water rescue, trench rescue and any technical type of rescue which requires training in specialized equipment necessary to handle the situation. All members of the team must be certified as required by The Occupational Safety and Health Administration (OSHA).

FY 21 GOAL:
TO PROVIDE COORDINATED AND SPECIALIZED HIGH RISK RESCUES IN SUPPORT OF THE LOCAL VOLUNTEER FIRE AND EMS SERVICES.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	46,865	78,528	148,397	156,699	156,699
20 CONTRACTUAL SERVICES	48,610	70,983	80,770	9,600	9,600
30 SUPPLIES AND MATERIALS	14,610	26,416	19,800	19,800	19,800
40 BUSINESS AND TRAVEL	12,243	11,466	19,000	19,000	19,000
70 MISCELLANEOUS	5,000	2,091	5,000	5,000	5,000
GRAND TOTAL	**127,328**	**189,483**	**272,967**	**210,099**	**210,099**
FUNDING SOURCE:					
11 GENERAL	**127,328**	**189,483**	**272,967**	**210,099**	**210,099**

DEPARTMENT OF EMERGENCY SERVICES
Rescue Support
Index #226000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $8,302
104,208	113,841	9,633	Temporary Salaries
10,259	10,259	0	Pension
13,125	13,125	0	Workers' Compensation adjustments per Treasury
10,000	10,000	0	Overtime
10,805	9,474	(1,331)	FICA adjustments
			CONTRACTUAL SERVICES decrease ($71,170)
59,670	0	(59,670)	Space & Real Estate Rental reallocated to Treasury account per GASB 87
7,900	0	(7,900)	Telephone Service and Building/Custodial Service expenses moved to other DES indexes
7,200	3,500	(3,700)	Electricity decreased based on actual expense history
19,800	19,800	0	SUPPLIES AND MATERIALS no change for FY 21 Funding provided for safety gear and uniforms
19,000	19,000	0	BUSINESS AND TRAVEL no change for FY 21 Funding for vehicle fuel and maintenance as well as training courses
5,000	5,000	0	MISCELLANEOUS no change for FY 21 Contributions - Canine Rescue

DIVISION STAFF SUMMARY
Rescue Support
Index #226000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
TEMPORARY SALARIES		96,304			104,208		113,841	A
SALARY TOTAL		**96,304**			**104,208**		**113,841**	
OTHER PERSONAL SERVICES								
Pension & Retirement		4,212			10,259		10,259	
Workers' Compensation		967			13,125		13,125	
Overtime & Shift Differential		10,000			10,000		10,000	
FICA		8,132			10,805		9,474	
TOTAL OTHER PERSONAL SERVICES		23,311			44,189		42,858	
TOTAL PERSONAL SERVICES		**119,615**	*		**148,397**		**156,699**	

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Temporary Salaries provide for Rescue Technicians

DEPARTMENT OF EMERGENCY SERVICES
Natural Disasters
Index #229000

ORIGIN/PURPOSE:

Funding is allocated here for better accounting of overtime expenses associated with responding to and managing emergency events that are extraordinary in nature.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	0	100,000	100,000	100,000	100,000
GRAND TOTAL	**0**	**100,000**	**100,000**	**100,000**	**100,000**
FUNDING SOURCE:					
11 GENERAL	**0**	**100,000**	**100,000**	**100,000**	**100,000**

Fiscal Year 21
Summary of Grants

Department of Emergency Services - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Emergency Management Performance Grant	This grant will be used to purchase equipment for the sake of interoperability for Harford County.	130,452			130,452	10/1/20 - 6/30/22	Recurring
State Homeland Security Program	Activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism. Use of funding for equipment purchases, send personnel to trainings; County's emergency notification system and law enforcement activities.	114,308				9/1/20 - 5/31/22	Recurring
Exelon Nuclear Emergency Planning	Funds are designated as corporate/business revenue to pay toward the Emergency Planner Position			50,000		1/1/20 - 12/31/22	Recurring
Urban Areas Security Initiative	Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.	500,000				9/1/20 - 5/31/22	Recurring
Senator Amoss Grant	Funding is for the local Volunteer Fire Companies and the 3 Municipalities for their local Fire Companies	572,739				7/1/20 - 6/30/21	Recurring
Maryland Institute for Emergency Medical Services System	Grant monies to be used for mandatory Emergency Medical Dispatch Training.		3,000			9/1/20 - 6/15/22	Recurring
Hazardous Materials Emergency Preparedness Grant Program	Grant monies provide for much needed training for the Harford County Hazmat team.	7,132			1,783	10/1/21 - 9/30/22	Recurring
Maryland Institute for Emergency Medical Services System 50/50 AED	Grant funding will be used for the purchase of new AED equipment for the EMS units.		16,000		16,000	12/1/21 - 5/11/22	Recurring
	TOTALS:	**1,324,631**	**19,000**	**50,000**	**148,235**		

DEPARTMENT OF EMERGENCY SERVICES - COMMUNICATIONS DIVISION
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Promote organizational changes in accordance with the DES Career ladder to include active supervision and expense control in the 9-1-1 Ctr.

Department Objective

Ensure active supervision in the 9-1-1 Center, ensure fiscal balance and proper allocation of funds, and provided career ladder based promotions to ensure efficiency in operations.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

II. Investing in Our Workforce

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Number of Supervisors	6	6	5	5	6
Number of Dispatchers	58	50	55	62	61
Overtime Spent	$471,627	$502,077	$353,119	$360,000	$450,000
Overtime Budgeted	$380,000	$380,000	$355,000	$450,000	$450,000
Minimum # of Staff on Shift for 24 hrs.	29	29	29	29	29
Output:					
Number of inbound telephone calls into 9-1-1 Center	232,000	226,884	221,604	234,652	233,000
Number of outbound telephone calls from 9-1-1 Center	85,000	78,217	77,923	78,846	86,000
Total number of Computer Aided Dispatch incidents created	294,000	293,889	271,707	297,976	295,000
Outcome:					
Ratio Supervisors to Staff (optimal 1:7)	1 to 9.6	1 to 8.3	1 to 11	1 to 12.4	1 to 10.1
Overtime Difference	(91,627)	(122,077)	1,881	90,000	0

Explanation and Analysis of Performance Measures

In order to ensure fiscal balance and efficient operations we must ensure proper funding and staffing are maintained within the Emergency Communication Center to handle incidents.

DEPARTMENT OF EMERGENCY SERVICES - TRAINING & EMERGENCY MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Provide Public Education and Awareness

Department Objective

Provide public education and awareness training to users of the County's Emergency Services System

County Goal(s) Supported

III. Strengthen Our Communities

Measure	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021
Input:					
Money allocated for training materials and supplies	$2,500	$8,410	$7,700	$9,000	$14,000
Number of staff hours used to provide internal supplemental and external training	278.5	572	582	945	620
Number of 911 calls to the 9-1-1 Center	105,894	103,629	102,443	104,350	106,000
Number of 10 digit calls to the 9-1-1 Center on Citizen inbound lines	62,511	62,265	63,123	180,336	100,000
Output:					
Number of events attended or hosted	39	83	77	105	60+
Number of staff hours per event	7.06	6.89	5	10	8
Number of individuals contacted or trained	2,130	3,785	3,229	3,680	3,800
Outcome:					
Ratio of individuals trained to staff hours	1:08	1:07	1:08	1:04	1:09
Ratio of telephone calls to individuals trained	79 to 1	44 to 1	51 to 1	77 to 1	40 to 1

Explanation and Analysis of Performance Measures

$2500 is provided annually from the Emergency Numbers System Board Trust Fund for 9-1-1 Public Education

We are striving to educate and train all internal and external customers on the essentials of emergency preparedness and 9-1-1 operations.

The Public Education program was expanded in FY18 to include all forms of public outreach and education which justifies the increase in money allocated for supplies.

*Public educations supplies were used from stock. No funds were available for purchase of new or updates supplies.

DEPARTMENT OF EMERGENCY RESPONSE - HAZMAT TRT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

Provide effective and efficient Hazmat response and provide specialized high risk rescues in support of local volunteer and EMS services

Department Objective

Provide effective and efficient Hazmat and Technical Rescue responses to 100% call for service when alerted as well as provided properly trained personnel for those calls in accordance with local, state and federal guidelines.

County Goal(s) Supported

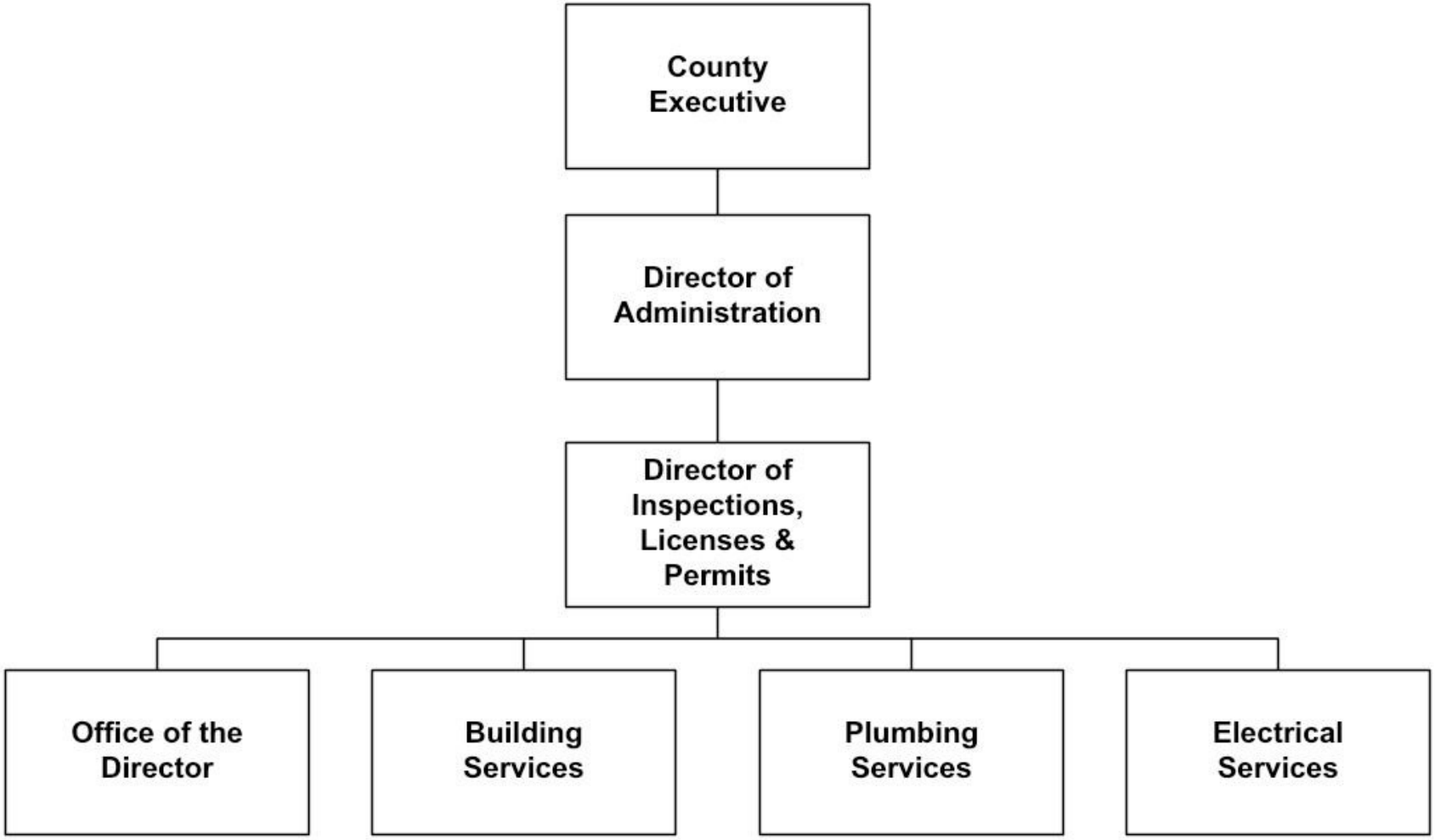
III. Strengthen Our Communities

Measure		Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:						
Hazmat Budget		$429,483	$426,223	$453,542	$485,370	$446,252
TRT Budget		$150,078	$159,762	$216,533	$272,967	$210,099
Output:						
# of Incidents	Hazmat	200	170	175	170	150
	TRT	85	34	58	102	80
# of Training Manhours	Hazmat	1,105	997	1,437	2,581	1,500
	TRT	750	600	595	1,195	1,000
# of Required Training man hours	Hazmat	352	352	384	384	384
	TRT	552	552	416	416	416
Outcome:						
Percentage of Incidents Alerted for that Special Operations responded with adequately trained personnel		100%	100%	100%	100%	100%
Additional Training hours above the required	Hazmat	753	645	1,053	2,197	1,116
Additional Training hours above the required	TRT	198	48	183	779	584

Explanation and Analysis of Performance Measures

Incidents requiring specialized training and equipment continue to be on the rise. As a result training and funding continues to increase proportionally.

DEPARTMENT OF INSPECTIONS, LICENSES, & PERMITS



INSPECTIONS, LICENSES & PERMITS

ORIGIN/PURPOSE:

The Department of Inspections, Licenses and Permits (DILP), established by Harford County Code, Chapter 16, Article 1, Section 1, Bill No 78.3, is responsible for the administration and enforcement of all laws and regulations pertaining to licenses, including those relating to building and construction, plumbing, HVACR/Mechanical, and electric installations, manufactured housing and abandoned buildings. This Department has the responsibility to administer and issue all County licenses and plumbing, mechanical and electrical permits, except those specifically required by law to be issued by another County agency. Additionally, this Department renders permit and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace.

DILP has established consistent standards for all trades including reviewing and adopting applicable national codes for various trade activities; has implemented and enforced the Quality Workmanship Assurance Program and the Fast Track Program; and has provided responsive inspection services and uniform quality construction standards.

MISSION STATEMENT:

THE DEPARTMENT OF INSPECTIONS LICENSES AND PERMITS ENHANCES PUBLIC SAFETY BY INSURING COMPLIANCE WITH ALL HARFORD COUNTY CODES RELATED TO BUILDING STRUCTURES. ISSUES PERMITS AND LICENSES, AND OFFERS PROFESSIONAL GUIDANCE WITH CODE INTERPRETATIONS, REVIEWS AND INSPECTIONS FOR STRUCTURES THAT REQUIRE PERMITS WITHIN OUR JURISDICTION. THE DEPARTMENT ALSO REGISTERS PROFESSIONALS IN CERTAIN TRADES.

FY 21 GOALS:

TO SUPPORT THE EMPLOYEE PERFORMANCE MATRIX

INSPECTIONS, LICENSES & PERMITS

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,769,353	3,066,423	3,221,290	3,390,139	3,390,139
20	CONTRACTUAL SERVICES	53,150	55,248	57,986	55,781	55,781
30	SUPPLIES AND MATERIALS	20,612	18,823	28,275	28,275	28,275
40	BUSINESS AND TRAVEL	64,689	57,515	80,760	80,760	80,760
70	MISCELLANEOUS	2,520	2,040	2,500	2,500	2,500
	GRAND TOTAL	**2,910,324**	**3,200,049**	**3,390,811**	**3,557,455**	**3,557,455**
SUMMARY BY FUND:						
11	GENERAL	2,910,324	3,200,049	3,390,811	3,557,455	3,557,455
	GRAND TOTAL	**2,910,324**	**3,200,049**	**3,390,811**	**3,557,455**	**3,557,455**
SUMMARY BY DIVISION:						
261000	DIRECTOR OF DILP	681,477	768,687	805,401	846,142	846,142
263000	BUILDING SERVICES	983,537	1,063,470	1,164,755	1,222,849	1,222,849
264000	PLUMBING SERVICES	573,478	638,521	674,924	715,780	715,780
265000	ELECTRICAL SERVICES	671,832	729,370	745,731	772,684	772,684
	GRAND TOTAL	**2,910,324**	**3,200,049**	**3,390,811**	**3,557,455**	**3,557,455**

INSPECTIONS, LICENSES & PERMITS

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $168,849
2,013,431	2,007,759	(5,672)	Full-time Salaries
			(20,834) Staff Turnover (1.03)%
			15,162 Salary Adjustment
			(5,672)
	113,119	113,119	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
16,000	16,000	0	Temporary Salaries provides for summer intern and additional support as needed
191,276	210,815	19,539	Pension adjustments
23,036	26,829	3,793	Workers' Compensation adjustments
729,716	735,859	6,143	Health Benefits are adjusted due to staff opting for changes in levels of coverage
88,347	121,980	33,633	PEHP (Post Employment Health Plan)
155,144	153,238	(1,906)	FICA adjustments
			CONTRACTUAL SERVICES decrease ($2,205)
2,826	621	(2,205)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
			SUPPLIES AND MATERIALS no change in funding for FY 21
28,275	28,275	0	Funding provides for office supplies, printing, safety equipment and small tools
			BUSINESS AND TRAVEL no change in funding for FY 21
80,760	80,760	0	Funding provides for Training Seminars, county owned vehicles, fuel, and travel expenses
			MISCELLANEOUS no change in funding for FY 21
2,500	2,500	0	Funding provides for Boards and Commissions

DEPARTMENT STAFF SUMMARY
INSPECTIONS, LICENSES AND PERMITS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	76,145	1.00	78,145	1.00	81,748
Administrative Specialist I	1.00	42,755	.00	0	.00	0
Building Inspections Supervisor	1.00	102,010	1.00	104,010	1.00	108,130
Chief, Inspections, Licenses & Permits	2.00	171,203	2.00	175,204	2.00	182,788
Commercial Inspector	2.00	124,768	.00	0	.00	0
Customer Support Analyst I	.00	0	2.00	74,176	.00	0
Customer Support Analyst II	7.00	321,635	6.00	297,349	7.00	330,260
Deputy Director of DILP	1.00	98,743	1.00	100,717	1.00	107,717
Director of Inspections, Licenses & Permits	1.00	117,875	1.00	120,233	1.00	124,233
Inspector II	8.00	402,923	8.00	418,924	8.00	435,012
Inspector III	3.00	204,773	5.00	343,284	5.00	360,350
Permits Review Supervisor	1.00	95,965	1.00	97,965	1.00	101,964
Plans Reviewer II	1.00	60,784	1.00	62,784	1.00	66,080
Senior Customer Support Analyst	.00	0	.00	0	1.00	56,620
Senior Plans Reviewer	2.00	138,640	2.00	140,640	2.00	147,533
FULL-TIME SALARIES	31.00	1,958,219	31.00	2,013,431	31.00	2,102,435
TEMPORARY SALARIES		16,000		16,000		16,000
SALARY TOTAL	**31.00**	**1,974,219**	**31.00**	**2,029,431**	**31.00**	**2,118,435**
OTHER PERSONAL SERVICES						
Pension & Retirement		176,252		191,276		220,756
Workers' Compensation		23,792		23,036		28,088
Health Benefits		656,710		729,716		735,859
PEHP		83,810		88,347		121,980
FICA		153,565		155,144		160,481
Miscellaneous		4,340		4,340		4,540
TOTAL OTHER PERSONAL SERVICES		**1,098,469**		**1,191,859**		**1,271,704**
TOTAL PERSONAL SERVICES	**31.00**	**3,072,688**	**31.00**	**3,221,290**	**31.00**	**3,390,139**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

INSPECTIONS, LICENSES & PERMITS
Director of DILP
Index #261000

ORIGIN/PURPOSE:

The Director of DILP is charged with the performance of all functions and duties within the Department, including: enforcement of electrical, HVACR/Mechanical, plumbing and building codes; enforcement of mobile home park and abandoned ordinances; and enforcement of codes and ordinances through issuance and sales of licenses, permits, and inspections. The Director renders permits and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace and coordinates a centralized computer system encompassing all licensing programs and building, electrical HVACR/Mechanical, and plumbing permits. On-line terminals with the County's mainframe allow direct revenue accountability and statistical data entry. In addition, this office closely monitors divisional efforts, adopt and/or revise applicable trade codes and fee schedules and performance of timely review of building permits by other departments and agencies. The Director also coordinates the County's Fast Track Program.

FY 21 GOALS:

TO SUPPORT THE EMPLOYEE PERFORMANCE MATRIX

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	631,200	712,002	737,409	780,355	780,355
20 CONTRACTUAL SERVICES	5,920	4,121	5,057	2,852	2,852
30 SUPPLIES AND MATERIALS	1,077	678	1,100	1,100	1,100
40 BUSINESS AND TRAVEL	43,280	51,886	61,835	61,835	61,835
GRAND TOTAL	**681,477**	**768,687**	**805,401**	**846,142**	**846,142**
FUNDING SOURCE:					
11 GENERAL	**681,477**	**768,687**	**805,401**	**846,142**	**846,142**

INSPECTIONS, LICENSES & PERMITS
Director of DILP
Index #261000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $42,946
476,194	490,367	14,173	Full-time Salaries
			14,173 Salary Adjustment
	15,857	15,857	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
16,000	16,000	0	Temporary Salaries - provides for summer intern and additional support as needed
45,238	51,489	6,251	Pension adjustments
4,007	4,765	758	Workers' Compensation adjustment
142,042	144,419	2,377	Health Benefits are adjusted due to staff opting for changes in levels of coverage
15,543	19,260	3,717	PEHP (Post Employment Health Plan)
37,545	37,158	(387)	FICA adjustments
			CONTRACTUAL SERVICES decrease ($2,205)
2,826	621	(2,205)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
			SUPPLIES AND MATERIALS no change in funding for FY 21
1,100	1,100	0	Funding provides for General Office Supplies, Printing and Safety Equipment
			BUSINESS AND TRAVEL no change in funding for FY 21
61,835	61,835	0	Funding County owned vehicles, fuel, non-targeted FVS charges and travel expenses

DIVISION STAFF SUMMARY

Director of Inspections, Licenses and Permits

Index #261000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	76,145	1.00	78,145	1.00	81,748
Administrative Specialist I	1.00	42,755	.00	0	0.00	0
Customer Support Analyst I	0.00	0	1.00	37,088	.00	0
Customer Support Analyst II	1.00	40,046	1.00	42,046	2.00	88,033
Deputy Director of DILP	1.00	98,743	1.00	100,717	1.00	107,717
Director of Inspections, Licenses & Permits	1.00	117,875	1.00	120,233	1.00	124,233
Permits Review Supervisor	1.00	95,965	1.00	97,965	1.00	101,964
FULL-TIME SALARIES	6.00	471,529	6.00	476,194	6.00	503,695
TEMPORARY SALARIES		16,000		16,000		16,000
SALARY TOTAL	**6.00**	**487,529**	**6.00**	**492,194**	**6.00**	**519,695**
OTHER PERSONAL SERVICES						
Pension & Retirement		42,441		45,238		52,888
Workers' Compensation		4,206		4,007		4,875
Health Benefits		132,872		142,042		144,420
PEHP		14,790		15,543		19,260
FICA		39,826		37,545		38,177
Miscellaneous		840		840		1,040
TOTAL OTHER PERSONAL SERVICES		**234,975**		**245,215**		**260,660**
TOTAL PERSONAL SERVICES	**6.00**	**722,504** *	**6.00**	**737,409**	**6.00**	**780,355**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

INSPECTIONS, LICENSES & PERMITS
Building Services
Index #263000

ORIGIN/PURPOSE:

This Division is responsible for plans review and inspections of all construction for which building permits have been issued to ensure compliance with applicable codes. Building Services is also responsible for issuing Use and Occupancy Certificates and licenses for dogs, taxi cab drivers, towing businesses, solicitors, pawn brokers, auctioneers, pet shops, grooming for dogs, massage establishments and personal care boarding homes.

This Division is accountable for funds collected for licenses, commercial, and residential plans review and maintaining appropriate records.

FY 21 GOALS:

TO SUPPORT THE EMPLOYEE PERFORMANCE MATRIX

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	920,614	1,009,540	1,099,140	1,157,234	1,157,234
20 CONTRACTUAL SERVICES	36,714	42,091	39,100	39,100	39,100
30 SUPPLIES AND MATERIALS	11,237	9,302	16,450	16,450	16,450
40 BUSINESS AND TRAVEL	14,972	2,537	10,065	10,065	10,065
GRAND TOTAL	**983,537**	**1,063,470**	**1,164,755**	**1,222,849**	**1,222,849**
FUNDING SOURCE:					
11 GENERAL	**983,537**	**1,063,470**	**1,164,755**	**1,222,849**	**1,222,849**

INSPECTIONS, LICENSES & PERMITS
Building Services
Index #263000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $58,094
670,861	664,752	(6,109)	Full-time Salaries
			(318) Salary Adjustments
			(5,791) Turnover (.86)%
			(6,109)
	42,750	42,750	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
63,732	69,799	6,067	Pension adjustments
8,756	10,128	1,372	Workers' Compensation adjustments
261,482	259,631	(1,851)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
41,448	57,780	16,332	PEHP (Post Employment Health Plan)
51,321	50,854	(467)	FICA adjustments
			CONTRACTUAL SERVICES no change in funding for FY 21
39,100	39,100	0	Funding provides for telephone service and other professional services
			SUPPLIES AND MATERIALS no change in funding for FY 21
16,450	16,450	0	Funding provides for general office mailing, office supplies and printing
			BUSINESS AND TRAVEL no change in funding for FY 21
10,065	10,065	0	Funding provides for training seminars and courses, membership fees and professional books

DIVISION STAFF SUMMARY
Building Services
Index #263000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Building Inspections Supervisor	1.00	102,010		1.00	104,010	1.00	108,130
Customer Support Analyst I	0.00	0		1.00	37,088	0.00	0
Customer Support Analyst II	2.00	83,894		1.00	45,848	2.00	91,054
Inspector II	4.00	198,894		4.00	206,895	4.00	210,582
Inspector III	1.00	71,596		1.00	73,596	1.00	77,108
Plans Reviewer II	1.00	60,784		1.00	62,784	1.00	66,080
Senior Plans Reviewer	2.00	138,640		2.00	140,640	2.00	147,533
SALARY TOTAL	**11.00**	**655,818**		**11.00**	**670,861**	**11.00**	**700,487**
OTHER PERSONAL SERVICES							
Pension & Retirement		59,027			63,732		73,551
Workers' Compensation		9,071			8,756		10,657
Health Benefits		230,595			261,482		259,632
PEHP		39,440			41,448		57,780
FICA		50,173			51,321		53,587
Miscellaneous		1,540			1,540		1,540
TOTAL OTHER PERSONAL SERVICES		**389,846**			**428,279**		**456,747**
TOTAL PERSONAL SERVICES	**11.00**	**1,045,664**	*	**11.00**	**1,099,140**	**11.00**	**1,157,234**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

INSPECTIONS, LICENSES & PERMITS
Plumbing Services
Index #264000

ORIGIN/PURPOSE:

This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyperson plumbing certificates of registration, master gas fitters certificate of registration, liquid petroleum gas fitters certificate of registration, utility contractor certificate of registration, journey utility certificate of registration, septic installer certificate of registration, journey septic installer certificate of registration, master HVACR certificate of registration, master restricted HVACR certificate of registration, journeyperson HVACR certificate of registration, limited mechanical certificate of registration, and apprentice HVACR certificate of registration. Plumbing, mechanical, gas fitting, storm water and utility work is inspected for compliance with applicable codes for all residential, commercial and industrial construction.

This Division enforces the Harford County Plumbing Code, Harford County Mechanical Code and National Fuel Gas Code. Workmanship and code compliance is monitored during construction. New methods of service are coordinated with Harford County Health Department, Maryland Plumbing and Heating Cooling Contractors, Baltimore Gas and Electric and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board, HVACR Board and implements local/state requirements governing water saving fixtures, plumbing systems and mechanical systems.

FY 21 GOALS:

TO SUPPORT THE EMPLOYEE PERFORMANCE MATRIX

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	560,546	627,959	658,200	699,056	699,056
20 CONTRACTUAL SERVICES	5,556	4,912	7,229	7,229	7,229
30 SUPPLIES AND MATERIALS	3,188	3,905	5,000	5,000	5,000
40 BUSINESS AND TRAVEL	3,028	824	2,645	2,645	2,645
70 MISCELLANEOUS	1,160	920	1,850	1,850	1,850
GRAND TOTAL	**573,478**	**638,520**	**674,924**	**715,780**	**715,780**
FUNDING SOURCE:					
11 GENERAL	**573,478**	**638,520**	**674,924**	**715,780**	**715,780**

INSPECTIONS, LICENSES & PERMITS
Plumbing Services
Index #264000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $40,856
406,724	408,031	1,307	Full-time Salaries
			1,307 Turnover 0.32%
	26,818	26,818	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
38,639	42,843	4,204	Pension adjustments
4,850	5,672	822	Workers' Compensation adjustments
155,169	157,818	2,649	Health Benefits are adjusted due to staff opting for changes in levels of coverage
20,724	25,680	4,956	PEHP (Post Employment Health Plan)
			CONTRACTUAL SERVICES no change in funding for FY 21
7,229	7,229	0	Funding provides for telephone service
			SUPPLIES AND MATERIALS no change in funding for FY 21
5,000	5,000	0	Funding provides for general office supplies, printing and general office mailing
			BUSINESS AND TRAVEL no change in funding for FY 21
2,645	2,645	0	Funding provides for training, seminars and courses, professional books and membership fees

DIVISION STAFF SUMMARY

Plumbing Services

Index #264000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Chief, Inspections, Licenses & Permits	1.00	77,864		1.00	79,864	1.00	83,501
Commercial Inspector	1.00	58,659		.00	0	.00	0
Customer Support Analyst II	2.00	89,318		2.00	95,636	2.00	102,962
Inspector II	2.00	99,628		2.00	103,628	2.00	109,781
Inspector III	1.00	63,177		2.00	127,596	2.00	134,228
SALARY TOTAL	**7.00**	**388,646**		**7.00**	**406,724**	**7.00**	**430,472**
OTHER PERSONAL SERVICES							
Pension & Retirement		34,981			38,639		45,200
Workers' Compensation		4,952			4,850		5,976
Health Benefits		134,580			155,169		157,817
PEHP		19,720			20,724		25,680
FICA		29,734			31,114		32,931
Miscellaneous		980			980		980
TOTAL OTHER PERSONAL SERVICES		**224,947**			**251,476**		**268,584**
TOTAL PERSONAL SERVICES	**7.00**	**613,593**	*	**7.00**	**658,200**	**7.00**	**699,056**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

INSPECTIONS, LICENSES & PERMITS
Electrical Services
Index #265000

ORIGIN/PURPOSE:

The Electrical Services Division was created by Executive Order No. 73-8 and later adopted by Bill No. 78-3.

This Division is responsible for issuing permits and performing inspections of all new electrical installations of light, heat, or power within or on public and private buildings, structures or premises in the County, including yards, carnivals, parking lots, fairs, industrial substations and installations covered by the National Electric Code. Additionally, this Division prepares, administers, and grades electrical examinations for master, limited, restricted and journeymen licenses and assists in enforcement of code and license violations. This Division cooperates with the State Fire Marshal, when requested on fire damage of possible electrical origin.

FY 21 GOALS:

TO SUPPORT THE EMPLOYEE PERFORMANCE MATRIX

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	656,993	716,921	726,541	753,494	753,494
20 CONTRACTUAL SERVICES	4,960	4,124	6,600	6,600	6,600
30 SUPPLIES AND MATERIALS	5,110	4,938	5,725	5,725	5,725
40 BUSINESS AND TRAVEL	3,409	2,268	6,215	6,215	6,215
70 MISCELLANEOUS	1,360	1,120	650	650	650
GRAND TOTAL	**671,832**	**729,370**	**745,731**	**772,684**	**772,684**
FUNDING SOURCE:					
11 GENERAL	**671,832**	**729,370**	**745,731**	**772,684**	**772,684**

INSPECTIONS, LICENSES & PERMITS
Electrical Services
Index #265000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $26,953
459,652	444,609	(15,043)	Full-time Salaries
			(15,043) Turnover (3.27)%
0	27,693	27,693	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
43,667	46,684	3,017	Pension adjustments
5,423	6,264	841	Workers' Compensation adjustments
171,024	173,991	2,967	Health Benefits are adjusted due to staff opting for changes in levels of coverage
10,632	19,260	8,628	PEHP (Post Employment Health Plan)
35,163	34,013	(1,150)	FICA adjustments

DIVISION STAFF SUMMARY

Electrical Services

Index #265000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Chief, Inspections, Licenses & Permits	1.00	93,340		1.00	95,340	1.00	99,287
Commercial Inspector	1.00	66,109		0.00	0	0.00	0
Customer Support Analyst II	2.00	108,376		2.00	113,819	1.00	48,211
Inspector II	2.00	104,401		2.00	108,401	2.00	114,649
Inspector III	1.00	70,000		2.00	142,092	2.00	149,014
Senior Customer Support Analyst	0.00	0		0.00	0	1.00	56,620
SALARY TOTAL	**7.00**	**442,226**		**7.00**	**459,652**	**7.00**	**467,781**
OTHER PERSONAL SERVICES							
Pension & Retirement		39,802			43,667		49,117
Workers' Compensation		5,562			5,423		6,580
Health Benefits		158,664			171,023		173,991
PEHP		9,860			10,632		19,260
FICA		33,832			35,164		35,785
Miscellaneous		980			980		980
TOTAL OTHER PERSONAL SERVICES		**248,700**			**266,889**		**285,713**
TOTAL PERSONAL SERVICES	**7.00**	**690,926**	*	**7.00**	**726,541**	**7.00**	**753,494**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF INSPECTIONS, LICENSES AND PERMITS
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

To support the employee performance matrix

Department Objective

To reduce the amount of eligible expired permits by 25%

County Goal(s) Supported

I. Fiscal Balance & Efficiency

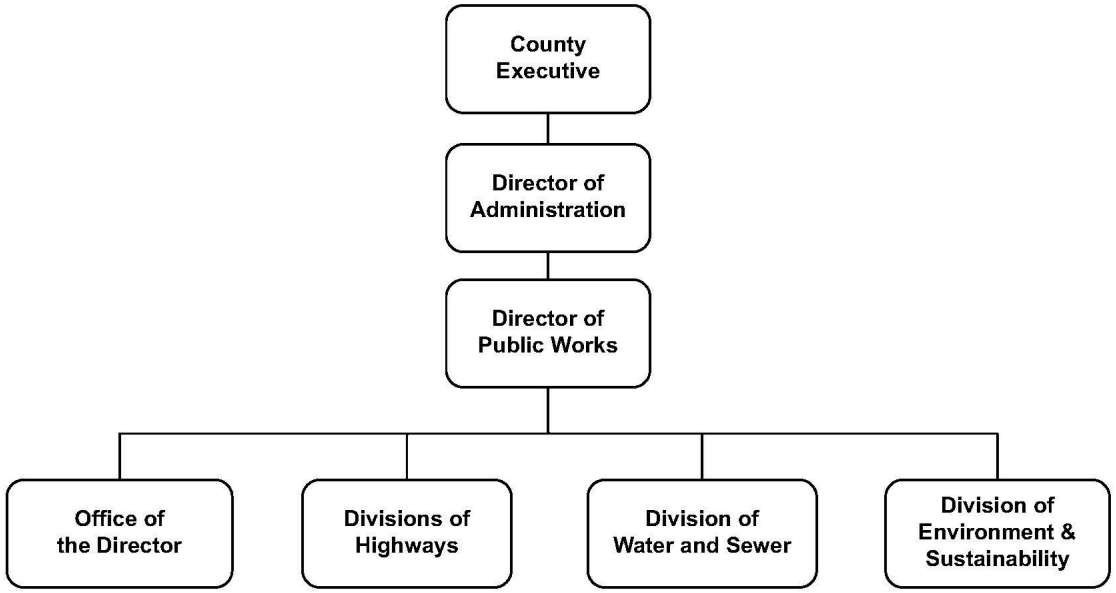
III. Strengthening Our Communities

Measure		Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					*	
	Staff	N/A	31	31	31	31
Output:						
	Total number of permits	N/A	293	107	300	160
	Permit Eligibility Reports	N/A	Monthly	Monthly	Monthly	Monthly
Outcome:						
	Amount of eligible expired permits closed	N/A	41	62	75	40
	Percentage of eligible expired permits	N/A	14%	58%	25%	25%

Explanation and Analysis of Performance Measures

This is a new performance measure therefore data is not available for the past years. By reducing the amount of expired permits, the Department will help to assure public safety and reduce future expenditures of staff time. *Calculations based on (9) months of valid permit data.

DEPARTMENT OF PUBLIC WORKS



DEPARTMENT OF PUBLIC WORKS

ORIGIN/PURPOSE:

The largest department within Harford County Government, Public Works, instituted by the County Charter, Article LV, Section 402 (amended by Bill No. 88-35), and Section 407 is charged with the design, management and construction of capital projects; construction, maintenance, and acceptance of County roads, bridges, and associated structures; operation and maintenance of sewage collection disposal and treatment facilities; regulation, operation, maintenance and control of water supply, management of solid waste; and production and maintenance of related documents.

The Department of Public Works, under the management of its Director's Office, is divided into four major divisions: Water & Sewer, Highways, Program Management and Environmental Services.

MISSION STATEMENT:
HARFORD COUNTY DEPARTMENT OF PUBLIC WORKS, GUIDED BY COMMON SENSE, ACCOUNTABILITY, AND COMPASSION STRIVES TO PLAN, CONSTRUCT, AND MAINTAIN THE INFRASTRUCTURE TO DELIVER A TRANSPORTATION NETWORK, WATER, WASTEWATER, SOLID WASTE MANAGEMENT SERVICES AND PUBLIC FACILITIES TO ENHANCE THE QUALITY OF LIFE FOR ALL

FY 21 GOALS:
TO PROVIDE RESPONSIVE AND EFFECTIVE CUSTOMER SERVICE TO PUBLIC WORKS STAKEHOLDERS

QUALITY AND CUSTOMER SERVICE

TO INVEST IN EMPLOYEES AND ORGANIZATION

TO MANAGE PROJECT CONSTRUCTION AND INSPECTIONS

TO COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM

TO MANAGE AND COORDINATE MS4 ACTIVITIES

TO MANAGE THE PERMIT AND REVIEW PROCESS

TO ENFORCE GRADING AND SWM PERMIT REQUIREMENTS

TO DIRECT AND MANAGE PROJECT DESIGN

TO MEET FUNCTIONAL NEEDS OF CUSTOMER AGENCIES

MAINTENANCE AND MONITORING OF COUNTY LANDFILLS

COST-EFFECTIVE RECYCLING PROGRAM

DEPARTMENT OF PUBLIC WORKS

TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY

MANAGEMENT AND OVERSEE M.E.S. CONTRACT

TO MAINTAIN EFFICIENCY AND SAFETY OF COUNTY ROADWAYS

TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

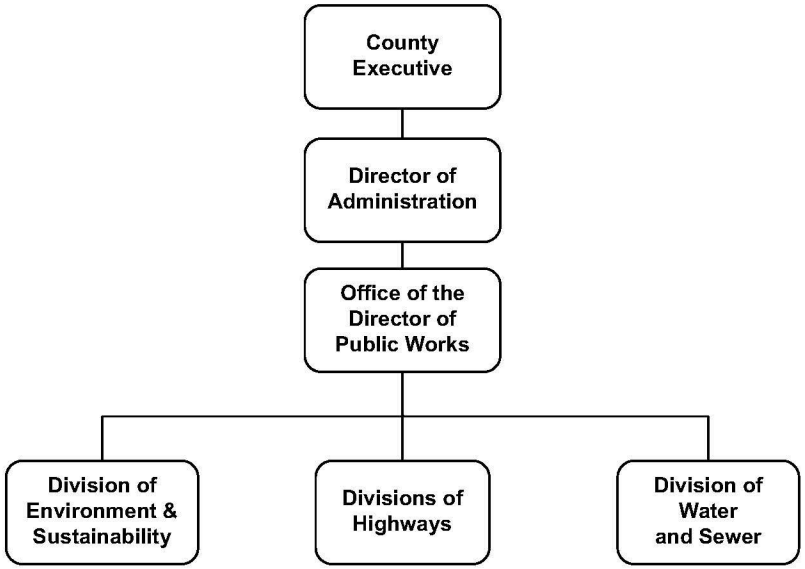
TO PROVIDE RESPONSIVE AND EFFECTIVE CUSTOMER SERVICE TO PUBLIC WORK'S STAKEHOLDERS

TO PROVIDE RESPONSIVE AND ECONOMICAL SERVICE TO CUSTOMERS

TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

TO PROVIDE CLEAN, AFFORDABLE WATER TO CUSTOMERS

DEPARTMENT OF PUBLIC WORKS
OFFICE OF THE DIRECTOR



PUBLIC WORKS
Director's Office
Index #303110

ORIGIN/PURPOSE:

The Director of Public Works provides guidance and administrative support to all divisions within the Department of Public Works. The Director works to provide a more efficient, cost-effective Department of Public Works which will define and meet the needs of our citizens while maintaining a work environment based on common sense, accountability, and compassion.

The Department of Public Works is divided into four major divisions: Water and Sewer, Highways, Environmental Services and Program Management. This assures support and participation from each division of the Department in planning and improvements. The Director of Public Works is a position mandated by the Harford County Charter that must be held by an individual who possesses a Professional Engineer's license under the laws of the State of Maryland.

FY 21 GOALS:

PROVIDE RESPONSIVE AND EFFECTIVE CUSTOMER SERVICE TO PUBLIC WORKS STAKEHOLDERS

QUALITY AND CUSTOMER SERVICE

INVEST IN EMPLOYEES AND ORGANIZATION

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	281,525	295,384	313,798	328,479	328,479
20 CONTRACTUAL SERVICES	4,843	4,260	12,840	12,840	12,840
30 SUPPLIES & MATERIALS	1,097	1,432	975	975	975
40 BUSINESS AND TRAVEL	3,916	5,757	6,690	6,690	6,690
50 CAPITAL OUTLAY	0	0	0	0	
80 INTER-GOVERNMENTAL/INTERFUND	0	0	700	700	700
GRAND TOTAL	**291,381**	**306,833**	**335,003**	**349,684**	**349,684**
FUNDING SOURCE:					
25 HIGHWAYS	**291,381**	**306,833**	**335,003**	**349,684**	**349,684**

PUBLIC WORKS
Director's Office
Index #303110

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $14,681
224,820	229,314	4,494	Full-time salaries
			4,494 Salary adjustments
	3,958	3,958	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
21,358	24,078	2,720	Pension adjustments
41,562	42,262	700	Health Benefits are adjusted due to staff opting for changes in levels of coverage
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
14,472	14,692	220	FICA adjustments

DIVISION STAFF SUMMARY

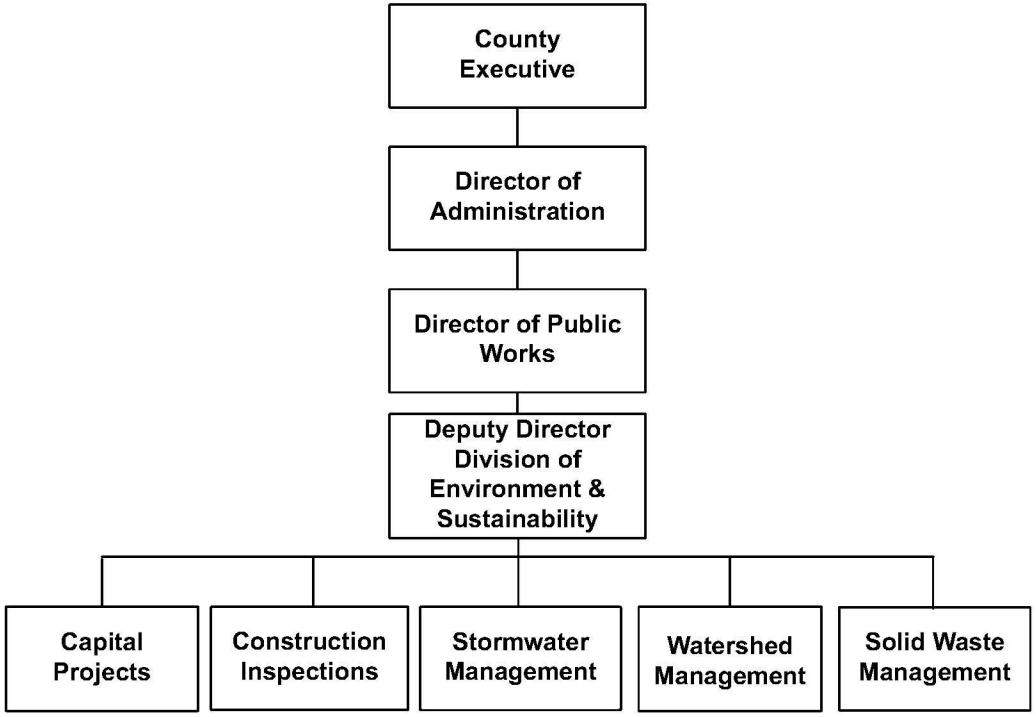
Director of Public Works

Index #303110

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Secretary III	1.00	60,344		1.00	62,344	1.00	68,175
Director of Public Works	1.00	159,290		1.00	162,476	1.00	164,476
SALARY TOTAL	**2.00**	**219,634**		**2.00**	**224,820**	**2.00**	**232,651**
OTHER PERSONAL SERVICES							
Pension & Retirement		19,768			21,358		24,428
Workers' Compensation		988			944		1,070
Health Benefits		29,534			41,562		42,263
PEHP		9,860			10,362		12,840
FICA		18,660			14,472		14,947
Miscellaneous		280			280		280
TOTAL OTHER PERSONAL SERVICES		**79,090**			**88,978**		**95,828**
TOTAL PERSONAL SERVICES	**2.00**	**298,724**	*	**2.00**	**313,798**	**2.00**	**328,479**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
DIVISION OF ENVIRONMENT & SUSTAINABILITY



PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY

ORIGIN/PURPOSE:

The Division of Environment and Sustainability is one of three major Divisions within the Department of Public Works. The Division provides:

Comprehensive project management services for the design and construction of County-owned capital projects for County departments and agencies..

Inspection services for construction of roads, bridges, storm water management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership.

Environmental compliance and enforcement inspections for construction of stormwater management facilities and erosion & sediment control measures at all public and private construction sites county-wide.

Implementation of the County's Municipal Storm Separate Sewer System (MS4) Permit and compliance with our National Pollution Discharge Elimination Sustem (NPDES) permit.

Engineering plan review and approval services for stormwater management and sediment control, and post-construction/maintenance inspections for stormwater management facilities.

Implementation of the County's environmental, solid waste management and recycling programs, including the administration of the contracts with Maryland Environment Service (MES) and Baltimore County Government.

MISSION STATEMENT:
PROVIDE COMPREHENSIVE DESIGN, CONSTRUCTION, INSPECTION AND MANAGEMENT SERVICES ASSOCIATED WITH ENVIRONMENTAL AND SUSTAINABLE PROJECTS AND PROGRAMS IN A COST EFFECTIVE MANNER, AND DELIVER HIGH QUALITY INFRASTRUCTURE AND FACILITIES TO MEET THE NEEDS OF HARFORD COUNTY

FY 21 GOALS:
DIRECT AND MANAGE PROJECT DESIGN, CONSTRUCTION AND INSPECTIONS
COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM
MEET FUNCTIONAL NEEDS OF CUSTOMER AGENCIES
MANAGE THE PERMIT AND REVIEW PROCESS AND ENFORCE GRADING AND SWM PERMIT REQUIREMENTS
ENSURE SWM FACILITIES FUNCTION LONG-TERM
MANAGE AND COORDINATE MS4 PERMIT COMPLIANCE ACTIVITIES
MAINTENANCE AND MONITORING OF COUNTY LANDFILLS AND COST EFFECTIVE RECYCLING PR
MANAGE AND OVERSEE M.E.S. CONTRACT

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Capital Projects
Index #302000

ORIGIN/PURPOSE:

The Capital Projects group provides comprehensive project management services for the design and construction of County-owned buildings and other capital projects for County departments and agencies in accordance with Sections 16-25 and 41-26 of the Harford County Code.

FY 21 GOALS:

MANAGE PROJECT CONSTRUCTION AND INSPECTIONS

COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM

DIRECT AND MANAGE PROJECT DESIGN

MEET FUNCTIONAL NEEDS OF CUSTOMER AGENCIES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	668,208	702,180	913,094	965,498	965,498
20 CONTRACTUAL SERVICES	9,399	7,092	10,316	8,846	8,846
30 SUPPLIES & MATERIALS	4,964	3,805	3,500	3,500	3,500
40 BUSINESS AND TRAVEL	6,443	7,100	11,700	11,700	11,700
50 CAPITAL OUTLAY	174	0	0	0	0
70 MISCELLANEOUS	0	0	0	4,948	4,948
80 INTER-GOVERNMENTAL/INTERFUND	0	0	400	400	400
GRAND TOTAL	**689,188**	**720,177**	**939,010**	**994,892**	**994,892**
FUNDING SOURCE:					
11 General	**689,188**	**720,177**	**939,010**	**994,892**	**994,892**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Capital Projects
Index #302000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $ 52,404
608,504	625,340	16,836	Full-time Salaries 16,836 Salary Adjustment
	25,135	25,135	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
57,808	65,661	7,853	Pension adjustments
5,948	6,927	979	Workers' Compensation adjustments
177,034	180,050	3,016	Health Benefits are adjusted due to staff opting for changes in levels of coverage
15,543	12,840	(2,703)	PEHP (Post Employment Health Plan)
46,137	47,425	1,288	FICA adjustments
			CONTRACTUAL SERVICES decrease ($1,470)
10,316	8,846	(1,470)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
			MISCELLANEOUS increase $4,948
0	4,948	4,948	Pro Rata Shares - per Treasury recommendation

DIVISION STAFF SUMMARY
Capital Projects
Index #302000*

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	PROPOSED FY 21 POSITIONS	PROPOSED FY 21 SALARIES
Administrative Assistant I	1.00	43,820	1.00	45,820	0.00	0
Administrative Specialist I	0.00	0	0.00	0	1.00	48,776
Chief, Vertical Inspector	1.00	88,857	1.00	71,546	1.00	75,017
Civil Engineer IV	1.00	123,169	1.00	125,169	1.00	129,712
Engineering Associate V	1.00	68,664	1.00	70,664	1.00	91,290
Inspector II	2.00	120,976	2.00	124,976	2.00	131,556
Inspector III	1.00	66,329	1.00	66,329	1.00	66,329
Project Manager	1.00	104,000	1.00	104,000	1.00	104,000
SALARY TOTAL	**8.00**	**615,815**	**8.00**	**608,504**	**8.00**	**646,680**
OTHER PERSONAL SERVICES						
Pension & Retirement		55,425		57,808		67,901
Workers' Compensation		6,609		5,948		7,131
Health Benefits		159,519		177,034		180,050
PEHP		14,790		15,543		12,840
Overtime		1,000		1,000		1,000
FICA		47,111		46,137		48,776
Miscellaneous		1,120		1,120		1,120
TOTAL OTHER PERSONAL SERVICES		**285,574**		**304,590**		**318,818**
TOTAL PERSONAL SERVICES	**8.00**	**901,389**	**8.00**	**913,094**	**8.00**	**965,498**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Construction Inspections
Index #303220

ORIGIN/PURPOSE:

Construction Inspections (BCI) provides inspection services for construction of roads, bridges, stormwater management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership. BCI also provides environmental compliance and enforcement inspections of stormwater management facilities and erosion and sediment control measures at all public and private construction sites county-wide.

FY 21 GOALS:

MANAGE PROJECT CONSTRUCTION AND INSPECTION
COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM
ENFORCE GRADING AND SWM PERMIT REQUIREMENTS
ENSURE SWM FACILITES FUNCTION LONG-TERM
MEET FUNCTIONAL NEEDS OF CUSTOMER AGENCIES

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,541,346	1,760,017	1,878,467	1,946,235	1,946,235
20	CONTRACTUAL SERVICES	94,317	199,440	266,250	306,250	306,250
30	SUPPLIES & MATERIALS	10,465	12,063	14,700	13,959	13,959
40	BUSINESS AND TRAVEL	32,836	41,647	62,475	63,475	63,475
80	INTER-GOVERNMENTAL/INTERFUND	0	0	3,500	3,500	3,500
	GRAND TOTAL	**1,678,964**	**2,013,167**	**2,225,392**	**2,333,419**	**2,333,419**
FUNDING SOURCE:						
25	HIGHWAYS	**1,678,964**	**2,013,167**	**2,225,392**	**2,333,419**	**2,333,419**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Construction Inspection
Index #303220

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $ 67,768
1,246,760	1,229,221	(17,539)	Full-time salaries
			(17,539) Turnover 1.41%
	65,496	65,496	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
118,442	129,068	10,626	Pension adjustments
16,581	19,144	2,563	Workers' Compensation adjustments
308,496	313,634	5,138	Health Benefits are adjusted due to staff opting for changes in levels of coverage
31,083	38,520	7,437	PEHP (Post Employment Health Plan)
99,585	93,632	(5,953)	FICA adjustments
			CONTRACTUAL SERVICES increased $40,000
43,000	83,000	40,000	Other Professional Services increased for an additional consultant inspector
			BUSINESS AND TRAVEL increase $1,000
2,000	3,000	1,000	Training and Seminars increased based on actual expense history

DIVISION STAFF SUMMARY
Construction Inspections
Index #303220

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	PROPOSED FY 21 POSITIONS	PROPOSED FY 21 SALARIES
Administrative Assistant II	1.00	50,946	1.00	52,946	1.00	56,045
Administrative Budget Technician I	1.00	66,546	0.00	0	0.00	0
Administrative Budget Technician II	0.00	0	1.00	70,542	1.00	73,993
Chief, Bureau of Construction Mgt	1.00	102,950	1.00	104,949	1.00	109,088
Chief, Construction Inspector	2.00	166,685	2.00	170,685	2.00	178,179
Deputy Director of Public Works	1.00	117,519	1.00	117,519	1.00	125,000
Inspector II	7.00	393,748	8.00	466,469	8.00	464,557
Inspector III	3.00	195,960	4.00	263,650	4.00	277,083
FULL-TIME SALARIES	16.00	1,094,354	18.00	1,246,760	18.00	1,283,945
TEMPORARY SALARIES		25,200		0		0
SALARY TOTAL	**16.00**	**1,119,554**	**18.00**	**1,246,760**	**18.00**	**1,283,945**
OTHER PERSONAL SERVICES						
Pension & Retirement		98,494		118,442		134,814
Workers' Compensation		15,377		16,581		19,984
Health Benefits		226,956		308,495		313,633
PEHP		24,650		31,083		38,520
Overtime		55,000		55,000		55,000
FICA		91,226		99,586		97,819
Miscellaneous		2,240		2,520		2,520
TOTAL OTHER PERSONAL SERVICES		**513,943**		**631,707**		**662,290**
TOTAL PERSONAL SERVICES	**16.00**	**1,633,497** *	**18.00**	**1,878,467**	**18.00**	**1,946,235**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF PROGRAM MANAGEMENT
Stormwater Management
Index #301603

ORIGIN/PURPOSE:

The Stormwater Management group is responsible for:

Plan review and approval for stormwater management and sediment control facilities for all private and public construction projects

Post-construction/maintenance inspections for completed stormwater management facilities

Administration of the stormwater management and sediment control program is delegated by the Maryland Department of the Environment (MDE). Recent updates to the state stormwater management regulations have required new development to focus on designing and constructing smaller and more effective stormwater management facilities resulting in a significantly larger number of facilities being constructed. The new regulations have increased plans review times and the time required to complete inspections.

FY 21 GOALS:

COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM

MANAGE THE PERMIT AND REVIEW PROCESS

MEET FUNCTIONAL NEEDS OF CUSTOMER AGENCIES

PUBLIC WORKS - DIVISION OF HIGHWAYS
Stormwater Management
Index #301603

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,286,969	1,169,837	1,140,648	694,749	694,749
20	CONTRACTUAL SERVICES	130,880	223,993	327,522	191,730	191,730
30	SUPPLIES & MATERIALS	7,025	5,298	8,945	4,475	4,475
40	BUSINESS AND TRAVEL	10,969	11,516	17,650	8,825	8,825
50	CAPITAL OUTLAY	167	604	0	0	0
70	MISCELLANEOUS	33,991	10,600	6,586	4,530	4,530
80	INTER-GOVERNMENTAL/INTERFUND	0	0	200	100	100
	GRAND TOTAL	**1,470,001**	**1,421,848**	**1,501,551**	**904,409**	**904,409**
SUMMARY BY FUND:						
11	GENERAL	1,470,001	1,421,848	1,501,551	904,409	904,409
		1,470,001	**1,421,848**	**1,501,551**	**904,409**	**904,409**
SUMMARY BY DIVISION:						
301603	STORMWATER MANAGEMENT	1,470,001	1,421,848	1,501,551	904,409	904,409
	GRAND TOTAL	**1,470,001**	**1,421,848**	**1,501,551**	**904,409**	**904,409**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Stormwater Management
Index #301603

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($445,899)
	23,113	23,113	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
18,600	0	(18,600)	Temporary funding for 2 summer Interns to assist with MS4 compliance moved to new division
	(458,666)	(458,666)	Four (4) Positions transferred to Bureau of Watershed Management

# of Positions	Salary	Fringe	Total	
(1.00)	(47,103)	(16,669)	(63,772)	Admin Asst I
(1.00)	(77,657)	(37,705)	(115,362)	Civil Eng II
(1.00)	(88,000)	(39,359)	(127,359)	Civil Eng III
(1.00)	(109,010)	(43,163)	(152,173)	Civil Eng 1V
(4.00)	(321,770)	(136,896)	(458,666)	

75,982	80,762	4,780	Pension adjustments
2,631	2,631	0	Workers' Compensation adjustment
180,418	182,106	1,688	Health Benefits are adjusted due to staff opting for changes in levels of coverage
0	3,210	3,210	PEHP (Post Employment Health Plan)
61,949	60,526	(1,423)	FICA adjustments
			CONTRACTUAL SERVICES decrease ($135,792)
327,522	191,730	(135,792)	Funding moved to Bureau of Watershed Management
			SUPPLIES AND MATERIALS decrease ($4,470)
8,945	4,475	(4,470)	Funding moved to Bureau of Watershed Management
			BUSINESS AND TRAVEL decrease (8,825)
17,650	8,825	(8,825)	Funding moved to Bureau of Watershed Management
			MISCELLANEOUS decrease ($2,056)
6,586	4,530	(2,056)	Pro Rata Share

DIVISION STAFF SUMMARY
Stormwater Management
Index #301603

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	PROPOSED FY 21 POSITIONS	PROPOSED FY 21 SALARIES
Administrative Assistant I	1.00	45,103	1.00	47,103	0.00	0
Civil Engineer II	2.00	158,059	1.00	77,657	0.00	0
Civil Engineer III	0.00	0	1.00	88,000	0.00	0
Civil Engineer IV	2.00	234,144	2.00	238,144	1.00	133,757
Engineering Associate II	1.00	50,114	1.00	52,114	1.00	55,196
Engineering Associate IV	1.00	92,104	1.00	94,104	1.00	98,026
Engineering Associate V	2.00	198,685	2.00	202,686	2.00	210,820
Inspector II	1.00	58,720	0.00	0	0.00	0
Inspector III	1.00	59,690	0.00	0	0.00	0
FULL-TIME SALARIES	11.00	896,619	9.00	799,808	5.00	497,799
TEMPORARY SALARIES		0		18,600		0
TOTAL	**11.00**	**896,619**	**9.00**	**818,408**	**5.00**	**497,799**
OTHER PERSONAL SERVICES						
Pension & Retirement		80,699		75,982		52,269
Workers' Compensation		4,905		2,631		1,294
Health Benefits		206,094		180,419		102,341
PEHP		0		0		3,210
FICA		68,594		61,948		37,136
Miscellaneous		1,540		1,260		700
TOTAL OTHER PERSONAL SERVICES		**361,832**		**322,240**		**196,950**
TOTAL PERSONAL SERVICES	**11.00**	**1,258,451** *	**9.00**	**1,140,648**	**5.00**	**694,749**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Watershed Management
Index #303320

ORIGIN/PURPOSE:

The Watershed Management group is responsible for implementation of the County's Municipal Storm Separate Sewer System (MS4) Permit and compliance with our National Pollution Discharge Elimination System (NPDES) permit.

The MS4 permit is required by the Environmental Protection Agency (EPA) and is issued by the Maryland Department of the Environment (MD). Harford County received its most recent five year MS4 permit ins December, 2014, which expired in December 3029. The permit has been administratively continued by MDE, and the MS4 program continues to operate under the terms of the previous permit. Permit requirements include assessing stream health through watershed assessments, identifying opportunities for improvement through watershed restoration plans, and designing and constructing watershed restoration projects.

Projects include but are not limited to constructing new stormwater management facilities, upgrading existing stormwater management facilities, and constructing stream restorations. Additional permit requirements include monitoring stream health, identifying sources of potential impacts to stream health from commercial, industrial and residential properties and implementing a public outreach program.

FY 21 GOALS:

MANAGE PROJECT CONSTRUCTION AND INSPECTION

COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM

MANAGE AND COORDINATE MS4 ACTIVITIES

DIRECT AND MANAGE PROJECT DESIGN

MEET FUNCTIONAL NEEDS OF CUSTOMER

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Watershed Management
Index #303320

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	0	0	0	504,670	504,670
20 CONTRACTUAL SERVICES	0	0	0	598,091	598,091
30 SUPPLIES & MATERIALS	0	0	0	4,845	4,845
40 BUSINESS AND TRAVEL	0	0	0	9,750	9,750
70 MISCELLANEOUS	0	0	1,985,000	5,581	5,581
GRAND TOTAL	**0**	**0**	**1,985,000**	**1,122,937**	**1,122,937**
SUMMARY BY FUND:					
29 WATERSHED MANAGEMENT	0	0	1,985,000	1,122,937	1,122,937
	0	**0**	**1,985,000**	**1,122,937**	**1,122,937**
SUMMARY BY DIVISION:					
303320 Bureau of Watershed Management	0	0	1,985,000	1,122,937	1,122,937
GRAND TOTAL	**0**	**0**	**1,985,000**	**1,122,937**	**1,122,937**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Watershed Management
Index #303320

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $504,670
	22,471	22,471	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
		18,600	Temporary funding for 2 summer Interns to assist with MS4 compliance
	458,666	458,666	Four (4) Positions transferred from Stormwater Management:

# of Positions	Salary	Fringe	Total	
1.00	47,103	16,669	63,772	Admin Asst I
1.00	77,657	37,705	115,362	Civil Eng II
1.00	88,000	39,359	127,359	Civil Eng III
1.00	109,010	43,163	152,173	Civil Eng 1V
4.00	**321,770**	**136,896**	**458,666**	

	3,210	3,210	PEHP (Post Employment Health Plan)
		1,423	FICA for Temporary summer interns
			CONTRACTUAL SERVICES increased $598,091
0	598,091	598,091	Funding for Management Services, Other Professional Services, Office equipment, telephone service, computer hardware and software transferred from Stormwater Management
			SUPPLIES AND MATERIALS increase $4,845
0	4,845	4,845	General office supplies, office mailing, drafting supplies, laboratory supplies, transferred from Stormwater Management
			BUSINESS AND TRAVEL increase $9,750
0	9,750	9,750	Vehicle expenses, professional books, membership fees, training for new division
			MISCELLANEOUS decrease ($1,979,419)
1,985,000	5,581	(1,979,419)	Pro Rata Share transferred from Stormwater Management offset by the elimination of contingency funds for FY 21

DIVISION STAFF SUMMARY
Watershed Management
Index #303320

	ENACTED FY 19		ENACTED FY 20		PROPOSED FY 21	
POSITION TITLE	**POSITIONS**	**SALARIES**	**POSITIONS**	**SALARIES**	**POSITIONS**	**SALARIES**
Administrative Specialist I	0.00	0	0.00	0	1.00	53,040
Civil Engineer II	0.00	0	0.00	0	1.00	81,250
Civil Engineer III	0.00	0	0.00	0	1.00	89,760
Civil Engineer IV	0.00	0	0.00	0	1.00	113,230
FULL-TIME SALARIES	0.00	0	0.00	0	4.00	337,280
TEMPORARY SALARIES		0		0	0	18,600
TOTAL	**0.00**	**0**	**0.00**	**0**	**4.00**	**355,880**
OTHER PERSONAL SERVICES						
Pension & Retirement		0		0		35,414
Workers' Compensation		0		0		982
Health Benefits		0		0		81,100
PEHP		0		0		3,210
FICA		0		0		27,224
Miscellaneous		0		0		860
TOTAL OTHER PERSONAL SERVICES		**0**		**0**		**148,790**
TOTAL PERSONAL SERVICES	**0.00**	**0** *	**0.00**	**0**	**4.00**	**504,670**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management

ORIGIN/PURPOSE:

The Solid Waste Management group implements the County's environmental, solid waste management and recycling programs. Responsibilities include administration and technical support for solid waste management, environmental investigation, and remediation of County landfill operations, and support of environmental programs with other County agencies, such as site assessment and land development plan review.

Administer the County's environmental, solid waste management, and recycling programs, including management and oversight of the County's contract with Maryland Environmental Services (MES)

Administer and support the Municipal Solid Waste Disposal Agreement between Harford County Government and Baltimore County Government for trash disposal and recycling

Maintain and operate a sanitary landfill and homeowner drop-off center; process and dispose of residential refuse, recyclables, yard waste and miscellaneous debris; and oversee the Harford Waste Disposal Center, the mulch and compost operation, the recycling transfer station, the roadside litter control program, and the used oil and anti-freeze program.

Educate and motivate the public to ensure that Harford County continues to reduce its waste stream through recycling efforts, as well as the procurement and contract management of recycling disposal contracts.

Manage post closure care and monitoring associate with closed landfills.

FY 21 GOALS:

MAINTENANCE AND MONITORING COUNTY LANDFILLS

COST-EFFECTIVE RECYCLING PROGRAM

MANAGE AND OVERSEE M.E.S. CONTRACT

PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management - Administration & Engineering
Index #301111

ORIGIN/PURPOSE:

The Administration & Engineering staff oversees the County's environmental, solid waste management, and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations and support of environmental programs with other County agencies, such as site assessments and land development plan review.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	170,818	173,978	169,740	176,482	176,482
70 MISCELLANEOUS	0	0	0	882	882
	170,818	**173,978**	**169,740**	**177,364**	**177,364**
FUNDING SOURCE:					
11 GENERAL	**170,818**	**173,978**	**169,740**	**177,364**	**177,364**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management - Administration & Engineering
Index #301111

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $6,742
	4,985	4,985	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
11,374	12,575	1,201	Pension adjustments
28,910	29,421	511	Health Benefits adjusted for anticipated cost increase coverage
			MISCELLANEOUS increase $882
	882	882	Pro Rata Shares for Director's Office

DIVISION STAFF SUMMARY

Solid Waste Management - Administration & Engineering

Index #301111

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrator	1.00	117,730		1.00	119,730	1.00	124,165
SALARY TOTAL	**1.00**	**117,730**		**1.00**	**119,730**	**1.00**	**124,165**
OTHER PERSONAL SERVICES							
Pension & Retirement		10,596			11,374		13,037
Workers' Compensation		530			503		571
Health Benefits		26,806			28,910		29,422
Overtime		0			0		0
FICA		9,006			9,083		9,147
Miscellaneous		140			140		140
TOTAL OTHER PERSONAL SERVICES		**47,078**			**50,010**		**52,317**
TOTAL PERSONAL SERVICES	**1.00**	**164,808**	*	**1.00**	**169,740**	**1.00**	**176,482**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management - Transfer Station
Index #301213

ORIGIN/PURPOSE:

The Transfer Station budget supports the Municipal Solid Waste Disposal Agreement between Harford County Government and Baltimore County Government. The Agreement provides for construction and operation of facilities located in Baltimore County to properly dispose of solid waste and process materials for recycling as described in the Harford County Solid Waste Management Plan.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	9,632,590	9,571,566	12,370,000	12,000,000	12,000,000
GRAND TOTAL	**9,632,590**	**9,571,566**	**12,370,000**	**12,000,000**	**12,000,000**
FUNDING SOURCE:					
011 GENERAL	**9,632,590**	**9,571,566**	**12,370,000**	**12,000,000**	**12,000,000**

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
12,370,000	12,000,000	(370,000)	Management Services - Payment to Baltimore County for the Transfer Station Agreement

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management - Environmental Services
Index #301214

ORIGIN/PURPOSE:

The Environmental Services budget funds the contract with Maryland Environmental Services (MES) to provide the daily service for the Landfill now under their oversight. MES is responsible to maintain and operate the sanitary landfill and homeowner drop-off center, process and dispose of residential refuse, recyclables, yard waste and miscellaneous debris; and oversee the following operations: the Harford Waste Disposal Center, the mulch and compost operation, the recycling transfer station, the roadside litter control program, and the used oil and anti-freeze program.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	4,633,537	4,555,343	4,940,610	5,129,760	5,129,760
30 SUPPLIES & MATERIALS	555	6,747	610	610	610
40 BUSINESS AND TRAVEL	304,410	383,457	323,760	395,500	395,500
50 CAPITAL OUTLAY	0	0	970,000	975,000	975,000
GRAND TOTAL	**4,938,502**	**4,945,547**	**6,234,980**	**6,500,870**	**6,500,870**
FUNDING SOURCE:					
11 GENERAL	**4,938,502**	**4,945,547**	**6,234,980**	**6,500,870**	**6,500,870**

PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES
Solid Waste Management - Environmental Services
Index #301214

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES increase $189,150
12,900	10,000	(2,900)	Telephone service decreased based on actual expense history
4,905,950	5,098,000	192,050	Other Professional Services - contract with Maryland Environmental Services and fee to Northeast Maryland Waste Disposal Authority
			BUSINESS AND TRAVEL increase $71,740
156,360	197,000	40,640	Vehicle Maintenance adjusted per the requested contract
167,400	198,500	31,100	Fuel Charges adjusted per the requested contract
			CAPITAL OUTLAY increase $5,000
970,000	975,000	5,000	Other funding - funding to purchase contractually obligated equipment for landfill

PUBLIC WORKS - DIVISION OF ENVIRONMENT & SUSTAINABILITY
Solid Waste Management - Post Closure
Index #301251

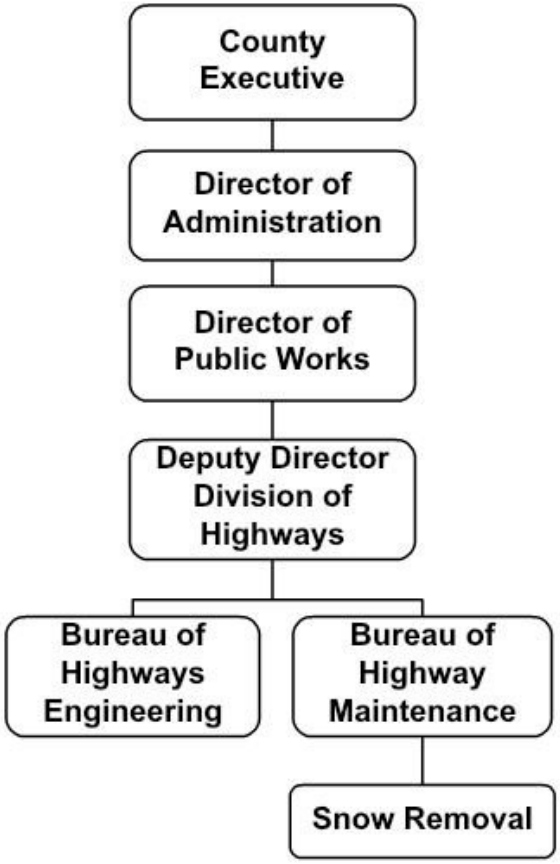
ORIGIN/PURPOSE:

The Administration and Engineering staff manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills. The accounting for these costs is required by the Governmental Accounting Standards Board Statement No.18. The costs include groundwater monitoring, gas monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with post closure activities. The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills. This function is provided under a contract with Maryland Environmental Services (MES) but accounting for these costs will be kept separate from the daily operations/costs of the Harford Waste Disposal System.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	176,599	220,420	223,160	252,840	252,840
GRAND TOTAL	**176,599**	**220,420**	**223,160**	**252,840**	**252,840**
FUNDING SOURCE:					
11 GENERAL	**176,599**	**220,420**	**223,160**	**252,840**	**252,840**

DEPARTMENT OF PUBLIC WORKS
DIVISION OF HIGHWAYS



PUBLIC WORKS - DIVISION OF HIGHWAYS

ORIGIN/PURPOSE:

The Highways Division of the Department of Public Works has overall responsibility for the County's roadway network and stream quality. This charge is divided between two distinct functional areas:

BUREAU OF ENGINEERING: Responsibilities include engineering, design, and technical support of capital projects, development review, and drafting for highway related projects and other County agencies. In addition, this section performs traffic analysis for intersection improvements, future roads, speed studies, etc.

BUREAU OF HIGHWAYS MAINTENANCE: Responsible for maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains and culverts. This area is also responsible for the maintenance of approximately 1,064 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,450 street lights.

SNOW REMOVAL: Overtime cost, materials, meals, and other related expenses incurred for snow removal operations are budgeted in the account under the purview of the Bureau of Highways Maintenance.

MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING AND MAINTAIN ROADWAY INFRASTRUCTURE IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

FY 21 GOALS:

TO MAINTAIN EFFICIENCY AND SAFETY OF COUNTY ROADWAYS

TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

TO PROVIDE RESPONSIVE AND EFFECTIVE SERVICE TO ROADWAY, BRIDGES AND DEVELOPMENT STAKEHOLDERS.

PUBLIC WORKS - DIVISION OF HIGHWAYS

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	13,350,556	14,111,483	14,499,619	15,259,535	15,259,535
20	CONTRACTUAL SERVICES	3,402,479	3,495,302	4,358,919	4,629,230	4,629,230
30	SUPPLIES & MATERIALS	3,074,920	3,073,486	3,428,910	3,596,470	3,596,470
40	BUSINESS AND TRAVEL	1,365,575	1,422,229	1,739,750	1,739,750	1,739,750
50	CAPITAL OUTLAY	82,680	71,814	17,000	17,000	17,000
70	MISCELLANEOUS	2,621,347	2,854,997	3,053,700	3,108,146	3,108,146
80	INTER-GOVERNMENTAL/INTERFUND	0	0	200	200	200
	GRAND TOTAL	**23,897,557**	**25,029,312**	**27,098,098**	**28,350,331**	**28,350,331**
SUMMARY BY FUND:						
25	HIGHWAYS	23,897,557	25,029,312	27,098,098	28,350,331	28,350,331
	GRAND TOTAL	**23,897,557**	**25,029,312**	**27,098,098**	**28,350,331**	**28,350,331**
SUMMARY BY DIVISION:						
303210	BUREAU OF HIGHWAYS ENGINEERING	2,290,572	2,334,732	2,419,353	2,509,440	2,509,440
303410	BUREAU OF HIGHWAYS MAINTENANCE	19,441,708	20,770,639	22,126,546	23,281,392	23,281,392
303430	SNOW REMOVAL	2,165,277	1,923,941	2,552,198	2,559,498	2,559,498
	GRAND TOTAL	**23,897,557**	**25,029,312**	**27,098,097**	**28,350,331**	**28,350,331**

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF HIGHWAYS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
DIVISION OF HIGHWAYS - HIGHWAYS FUND						
Accounting Technician II	2.00	105,482	2.00	98,794	1.00	61,678
Administrative Assistant II	6.00	334,233	5.00	272,525	4.00	216,220
Administrative Budget Technician II	1.00	53,000	1.00	53,000	0.00	0
Administrative Specialist I	1.00	71,667	0.00	0	2.00	104,485
Administrator	0.00	0	1.00	67,586	1.00	70,978
Central Stores Coordinator	1.00	62,641	1.00	41,258	1.00	44,123
Central Stores Manager	1.00	55,545	1.00	66,521	1.00	69,891
Chauffeur-Laborer	24.00	1,008,317	25.00	1,064,377	15.00	720,917
Chief, Construction Inspector	1.00	82,983	1.00	84,983	0.00	0
Chief, Engineering Division	1.00	133,469	1.00	135,469	1.00	135,469
Chief, Highways Division	1.00	101,149	1.00	103,149	1.00	98,940
Civil Engineer III	5.00	529,696	4.00	408,145	4.00	424,468
Civil Engineer IV	0.00	0	1.00	105,913	1.00	110,071
Communications Specialist II	1.00	52,977	1.00	54,977	1.00	58,117
Crew Chief	12.00	648,110	12.00	661,803	12.00	696,439
Customer Support Analyst I	0.00	0	1.00	38,000	1.00	40,800
Customer Support Analyst II	0.00	0	0.00	0	1.00	71,234
Deputy Director of Public Works	0.00	0	0.00	0	1.00	127,500
Engineering Associate I	0.00	0	0.00	0	1.00	44,880
Engineering Associate III	1.00	59,562	1.00	61,562	3.00	207,359
Engineering Associate IV	2.00	163,776	2.00	167,776	1.00	84,045
Engineering Associate V	1.00	107,452	1.00	109,452	0.00	0
Engineering Records Technician	1.00	83,730	1.00	85,731	0.00	0
Equipment Operator	27.00	1,155,248	26.00	1,157,221	28.00	1,374,808
Equipment Operator Trainee	2.00	105,236	4.00	169,552	13.00	502,270
Equipment Repair Specialist	6.00	332,756	6.00	344,758	6.00	358,353

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF HIGHWAYS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
DIVISION OF HIGHWAYS - HIGHWAYS FUND						
GIS Coordinator	1.00	78,397	1.00	80,397	1.00	84,045
Inspector I	0.00	0	1.00	44,705	1.00	44,705
Inspector II	2.00	112,414	2.00	116,414	2.00	115,603
Inspector III	1.00	81,378	1.00	83,378	2.00	153,386
Laborer	3.00	127,596	3.00	133,596	3.00	142,388
Land Surveyor	1.00	98,647	1.00	100,647	1.00	104,700
Maintenance Supervisor	7.00	446,333	7.00	452,242	7.00	456,775
Management Assistant II	2.00	163,713	1.00	94,104	1.00	98,026
Permits Clerk	1.00	63,919	1.00	65,919	0.00	0
Road Marking Equipment Operator I	5.00	239,198	3.00	191,862	2.00	99,039
Road Marking Equipment Operator II	0.00	0	1.00	40,226	1.00	43,071
Road Marking Equipment Operator III	1.00	45,102	1.00	47,102	1.00	50,084
Senior Equipment Operator	14.00	687,055	14.00	711,535	14.00	725,772
Superintendent Highways	2.00	148,433	2.00	152,433	2.00	164,730
Trades / Laborer	6.00	297,418	6.00	282,175	6.00	245,097
Traffic Operations Supervisor	2.00	133,811	2.00	137,811	2.00	144,647
Traffic Sign Mechanic I	1.00	55,931	2.00	104,521	1.00	66,338
Traffic Sign Mechanic II	4.00	179,413	2.00	98,100	3.00	149,703
Traffic Sign Mechanic III	1.00	54,539	1.00	56,539	1.00	59,710
Utility Worker I	3.00	118,487	2.00	88,738	2.00	93,051
Utility Worker II	3.00	150,934	4.00	174,636	4.00	186,289
					57.00	3,227,159
FULL-TIME SALARIES HIGHWAYS FUND	**157.00**	**8,529,749**	**157.00**	**8,609,632**	**157.00**	**8,850,204**
TEMPORARY SALARIES		**50,000**		**50,000**		**50,000**
SALARY TOTAL HIGHWAYS FUND	**157.00**	**8,579,749**	**157.00**	**8,659,632**	**157.00**	**8,900,204**

DEPARTMENT STAFF SUMMARY
PUBLIC WORKS - DIVISION OF HIGHWAYS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES						
Uniform Allowance		0		0		20,200
Pension & Retirement		781,334		817,915		929,271
Workers' Compensation		482,856		480,668		600,936
Health Benefits		2,645,905		2,816,242		2,912,303
PEHP		172,550		227,964		393,225
Overtime		560,000		760,000		760,000
FICA		695,411		715,218		720,266
Miscellaneous		21,980		21,980		23,130
TOTAL OTHER PERSONAL SERVICES		**5,360,036**		**5,839,987**		**6,359,331**
***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**						
TOTAL SALARIES	**157.00**	**8,579,749**	**157.00**	**8,659,632**	**157.00**	**8,900,204**
TOTAL OTHER PERSONAL SERVICES		**5,360,036**		**5,839,987**		**6,359,331**
TOTAL	**157.00**	**13,939,785**	**157.00**	**14,499,619**	**157.00**	**15,259,535**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Engineering
Index #303210

ORIGIN/PURPOSE:

The Bureau of Highways Engineering is a major section within the Department of Public Works. Its responsibilities are to provide engineering design and technical support for roadway and bridge projects throughout Harford County.

In addition, the Bureau of Highways Engineering provides the review/design and subsequent approval of subdivision/related roadways, traffic analysis, including but not limited to intersection improvements, future roads, speed studies, traffic calming measures, etc., storm drains, and bridge facilities, which when completed, become part of the Harford County infrastructure.

FY 21 GOALS:

TO MAINTAIN EFFICIENCY AND SAFETY OF COUNTY ROADWAYS

TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

TO PROVIDE RESPONSIVE AND EFFECTIVE SERVICE TO ROADWAY, BRIDGES AND DEVELOPMENT STAKEHOLDERS

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Engineering
Index #303210

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	2,161,592	2,196,331	2,247,903	2,337,994	2,337,994
20 CONTRACTUAL SERVICES	32,053	37,055	51,000	50,996	50,996
30 SUPPLIES & MATERIALS	7,326	11,066	15,600	15,600	15,600
40 BUSINESS AND TRAVEL	23,089	17,355	25,650	25,650	25,650
50 CAPITAL OUTLAY	124	88	4,000	4,000	4,000
70 MISCELLENOUS	66,388	72,837	75,000	75,000	75,000
80 INTER-GOVERNMENTAL/INTERFUND	0	0	200	200	200
GRAND TOTAL	**2,290,572**	**2,334,732**	**2,419,353**	**2,509,440**	**2,509,440**
FUNDING SOURCE:					
25 HIGHWAYS	**2,290,572**	**2,334,732**	**2,419,353**	**2,509,440**	**2,509,440**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Engineering
Index #303210

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
1,576,517	1,545,604	(30,913)	PERSONAL SERVICES increase $90,091 Full-time salaries 1,918 Salary adjustments (32,831) Staff Turnover (2.08)% (30,913)
	77,974	77,974	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
50,000	50,000	0	Temporary funds for summer engineering interns
0	1,150	1,150	Cell Phone Reimbursement moved here from telephone service
149,769	162,288	12,519	Pension adjustments
7,642	10,019	2,377	Workers' Compensation adjustment
342,410	352,902	10,492	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
0	19,260	19,260	PEHP
119,045	116,277	(2,768)	FICA adjustments

DIVISION STAFF SUMMARY
Bureau of Highways Engineering
Index #303210

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	140,111	1.00	70,402	1.00	73,850
Administrative Budget Technician II	1.00	53,000	1.00	53,000	0.00	0
Chief, Engineering Division	1.00	133,469	1.00	135,469	1.00	135,469
Civil Engineer III	5.00	529,696	4.00	408,145	4.00	424,468
Civil Engineer IV	0.00	0	1.00	105,913	1.00	110,071
Customer Support Analyst I	0.00	0	1.00	38,000	1.00	40,800
Customer Support Analyst II	0.00	0	0.00	0	1.00	71,234
Deputy Director Public Works	0.00	0	0.00	0	1.00	127,500
Engineering Associate III	0.00	0	0.00	0	1.00	44,880
Engineering Associate III	1.00	59,562	1.00	61,562	3.00	207,359
Engineering Associate IV	2.00	163,776	2.00	167,776	1.00	84,045
Engineering Associate V	1.00	107,452	1.00	109,452	0.00	0
Engineering Records Technician	1.00	83,730	1.00	85,731	0.00	0
GIS Coordinator	1.00	78,397	1.00	80,397	1.00	84,045
Land Surveyor	1.00	98,647	1.00	100,647	1.00	104,700
Management Assistant II	1.00	92,104	1.00	94,104	1.00	98,026
Permit Clerk	1.00	63,919	1.00	65,919	0.00	0
FULL-TIME SALARIES	**18.00**	**1,603,863**	**18.00**	**1,576,517**	**18.00**	**1,606,447**
TEMPORARY SALARIES		**50,000**		**50,000**		**50,000**
SALARY TOTAL	**18.00**	**1,653,863**	**18.00**	**1,626,517**	**18.00**	**1,656,447**

DIVISION STAFF SUMMARY
Bureau of Highways Engineering
Index #303210

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Cell Phone Reimbursement		0			0		1,150
Pension & Retirement		144,355			149,769		168,677
Workers' Compensation		8,669			7,642		10,313
Health Benefits		296,988			342,411		359,408
PEHP		0			0		19,260
FICA		122,702			119,044		120,219
Miscellaneous		2,520			2,520		2,520
TOTAL OTHER PERSONAL SERVICES		**575,234**			**621,386**		**681,547**
TOTAL PERSONAL SERVICES	**18.00**	**2,229,097**	*	**18.00**	**2,247,903**	**18.00**	**2,337,994**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Maintenance
Index #303410

ORIGIN/PURPOSE:

Governed by Code of Harford County, Chapter 16, Article IV, Section 25, the Bureau of Highways Maintenance is responsible for the maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains, and culverts. Inherent in this mission are the repair, maintenance, snow removal, and traffic control of approximately 1,064 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and 5,450 street lights.

FY 21 GOALS:

TO PROVIDE RESPONSIVE AND EFFECTIVE SERVICE TO ROADWAY, BRIDGES AND DEVELOPMENT STAKEHOLDERS
TO MAINTAIN EFFICIENCY AND SAFETY OF COUNTY ROADWAYS
TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	10,473,080	11,229,007	11,605,815	12,275,640	12,275,640
20 CONTRACTUAL SERVICES	3,218,339	3,272,744	4,015,481	4,285,796	4,285,796
30 SUPPLIES & MATERIALS	1,900,900	2,119,057	2,110,450	2,270,710	2,270,710
40 BUSINESS AND TRAVEL	1,211,874	1,295,945	1,403,100	1,403,100	1,403,100
50 CAPITAL OUTLAY	82,556	71,726	13,000	13,000	13,000
70 MISCELLANEOUS	2,554,959	2,782,160	2,978,700	3,033,146	3,033,146
GRAND TOTAL	**19,441,708**	**20,770,639**	**22,126,546**	**23,281,392**	**23,281,392**
FUNDING SOURCE:					
25 HIGHWAYS	**19,441,708**	**20,770,639**	**22,126,546**	**23,281,392**	**23,281,392**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Maintenance
Index #303410

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
7,033,115	6,846,841	(186,274)	PERSONAL SERVICES increase $669,825
			Full-time salaries
			16,357 Salary adjustments
			(202,631) Staff Turnover (2.88)%
			(186,274)
	502,705	502,705	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
	20,200	20,200	Uniform allowance new for FY 21
668,146	718,918	50,772	Pension/Retirement adjustments
473,027	556,874	83,847	Workers' Compensation adjustments
2,473,830	2,552,894	79,064	Health Benefits are adjusted due to staff opting for changes in levels of coverage
227,964	373,965	146,001	PEHP (Post Employment Health Plan)
550,273	523,783	(26,490)	FICA adjustments
			CONTRACTUAL SERVICES increase $270,315
75,000	100,000	25,000	Funding for County Facility repair increased based on actual expense history and aging facilities
0	150,000	150,000	Funding for Pipe repair moved from Other professional services to new spend category for tracking
1,660,000	1,755,000	95,000	Funding for Grounds Maintenance due to increased mowing expenses and tree removal increase
			SUPPLIES AND MATERIALS increase $160,260
168,650	200,410	31,760	Funding for Meals, uniform purchase, safety equipment and paint increased based on expenses
500,000	625,000	125,000	Funding for Bituminous concrete based on projected expenditures
2,978,700	3,033,146	54,446	Pro Rata Shares - to the General Fund increased based on formula

DIVISION STAFF SUMMARY

Bureau of Highways Maintenance

Index #303410

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accounting Technician II	2.00	105,482	2.00	98,794	1.00	61,678
Administrative Assistant II	4.00	194,123	4.00	202,123	3.00	142,370
Administrative Specialist I	1.00	71,667	0.00	0	2.00	104,485
Administrator	0.00	0	1.00	67,586	1.00	70,978
Central Stores Coordinator	1.00	62,641	1.00	41,258	1.00	44,123
Central Stores Manager	1.00	55,545	1.00	66,521	1.00	69,891
Chauffeur-Laborer	24.00	1,008,317	25.00	1,064,377	15.00	720,917
Chief Construction Inspector	1.00	82,983	1.00	84,983	0.00	0
Chief, Highways Division	1.00	101,149	1.00	103,149	1.00	98,940
Communications Specialist II	1.00	52,977	1.00	54,977	1.00	58,117
Crew Chief	12.00	648,110	12.00	661,803	12.00	696,439
Equipment Operator	27.00	1,155,248	26.00	1,157,221	28.00	1,374,808
Equipment Operator Trainee	2.00	105,236	4.00	169,552	13.00	502,270
Equipment Repair Specialist	6.00	332,756	6.00	344,758	6.00	358,353
Inspector I	0.00	0	1.00	44,705	1.00	44,705
Inspector II	2.00	112,414	2.00	116,414	2.00	115,603
Inspector III	1.00	81,378	1.00	83,378	2.00	153,386
Laborer	3.00	127,596	3.00	133,596	3.00	142,388
Maintenance Supervisor	7.00	446,333	7.00	452,242	7.00	456,775
Management Assistant II	1.00	71,609	0.00	0	0.00	0
Road Marking Equipment Operator I	5.00	239,198	3.00	191,862	2.00	99,039
Road Marking Equipment Operator II	0.00	0	1.00	40,226	1.00	43,071
Road Marking Equipment Operator III	1.00	45,102	1.00	47,102	1.00	50,084
Senior Equipment Operator	14.00	687,055	14.00	711,535	14.00	725,772
Superintendent Highways	2.00	148,433	2.00	152,433	2.00	164,730
Trades/Laborer	6.00	297,418	6.00	282,175	6.00	245,097
Traffic Operations Supervisor	2.00	133,811	2.00	137,811	2.00	144,647
Traffic Sign Mechanic I	1.00	55,931	2.00	104,521	1.00	66,338

DIVISION STAFF SUMMARY

Bureau of Highways Maintenance

Index #303410

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Traffic Sign Mechanic II	4.00	179,412		2.00	98,100	3.00	149,703
Traffic Sign Mechanic III	1.00	54,539		1.00	56,539	1.00	59,710
Utility Worker I	3.00	118,486		2.00	88,738	2.00	93,051
Utility Worker II	3.00	150,934		4.00	174,636	4.00	186,289
SALARY TOTAL	**139.00**	**6,925,886**		**139.00**	**7,033,115**	**139.00**	**7,243,757**
OTHER PERSONAL SERVICES							
Uniform Allowance		0			0		20,200
Pension & Retirement		636,979			668,146		760,594
Workers' Compensation		474,187			473,027		590,623
Health Benefits		2,348,917			2,473,831		2,552,894
PEHP		172,550			227,964		373,965
Overtime		160,000			160,000		160,000
FICA		542,109			550,272		554,147
Miscellaneous		19,460			19,460		19,460
TOTAL OTHER PERSONAL SERVICES		**4,354,202**			**4,572,700**		**5,031,883**
TOTAL PERSONAL SERVICES	**139.00**	**11,280,088**	*	**139.00**	**11,605,815**	**139.00**	**12,275,640**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PUBLIC WORKS - DIVISION OF HIGHWAYS
Bureau of Highways Maintenance - Snow Removal
Index #303430

ORIGIN/PURPOSE:

Governed by Code of Harford County Charter, Chapter 16, Article 6, Section 25, the Snow Removal Program, managed by the Bureau of Highways Maintenance, was established to analyze and forecast expenditure requirements of snow removal services in Harford County. Overtime for snow removal is budgeted under this account to allow for better accountability and control of overtime during snow removal. All labor (not including overtime) is allocated under the operating budget of Highways Maintenance. Harford County roadways are divided into approximately 75 snow routes, each with an average length of 18 miles.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	715,884	686,146	645,900	645,900	645,900
20 CONTRACTUAL SERVICES	152,087	185,503	292,438	292,438	292,438
30 SUPPLIES & MATERIALS	1,166,694	943,363	1,302,860	1,310,160	1,310,160
40 BUSINESS AND TRAVEL	130,612	108,929	311,000	311,000	311,000
GRAND TOTAL	**2,165,277**	**1,923,941**	**2,552,198**	**2,559,498**	**2,559,498**
FUNDING SOURCE:					
25 HIGHWAYS	**2,165,277**	**1,923,941**	**2,552,198**	**2,559,498**	**2,559,498**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			SUPPLIES AND MATERIALS increase $7,300
53,500	60,800	7,300	Equipment repair parts and delivery charge increased due to electronic sensor parts for snow plows

DIVISION STAFF SUMMARY
Snow Removal
Index #303430

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Overtime		400,000			600,000		600,000
FICA		30,600			45,900		45,900
TOTAL OTHER PERSONAL SERVICES		430,600			645,900		645,900
TOTAL PERSONAL SERVICES	**0.00**	**430,600**	*	**0.00**	**645,900**	**0.00**	**645,900**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DPW - DIVISION OF HIGHWAYS - HIGHWAYS MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To maintain efficiency & safety of the County roadways.

Department Objective

To improve the efficiency of the striping program and to stripe all County roads that require striping this year.

County Goal(s) Supported

III. Strengthening Our Communities

Measure		Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021
Input:						
	Dollars allocated (materials)	$213,197	$213,119	$244,507	$234,199	$207,822
	Number of staff	8	8	8	8	8
Output:						
	Number of road miles striped	900.53	904.21	917.82	800.62	707.16
	Cost per mile	$246.60	$218.12	$266.4	$292.52	$293.88
Outcome:						
	Percentage of roads that needed to be striped that were completed	90%	90%	107%	94%	88%

Explanation and Analysis of Performance Measures

Although the Striping Program goal is to complete 100% of the roads required to be striped within a given year, this can vary based upon weather; scheduled and non-scheduled equipment maintenance, as well as crews allocated for various capital projects.

DPW - DIVISION OF HIGHWAYS - ENGINEERING DIVISION
OBJECTIVES & PERFORMANCE MEASURES

Department Goal

To provide safe and well-maintained bridges

Department Objective

To improve the overall condition of the County's bridge infrastructure by improving the average rating and decreasing the percentage of bridges rated equal to or below 60.

County Goal(s) Supported

III. Strengthen Our Communities

V. Building Economic Vitality

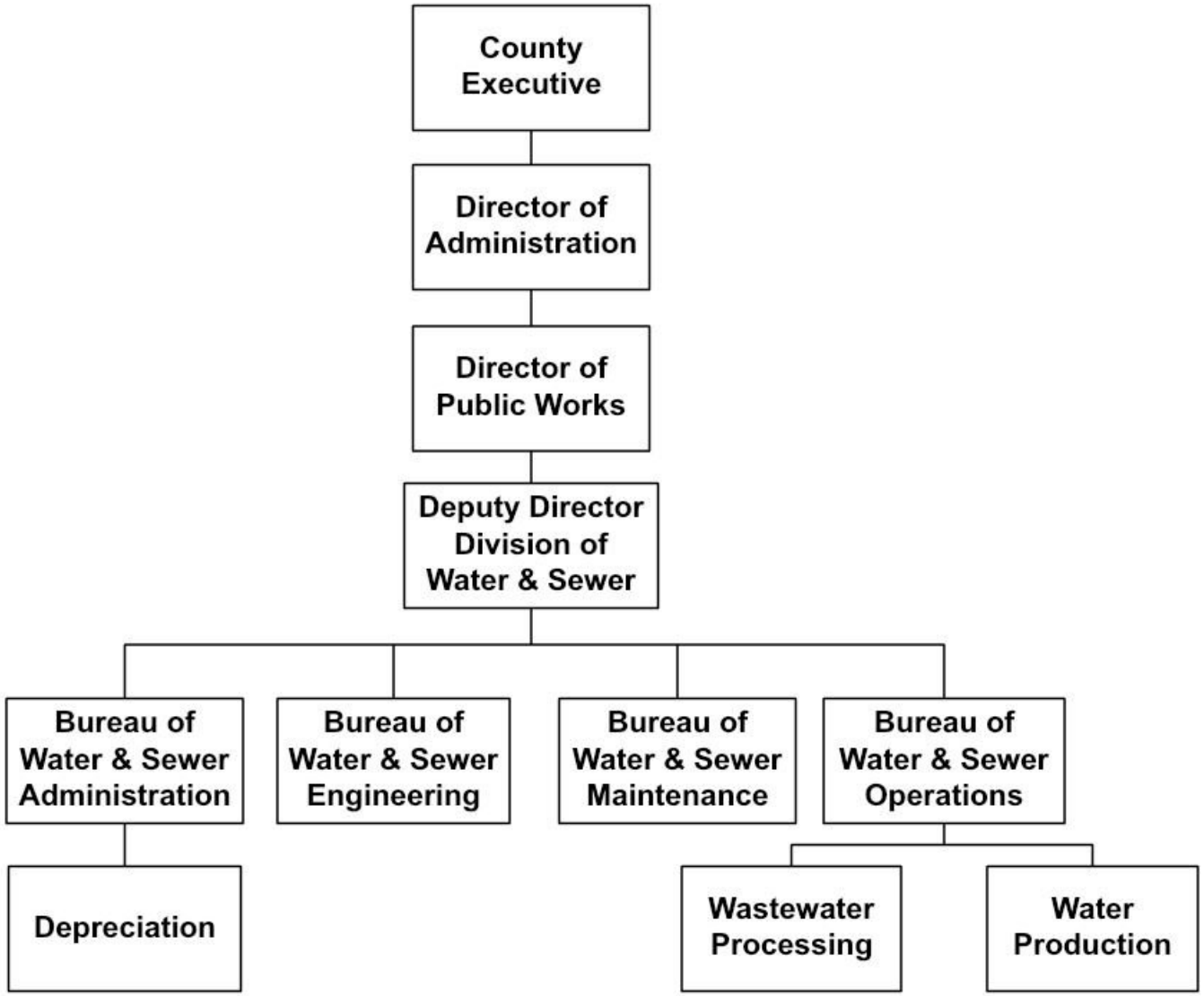
Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Dollars allocated (Total FY Bridge Funds)	$2,630,000	$2,516,158	$4,695,000	$8,265,000	$8,465,392
Number of Staff	1.0+ *	1.0+ *	1.0+ *	1.0+ *	1.0+ *
Output:					
Number of bridges in need of repair (i.e. those having rating < 60)	26	32	30	31	29
Average cost to bring bridges up to satisfactory rating	$850,000	$850,000	$900,000	$950,000	$1,000,000
Outcome:					
Average rating of all County bridges	80.7	79.1	79.1	76.8	77.86
Percent of all bridges Countywide with rating of < 60	11.7%	14.2%	14.2%	13.96%	12.89%

*** One full time structural engineer supported by 3 other civil engineers who mix bridge construction projects in with their other assigned duties.**

Explanation and Analysis of Performance Measures

As bridges are replaced / reconstructed and their ratings improve, other bridges deteriorate resulting in nearly consistent numbers for average bridge ratings and percentages of bridges below 60. Note that some identified repairs are fairly minor in nature and not considered an immediate safety or capacity issue. These smaller repairs, although counted as a deficiency, may be deferred for several years.

DEPARTMENT OF PUBLIC WORKS
DIVISION OF WATER AND SEWER



PUBLIC WORKS - DIVISION OF WATER & SEWER

ORIGIN/PURPOSE:

The Public Works Division of Water and Sewer is mainly funded by user charges, connection charges, interest on investments and licenses and permits. When possible grants are utilized to extend Water & Sewer service and to support special projects such as energy preparedness, response enhanced treatment and public main extension. This Division is responsible for the operation, maintenance, administration, planning, and engineering of public water and sewer facilities to service over 100,000 people in Harford County that reside outside the three incorporated towns. The Division is grouped into six functional areas:

BUREAU OF WATER & SEWER ADMINISTRATION is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Purchase Agreements, Building Permits, Master Plan revisions, Capital Projects, Petitions, Budget, and Personnel Management.

DEPRECIATION is an account to track depreciation expense.

BUREAU OF WATER & SEWER ENGINEERING handles contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assists in house utility assessments and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

BUREAU OF WATER & SEWER MAINTENANCE operates and maintains the water distribution system and sewer collection system on a 24 hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section, and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency service. The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) System.

BUREAU OF WATER & SEWER OPERATIONS:

WASTEWATER PROCESSING is responsible for the treatment of domestic wastewater originating from more than 43,000 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 53 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants' and operating and maintaining over 300 individual home sewage collection/pumping systems collectively. The County's main wastewater facility, Sod Run, is a regional type facility treating County septage, leachate, and other plant residuals in addition to the wastewater delivered from the collection system. It is a State and Federally acclaimed wastewater treatment system subject of awards and publications.

WATER PRODUCTION provides safe and potable water to over 43,000 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 12 water towers to process and deliver water, and purchases water from the City of Havre de Grace. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry.

PUBLIC WORKS - DIVISION OF WATER & SEWER

MISSION STATEMENT:

TO PROVIDE OUR CUSTOMERS WITH SAFE, RELIABLE WATER AND SEWER SERVICES IN A RESPONSIVE AND COST EFFECTIVE MANNER; TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT, AND TO ADMINISTER WELL-PLANNED IMPROVEMENTS TO SUPPORT COMMUNITY OPPORTUNITIES.

FY 21 GOALS:

TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT
TO PROVIDE RESPONSIVE AND ECONOMICAL SERVICE TO OUR CUSTOMERS
TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	14,730,630	16,041,196	17,305,548	17,930,673	17,930,673
20 CONTRACTUAL SERVICES	7,187,150	8,666,658	13,153,073	13,579,798	13,579,798
30 SUPPLIES & MATERIALS	3,729,251	3,748,870	4,729,445	4,970,120	4,970,120
40 BUSINESS AND TRAVEL	599,198	549,046	871,550	872,397	872,397
50 CAPITAL OUTLAY	891,678	562,091	1,171,950	1,557,550	1,557,550
70 MISCELLANEOUS	16,843,585	17,336,276	17,424,407	17,940,830	17,940,830
GRAND TOTAL	**43,981,492**	**46,904,138**	**54,655,973**	**56,851,368**	**56,851,368**
SUMMARY BY FUND:					
51 WATER & SEWER OPERATING	43,981,492	46,904,138	54,655,973	56,851,368	56,851,368
GRAND TOTAL	**43,981,492**	**46,904,138**	**54,655,973**	**56,851,368**	**56,851,368**

PUBLIC WORKS - DIVISION OF WATER & SEWER

ALL FUND SUMMARY:

SUMMARY BY DIVISION:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
BUREAU OF ADMINISTRATION	3,868,109	4,353,609	4,830,256	4,885,501	4,885,501
DEPRECIATION	13,746,950	14,084,272	13,750,000	14,200,000	14,200,000
BUREAU OF ENGINEERING	1,187,873	1,363,836	1,476,267	1,675,537	1,675,537
BUREAU OF WATER & SEWER MAINTENANCE	6,532,926	6,773,461	8,496,708	9,017,784	9,017,784
WASTEWATER PROCESSING	11,774,188	13,260,564	15,889,329	16,532,865	16,532,865
WATER PRODUCTION	6,871,446	7,068,395	10,213,413	10,539,681	10,539,681
GRAND TOTAL	**43,981,492**	**46,904,138**	**54,655,973**	**56,851,368**	**56,851,368**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $625,125
10,566,604	10,590,867	24,263	Full-time salaries
			275,855 Salary adjustments
			(251,592) Staff Turnover (2.38)%
			24,263
	603,485	603,485	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
93,313	93,313	0	Temporary Salaries
	(70,402)	(70,402)	The net result of full-time staff transfers between Public Works - Division of Water & Sewer:
			Salary Fringe Total
			(51,657) (18,745) (70,402)
	(78,960)	(78,960)	One (1.00) Civil Engineer I position abolished from Water and Sewer Engineering
			Salary Fringe Total
			(46,778) (32,182) (78,960)

PUBLIC WORKS - DIVISION OF WATER & SEWER

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES CON'T.
0	5,260	5,260	Cell Phone Reimbursement
1,011,611	1,116,552	104,941	Pension adjustments
277,633	309,668	32,035	Workers' Compensation adjustments
2,966,837	2,960,164	(6,673)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
352,306	454,496	102,190	PEHP (Post Employment Health Plan)
1,018,000	1,018,000	0	Overtime
99,000	99,000	0	Shift Differential adjusted based on actual expense history
896,584	805,711	(90,873)	Fica adjustments
			CONTRACTUAL SERVICES increase $426,725
57,000	42,929	(14,071)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
3,946,800	4,232,050	285,250	Electricity and heating fuel - increase based on actual expense history
3,941,700	4,011,700	70,000	Other Professional Services - increase based on actuals for lab analysis, preventive maintenance programs, emergency pump outs, courier service to transport samples, meter calibration, lagoon clean out for biosolids, emergency pump repairs, additional backflow testing and water/waste water analysis
206,550	243,050	36,500	Operating Equipment increased due to actual contracts and based on expense history
5,650	70,050	64,400	Data Software increased for Water Modeling software and other software increases
552,000	552,000	0	Utility Water & Sewer Purchase - purchase of water from City of Baltimore
50,000	5,000	(45,000)	Security system decreased due to one time FY 20 expense
142,735	162,435	19,700	Other services - Increased due to frequent cleaning to avoid sanitary overflows at Magnolia

PUBLIC WORKS - DIVISION OF WATER & SEWER

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			SUPPLIES AND MATERIALS increase $240,675
716,000	836,000	120,000	Equipment repair parts increased due to failing digester equipment
75,700	81,700	6,000	Small tools increased based actual expense history
2,186,000	2,297,550	111,550	Chemicals in Bulk - increase based on projected contract increase and actual expense history
14,875	34,075	19,200	Computer software, hardware and supplies increased for new software and associated hardware
118,800	96,750	(22,050)	Diesel fuel and grates/manholes decreased based on actual expense history
			BUSINESS AND TRAVEL increase $847
141,400	131,400	(10,000)	Non-targeted fleet charges decreased based on actual expense history
126,150	134,997	8,847	Meals, lodging, professional books and training increased, offset by decreased membership fees
			EQUIPMENT increase $385,600
1,171,950	1,557,550	385,600	Funding provides for: annual inspection and maintenance of all wells, plant improvements, meters, electronic process controls, electric heaters, air conditioners, blowers, saws, pumps, hydraulic power tools, testing gauges, leak detection equipment, flow meters, lab equipment, radios and tower antennas. Largest FY21 increase is for the purchase of generators ($360,000), along with additional pumps, load bank tester and replacement old metal detectors.
			MISCELLANEOUS increase $516,423
3,415,207	3,457,630	42,423	Pro Rata Shares
13,750,000	14,200,000	450,000	Depreciation - per Treasury's recommendations
210,000	234,000	24,000	Payments to Other Government Agencies for Services - Payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations as well as Delta Borough for treatment of waste as required by inter-state agreement with an increase for added sludge disposal

DEPARTMENT STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant III	1.00	118,844	1.00	120,844	1.00	125,301
Administrative Assistant I	1.00	54,386	1.00	56,386	0.00	0
Administrative Assistant II	7.00	382,032	7.00	396,032	9.00	547,772
Assistant Storekeeper	1.00	35,099	0.00	0	0.00	0
Assistant Superintendent	7.00	572,863	7.00	626,009	6.00	550,985
Central Stores Manager	2.00	96,333	2.00	103,900	2.00	110,058
Chief, Water & Sewer	4.00	485,426	4.00	493,427	4.00	511,456
Civil Engineer I	1.00	46,778	1.00	46,778	0.00	0
Civil Engineer II	1.00	50,348	0.00	0	2.00	154,530
Civil Engineer III	2.00	218,696	3.00	304,696	3.00	309,770
Civil Engineer IV	3.00	371,790	3.00	377,791	3.00	388,238
Computer System Engineer III	2.00	172,325	2.00	176,325	1.00	90,307
Customer Support Analyst I	2.00	74,869	1.00	38,842	0.00	0
Customer Support Analyst II	0.00	0	1.00	43,062	2.00	108,192
Deputy Director of Public Works	1.00	133,043	1.00	135,704	1.00	137,704
Drafting Technician II	1.00	66,856	1.00	68,856	1.00	72,272
Electrician Water & Sewer Operations	1.00	57,162	1.00	59,162	0.00	0
Engineering Associate II	2.00	119,312	2.00	121,312	1.00	73,799
Engineering Associate III	0.00	0	0.00	0	1.00	57,138
Engineering Associate IV	1.00	64,959	1.00	66,958	1.00	70,337
Environmental Chemist	1.00	52,388	1.00	54,388	1.00	57,516
Equipment Repair Specialist	1.00	45,477	1.00	47,478	1.00	50,468
GIS Coordinator	1.00	86,723	1.00	88,723	1.00	92,537
Instrumentation Technician	1.00	66,881	1.00	68,881	1.00	72,299
Laboratory Technician	4.00	201,812	4.00	209,812	4.00	222,168
Management Assistant II	3.00	214,169	3.00	218,170	2.00	153,436
Permits Clerk	0.00	0	0.00	0	0.00	0
Permits Review Supervisor	1.00	86,368	1.00	88,368	1.00	92,175
Plant Operations Manager	2.00	151,086	2.00	155,086	1.00	71,665

DEPARTMENT STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Plant Operator (Water/Wastewater)	20.00	957,443	22.00	1,192,359	20.00	1,221,215
Plant Operator Trainee I (Water/Wastewater)	5.00	179,161	1.00	33,824	7.00	286,784
Plant Operator Trainee II (Water/Wastewater)	4.00	153,033	6.00	231,965	4.00	180,611
Plant Superintendent Water & Sewer	3.00	320,370	3.00	324,370	2.00	211,900
Pretreatment Inspector	1.00	52,978	1.00	54,978	1.00	58,118
Process Engineer	1.00	101,007	1.00	103,007	1.00	107,107
Senior Computer Engineer	0.00	0	0.00	0	1.00	93,625
Senior Electrician Water & Sewer	1.00	69,380	1.00	71,380	2.00	140,250
Senior Instrumentation Technician	2.00	139,060	2.00	143,061	2.00	150,001
Senior Laboratory Technician	2.00	111,514	2.00	118,912	2.00	125,370
Senior Plant Operator	3.00	223,889	3.00	229,889	3.00	242,974
Senior Water/Wastewater Facility Mechanic	4.00	275,280	4.00	281,280	3.00	220,722
Shift Supervisor/Plant Operations	7.00	483,318	7.00	478,440	6.00	408,280
Storekeeper	0.00	0	1.00	38,152	1.00	40,955
Superintendent of Laboratories	1.00	90,893	1.00	92,893	1.00	96,791
Superintendent of Water & Sewer Facilities	1.00	87,411	1.00	89,411	1.00	93,239
Water & Sewer Facilities Maintenance Specialist	1.00	78,708	1.00	80,708	1.00	84,362
Water & Sewer Utility Crew Chief	6.00	350,384	6.00	332,866	6.00	376,588
Water & Sewer Utility Technician I	3.00	197,359	3.00	188,109	3.00	155,824
Water & Sewer Utility Technician II	1.00	55,040	1.00	57,040	1.00	60,221
Water & Sewer Utility Technician III	1.00	77,765	1.00	79,765	1.00	83,399
Water & Sewer Utility Worker I	8.00	256,719	4.00	128,360	6.00	246,168
Water & Sewer Utility Worker II	2.00	64,996	5.00	174,351	6.50	288,203
Water & Sewer Utility Worker III (Certified)	4.00	169,834	2.00	84,801	3.00	150,035
Water & Sewer Utility Worker III (Non-Certified)	7.00	278,037	8.00	335,015	7.50	354,587
Water & Sewer Utility Worker IV	4.00	185,636	6.00	275,279	3.00	159,892
Water/Wastewater Facility Mechanic	10.00	538,863	11.00	595,481	10.00	588,783
Water/Wastewater Facility Mechanic Trainee	3.00	113,484	1.00	57,000	2.00	96,217
Water Meter Mechanic I	1.00	47,853	3.00	101,472	4.00	150,423
Water Meter Mechanic II	6.00	277,698	4.00	187,727	4.00	211,527
Water Meter Technician I	2.00	107,696	2.00	116,271	1.00	56,480
Water Meter Technician II	2.00	136,237	2.00	121,448	1.00	75,985
Water Meter Technician III	0.00	0	0.00	0	1.00	55,905
FULL-TIME SALARIES	170.00	10,207,072	169.00	10,566,604	168.00	10,992,664

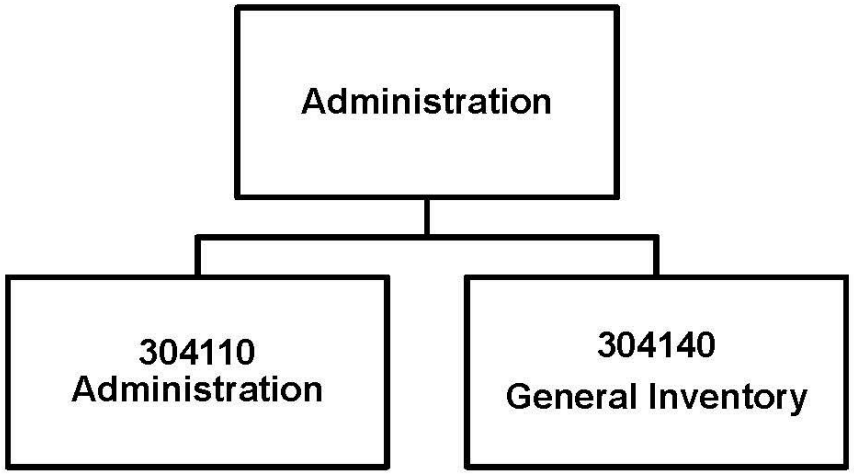
DEPARTMENT STAFF SUMMARY

PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TOTAL FULL-TIME SALARIES	170.00	10,207,072		169.00	10,566,604	168.00	10,992,664
TEMPORARY SALARIES		141,660			93,313		93,313
SALARY TOTAL	**170.00**	**10,348,732**		**169.00**	**10,659,917**	**168.00**	**11,085,977**
OTHER PERSONAL SERVICES							
Pension & Retirement		922,638			1,011,611		1,162,014
Workers' Compensation		385,591			277,633		319,334
Health Benefits		2,979,351			2,966,837		2,928,802
PEHP		309,022			352,306		454,496
Overtime & Shift Differential		1,065,800			1,117,000		1,117,000
FICA		858,595			896,584		834,410
Miscellaneous		23,800			23,660		28,640
TOTAL OTHER PERSONAL SERVICES		**6,544,797**			**6,645,631**		**6,844,696**
TOTAL PERSONAL SERVICES	**170.00**	**16,893,529**	*	**169.00**	**17,305,548**	**168.00**	**17,930,673**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER & SEWER
Bureau of Water & Sewer Administration
Index #304110, 304140

ORIGIN/PURPOSE:

The Bureau of Water & Sewer Administration is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Agreements, Building Permits, Master Plan Revisions, Capital Projects, Petitions, Commercial Applications, Budget and Personnel Management and Bureau Rules and Regulations.

FY 21 GOALS:

TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT
TO PROVIDE RESPONSIVE & ECONOMICAL SERVICE TO CUSTOMERS
TO PROVIDE CLEAN, AFFORDABLE WATER TO CUSTOMERS

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	987,591	1,061,810	1,108,649	1,136,799	1,136,799
20	CONTRACTUAL SERVICES	44,098	184,618	201,150	201,575	201,575
30	SUPPLIES AND MATERIALS	3,695	(69,542)	57,500	57,500	57,500
40	BUSINESS AND TRAVEL	27,028	22,692	47,750	31,997	31,997
50	CAPITAL OUTLAY	2,981	4,348	0	0	0
70	MISCELLANEOUS	2,802,716	3,149,683	3,415,207	3,457,630	3,457,630
	GRAND TOTAL	**3,868,109**	**4,353,609**	**4,830,256**	**4,885,501**	**4,885,501**
FUNDING SOURCE:						
51	WATER & SEWER OPERATING	**3,868,109**	**4,353,609**	**4,830,256**	**4,885,501**	**4,885,501**
SUMMARY BY DIVISION:						
304110	BUREAU OF WATER & SEWER ADMINISTRATION	3,868,109	4,353,609	4,780,256	4,835,501	4,835,501
304140	GENERAL INVENTORY	0	0	50,000	50,000	50,000
		3,868,109	**4,353,609**	**4,830,256**	**4,885,501**	**4,885,501**

PUBLIC WORKS - DIVISION OF WATER & SEWER
Bureau of Water & Sewer Administration
Index #304110, 304140

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $28,150
726,486	736,267	9,781	Full-time salaries
			17,522 Salary Adjustment
			(7,741) Turnover (1.07)%
			9,781
	32,478	32,478	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
44,833	44,833	0	Temporary Administrative position and summer clerical intern
	450	450	Cell Phone Reimbursement
72,854	81,146	8,292	Pension/Retirement adjustments
161,890	141,899	(19,991)	Health Benefits are adjusted due to staff opting for changes in levels of coverage
32,381	32,381	0	PEHP (Post Employment Health Plan)
6,000	6,000	0	Overtime
57,693	54,428	(3,265)	FICA adjustments
			CONTRACTUAL SERVICES increase $425
12,000	7,425	(4,575)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
50,600	55,600	5,000	Other Professional Services increased for W & S Consulting services
			BUSINESS AND TRAVEL decrease ($15,753)
32,650	14,000	(18,650)	Membership fee for Water Research foundation moved to other divisions
			MISCELLANEOUS increase $42,423
3,415,207	3,457,630	42,423	Pro Rata Shares:

Pro Rata Shares:	FY 20	FY 21	Change
General Fund Administration	3,415,207	3,457,630	42,423

DIVISION STAFF SUMMARY

Bureau of Water & Sewer Administration

Index #304110

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accountant III	1.00	118,844		1.00	120,844	1.00	125,301
Administrative Assistant I	1.00	54,386		1.00	56,386	0.00	0
Administrative Assistant II	0.00	0		0.00	0	1.00	46,920
Chief, Water & Sewer (Administration)	0.75	96,406		0.75	97,906	0.75	101,394
Customer Support Analyst I	2.00	74,870		1.00	38,842	0.00	0
Customer Support Analyst II	0.00	0		1.00	43,062	2.00	108,194
Deputy Director of Public Works	1.00	133,043		1.00	135,704	1.00	137,704
Engineering Associate II	1.00	68,352		1.00	70,352	1.00	73,799
Management Assistant II	1.00	73,020		1.00	75,021	1.00	78,561
Permits Review Supervisor	1.00	86,368		1.00	88,368	1.00	92,175
FULL-TIME SALARIES	**8.75**	**705,289**		**8.75**	**726,485**	**8.75**	**764,048**
TEMPORARY SALARIES		**47,500**			**44,833**		**44,833**
SALARY TOTAL	**8.75**	**752,789**		**8.75**	**771,318**	**8.75**	**808,881**
OTHER PERSONAL SERVICES							
Pension & Retirement		63,479			72,854		84,063
Workers' Compensation		5,194			5,147		5,840
Health Benefits		137,656			161,891		141,898
PEHP		20,953			32,381		32,381
Overtime & Shift Differential		6,000			6,000		6,000
FICA		59,603			57,693		56,061
Miscellaneous		1,225			1,365		1,675
TOTAL OTHER PERSONAL SERVICES		**294,110**			**337,331**		**327,918**
TOTAL PERSONAL SERVICES	**8.75**	**1,046,899**	*	**8.75**	**1,108,649**	**8.75**	**1,136,799**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Depreciation
Index #304130

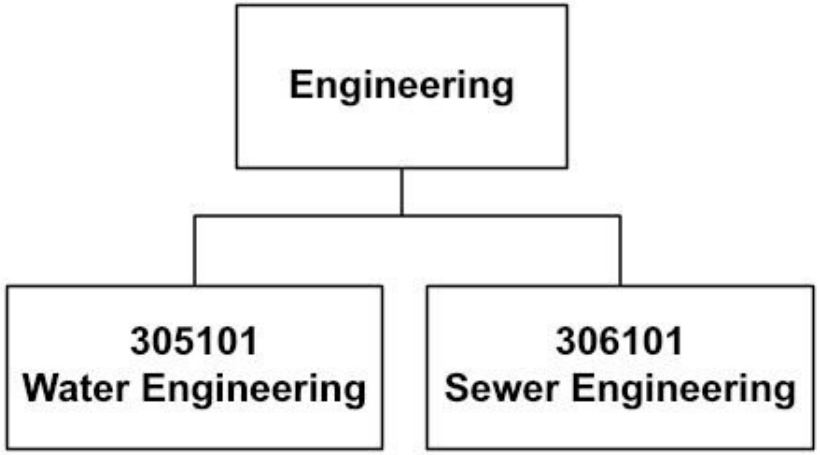
ORIGIN/PURPOSE:

Water and Sewer booked assets are funded by contributed capital. The value of the booked assets are reduced each year by depreciation expense. It is estimated that the expense for FY 20 will be $13,750,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
70	MISCELLANEOUS	13,746,950	14,084,272	13,750,000	14,200,000	14,200,000
	GRAND TOTAL	**13,746,950**	**14,084,272**	**13,750,000**	**14,200,000**	**14,200,000**
FUNDING SOURCE:						
51	WATER & SEWER OPERATING	**13,746,950**	**14,084,272**	**13,750,000**	**14,200,000**	**14,200,000**
SUMMARY BY DIVISION:						
304130	DEPRECIATION	13,746,950	14,084,272	13,750,000	14,200,000	14,200,000
	GRAND TOTAL	**13,746,950**	**14,084,272**	**13,750,000**	**14,200,000**	**14,200,000**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Engineering
Index #305101, 306101

ORIGIN/PURPOSE:

The responsibilities of the Bureau of Water & Sewer Engineering include handling contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assisting in house utility assessments; planning for future growth and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,136,990	1,303,986	1,383,342	1,520,788	1,520,788
20	CONTRACTUAL SERVICES	43,007	50,457	68,200	130,024	130,024
30	SUPPLIES AND MATERIALS	3,009	3,368	9,425	9,425	9,425
40	BUSINESS AND TRAVEL	4,867	6,025	15,300	15,300	15,300
	GRAND TOTAL	**1,187,873**	**1,363,836**	**1,476,267**	**1,675,537**	**1,675,537**
FUNDING SOURCE:						
51	WATER & SEWER OPERATING	**1,187,873**	**1,363,836**	**1,476,267**	**1,675,537**	**1,675,537**
SUMMARY BY DIVISION:						
305101	WATER ENGINEERING	607,020	719,096	861,831	878,661	878,661
306101	SEWER ENGINEERING	580,853	644,740	614,436	796,876	796,876
	GRAND TOTAL	**1,187,873**	**1,363,836**	**1,476,267**	**1,675,537**	**1,675,537**

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Engineering
Index #305101, 306101

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $137,446
1,006,307	1,006,835	528	Full-time salaries
			1,529 Salary adjustments
			(1,001) Turnover (0.10)%
			528
	45,413	45,413	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
18,000	18,000	0	Temporary Salaries - funding provides for summer interns
	155,057	155,057	Transfer between W & S Divisions:
			Salary 102,008 / Fringe 53,049 / Total 155,057
	(78,960)	(78,960)	One (1.00) Position abolished under Engineering and Moved to Judicial
			Pin 3425 / Salary (46,778) / Fringe (32,182) / Total (78,960) / Civil Engineer I
99,545	109,147	9,602	Pension/Retirement adjustments
155,856	158,297	2,441	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in coverage
19,429	24,075	4,646	PEHP (Post Employment Health Plan)
77,074	75,571	(1,503)	Fica adjustments
			CONTRACTUAL SERVICES increase $61,824
12,000	7,424	(4,576)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
5,650	70,050	64,400	Data Software increased for Water Modeling software and other software increases

DIVISION STAFF SUMMARY

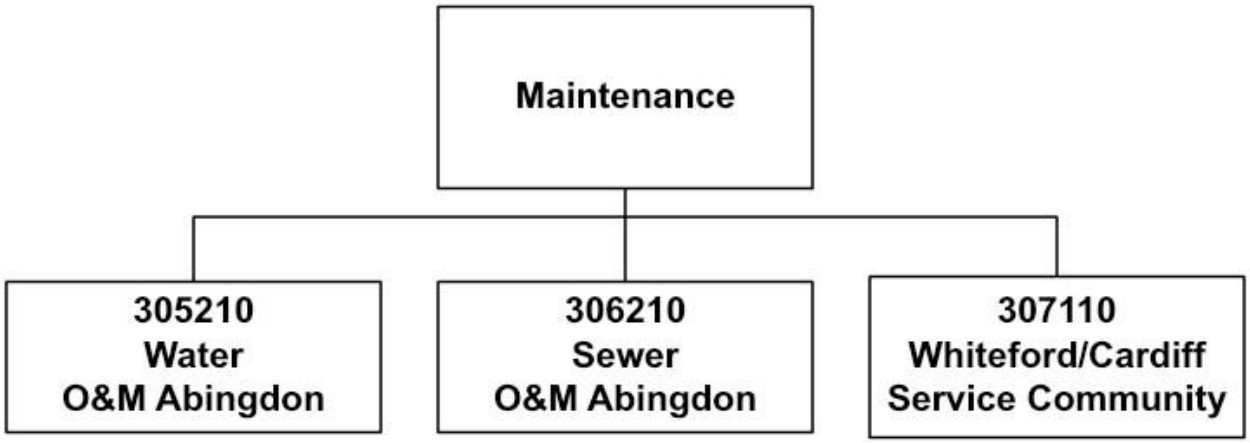
Bureau of Water & Sewer Engineering

Index #305101, 306101

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Chief, Water & Sewer	1.25	155,750		1.25	158,250	1.25	163,966
Civil Engineer I	1.00	46,778		1.00	46,778	0.00	0
Civil Engineer II	1.00	50,348		0.00	0	1.00	83,640
Civil Engineer III	2.00	218,696		3.00	304,696	3.00	309,771
Civil Engineer IV	2.00	242,564		2.00	246,565	2.00	252,347
Drafting Technician II	1.00	66,856		1.00	68,856	1.00	72,272
Engineering Associate II	0.00	0		0.50	25,480	0.00	0
Engineering Associate III	0.00	0		0.00	0	1.00	57,138
Engineering Associate IV	1.50	90,439		1.00	66,958	1.00	70,337
GIS Coordinator	1.00	86,723		1.00	88,723	1.00	92,537
FULL-TIME SALARIES	**10.75**	**958,154**		**10.75**	**1,006,306**	**11.25**	**1,102,008**
TEMPORARY SALARIES		18,000			18,000		18,000
SALARY TOTAL	**10.75**	**976,154**		**10.75**	**1,024,306**	**11.25**	**1,120,008**
OTHER PERSONAL SERVICES							
Pension & Retirement		90,184			99,545		119,657
Workers' Compensation		4,114			3,626		4,146
Health Benefits		159,728			155,857		167,452
PEHP		13,559			19,429		24,075
Overtime & Shift Differential		2,000			2,000		2,000
FICA		74,833			77,074		81,875
Miscellaneous		1,505			1,505		1,575
TOTAL OTHER PERSONAL SERVICES		**345,923**			**359,036**		**400,780**
TOTAL PERSONAL SERVICES	**10.75**	**1,322,077**	*	**10.75**	**1,383,342**	**11.25**	**1,520,788**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

ORIGIN/PURPOSE:

The Bureau of Water and Sewer Maintenance is responsible for operating and maintaining the water distribution system and sewer collection system on a 24-hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency services. Customer Service is also provided by the continuous implementation of the "Preventative Maintenance Plan." The Maintenance Section is also responsible for marking the location of underground Water & Sewer utilities.

FY 21 GOALS:

TO PROVIDE RESPONSIVE, AND ECONOMICAL SERVICE TO OUR CUSTOMERS
TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	4,644,680	5,105,738	5,297,783	5,619,579	5,619,579
20 CONTRACTUAL SERVICES	670,625	699,846	1,274,950	1,420,630	1,420,630
30 SUPPLIES AND MATERIALS	704,119	568,164	1,160,075	1,172,475	1,172,475
40 BUSINESS AND TRAVEL	311,426	273,985	424,200	435,300	435,300
50 CAPITAL OUTLAY	22,076	44,128	153,700	159,800	159,800
70 MISCELLANEOUS	180,000	81,600	186,000	210,000	210,000
GRAND TOTAL	**6,532,926**	**6,773,461**	**8,496,708**	**9,017,784**	**9,017,784**
FUNDING SOURCE:					
51 WATER & SEWER OPERATING	**6,532,926**	**6,773,461**	**8,496,708**	**9,017,784**	**9,017,784**

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DIVISION:						
305210	WATER O & M ABINGDON	3,941,601	4,070,528	5,181,022	5,357,863	5,357,863
306210	SEWER O & M ABINGDON	2,408,931	2,621,333	3,123,035	3,443,271	3,443,271
307110	SEWER WHITEFORD/CARDIFF SERVICE COMMUNITY	182,394	81,600	192,650	216,650	216,650
	GRAND TOTAL	**6,532,926**	**6,773,461**	**8,496,706**	**9,017,784**	**9,017,784**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $321,796
3,128,427	3,204,362	75,935	Full-time salaries
			69,971 Salary adjustments
			5,964 Staff Turnover 0.19%
			75,935
	206,325	206,325	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
12,480	12,480	0	Temporary salary for summer interns, clerical, laborer and engineering aide
	(55,905)	(55,905)	Transfer between W & S Divisions:
			Salary Fringe Total
			(37,899) (18,006) (55,905)
297,201	336,080	38,879	Pension/Retirement adjustments
87,508	101,921	14,413	Workers' Compensation adjustments

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES continued
1,016,991	1,050,163	33,172	Health Benefits are adjusted due to staff opting for changes in levels of coverage
129,525	160,500	30,975	PEHP (Post Employment Health Plan)
326,000	326,000	0	Overtime - for emergency utility crews to cover 24 hour operations
266,307	244,309	(21,998)	Fica adjustments
			CONTRACTUAL SERVICES increase $145,680
20,000	15,080	(4,920)	Office Equipment copier lease funding moved at request of Treasury for new GASB 87
58,000	52,000	(6,000)	Electricity and Answering service decreased based on actuals
125,000	110,000	(15,000)	County facility repairs decreased due to one expenses during FY 20
240,000	238,000	(2,000)	Utility line maintenance decreased based on actuals
360,000	513,000	153,000	Other professional services increased due to additional back flow testing and water/waste water analysis
102,000	118,000	16,000	Operating Equipment Services, Building Custodial services and Other expenses for City works and mobile response application increased on actual expense history
			SUPPLIES AND MATERIALS increase $12,400
71,600	89,200	17,600	Printing commercial, small tools, chemicals and safety equipment increased based on actual expense history
116,000	107,000	(9,000)	Water and Sewer Line service parts and grates, manhole covers decreased based on actual expense history
12,800	17,000	4,200	Traffic sign markings, paint and oil/lubricants increased based on expense history
			BUSINESS AND TRAVEL increase $11,100
86,000	96,000	10,000	Non target vehicle charges reduced offset by increase in training seminars based on actual expense history
			EQUIPMENT increase $6,100
85,000	85,000	0	Decrease for Electronic Process Control Equipment due to one time expense in FY 20 offset by small utility vehicle purchase for FY 21
6,800	12,900	6,100	Increase for purchase of saws, pumps and replacement of metal detectors as unable to repair and misc parts

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Maintenance
Index #305210, 306210, 307110

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			MISCELLANEOUS increase $24,000
6,000	6,000	0	Payments to Other Government Agencies - provided for any MDE fines
180,000	204,000	24,000	Payment to Other Government Agencies for Services - payments to Delta Borough for treatment of waste, as required by the inter-state agreement, increased cost of sludge disposal

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Maintenance
Index #305210, 306210

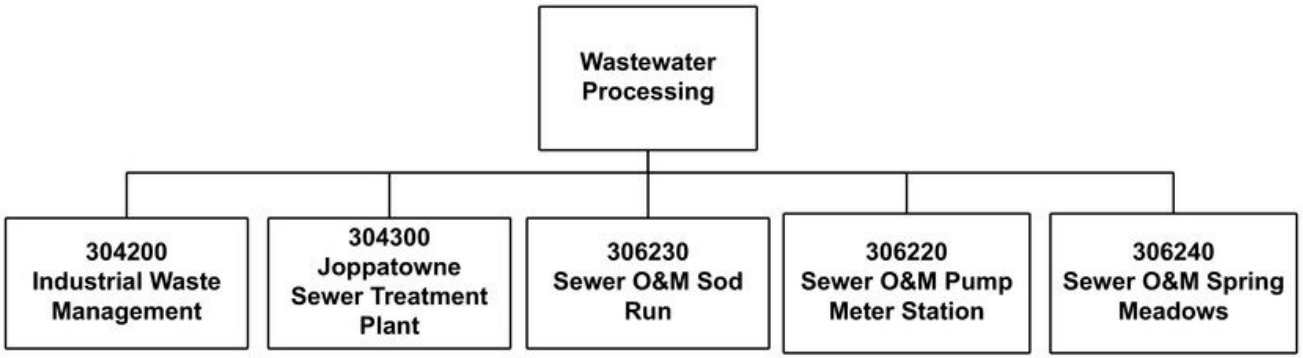
POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	4.00	203,621	4.00	211,621	4.00	224,012
Assistant Storekeeper	1.00	35,099	0.00	0	0.00	0
Assistant Superintendent	3.00	216,763	3.00	222,763	3.00	240,839
Chief, Water & Sewer	1.00	111,081	1.10	125,500	1.00	117,383
Civil Engineer IV	1.00	129,226	1.00	131,226	1.00	135,891
Engineer Associate II	0.50	25,480	0.50	25,480	0.00	0
Equipment Repair Specialist	1.00	45,477	1.00	47,478	1.00	50,468
Management Assistant II	1.00	69,406	1.00	71,406	1.00	74,874
Storekeeper	0.00	0	1.00	38,152	1.00	40,955
Superintendent of Water & Sewer Facilities	1.00	87,411	1.00	89,411	1.00	93,239
Water & Sewer Facilities Maintenance Specialist	1.00	78,708	1.00	80,708	1.00	84,362
Water & Sewer Utility Crew Chief	6.00	350,384	6.00	332,866	6.00	376,588
Water & Sewer Utility Technician I	3.00	197,359	3.00	188,109	3.00	155,824
Water & Sewer Utility Technician II	1.00	55,040	1.00	57,040	1.00	60,221
Water & Sewer Utility Technician III	1.00	77,765	1.00	79,765	1.00	83,399
Water & Sewer Utility Worker I	8.00	256,718	4.00	128,360	6.00	246,168
Water & Sewer Utility Worker II	2.00	64,996	5.00	174,351	6.50	288,202
Water & Sewer Utility Worker III (Certified)	4.00	169,834	2.00	84,801	3.00	150,035
Water & Sewer Utility Worker III (Non Certified)	5.00	189,169	6.00	237,193	4.50	203,933
Water & Sewer Utility Worker IV	4.00	185,636	6.00	275,279	3.00	159,892
Water Meter Mechanic I	1.00	47,853	3.00	101,472	4.00	150,423
Water Meter Mechanic II	6.00	277,698	4.00	187,727	4.00	211,527
Water Meter Technician I	2.00	107,696	2.00	119,870	1.00	56,480
Water Meter Technician II	2.00	136,237	2.00	117,849	2.00	131,890
FULL-TIME SALARIES	59.50	3,118,657	59.60	3,128,427	59.00	3,336,605
TEMPORARY SALARIES		16,000		12,480		12,480
SALARY TOTAL	**59.50**	**3,134,657**	**59.60**	**3,140,907**	**59.00**	**3,349,085**

DIVISION STAFF SUMMARY
Bureau of Water & Sewer Maintenance
Index #305210, 306210

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		280,700			297,201		350,344
Workers' Compensation		126,713			87,508		107,269
Health Benefits		1,082,723			1,016,991		1,038,949
PEHP		119,747			129,525		160,500
Overtime & Shift Differential		351,000			351,000		351,000
FICA		250,453			266,307		254,172
Miscellaneous		8,330			8,344		8,260
TOTAL OTHER PERSONAL SERVICES		**2,219,666**			**2,156,876**		**2,270,494**
TOTAL PERSONAL SERVICES	**59.50**	**5,354,323**	*	**59.60**	**5,297,783**	**59.00**	**5,619,579**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

ORIGIN/PURPOSE:

The Wastewater Processing section of the Bureau of Water & Sewer Operations is responsible for the treatment of industrial and domestic wastewater originating from the 45,000 plus customers of the County's sewer system as well as the wastewater from the Town of Bel Air and all the septic tank water generated in the County. We also regionally treat several water and wastewater plant sludges and residuals. Utilizing three County-owned plants, wastewater is processed to discharge a quality effluent that protests our natural waterways, assures cost effective sewer service, protecting the health and welfare of our citizens and enhances the economic development of the County. The service is also responsible for the operation of 55 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants. Unique responsibilities include: operation and maintenance of approximately 300 individual home sewage collection/pumping systems collectively known as Southwest Facilities, formal tour and education agreements with the Harford County Public Schools and management of our Industrial Waste Monitoring Program to be in compliance with Federal Regulations.

FY 21 GOALS:

TO PROVIDE RESPONSIVE, AND ECONOMICAL SERVICE TO OUR CUSTOMERS
TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	5,176,078	5,503,081	6,119,907	6,095,635	6,095,635
20 CONTRACTUAL SERVICES	4,022,395	5,069,597	6,849,352	6,966,560	6,966,560
30 SUPPLIES AND MATERIALS	1,840,414	2,059,560	2,021,520	2,193,120	2,193,120
40 BUSINESS AND TRAVEL	206,632	211,823	301,100	301,100	301,100
50 CAPITAL OUTLAY	504,750	395,782	554,250	933,250	933,250
70 MISCELLANEOUS	23,919	20,721	43,200	43,200	43,200
GRAND TOTAL	**11,774,188**	**13,260,564**	**15,889,329**	**16,532,865**	**16,532,865**
FUNDING SOURCE:					
51 WATER & SEWER OPERATING	**11,774,188**	**13,260,564**	**15,889,329**	**16,532,865**	**16,532,865**

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
304200	INDUSTRIAL WASTE MANAGEMENT	181,870	199,300	208,213	183,343	183,343
304300	JOPPATOWNE SEWERAGE TREATMENT PLANT	650,099	640,002	962,322	968,655	968,655
306220	SEWER O & M PUMP/METER STATIONS	2,714,841	2,594,932	3,224,643	3,531,656	3,531,656
306230	SEWER O & M SOD RUN	8,103,144	9,728,306	11,340,310	11,687,073	11,687,073
306240	SEWER O & M SPRING MEADOW	124,234	98,024	153,841	162,138	162,138
	GRAND TOTAL	**11,774,188**	**13,260,564**	**15,889,329**	**16,532,865**	**16,532,865**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($24,272)
3,680,488	3,604,004	(76,484)	Full-time salaries
			90,050 Salary adjustments
			(166,534) (.36%)
			(76,484)
9,000	9,000	0	Temporary salaries
	200,122	200,122	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
	(179,098)	(179,098)	Transfer between W & S Divisions:
			Salary Fringe Total
			(128,561) (50,537) (179,098)
	3,060	3,060	Cell Phone Reimbursements
349,646	376,320	26,674	Pension/Retirement adjustments
120,872	129,268	8,396	Workers' Compensation adjustments
1,074,639	1,052,092	(22,547)	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Wastewater Processing
Index #304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES continued
100,770	153,759	52,989	PEHP (Post Employment Health Plan)
422,000	422,000	0	Overtime adjusted based on actual expense history
37,500	37,500	0	Shift differential
317,187	275,496	(41,691)	Fica adjustments
			CONTRACTUAL SERVICES increase $117,208
2,330,700	2,548,575	217,875	Electricity, heating fuel and telephone services increased based on actual expense history
2,189,500	2,059,500	(130,000)	Other Professional services decreased due to one time temp de-watering expense during FY20
152,750	171,250	18,500	Operating Equipment service increased based on actual expense history
138,935	157,735	18,800	Operating services - increased due to frequent cleaning to avoid sanitary overflows at Magnolia
67,650	57,050	(10,600)	Building Custodial services decreased based on actual expense history
			SUPPLIES AND MATERIALS increase $171,600
599,000	719,000	120,000	Equipment repair parts increased due to failing digester equipment
1,120,000	1,175,150	55,150	Chemicals in bulk increased based on contract increase and actual expense history
6,200	17,000	10,800	Computer software, hardware and supplies increased based on actual expense history
35,000	24,000	(11,000)	Diesel fuel and natural gas decreased based on actual expense history
			EQUIPMENT increase $379,000
40,000	400,000	360,000	Generator increased for large purchase of generator during FY 21
402,050	426,050	24,000	Pumps and other equipment increased based on actual expenses to include load bank tester
41,200	36,200	(5,000)	Lab equipment decreased based on actuals

DIVISION STAFF SUMMARY

Bureau of Water & Sewer Operations - Wastewater Processing

Index #304200, 304300, 306220, 306230, 306240

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	123,767	2.00	127,767	2.00	134,403
Administrative Specialist II	0.00	0	0.00	0	0.50	40,800
Assistant Superintendent	2.90	284,928	2.90	290,728	2.00	204,065
Central Stores Manager	1.00	47,900	1.00	54,000	1.00	57,120
Chief, Water & Sewer	0.70	85,532	0.60	74,513	0.70	90,099
Computer System Engineer II	0.00	0	0.00	0	1.00	70,890
Computer System Engineer III	1.00	87,789	1.00	89,789	0.00	0
Electrician Water & Sewer Operations	1.00	57,162	1.00	59,162	0.00	0
Environmental Chemist	0.50	26,194	0.50	27,194	0.50	28,758
Instrumentation Technician	1.00	66,881	1.00	68,881	1.00	72,299
Laboratory Technician	2.80	143,356	2.80	148,956	2.80	157,647
Management Assistant II	1.00	71,743	1.00	71,743	0.00	0
Plant Operations Manager	1.50	117,956	1.50	120,956	0.50	35,833
Plant Operator (Water/Wastewater)	8.00	401,377	11.00	656,384	10.00	630,662
Plant Operator Trainee I (Water/Wastewater)	3.00	111,513	0.00	0	4.00	167,280
Plant Operator Trainee II (Water/Wastewater)	3.00	115,920	4.00	155,765	3.00	140,742
Plant Superintendent Water & Sewer	1.85	192,999	1.85	194,998	1.00	101,698
Pretreatment Inspector	1.00	52,978	1.00	54,978	1.00	58,118
Senior Computer Engineer	0.00	0	0.00	0	1.00	93,625
Senior Electrician Water & Sewer	0.70	48,566	0.70	49,966	1.70	117,795
Senior Instrumentation Technician	1.30	90,779	1.30	93,379	1.30	97,898
Senior Lab Technician	0.75	42,036	0.75	45,235	0.75	47,670
Senior Plant Operator	2.00	145,493	2.00	149,493	2.00	158,930
Senior Water/Wastewater Facility Mechanic	2.85	194,345	2.85	198,046	2.85	208,758
Shift Supervisor/Plant Operations	4.00	294,149	4.00	283,949	3.00	212,520
Superintendent of Laboratories	1.00	90,893	1.00	92,893	1.00	96,791
Water & Sewer Utility Worker III	1.00	40,046	0.00	0	0.00	0
Water & Sewer Utility Worker III (Non Certified)	1.00	48,822	2.00	97,822	3.00	150,654
Water/Wastewater Facility Mechanic	7.00	364,274	8.00	416,891	6.00	372,217
Water/Wastewater Facility Mechanic Trainee	3.00	113,484	1.00	57,000	2.00	96,217
FULL-TIME SALARIES	56.85	3,460,882	56.75	3,680,488	55.60	3,643,489

DIVISION STAFF SUMMARY

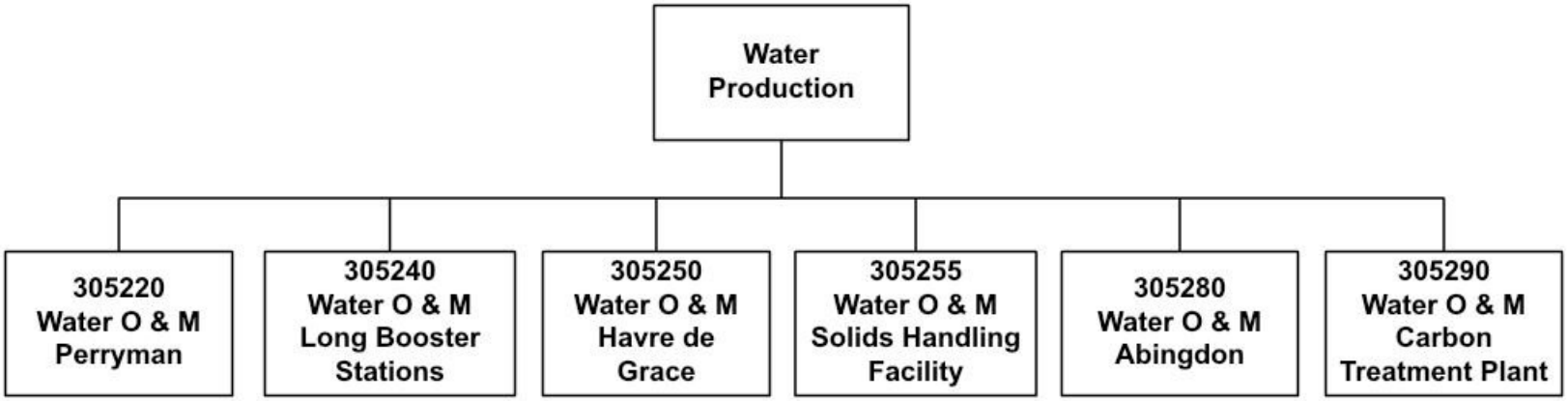
Bureau of Water & Sewer Operations - Wastewater Processing

Index #304200, 304300, 306220, 306230, 306240

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		30,080			9,000		9,000
SALARY TOTAL	**56.85**	**3,490,962**		**56.75**	**3,689,488**	**55.60**	**3,652,489**
OTHER PERSONAL SERVICES							
Pension & Retirement		311,494			349,646		382,566
Workers' Compensation		160,781			120,872		130,780
Health Benefits		1,057,491			1,074,639		1,027,553
PEHP		97,818			100,770		153,759
Overtime & Shift Differential		438,500			459,500		459,500
FICA		300,617			317,187		278,284
Miscellaneous		7,959			7,805		10,704
TOTAL OTHER PERSONAL SERVICES		**2,374,660**			**2,430,419**		**2,443,146**
TOTAL PERSONAL SERVICES	**56.85**	**5,865,622**	*	**56.75**	**6,119,907**	**55.60**	**6,095,635**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DEPARTMENT OF PUBLIC WORKS
WATER AND SEWER DIVISION



PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

ORIGIN/PURPOSE:

The Water Production Section of the Bureau of Water & Sewer Operations provides safe and potable water to over 45,000 customer connections (estimated over 130,000 people) on the County's water system. The section utilizes three County-owned treatment plants, 12 booster stations and 12 water towers to process and deliver water. The County also can provide water, through appropriate agreements, to the other smaller utilities as required. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry. The Maryland Department of the Environment generally recognizes the Abingdon Water Plant as a model for all other systems

FY 21 GOALS:

TO PROVIDE CLEAN, AFFORDABLE WATER TO CUSTOMERS
TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	2,785,291	3,066,582	3,395,867	3,557,872	3,557,872
20 CONTRACTUAL SERVICES	2,407,025	2,662,140	4,759,421	4,861,009	4,861,009
30 SUPPLIES AND MATERIALS	1,178,014	1,187,319	1,480,925	1,537,600	1,537,600
40 BUSINESS AND TRAVEL	49,245	34,521	83,200	88,700	88,700
50 CAPITAL OUTLAY	361,871	117,833	464,000	464,500	464,500
70 MISCELLANEOUS	90,000	0	30,000	30,000	30,000
GRAND TOTAL	**6,871,446**	**7,068,395**	**10,213,413**	**10,539,681**	**10,539,681**
FUNDING SOURCE:					
51 WATER & SEWER OPERATING	**6,871,446**	**7,068,395**	**10,213,413**	**10,539,681**	**10,539,681**

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY DIVISION:						
305220	WATER O & M PERRYMAN	863,619	773,886	1,041,804	1,074,723	1,074,723
305240	WATER O & M LONG BOOSTER STATIONS	746,151	509,794	897,559	951,715	951,715
305250	WATER O & M HAVRE DE GRACE	463,885	389,473	798,796	817,902	817,902
305255	WATER O & M SOLIDS HANDLING FACILITY	13,303	16,964	124,500	125,250	125,250
305280	WATER O & M ABINGDON	4,775,761	5,370,212	7,334,104	7,531,591	7,531,591
305290	WATER O & M CARBON TREATMENT PLANT	8,727	8,066	16,650	38,500	38,500
	GRAND TOTAL	**6,871,446**	**7,068,395**	**10,213,413**	**10,539,681**	**10,539,681**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $162,005
2,024,897	2,039,396	14,499	Full-time salaries
			96,766 Salary adjustments
			(82,267) Staff Turnover (4.06)%
			14,499
9,000	9,000	0	Temporary salaries
	115,100	112,941	FY 21 merit increase of $2,000 and COLA of 2% to all eligible employees
	9,283	9,283	Transfer between W & S Divisions:
			Salary / Fringe / Total
			12,312 / (3,029) / 9,283
0	1,750	1,750	Cell Phone Reimbursement
192,365	213,859	21,494	Pension adjustments
60,480	68,939	8,459	Workers' Compensation adjustments
557,461	557,716	255	Health Benefits are adjusted due to staff opting for changes in levels of coverage

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES (cont'd)
70,201	83,781	13,580	PEHP (Post Employment Health Plan)
262,000	262,000	0	Overtime
178,322	155,907	(22,415)	Fica adjustments
			CONTRACTUAL SERVICES increase $101,588
1,608,000	1,691,605	83,605	Funding for electricity and telephone service increased based on actual expense history
951,200	966,200	15,000	County Facility Repairs & Renovations - renovation of pumps and valves, roof repairs etc
1,335,300	1,375,300	40,000	Other Professional Services - provides for contract lab services, PCS upgrade for SCADA, lagoon clean out for biosolids, and other services required to meet regulations
46,250	55,250	9,000	Operating Equipment increased for LIMS and TOC maintenance
50,000	5,000	(45,000)	Security system decreased due to one time FY 20 expense
			SUPPLIES AND MATERIALS increase $56,675
1,113,325	1,167,400	54,075	Chemicals increased due to anticipated 5% increase and lab supplies based on actual expense history
0	10,000	10,000	Computer software and hardware increased due to new bar coding and blue beam software with additional hardware for these
48,300	42,250	(6,050)	Diesel fuel decreased based on expense history

PUBLIC WORKS - DIVISION OF WATER AND SEWER
Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305255, 305280, 305290

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			BUSINESS AND TRAVEL increase $5,500
30,000	35,500	5,500	Fuel, mileage, meals and lodging increased based on actual expense history
			MISCELLANEOUS no change for FY 21
30,000	30,000	0	Payments to Other Government Agencies for Services - payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant

DIVISION STAFF SUMMARY

Bureau of Water & Sewer Operations - Water Production
Index #305220, 305240, 305250, 305280

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	54,644	1.00	56,644	1.50	101,637
Assistant Superintendent	1.10	71,172	1.10	112,518	1.00	106,080
Central Stores Manager	1.00	48,433	1.00	49,900	1.00	52,938
Chief Water & Sewer	0.30	36,657	0.30	37,257	0.30	38,614
Computer System Engineer III	1.00	84,536	1.00	86,536	1.00	90,307
Environmental Chemist	0.50	26,194	0.50	27,194	0.50	28,758
Laboratory Technician	1.20	58,457	1.20	60,856	1.20	64,521
Plant Operations Manager	0.50	33,130	0.50	34,130	0.50	35,833
Plant Operator Water/Wastewater	12.00	556,064	11.00	535,976	10.00	590,553
Plant Operator Trainee I Water/Wastewater	2.00	67,648	1.00	33,824	3.00	119,504
Plant Operator Trainee II Water/Wastewater	1.15	127,371	2.00	76,200	1.00	39,870
Plant Superintendent Water & Sewer	1.00	37,113	1.15	129,372	1.00	110,202
Process Engineer	1.00	101,007	1.00	103,007	1.00	107,107
Senior Electrician Water & Sewer	0.30	20,814	0.30	21,414	0.30	22,454
Senior Instrumentation Technician	0.70	48,282	0.70	49,682	0.70	52,103
Senior Laboratory Technician	1.25	69,478	1.25	73,677	1.25	77,700
Senior Plant Operator	1.00	78,396	1.00	80,396	1.00	84,044
Senior Water/Wastewater Facility Mechanic	1.15	80,934	1.15	83,233	0.15	11,964
Shift Supervisor/Plant Operations	3.00	189,170	3.00	194,491	3.00	195,760
Water/Wastewater Facility Mechanic	3.00	174,589	3.00	178,590	4.00	216,565
FULL-TIME SALARIES	34.15	1,964,089	33.15	2,024,897	33.40	2,146,514
TEMPORARY SALARIES		30,080		9,000		9,000
SALARY TOTAL	**34.15**	**1,994,169**	**33.15**	**2,033,897**	**33.40**	**2,155,514**

DIVISION STAFF SUMMARY

Bureau of Water & Sewer Operations - Water Production

Index #305220, 305240, 305250, 305280

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		176,781			192,365		225,384
Workers' Compensation		88,789			60,480		71,300
Health Benefits		541,753			557,461		552,949
PEHP		56,945			70,201		83,781
Overtime & Shift Differential		268,300			298,500		298,500
FICA		173,090			178,322		164,018
Miscellaneous		4,781			4,641		6,426
TOTAL OTHER PERSONAL SERVICES		**1,310,439**			**1,361,970**		**1,402,358**
TOTAL PERSONAL SERVICES	**34.15**	**3,304,608**	*	**33.15**	**3,395,867**	**33.40**	**3,557,872**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

DPW - WATER & SEWER - WASTEWATER PROCESSING
OBJECTIVE & PERFORMANCE MEASURES

Department Goals

To provide responsive and economic service to customers

Department Objective

To operate WWTPs efficiently and effectively in order to outperform the National Pollutant Discharge Elimination System (NPDES) permit requirements for wastewater treatment plants.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Enacted 2020	Estimated 2021
Input:					
Expenditures for wastewater processing	$11,318,700	$11,774,188	$13,260,564	$15,889,330	$16,532,865
Output:					
Millions of gallons treated	3,910	5,037	4,636	5,222	5,293
Cost per million gallons of treated	$2,895	$2,338	$2,860	$3,043	$3,124
Outcome:					
Permit Parameters					
Total Suspended Solids (TSS)	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l
Biological Oxygen Demand (BOD)	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l
Total Phosphorus (TP)	≤0.3 mg/l	≤0.3 mg/l	≤0.3 mg/l	≤0.3 mg/l	≤0.3 mg/l
Total Nitrogen (TN)	≤4.0 mg/l	≤4.0 mg/l	≤4.0 mg/l	≤4.0 mg/l	≤4.0 mg/l
Harford County Averages					
Average concentration TSS achieved	2.7	2.4	2.3	2.3	1.7
Average concentration of BOD achieved	3	3.2	2.8	3.0	1.7
Average concentration of TP achieved	0.2	0.2	0.2	0.2	0.2
Average concentration of TN achieved	2.3	2.1	2.1	2	2

Explanation and Analysis of Performance Measures

Wastewater Processing seeks to maintain efficient service costs while protecting the environment and providing customers with effective treatment. Performance and requirements are based on a flow weighted combination of the permits and plant performance.

DPW - WATER & SEWER - WATER PRODUCTION
OBJECTIVE & PERFORMANCE MEASURES

Department Goals

To provide clean, affordable water to our customers

Department Objective

To significantly outperform federal and state water quality standards.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

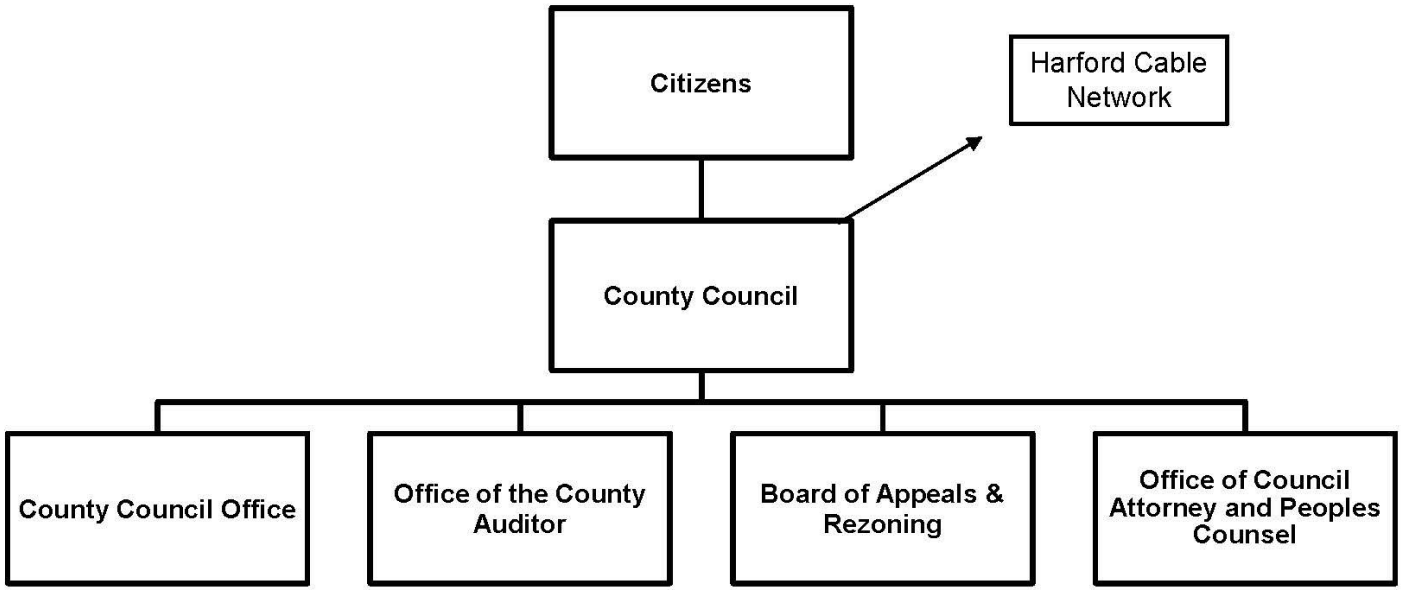
III. Strengthening Our Communities

Measure	Actual 2017	Actual 2018	Actual 2019	Enacted 2020	Estimated 2021
Input:					
Expenditures for water production	$7,025,142	$6,871,446	$7,068,395	$10,213,414	$10,539,681
Output:					
Millions of gallons of water produced	4,480	4,435	4,667	4,928	5,000
Cost per million gallons produced	$1,568	$1,549	$1,515	$2,076	$2,108
Outcome:					
Federal and State goal for water turbidity	<0.3 ntu	<0.3 ntu	<0.3 ntu	<0.3 ntu	<0.3 ntu
Harford County goal for water turbidity	<0.1 ntu	<0.1 ntu	<0.1 ntu	<0.1 ntu	<0.1 ntu
Average water turbidity	0.052 ntu	0.045 ntu	0.037 ntu	.032	0.040 ntu
Number of days when turbidity failed to meet standard	—	—	—	—	—
Federal, State and Harford County goal for chlorine level	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l
Average chlorine level	1.7 mg/l	1.8 mg/l	1.7 mg/l	1.7	1.8 mg/l
Number of days when chlorine content failed to meet standard	—	—	—	—	—

Explanation and Analysis of Performance Measures

Turbidity is a measure of the "cloudiness" or level of suspended matter in a sample of water. Turbidity is measured in Nephelometric Turbidity Units (NTU). Chlorine levels are measured in milligrams per liter of water. Harford County seeks to supply water that is significantly cleaner than federal and state regulations require.

COUNTY COUNCIL



COUNTY COUNCIL

ORIGIN/PURPOSE:

The County Council is the legislative branch of the Harford County Government. The Council is comprised of six Council Members and the Council President who are elected to a four-year term by the voters. The Council is responsible for enacting all County laws. The Council adopts all County Master Plans including land use, transportation, community facilities, water and sewerage, and solid waste. The Council enacts laws establishing zoning regulations and comprehensive zoning maps. The Council adopts the annual operating and capital budgets, sets the property tax rate, and authorizes bond issues. The Council appoints and oversees the annual County audit and functions of the Board of Health and the Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board and the Harford Cable Network. The County Council Department consists of five divisions: Council Office, Board of Appeals and Rezoning, Office of Council Attorney and the People's Counsel, Harford Cable Network, and Office of the County Auditor.

MISSION STATEMENT:

TO PROVIDE CONSTITUENT AND LEGISLATIVE SERVICES TO THE CITIZENS OF HARFORD COUNTY IN A TIMELY, EFFICIENT AND COST EFFECTIVE MANNER.

FY 21 GOALS:

TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS

TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC

TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE

TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

COUNTY COUNCIL

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,280,746	$2,624,329	2,681,309	2,830,582	2,830,582
20	CONTRACTUAL SERVICES	308,700	$273,546	547,209	548,369	548,369
30	SUPPLIES AND MATERIALS	22,025	$26,960	41,875	45,175	45,175
40	BUSINESS AND TRAVEL	48,204	$44,139	80,524	84,209	84,209
50	CAPITAL OUTLAY	4,184	$20,160	20,172	20,191	20,191
	GRAND TOTAL	**2,663,859**	**$2,989,135**	**3,371,089**	**3,528,526**	**3,528,526**
SUMMARY BY FUND:						
11	GENERAL	2,663,859	$2,989,135	3,371,089	3,528,526	3,528,526
	GRAND TOTAL	**2,663,859**	**$2,989,135**	**3,371,089**	**3,528,526**	**3,528,526**
SUMMARY BY DIVISION:						
401000	COUNTY COUNCIL OFFICE	1,178,233	$1,444,094	1,559,275	1,648,098	1,648,098
402000	OFFICE OF THE COUNTY AUDITOR	423,808	$430,023	481,635	502,226	502,226
404000	BOARD OF APPEALS & REZONING	137,929	$140,316	170,916	184,881	184,881
405000	OFFICE OF COUNCIL ATTY/COUNSEL	196,229	$219,409	312,103	320,675	320,675
406000	HARFORD CABLE NETWORK	727,660	$755,293	847,161	872,646	872,646
	GRAND TOTAL	**2,663,859**	**$2,989,135**	**3,371,089**	**3,528,526**	**3,528,526**

COUNTY COUNCIL

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $149,273
1,736,892	1,736,892	0	Full-time salaries
	93,058	93,058	FY 21 merit increase of $2,000 plus 2% COLA for eligible employees and legislative salary increases for Council President and Council Members
5,200	11,200	6,000	Temporary Salaries - provides for summer intern for County Auditor and County Council Office
165,005	182,374	17,369	Pension adjustments
488,639	496,656	8,017	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
14,462	16,880	2,418	Workers' Compensation Adjustment
137,681	131,503	(6,178)	FICA Adjustment
	4,020	4,020	Cell Phone Reimbursement - reallocated here from telephone service
129,510	154,080	24,570	PEHP (Post Employment Health Plan)
			CONTRACTUAL SERVICES increase $1,160
547,209	548,369	1,160	Reallocated funds as requested by the County Council such as telephone and fax service
			SUPPLIES AND MATERIALS increase $3,300
41,875	45,175	3,300	Reallocated funds as requested by the County Council and additional funds added to other supplies & materials

COUNTY COUNCIL

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
80,524	84,209	3,685	BUSINESS AND TRAVEL increase $3,685 Increase in mileages, parking and tolls, and professional books as requested by the County Council
20,172	20,191	19	EQUIPMENT increase $19 Funds provide for equipment as requested by the County Council

DEPARTMENT STAFF SUMMARY
COUNTY COUNCIL

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	1.00	48,668	1.00	50,668	1.00	53,721
Administrative Specialist II	2.00	123,856	2.00	125,465	2.00	132,054
Auditor I	1.00	51,168	1.00	53,168	1.00	56,271
Auditor II	1.00	76,256	1.00	79,256	1.00	82,881
Broadcast Technician	1.00	41,334	1.00	43,334	1.00	46,241
Council Administrator	1.00	90,502	1.00	92,502	1.00	96,392
Council Attorney	1.00	138,578	1.00	140,578	1.00	145,430
County Auditor	1.00	112,355	1.00	114,355	1.00	118,682
Council Members	6.00	229,825	6.00	261,000	6.00	266,964
Executive Director, HCN	1.00	100,037	1.00	102,037	1.00	106,118
Legislative Aide	7.00	322,289	7.00	328,468	7.00	349,317
Legislative Aide to President	0.00	0	1.00	56,900	1.00	60,078
Management Assistant II	1.00	79,179	1.00	81,179	1.00	84,843
President of Council	1.00	42,014	1.00	47,000	1.00	48,074
Producer Manager, HCN	1.00	102,099	1.00	104,099	1.00	108,221
Production Supervisor, HCN	1.00	54,883	1.00	56,883	1.00	60,061
TOTAL FULL-TIME SALARIES	**27.00**	**1,613,043**	**28.00**	**1,736,892**	**28.00**	**1,815,348**

DEPARTMENT STAFF SUMMARY
COUNTY COUNCIL

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		85,966			5,200		11,200
SALARY TOTAL	**27.00**	**1,699,009**		**28.00**	**1,742,092**	**28.00**	**1,826,548**
OTHER PERSONAL SERVICES							
Pension & Retirement		152,451			165,005		190,612
Workers' Compensation		14,365			14,462		17,554
Health Benefits		540,944			488,639		496,656
PEHP		108,460			129,510		154,080
FICA		129,583			137,681		137,192
Miscellaneous		3,780			3,920		7,940
TOTAL OTHER PERSONAL SERVICES		**949,583**			**939,217**		**1,004,034**
TOTAL PERSONAL SERVICES	**27.00**	**2,648,592**	*	**28.00**	**2,681,309**	**28.00**	**2,830,582**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COUNTY COUNCIL
County Council Office
Index #401000

ORIGIN/PURPOSE:

The County Council Office provides administrative and general support to the Council and performs the daily functions necessary to complete legislative activities. The Council Office staff are responsible to record minutes of public hearings, and Council legislative sessions; draft legislation; and provide information to the public. The staff provides administrative and clerical support for each Council Member for constituent problems and legislative duties, while meeting all legislative requirements for state and federal reporting. This office also provides support services to several Council-appointed boards such as the People's Counsel Citizens Advisory Board, and the Harford Cable Network Board.

FY 21 GOALS:

TO LEGISLATE ON BEHALF OF THE CITIZENS OF HARFORD COUNTY

TO COMPLY WITH ALL CHARTER AND CODE REQUIREMENTS FOR LEGISLATIVE SESSIONS, PUBLIC HEARINGS, AND OTHER COUNCIL RELATED ACTIVITIES

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS IN ORDER TO KEEP THE PUBLIC INFORMED ABOUT COUNCIL ISSUES

TO IMPROVE STAFF EFFICIENCIES AND THE USE OF RESOURCES

TO ENHANCE THE USE OF TECHNOLOLGY FOR COUNCIL MEMBERS AND STAFF

TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

COUNTY COUNCIL
County Council Office
Index #401000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,118,749	1,388,915	1,459,194	1,547,318	1,547,318
20 CONTRACTUAL SERVICES	15,708	5,238	12,900	7,080	7,080
30 SUPPLIES AND MATERIALS	11,512	17,404	26,800	30,100	30,100
40 BUSINESS AND TRAVEL	32,263	29,902	54,900	58,100	58,100
50 CAPITAL OUTLAY	1	2,635	5,481	5,500	5,500
GRAND TOTAL	**1,178,233**	**1,444,094**	**1,559,275**	**1,648,098**	**1,648,098**
FUNDING SOURCE:					
11 GENERAL	**1,178,233**	**1,444,094**	**1,559,275**	**1,648,098**	**1,648,098**

COUNTY COUNCIL
County Council Office
Index #401000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $88,124
1,736,892	1,736,892	0	Full Time Salaries
	49,362	49,362	FY 21 merit increase of $2,000 plus 2% COLA for eligible employees and legislative increase for Council President and Council Members
86,577	95,690	9,113	Pension Adjustment
6,746	7,950	1,204	Workers' Compensation Adjustment
294,232	299,024	4,792	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
	3,000	3,000	Cell Phone Reimbursement
88,067	102,720	14,653	PEHP (Post Employment Health Plan)
12,900	7,080	(5,820)	CONTRACTUAL SERVICES decrease ($5,820) Reallocated a portion of telephone service to cell phone reimbursement and adjusted fax services and emergency reporting system as requested by County Council
26,800	30,100	3,300	SUPPLIES AND MATERIALS increase $3,300 Added funds to other supplies and materials and delivery charges as requested by the County Council

COUNTY COUNCIL
County Council Office
Index #401000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
54,900	58,100	3,200	BUSINESS AND TRAVEL increase $3,200 Additional funds provided for mileage, parking & tolls, and professional books as requested by the County Council
5,481	5,500	19	CAPITAL OUTLAY increase $19 Funded per request of the County Council

DIVISION STAFF SUMMARY

County Council Office

Index #401000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist II	2.00	123,855		2.00	125,465	2.00	132,054
Council Administrator	1.00	90,502		1.00	92,502	1.00	96,392
Council Members	6.00	229,825		6.00	261,000	6.00	266,964
Legislative Aide	7.00	322,289		7.00	328,468	7.00	349,318
Legislative Aide to President	0.00	0		1.00	56,900	1.00	60,078
President of the Council	1.00	42,014		1.00	47,000	1.00	48,074
FULL-TIME SALARIES	17.00	808,485		17.00	911,335	18.00	952,880
TEMPORARY SALARIES		0			0		6,000
SALARY TOTAL	**17.00**	**808,485**		**18.00**	**911,335**	**18.00**	**958,880**
OTHER PERSONAL SERVICES							
Pension & Retirement		72,769			86,577		100,052
Workers' Compensation		6,350			6,746		8,227
Health Benefits		360,557			294,232		299,024
PEHP		69,020			88,067		102,720
FICA		61,854			69,717		72,895
Miscellaneous		2,380			2,520		5,520
TOTAL OTHER PERSONAL SERVICES		**572,930**			**547,859**		**588,438**
TOTAL PERSONAL SERVICES	**17.00**	**1,381,415**	*	**18.00**	**1,459,194**	**18.00**	**1,547,318**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COUNTY COUNCIL
Office of the County Auditor
Index #402000

ORIGIN/PURPOSE:

The Charter provides that the County Auditor serve at the pleasure of the County Council. The Charter further provides the Council with the authority to assign functions, duties and additional personnel to the Auditor. The County Auditor is responsible for ensuring that a complete financial audit of the County is performed annually. The purpose of the Office of the County Auditor is to assist the County Council with fiscal analysis of proposed legislation, provide assistance with the evaluation of the annual budget and conduct special audits when requested by the Council or Executive as authorized under the Charter.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	335,172	353,509	368,061	389,072	389,072
20 CONTRACTUAL SERVICES	81,940	72,100	101,370	100,950	100,950
30 SUPPLIES AND MATERIALS	124	0	275	275	275
40 BUSINESS AND TRAVEL	6,177	4,414	10,929	10,929	10,929
50 CAPITAL OUTLAY	395	0	1,000	1,000	1,000
GRAND TOTAL	**423,808**	**430,023**	**481,635**	**502,226**	**502,226**
FUNDING SOURCE:					
11 GENERAL	**423,808**	**430,023**	**481,635**	**502,226**	**502,226**

COUNTY COUNCIL
Office of the County Auditor
Index #402000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $21,011
246,779	246,779	0	Full Time Salaries
	13,155	13,155	FY 21 merit increase of $2,000 plus 2% COLA for all eligible employees
2,191	2,530	339	Workers' Compensation Adjustment
55,607	56,518	911	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage.
5,200	5,200	0	Temporary Salaries - provides for a summer intern
	420	420	Cell Phone Reimbursement
15,541	19,260	3,719	PEHP (Post Employment Health Plan)
101,370	100,950	(420)	CONTRACTUAL SERVICES decrease ($420) Funds reallocated to cell phone reimbursement from telephone service
275	275	0	SUPPLIES & MATERIALS no change in funding over FY 20 Fund provide for general office and computer supplies
10,929	10,929	0	BUSINESS & TRAVEL no change in funding over FY 20 Funds provide for membership Fees & Dues, travel costs and seminars and courses

DIVISION STAFF SUMMARY

Office of County Auditor

Index #402000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Auditor I	1.00	51,168		1.00	53,168	1.00	56,272
Auditor II	1.00	76,256		1.00	79,256	1.00	82,881
County Auditor	1.00	112,355		1.00	114,355	1.00	118,682
TOTAL FULL-TIME SALARIES	**3.00**	**239,779**		**3.00**	**246,779**	**3.00**	**257,835**
TEMPORARY SALARIES		5,200			5,200		5,200
SALARY TOTAL	**3.00**	**244,979**		**3.00**	**251,979**	**3.00**	**263,035**
OTHER PERSONAL SERVICES							
Pension & Retirement		21,581			23,444		27,072
Workers' Compensation		2,281			2,191		2,634
Health Benefits		51,590			55,607		56,518
PEHP		14,790			15,541		19,260
FICA		18,343			18,879		19,713
Miscellaneous		420			420		840
TOTAL OTHER PERSONAL SERVICES		**109,005**			**116,082**		**126,037**
TOTAL PERSONAL SERVICES	**3.00**	**353,984**	*	**3.00**	**368,061**	**3.00**	**389,072**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COUNTY COUNCIL
Board of Appeals and Rezoning
Index #404000

ORIGIN/PURPOSE:

Under the Harford County Code, the County Council constitutes the Board of Appeals. The Council appoints and employs Zoning Hearing Examiners who coordinate and conduct public hearings and render decisions on all zoning cases that are submitted as applications to the Board of Appeals.
The Hearing Examiner's decision can be appealed to the County Council, sitting as the Board of Appeals for final argument.

FY 21 GOALS:

TO COMPLY WITH ALL CHARTER CODE REQUIREMENTS FOR THE BOARD OF APPEALS ACTIVITIES

TO MAKE DECISIONS CONSISTENT WITH LAND USE AND ZONING LAWS

TO CONTINUE TO SCHEDULE, HEAR, AND ISSUE FINAL DECISIONS IN ZONING CASES WITHIN A TIMELY MANNER

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS TO KEEP THE PUBLIC INFORMED OF ZONING CASES

TO UTILIZE STAFF, TECHNOLOGY, AND RESOURCES TO EFFECTIVELY OPERATE THE ZONING HEARING EXAMINER'S OFFICE

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	108,857	115,552	113,201	118,681	118,681
20 CONTRACTUAL SERVICES	28,410	23,894	55,500	63,500	63,500
30 SUPPLIES AND MATERIALS	292	486	1,500	1,500	1,500
40 BUSINESS AND TRAVEL	370	384	715	1,200	1,200
GRAND TOTAL	**137,929**	**140,316**	**170,916**	**184,881**	**184,881**
FUNDING SOURCE:					
11 GENERAL	**137,929**	**140,316**	**170,916**	**184,881**	**184,881**

COUNTY COUNCIL
Board of Appeals and Rezoning
Index #404000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $5,480
	4,345	4,345	FY 21 merit increase of $2,000 plus 2% COLA for eligible employees
17,619	17,909	290	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage.
7,712	8,524	812	Pension adjusted per actuarial
55,500	63,500	8,000	CONTRACTUAL SERVICES increase $8,000 Additional funds provided for legal services and other professional services as requested by the County Council
715	1,200	485	BUSINESS AND TRAVEL increase $485 Additional funds provided for professional books as requested by the County Council

DIVISION STAFF SUMMARY

Board of Appeals and Rezoning

Index #404000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Management Assistant II	1.00	79,179		1.00	81,179	1.00	84,843
SALARY TOTAL	**1.00**	**79,179**		**1.00**	**81,179**	**1.00**	**84,843**
OTHER PERSONAL SERVICES							
Pension & Retirement		7,128			7,712		8,909
Workers' Compensation		356			341		390
Health Benefits		16,354			17,619		17,909
FICA		6,058			6,210		6,490
Miscellaneous		140			140		140
TOTAL OTHER PERSONAL SERVICES		**30,036**			**32,022**		**33,838**
TOTAL PERSONAL SERVICES	**1.00**	**109,215**	*	**1.00**	**113,201**	**1.00**	**118,681**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COUNTY COUNCIL
Office of the Council Attorney and People's Counsel
Index #405000

ORIGIN/PURPOSE:

By Charter Section 224 and as amended by Bill Nos. 76-35 and 78-54, the Office of the Council Attorney shall be administered by the Council Attorney. The Council Attorney shall be the Chief Legal Advisor to the Council.
By Charter Section 224 and Bill No. 76-103, the Office of the People's Counsel, under the supervision of the Council Attorney, was established to represent the interests of the public and County in zoning matters in Harford County. The Council appointed People's Counsel Citizens Advisory Board provides guidance, makes recommendations, and directs the People's Counsel to enter zoning cases to protect public interest.

FY 21 GOALS:
TO COMPLY WITH ALL CHARTER AND CODE REQUIREMENTS FOR PEOPLE'S COUNSEL

TO CONTINUE TO REPRESENT THE INTERESTS OF THE PUBLIC BY WORKING CLOSELY WITH THE PEOPLE'S COUNSEL ADVISORY BOARD

TO UTILIZE STAFF, TECHNOLOGY, AND RESOURCES TO EFFECTIVELY OPERATE THE PEOPLE'S COUNSEL OFFICE

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	176,074	189,386	193,274	202,446	202,446
20 CONTRACTUAL SERVICES	14,630	17,902	110,029	109,429	109,429
30 SUPPLIES & MATERIALS	0	0	0	0	0
40 BUSINESS & TRAVEL	5,525	4,729	8,800	8,800	8,800
50 CAPITAL OUTLAY	0	7,392	0	0	0
GRAND TOTAL	**196,229**	**219,409**	**312,103**	**320,675**	**320,675**
FUNDING SOURCE:					
11 GENERAL	**196,229**	**219,409**	**312,103**	**320,675**	**320,675**

COUNTY COUNCIL
Office of the Council Attorney and People's Counsel
Index #405000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $9,172
	5,454	5,454	FY 21 merit increase $2,000 plus 2% COLA for eligible employees
24,045	24,462	417	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
13,355	14,761	1,406	Pension adjusted based on actuarial
5,180	6,420	1,240	PEHP (Post Employment Health Plan)
	600	600	Cell Phone Reimbursement
110,029	109,429	(600)	CONTRACTUAL SERVICES decrease $600 Reallocated funds to cell phone reimbursement from telephone service as requested by the County Council

DIVISION STAFF SUMMARY

Office of Council Attorney/Peoples Counsel

Index #405000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Council Attorney	1.00	138,578		1.00	140,578	1.00	145,430
SALARY TOTAL	**1.00**	**138,578**		**1.00**	**140,578**	**1.00**	**145,430**
OTHER PERSONAL SERVICES							
Pension & Retirement		12,471			13,355		15,269
Workers' Compensation		624			590		669
Health Benefits		22,317			24,045		24,462
FICA		10,601			9,386		9,456
PEHP		4,930			5,180		6,420
Miscellaneous		140			140		740
TOTAL OTHER PERSONAL SERVICES		**51,083**			**52,696**		**57,016**
TOTAL PERSONAL SERVICES	**1.00**	**189,661**	*	**1.00**	**193,274**	**1.00**	**202,446**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

COUNTY COUNCIL
Harford Cable Network (HCN)
Index #406000

ORIGIN/PURPOSE:

Harford Cable Network (HCN) is a public, educational and governmental channel that functions as Harford County's community access station. HCN is dedicated to serving the growing population of Harford County, the Harford County Government, and the County's Emergency Response Center. HCN supports public and non-public education.

FY 21 GOALS:

TO SIGNIFICANTLY EXPAND THE PROGRAMMING AND SERVICES PROVIDED BY HCN, ESPECIALLY LOCAL PROGRAMMING

TO UPGRADE TECHNICAL EQUIPMENT TO ENHANCE THE QUALITY OF HCN PROGRAMS AND MAKE HCN DIGITALLY COMPATIBLE

TO CONTINUE TO WORK WITH THE HCN BOARD AND THE COUNTY COUNCIL TO ENSURE THAT THEY CONTINUE TO MEET THE FUTURE NEEDS OF THE GROWING POPULATION

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	541,894	576,967	547,580	573,065	573,065
20 CONTRACTUAL SERVICES	168,012	154,412	267,410	267,410	267,410
30 SUPPLIES AND MATERIALS	10,097	9,071	13,300	13,300	13,300
40 BUSINESS AND TRAVEL	3,869	4,710	5,180	5,180	5,180
50 CAPITAL OUTLAY	3,788	10,133	13,691	13,691	13,691
GRAND TOTAL	**727,660**	**755,293**	**847,161**	**872,646**	**872,646**
FUNDING SOURCE:					
11 GENERAL	**727,660**	**755,293**	**847,161**	**872,646**	**872,646**

COUNTY COUNCIL
Harford Cable Network (HCN)
Index #406000

FINANCIAL NOTES:

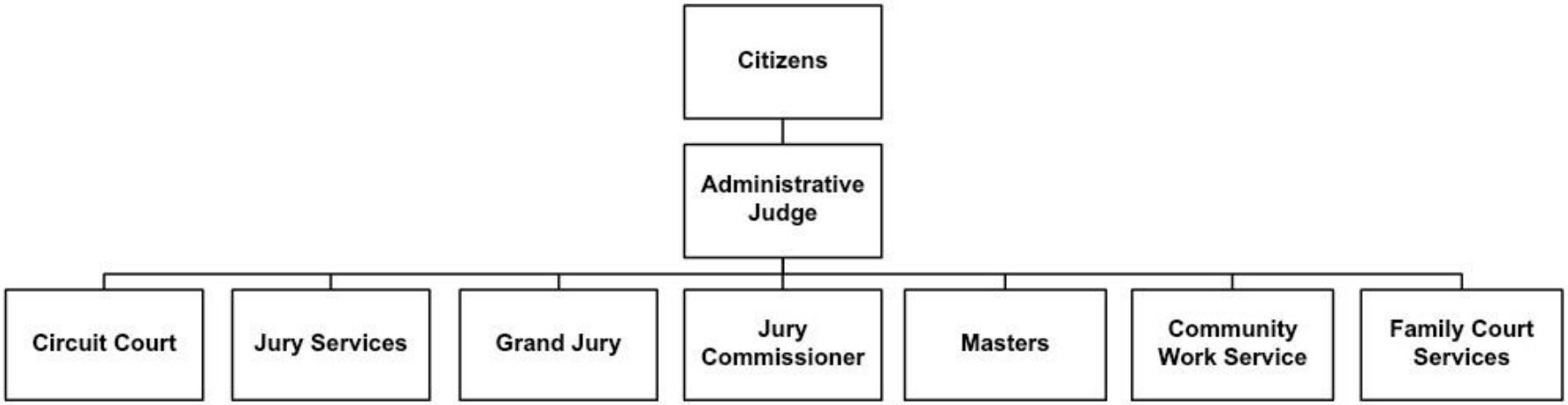
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $25,485
	20,742	20,742	FY 21 merit increase of $2,000 plus 2% COLA for eligible employees
97,136	98,743	1,607	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes in level of coverage
4,594	5,380	786	Workers' Compensation Adjustment
20,722	25,680	4,958	PEHP (Post Employment Health Plan)
33,917	37,487	3,570	Pension adjustments
33,490	27,312	(6,178)	FICA adjustments
267,410	267,410	0	CONTRACTUAL SERVICES no change in funding over FY 20 Funds provide for telephone service, other professional services, and communication services

DIVISION STAFF SUMMARY
Harford Cable Network
Index #406000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	1.00	48,668		1.00	50,668	1.00	53,721
Broadcast Technician	1.00	41,334		1.00	43,334	1.00	46,241
Executive Director, HCN	1.00	100,037		1.00	102,037	1.00	106,118
Producer Manager, HCN	1.00	102,099		1.00	104,099	1.00	108,220
Production Supervisor, HCN	1.00	54,883		1.00	56,883	1.00	60,061
FULL-TIME SALARIES	5.00	347,021		5.00	357,021	5.00	374,361
TEMPORARY SALARIES		80,766			0		0
SALARY TOTAL	**5.00**	**427,787**		**5.00**	**357,021**	**5.00**	**374,361**
OTHER PERSONAL SERVICES							
Pension & Retirement		38,503			33,917		39,308
Workers' Compensation		4,754			4,594		5,634
Health Benefits		90,126			97,136		98,743
PEHP		19,720			20,722		25,680
FICA		32,728			33,490		28,639
Miscellaneous		700			700		700
TOTAL OTHER PERSONAL SERVICES		**186,531**			**190,559**		**198,704**
TOTAL PERSONAL SERVICES	**5.00**	**614,318**	*	**5.00**	**547,580**	**5.00**	**573,065**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL


Citizens
Administrative Judge
Circuit Court
Jury Services
Grand Jury
Jury Commissioner
Masters
Community Work Service
Family Court Services

JUDICIAL

ORIGIN/PURPOSE:

The Circuit Courts were first established in Maryland by the Constitution of 1851 and were continued by subsequent Constitutions which were passed in 1864 and 1867. Since 1867, Harford County and Baltimore County have comprised the Third Judicial Circuit. The Circuit Court for Harford County is a Court of General Jurisdiction. It handles a wide variety of civil disputes including tort and contract disputes for parties requiring a jury trial. It also hears family law related cases including divorce, child custody and child support cases. On the criminal side, it hears felony cases and prayers for jury trial from the District Court.

The State of Maryland pays for the judges' salaries and the expense of a full-time master as well as providing for five law clerks. It also funds the Office of the Clerk of the Circuit Court which provides the staff for the Court system. Harford County funds the costs of the judges' staff as well as the operation of the Jury Commissioner's Office, the Office of Family Court Services and the Community Work Service Program.

The Circuit Court strives to contain expenditure requirements and still provide expeditious, quality service to the residents of Harford County.

MISSION STATEMENT:

TO BRING A FAIR AND JUST RESOLUTION FOR EACH OF THE CASES FILED WITH THE COURT

FY 21 GOALS:

TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED

TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS

TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE, TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVCES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES

JUDICIAL

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	2,682,295	2,920,290	3,015,477	3,303,546	3,303,546
20	CONTRACTUAL SERVICES	436,082	420,205	503,176	492,992	492,992
30	SUPPLIES AND MATERIALS	105,001	73,583	95,250	88,900	88,900
40	BUSINESS AND TRAVEL	20,450	16,242	26,721	24,740	24,740
50	CAPITAL OUTLAY	3,350	16,625	0	0	0
70	MISCELLANEOUS	35,248	1,500	5,248	5,248	5,248
80	INTER-GOVERNMENTAL/INTERFUND	352	192	600	300	300
	GRAND TOTAL	**3,282,778**	**3,448,638**	**3,646,472**	**3,915,726**	**3,915,726**
SUMMARY BY FUND:						
11	GENERAL	3,282,778	3,448,638	3,646,472	3,915,726	3,915,726
	GRAND TOTAL	**3,282,778**	**3,448,638**	**3,646,472**	**3,915,726**	**3,915,726**
SUMMARY BY DIVISION:						
411000	CIRCUIT COURT	1,654,298	1,756,091	1,835,799	1,956,250	1,956,250
412000	JURY SERVICES	218,445	226,892	278,000	278,000	278,000
413000	GRAND JURY	11,604	13,730	14,000	14,000	14,000
414000	JURY COMMISSIONER	252,027	266,325	281,300	372,000	372,000
415000	MASTERS	215,322	200,347	221,563	233,560	233,560
416000	COMMUNITY WORK SERVICE	328,305	348,658	359,506	381,653	381,653
417000	FAMILY COURT SERVICES	602,777	636,594	656,303	680,263	680,263
	GRAND TOTAL	**3,282,778**	**3,448,638**	**3,646,472**	**3,915,726**	**3,915,726**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $288,069
1,987,181	1,919,551	(67,630)	Full-time salaries
			(31,467) Staff Turnover (1.58)%
			(36,163) Salary Offset (for part-grant funded ADR Coordinator)
			(67,630)
	130,577	130,577	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
	103,835	103,835	One (1) position abolished in Water & Sewer (PIN 3425) and re-created in Jury Commissioner (414000) as ADR Coordinator (PIN 3849):
			# of positions in / Salary / Fringe / Total: 1.00 / 72,326 / 31,509 / 103,835 ADR Coordinator
	74,988	74,988	One (1) Unfunded Court Reporter in Circuit Court (411000) transferred to Jury Commissioner (414000) as a Jury Clerk (PIN 3843):
			# of positions (net) / Salary / Fringe / Total: 0.00 / 42,646 / 32,342 / 74,988
92,487	100,921	8,434	Temporary Salaries adjusted to reflect actuals
195,797	215,946	20,149	Pension adjustments
8,346	8,996	650	Workers' Compensation adjustments
464,330	464,659	329	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
103,620	121,980	18,360	PEHP (Post Employment Health Plan)
159,095	157,333	(1,762)	FICA adjustments
4,620	4,760	140	Life Insurance

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES decrease ($10,184)
13,684	3,500	(10,184)	Legal Services, Telephone Service, and Employee Bonds decrease based on actual expense history
191,392	191,392	0	Other Professional Services provides for contractual Evaluators/Mediators - flat-lined for FY21
284,000	284,000	0	Funding for Juror's Fees flat-lined for FY21
95,250	88,900	(6,350)	SUPPLIES AND MATERIALS decrease ($6,350) General Office Mailing, Computer Software, Duplicating Machine Supplies, and Meals - Special Purpose decrease based on actual expense history, partially offset by increases in Commercial Printing and Ice & Bottled Water
26,721	24,740	(1,981)	BUSINESS AND TRAVEL decrease ($1,981) Decreases in Mileage, Parking & Tolls, and Training Seminars, partially offset by an increase in Lodging based on actual expense history

DEPARTMENT STAFF SUMMARY
JUDICIAL

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	4.00	169,274	4.00	190,737	4.00	202,711
Administrative Assistant II	1.00	60,912	0.00	0	0.00	0
Deputy Court Administrator	1.00	72,124	1.00	74,124	1.00	77,646
Assistant to Jury Commissioner	1.00	54,781	1.00	56,781	1.00	59,957
Community Work Service Case Manager	3.00	145,854	3.00	151,854	3.00	161,012
Court Administrator	1.00	103,607	1.00	105,608	1.00	109,760
Administrative Court Reporter	0.00	0	1.00	81,086	1.00	84,748
Court Reporter I	2.00	76,084	2.00	76,085	1.00	79,647
Court Reporter II	4.00	362,959	2.00	187,176	1.00	106,791
Digital Court Reporter	0.00	0	1.00	60,581	2.00	109,512
Criminal Assignment Clerk	1.00	46,594	1.00	48,594	1.00	51,606
Director, Community Work Svc Program	1.00	65,151	1.00	67,151	1.00	70,534
Director, Family Court Services	1.00	114,524	1.00	116,524	1.00	120,894
Evaluator/Mediator	1.00	83,416	1.00	85,416	1.00	89,164
Family Services Coordinator	1.00	64,115	1.00	73,799	1.00	77,315
Jury Commissioner	1.00	65,222	1.00	67,221	1.00	70,605
Jury Clerk	0.00	0	0.00	0	1.00	42,646
Law Clerk	1.00	45,220	1.00	44,373	1.00	55,693
Civil Assignment Clerk	1.00	45,621	1.00	48,594	1.00	51,606
Office Manager	0.00	0	1.00	62,913	1.00	66,211
Administrative Judicial Assistant	0.00	0	1.00	76,192	1.00	79,756
ADR Coordinator	0.00	0	0.00	0	1.00	75,813
Judicial Assistant	0.00	0	6.00	312,372	6.00	330,859
Secretary I (Judicial)	5.00	242,080	0.00	0	0.00	0
Secretary II (Judicial)	1.00	55,452	0.00	0	0.00	0
Secretary III (Judicial)	1.00	74,192	0.00	0	0.00	0
FULL-TIME SALARIES	32.00	1,947,182	32.00	1,987,181	33.00	2,174,487
TEMPORARY SALARIES		91,060		92,487		107,360
SALARY OFFSET						(36,163)
SALARY TOTAL	**32.00**	**2,038,242**	**32.00**	**2,079,668**	**32.00**	**2,245,684**

DEPARTMENT STAFF SUMMARY
JUDICIAL

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		181,590			195,797		239,593
Workers' Compensation		8,754			8,346		9,806
Health Benefits		428,124			464,331		507,030
PEHP		93,670			103,620		121,980
FICA		155,932			159,095		174,413
Miscellaneous		4,620			4,620		5,040
TOTAL OTHER PERSONAL SERVICES		**872,690**			**935,809**		**1,057,862**
TOTAL PERSONAL SERVICES	**32.00**	**2,910,932**	*	**32.00**	**3,015,477**	**32.00**	**3,303,546**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL
Circuit Court
Index #411000

ORIGIN/PURPOSE:

The Circuit Court of Harford County is a Court of general jurisdiction which hears and decides a wide variety of cases. On the civil side, it hears cases (1) where the amount in dispute is in excess of $10,000 and the parties have requested a jury trial, (2) family law cases, (3) administrative appeals, and (4) numerous similar actions. On the criminal side, it hears criminal cases where a serious violation of the law is alleged and/or party has requested a jury trial.

FY 21 GOALS:

TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED

- To continue to reduce the number of open civil cases
- To manage cases so that 98% of all non-domestic cases are resolved within eighteen (18) months pursuant to the Case Flow Management Guidelines established by the Administrative Office of the Courts
- To manage cases so that 90% of all domestic relations cases are resolved within twelve (12) months pursuant to the Case Flow Management Guidelines established by the Administrative Office of the Courts

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,541,571	1,676,015	1,744,779	1,879,870	1,879,870
20 CONTRACTUAL SERVICES	25,647	10,664	29,384	19,700	19,700
30 SUPPLIES AND MATERIALS	66,916	37,721	44,200	41,300	41,300
40 BUSINESS AND TRAVEL	15,441	13,567	15,936	13,880	13,880
50 CAPITAL OUTLAY	3,223	16,625	0	0	0
70 MISCELLANEOUS	1,500	1,500	1,500	1,500	1,500
GRAND TOTAL	**1,654,298**	**1,756,092**	**1,835,799**	**1,956,250**	**1,956,250**
FUNDING SOURCE:					
11 GENERAL	**1,654,298**	**1,756,092**	**1,835,799**	**1,956,250**	**1,956,250**

JUDICIAL
Circuit Court
Index #411000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $135,092
1,114,785	1,047,155	(67,630)	Full-time salaries
			(31,467) Staff Turnover (2.82)%
			(36,163) Salary Offset (for part-grant funded ADR Coordinator)
			(67,630)
	73,599	73,599	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
	103,835	103,835	One (1) position abolished in Water & Sewer (PIN 3425) and re-created in Jury Commissioner (414000) as ADR Coordinator (PIN 3849):
			# of positions / Salary / Fringe / Total
			1.00 / 72,326 / 31,509 / 103,835 ADR Coordinator
67,707	76,871	9,164	Temporary Salaries for Assignment Clerk and Computer Resource Tech
110,566	121,819	11,253	Pension adjustments
4,682	4,983	301	Workers' Compensation adjustments
291,886	289,573	(2,313)	Health Benefits are adjusted for staff opting for changes in levels of coverage
62,172	70,620	8,448	PEHP (Post Employment Health Plan)
90,461	88,755	(1,706)	FICA adjustments
2,520	2,660	140	Life Insurance
29,384	19,700	(9,684)	CONTRACTUAL SERVICES decrease ($9,684) Contractual Legal Services, Telephone Service, and Employee Bonds decrease based on actual expense history
44,200	41,300	(2,900)	SUPPLIES AND MATERIALS decrease ($2,900) Computer Software decreases due to one-time expense in FY20, partially offset by an increase in Commercial Printing for Criminal Management Plan in FY21
15,936	13,880	(2,056)	BUSINESS & TRAVEL decrease ($2,056) MIleage, Parking & Tolls, and Training Seminars increase for FY 21

DIVISION STAFF SUMMARY

Circuit Court

Index #411000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Civil Assignment Clerk	1.00	45,621		1.00	48,594	1.00	51,606
Court Administrator	1.00	103,607		1.00	105,608	1.00	109,760
Deputy Court Administrator	1.00	72,124		1.00	74,124	1.00	77,646
Administrative Court Reporter	0.00	0		1.00	81,086	1.00	84,748
Court Reporter I	2.00	76,084		2.00	76,085	1.00	79,647
Court Reporter II	4.00	362,959		2.00	187,176	1.00	106,791
Digital Court Reporter	0.00	0		1.00	60,581	2.00	109,512
Criminal Assignment Clerk	1.00	46,594		1.00	48,594	1.00	51,606
Law Clerk	1.00	45,220		1.00	44,373	1.00	55,693
Administrative Judicial Assistant	0.00	0		1.00	76,192	1.00	79,756
Judicial Assistant	0.00	0		6.00	312,372	6.00	330,859
ADR Coordinator	0.00	0		0.00	0	1.00	75,813
Secretary I (Judicial)	5.00	242,080		0.00	0	0.00	0
Secretary II (Judicial)	1.00	55,452		0.00	0	0.00	0
Secretary III (Judicial)	1.00	74,192		0.00	0	0.00	0
TOTAL FULL TIME SALARIES	18.00	1,123,933		18.00	1,114,785	18.00	1,213,437
SALARY OFFSET							(36,163)
TEMPORARY SALARIES		68,648			67,707		81,146
SALARY TOTAL	**18.00**	**1,192,581**		**18.00**	**1,182,492**	**18.00**	**1,258,420**
OTHER PERSONAL SERVICES							
Pension & Retirement		105,480			110,566		135,931
Workers' Compensation		5,049			4,682		5,582
Health Benefits		261,911			291,886		307,482
PEHP		54,230			62,172		70,620
FICA		91,237			90,461		99,036
Miscellaneous		2,520			2,520		2,800
TOTAL OTHER PERSONAL SERVICES		**520,427**			**562,287**		**621,451**
TOTAL PERSONAL SERVICES	**18.00**	**1,713,008**	*	**18.00**	**1,744,779**	**18.00**	**1,879,870**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL
Jury Services
Index #412000

ORIGIN/PURPOSE:

The Maryland Constitution as well as Maryland statutory and case law provide that parties to civil cases and defendants in criminal cases are entitled to a speedy trial by an impartial jury.

The preservation of this constitutional right to jury trial is the responsibility of the Circuit Court for Harford County. The Court must ensure proper jury selection procedures and has established a jury selection plan which is approved by the Court of Appeals of Maryland. Individuals who serve on juries are given a token compensation for their services.

This budgetary account provides for costs associated with jury service, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	214,450	220,670	270,000	270,000	270,000
30 SUPPLIES AND MATERIALS	3,995	6,222	8,000	8,000	8,000
GRAND TOTAL	**218,445**	**226,892**	**278,000**	**278,000**	**278,000**
FUNDING SOURCE:					
11 GENERAL	**218,445**	**226,892**	**278,000**	**278,000**	**278,000**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES no change for FY 21
270,000	270,000	0	For Juror's Fees
8,000	8,000	0	SUPPLIES & MATERIALS no change for FY 21
			Meals, Ice and Bottled Water for jurors

JUDICIAL
Grand Jury
Index #413000

ORIGIN/PURPOSE:

Under Maryland law, the Grand Jury performs an important function in the administration of the criminal law. It is not a judicial body, but is an accusing body. It has been preserved as an institution necessary for the preservation of the peace, good order, and dignity of the state in bringing to trial those guilty of violations of law, and protecting people from being put on trial for frivolous, unfounded, or false accusations.

The Grand Jury's function is to investigate violations of the criminal law and this function is ordinarily accomplished by indictments or presentments. Various statutory duties are also imposed on the Grand Jury. At least once each calendar year, the Grand Jury must visit the local jail and inquire into its condition, the manner in which it is kept, and the treatment of the prisoners, and report their findings to the Court. The Grand Jury in Harford County is selected from the list of local voters. Its function is to decide whether a person suspected of committing a crime should be indicted. Evidence is presented to the Grand Jury by the State's Attorney, law enforcement officers, and witnesses. A determination is made and the indictments and/or no-bills are presented to the Circuit Court for Harford County.

The Grand Jury operating budget appropriates funding for costs associated with Grand Jury services, including fees and miscellaneous expenses.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	11,604	13,730	14,000	14,000	14,000
GRAND TOTAL	**11,604**	**13,730**	**14,000**	**14,000**	**14,000**
FUNDING SOURCE:					
11 GENERAL	**11,604**	**13,730**	**14,000**	**14,000**	**14,000**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICE no change for FY 21
14,000	14,000	0	Juror's Fees - Grand Jury

JUDICIAL
Jury Commissioner
Index #414000

ORIGIN/PURPOSE:

The Jury Commissioner is responsible for developing and maintaining procedures for random selection of Grand and Petit Jurors in accordance with applicable statutes and local jury selection plans and regulations. Additionally, the Jury Commissioner is charged with efficient and effective management of the jury selection process and oversight and control of general office administration to ensure proper selection and usage of jurors.

FY 21 GOALS:

TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH STATE LAW REGARDING THE SELECTION OF JURORS

TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	226,222	246,303	253,400	344,600	344,600
20 CONTRACTUAL SERVICES	5,131	322	850	850	850
30 SUPPLIES AND MATERIALS	20,674	19,637	26,750	26,250	26,250
40 BUSINESS AND TRAVEL	0	64	300	300	300
50 CAPITAL OUTLAY	0	0	0	0	0
GRAND TOTAL	**252,027**	**266,325**	**281,300**	**372,000**	**372,000**
FUNDING SOURCE:					
11 GENERAL	**252,027**	**266,325**	**281,300**	**372,000**	**372,000**

JUDICIAL
Jury Commissioner
Index #414000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $91,199
171,686	171,686	0	Full-time salaries
	11,332	11,332	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
	74,988	74,988	One (1) Unfunded Court Reporter position transferred in from Circuit Court (411000)

# of positions	Salary	Benefits	Total
1.00	42,646	32,342	74,988

16,310	18,027	1,717	Pension adjustments
721	790	69	Workers' Compensation adjustments
40,767	41,383	616	Health Benefits are adjusted for staff opting for changes in levels of coverage
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
13,134	13,134	0	FICA
850	850	0	CONTRACTUAL SERVICES no change for FY 21
			Telephone Service costs flat-lined based on actuals
26,750	26,250	(500)	SUPPLIES & MATERIALS decrease ($500)
			Decrease in Duplicating Machine Supplies based on actuals
300	300	0	BUSINESS & TRAVEL no change for FY 21
			Mileage and Parking & Tolls flat-lined based on actuals

DIVISION STAFF SUMMARY

Jury Commissioner

Index #414000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	1.00	40,223		1.00	47,684	1.00	50,678
Jury Clerk	0.00	0		0.00	0	1.00	42,646
Assistant to Jury Commissioner	1.00	54,781		1.00	56,781	1.00	59,957
Jury Commissioner	1.00	65,222		1.00	67,221	1.00	70,605
SALARY TOTAL	**3.00**	**160,226**		**3.00**	**171,686**	**4.00**	**223,886**
OTHER PERSONAL SERVICES							
Pension & Retirement		14,420			16,310		23,508
Workers' Compensation		721			721		834
Health Benefits		37,823			40,767		65,845
PEHP		9,860			10,362		12,840
FICA		12,257			13,134		17,127
Miscellaneous		420			420		560
TOTAL OTHER PERSONAL SERVICES		**75,501**			**81,714**		**120,714**
TOTAL PERSONAL SERVICES	**3.00**	**235,727**	*	**3.00**	**253,400**	**4.00**	**344,600**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL
Masters
Index #415000

ORIGIN/PURPOSE:

A Master is an Attorney who is appointed by and serves at the pleasure of the Judges of the Circuit Court and who is responsible for hearing all matters referred to him by the Court. One Master hears all juvenile cases. All the Masters hear domestic cases. The duties of the Master are:

- Conduct hearings on matters referred to them. These matters include petitions filed by the Department of Juvenile Services alleging that a child is delinquent; petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and domestic relations cases.
- Conduct hearings for family law cases referred to them
- Record all proceedings of hearings
- Direct the issuance of a subpoena for witnesses and/or documents
- Rule upon the admissibility of evidence
- Examine witnesses when necessary
- Convene, continue and adjourn the hearings as necessary
- Make findings of facts and conclusions of law, and submit them to the presiding Judge of the Circuit Court for review.

In accordance with applicable State law, an appointment of a Master for both domestic relations matters and juvenile cases by the Judges of the Circuit Court of Harford County. The appointment must be approved by the Chief Judge of Appeals.

FY 21 GOAL:

TO REFINE AND MODIFY THE SCHEDULING AND HEARINGS OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

- To have 100% of all Child in Need Assistance (CINA) shelter cases adjudicated within thirty (30) days and all CINA non-shelter cases adjudicated within sixty (60) days pursuant to the Case Flow Guidelines established by the Administrative Office of the Courts.
- To expedite the hearing and disposition of child support, alimony and uncontested divorce cases

JUDICIAL
Masters
Index #415000

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	168,031	195,494	205,565	220,562	220,562
20	CONTRACTUAL SERVICES	4,160	408	550	550	550
30	SUPPLIES AND MATERIALS	7,440	2,940	8,200	5,200	5,200
40	BUSINESS AND TRAVEL	1,943	1,505	3,500	3,500	3,500
70	MISCELLANEOUS	33,748	0	3,748	3,748	3,748
	GRAND TOTAL	**215,322**	**200,347**	**221,563**	**233,560**	**233,560**
FUNDING SOURCE:						
11	GENERAL	**215,322**	**200,347**	**221,563**	**233,560**	**233,560**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $14,997
143,052	143,052	0	Full-time Salaries
	10,652	10,652	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
13,590	15,020	1,430	Pension adjustments
26,597	26,976	379	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in levels of coverage
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
10,943	10,943	0	FICA
8,200	5,200	(3,000)	SUPPLIES AND MATERIALS decrease ($3,000)
			Decrease due to adjustments in General Office Mailing based on actuals

DIVISION STAFF SUMMARY

Masters

Index #415000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	3.00	129,050		3.00	143,052	3.00	152,033
FULL-TIME SALARIES	3.00	129,050		3.00	143,052	3.00	152,033
TOTAL FULL-TIME SALARIES	**3.00**	**129,050**		**3.00**	**143,052**	**3.00**	**152,033**
OTHER PERSONAL SERVICES							
Pension & Retirement		11,614			13,590		15,963
Workers' Compensation		581			601		699
Health Benefits		30,734			26,597		26,976
PEHP		9,860			10,362		12,840
FICA		9,872			10,943		11,631
Miscellaneous		420			420		420
TOTAL OTHER PERSONAL SERVICES		**63,081**			**62,513**		**68,529**
TOTAL PERSONAL SERVICES	**3.00**	**192,131**	*	**3.00**	**205,565**	**3.00**	**220,562**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL
Community Work Service
Index #416000

ORIGIN/PURPOSE:

The Community Work Service Program (CWS), instituted on July 1, 1985, is a form of alternative sentencing imposed upon offenders by the Courts of Harford County or the Juvenile Services Administration. At the discretion of the presiding Judge, nonviolent offenders are assigned to community work service in lieu of more traditional sanctions. By performing work service, the community and the offender benefit directly. These offenders are able to "pay back" the community for the crime committed against the County; and participating private, nonprofit institutions and/or agencies, benefit from the work service performed on their behalf.

Beneficiaries of this program include Harford County Government (landfills, construction, and facilities maintenance), hospitals, churches, various volunteer fire departments and schools.

FY 21 GOAL:

TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

- **o** To increase the number of government agencies and non-profit organizations that offer community work service opportunities non-violent offenders by 10%.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	321,984	344,842	354,231	376,703	376,703
20 CONTRACTUAL SERVICES	3,489	889	1,850	1,850	1,850
30 SUPPLIES AND MATERIALS	2,200	2,534	2,650	2,550	2,550
40 BUSINESS AND TRAVEL	153	201	175	250	250
50 CAPITAL OUTLAY	127	0	0	0	0
80 INTER-GOVERNMENTAL/INTERFUND	352	192	600	300	300
GRAND TOTAL	**328,305**	**348,658**	**359,506**	**381,653**	**381,653**
FUNDING SOURCE:					
11 GENERAL	**328,305**	**348,658**	**359,506**	**381,653**	**381,653**

JUDICIAL
Community Work Service
Index #416000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $22,471
219,006	219,006	0	Full Time Salaries
	17,430	17,430	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
24,780	24,050	(730)	Temporary Salaries adjusted to reflect actual
23,160	25,521	2,361	Pension adjustments per Treasury
920	1,007	88	Workers' Compensation adjustments
56,654	57,555	901	Health Benefits are adjusted for a cost increase as well as staff opting for changes in level of coverage
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
18,650	18,594	(56)	FICA adjustments
1,850	1,850	0	CONTRACTUAL SERVICES no change for FY 21 Telephone Service, Fax Service, and Other Insurance flat-lined for FY 21
2,650	2,550	(100)	SUPPLIES AND MATERIALS decrease ($100) Commercial Printing decreases based on actuals. General Office Supplies and Mailing are flat-lined.
175	250	75	BUSINESS AND TRAVEL increase $75 Lodging increases, partially offset by decreases in MIleage and Parking & Tolls based on actuals
600	300	(300)	MISCELLANEOUS decreases ($300) Fleet Daily Carpool Rentals decreases based on actual expense history

DIVISION STAFF SUMMARY

Community Work Services

Index #416000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Community Work Service Case Manager	3.00	145,854		3.00	151,854	3.00	161,012
Director, Community Work Svc Program	1.00	65,151		1.00	67,151	1.00	70,534
FULL-TIME SALARIES	4.00	211,005		4.00	219,005	4.00	231,546
TEMPORARY SALARIES		22,412			24,780		26,214
SALARY TOTAL	**4.00**	**233,417**		**4.00**	**243,785**	**4.00**	**257,760**
OTHER PERSONAL SERVICES							
Pension & Retirement		21,008			23,160		27,064
Workers' Compensation		950			920		1,065
Health Benefits		52,637			56,654		57,555
PEHP		9,860			10,362		12,840
FICA		17,857			18,650		19,718
Miscellaneous		700			700		700
TOTAL OTHER PERSONAL SERVICES		**103,012**			**110,446**		**118,942**
TOTAL PERSONAL SERVICES	**4.00**	**336,429**	*	**4.00**	**354,231**	**4.00**	**376,703**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

JUDICIAL
Family Court Services Division
Index #417000

ORIGIN/PURPOSE:

The role of the Social Worker is to develop, implement and direct a program that will include evaluation/mediation for parties to domestic cases who have disputes over custody, visitation and similar issues. Working directly with the parties in both individual and joint sessions, the Social Worker addresses issues that may arise such as mutual cooperation, child development, and child safety. The goal of the program is to assist parties in resolving their problems themselves instead of resorting to time consuming and unproductive court hearings. The Court also established a Facilitated Visitation Program. In cases where a claim is made that a parent has not seen a child for such a significant period that they are a stranger to the child, or there are allegations of sexual abuse, the Social Worker is retained to supervise visitation. The facilitator files a report after each visit and assists the Court in the evaluation of the case.
Psychological/Psychiatric Evaluations: properly done evaluations which assist the Court in determining whether further psychological/psychiatric counseling is needed and greatly expedites any referral for such assistance.
Parenting Program: aimed at assisting single/divorced parents in understanding such areas as child development, the separation process, and the psychological aspects of divorce.
Home Studies: a qualified individual evaluates a home suitability or other physical aspects of the environment where a child will be and reports to the Court.
In every case where services are needed, every attempt is made to have those services provided privately with the expenses to be paid by either parties or their medical insurance. Where this is not possible, the parties are assessed on a sliding scale basis and the monies paid into the County's General Fund.

FY 21 GOAL:

TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES

- To reduce the time from the filing of a case to the resolution of any custody or visitation dispute
- To decrease the number of custody/visitation dispositions that require resolution by trial

JUDICIAL
Family Court Services Division
Index #417000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	424,487	457,636	457,501	481,811	481,811
20 CONTRACTUAL SERVICES	171,601	173,522	186,542	186,042	186,042
30 SUPPLIES AND MATERIALS	3,776	4,530	5,450	5,600	5,600
40 BUSINESS AND TRAVEL	2,913	906	6,810	6,810	6,810
GRAND TOTAL	**602,777**	**636,594**	**656,303**	**680,263**	**680,263**
FUNDING SOURCE:					
11 GENERAL	**602,777**	**636,594**	**656,303**	**680,263**	**680,263**

JUDICIAL
Family Court Services
Index #417000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $24,310
338,652	338,652	0	Full Time Salaries
	17,564	17,564	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
32,172	35,558	3,386	Pension adjustments per Treasury
1,422	1,558	136	Workers' Compensation adjustments
48,426	49,172	746	Health Benefits are adjusted for a cost increase as well as staff opting for changes in levels of coverage
10,362	12,840	2,478	PEHP (Post Employment Health Plan)
25,907	25,907	0	FICA adjustments
186,542	186,042	(500)	CONTRACTUAL SERVICES decrease ($500) Funding provided in Other Professional Services for contractual Evaluators/Mediators
5,450	5,600	150	SUPPLIES AND MATERIALS increase $150 Increase for Ice & Bottled Water based on actual expense history. Funding also provided for General Office Supplies and Mailing.
6,810	6,810	0	BUSINESS AND TRAVEL no change for FY 21 Funding provided for Training Seminars & Meetings, Membership Fees, Professional Books, and MIleage

DIVISION STAFF SUMMARY
Family Court Service Division
Index #417000

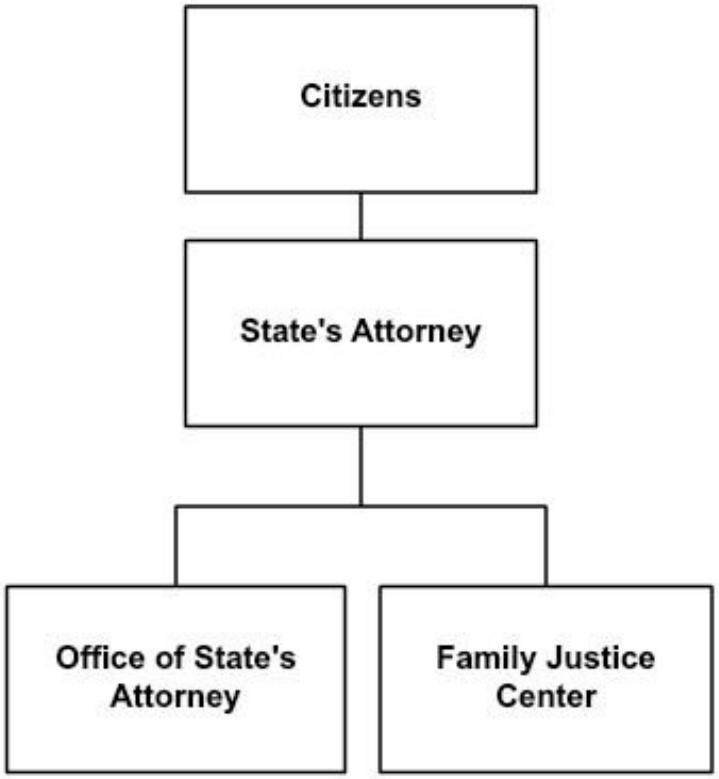
POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	60,912		0.00	0	0.00	0
Office Manager	0.00	0		1.00	62,913	1.00	66,211
Director, Family Court Services	1.00	114,524		1.00	116,524	1.00	120,894
Evaluator/Mediator	1.00	83,417		1.00	85,416	1.00	89,164
Family Services Coordinator	1.00	64,115		1.00	73,799	1.00	77,315
FULL-TIME SALARIES	4.00	322,968		4.00	338,652	4.00	353,585
SALARY OFFSET		0			0		0
TOTAL FULL-TIME SALARIES	**4.00**	**322,968**		**4.00**	**338,652**	**4.00**	**353,585**
OTHER PERSONAL SERVICES							
Pension & Retirement		29,068			32,172		37,126
Workers' Compensation		1,453			1,422		1,626
Health Benefits		45,020			48,426		49,172
PEHP		9,860			10,362		12,840
FICA		24,708			25,907		26,901
Miscellaneous		560			560		560
TOTAL OTHER PERSONAL SERVICES		**110,669**			**118,849**		**128,226**
TOTAL PERSONAL SERVICES	**4.00**	**433,637**	*	**4.00**	**457,501**	**4.00**	**481,811**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Circuit Court for Harford County - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Family Court Services	This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations.		700,347			7/1/20 - 6/30/21	Recurring
CASA	This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.		80,000		60,000	7/1/20 - 6/30/21	Recurring
Access/Visitation Program	Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.		203,730		23,055	10/1/20 - 9/30/21	Recurring
Child in Need of Assistance Advocacy	This program assists in developing and implementing strategies specifically intended to provide assistance to victims of crime in the State of Maryland.	69,741			17,435	10/1/20 - 9/30/21	Recurring
	TOTALS:	**69,741**	**984,077**		**100,490**		

OFFICE OF STATE'S ATTORNEY



STATE'S ATTORNEY

ORIGIN/PURPOSE:

The State's Attorney, created by Article V, Section 7 of the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This Office presents certain criminal cases to the Grand Jury; acts as the jury's legal advisor and provides prosecutors for the Circuit, District and Juvenile Courts. The office participates in Harford County School programs. State's Attorneys also provide basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The Office holds membership in the Harford County Task Force, the Harford County Child Advocacy Center, and the Harford County Family Justice Center. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

MISSION STATEMENT:

THE MISSION OF THE STATE'S ATTORNEY'S OFFICE IS TO SEEK JUSTICE BY ENSURING THAT THE RIGHTS OF VICTIMS AND CITIZENS AND THE PUBLIC'S SAFETY ARE OUR NUMBER ONE PRIORITY THROUGH THE FAIR, VIGOROUS AND EFFICIENT ENFORCEMENT OF THE LAW IN SEEKING JUSTICE. WE SHALL SAFEGUARD THE RIGHTS AND REPUTATION OF THE INNOCENT.

FY 21 GOALS:

TO PROVIDE THE COMMUNITY WITH A QUICK EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.

TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS.

STATE'S ATTORNEY

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	5,264,465	5,683,585	6,166,086	6,475,821	6,475,821
20	CONTRACTUAL SERVICES	39,243	27,936	38,710	38,304	38,304
30	SUPPLIES AND MATERIALS	52,460	56,403	71,250	67,600	67,600
40	BUSINESS AND TRAVEL	37,969	41,761	60,501	77,400	77,400
50	CAPITAL OUTLAY	2,052	2,035	0	0	0
70	MISCELLANEOUS	483,220	0	2,500	0	0
80	INTERGOVERNMENTAL/INTERFUND	0	328	0	0	0
	GRAND TOTAL	**5,879,409**	**5,812,048**	**6,339,047**	**6,659,125**	**6,659,125**
SUMMARY BY FUND:						
11	GENERAL	5,879,409	5,812,048	6,339,047	6,659,125	6,659,125
	GRAND TOTAL	**5,879,409**	**5,812,048**	**6,339,047**	**6,659,125**	**6,659,125**
SUMMARY BY DIVISION:						
431000	OFFICE OF STATE'S ATTORNEY	5,577,723	5,460,246	6,339,047	6,659,125	6,659,125
432000	FAMILY JUSTICE CENTER	301,686	351,802	0	0	0
	GRAND TOTAL	**5,879,409**	**5,812,048**	**6,339,047**	**6,659,125**	**6,659,125**

STATE'S ATTORNEY

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $309,735
4,069,493	4,013,617	(55,876)	Full-time salaries
			31,418 Salary adjustments
			(87,294) Staff Turnover (2.15)%
			(55,876)
	235,088	235,088	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
220,000	305,824	85,824	Temporary Salaries increase for new Asst. State's Atty. and Legal Assistant
392,207	424,982	32,775	Pension rate adjustments per Treasury
18,620	20,370	1,750	Workers' Compensation adjustments
988,650	897,718	(90,932)	Health Benefits adjusted for staff opting for changes in level of coverage
150,249	247,170	96,921	PEHP (Post Employment Health Plan)
318,187	322,233	4,046	FICA adjustments
8,680	8,820	140	Life Insurance

STATE'S ATTORNEY

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
38,710	38,304	(406)	CONTRACTUAL SERVICES decrease ($406) Decrease based on FY20 actuals for Telephone Service, Personnel/Recruitment, and Office Equipment Service, partially offset by increases in Office Equipment, Fax Service, Employee Bonds, and Other Professional Services.
71,250	67,600	(3,650)	SUPPLIES AND MATERIALS decrease ($3,650) Decrease due to one-time FY 20 expense for Uniform Purchase and based on actuals for Computer Supplies and Commercial Printing, partially offset by increases in Duplicating Machine Supplies, Delivery Charges, General Office Mailing, Meals-Special Purpose, Ice & Bottled Water, and Other Supplies & Materials.
60,501	77,400	16,899	BUSINESS AND TRAVEL increase $16,899 Increases for Training Seminars, Transportation Costs, Lodging, Mileage, Parking/Tolls, Professional Books, and Membership Fees & Dues, partially offset by a decrease in Fuel.
2,500	0	(2,500)	MISCELLANEOUS decrease ($2,500) Decrease based on actuals for Grants & Contributions

DEPARTMENT STAFF SUMMARY
STATE'S ATTORNEY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
State's Attorney	1.00	146,333	1.00	151,333	1.00	156,333	A
Deputy State's Attorney	2.00	247,752	2.00	224,000	2.00	232,560	
Senior Trial Assistant	1.00	100,747	1.00	92,000	1.00	95,880	
Assistant State's Attorney I	6.00	367,572	5.00	304,784	9.00	578,544	
Assistant State's Attorney II	2.00	131,500	4.00	248,000	6.00	432,311	
Assistant State's Attorney III	2.00	148,840	3.00	222,840	2.00	159,977	
Assistant State's Attorney IV	4.00	328,731	2.00	166,074	0.00	0	
Assistant State's Attorney V	4.00	344,751	5.00	439,319	3.00	278,173	
Senior Assistant State's Attorney I	2.00	187,600	2.00	191,600	2.00	199,512	
Senior Assistant State's Attorney II	1.00	106,499	1.00	108,499	1.00	112,709	
Senior Assistant State's Attorney III	3.00	369,496	2.00	255,005	2.00	262,145	
Legal Assistant I	1.00	42,698	2.00	77,000	1.00	37,740	
Legal Assistant II	10.00	542,316	10.00	557,892	10.00	551,184	
Legal Assistant III	2.00	149,104	2.00	153,105	2.00	160,247	
Legal Clerk I	2.00	66,934	1.00	29,500	1.00	37,830	
Legal Clerk II	5.00	181,511	5.00	187,498	5.00	213,153	
Legal Specialist I	1.00	42,755	2.00	84,980	2.00	90,760	
Legal Specialist II	9.00	503,801	8.00	464,064	8.00	489,665	
Administrator, State's Attorney Office	1.00	106,892	1.00	112,000	1.00	116,280	
FULL TIME SALARIES	59.00	4,115,832	59.00	4,069,493	59.00	4,205,003	
TEMPORARY SALARIES		62,344		220,000		313,420	
SALARY TOTAL	**59.00**	**4,178,176**	**59.00**	**4,289,493**	**59.00**	**4,518,423**	

DEPARTMENT STAFF SUMMARY
STATE'S ATTORNEY

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		376,059			392,207		445,428
Workers' Compensation		20,088			18,620		21,250
Health Benefits		898,081			988,651		897,718
PEHP		133,110			150,249		247,170
FICA		319,649			318,186		337,012
Miscellaneous		8,540			8,680		8,820
TOTAL OTHER PERSONAL SERVICES		**1,755,527**			**1,876,593**		**1,957,398**
TOTAL PERSONAL SERVICES	**59.00**	**5,933,703**	*	**59.00**	**6,166,086**	**59.00**	**6,475,821**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - State's Attorney salary adjustment pursuant to Maryland Senate Bill 146 (2016) and House Joint Resolution 3 (2018)

STATE'S ATTORNEY OFFICE
Office of State's Attorney
Index #431000

ORIGIN/PURPOSE:

The State's Attorney, created by the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury, acts as the jury's legal advisor's, and provides prosecutors for the Circuit, District, and Juvenile Courts. The Office participates in Harford County School programs and also provides basic training to the County Sheriff's Academy and in-service training for various law enforcement agencies.

The Office holds membership in the Harford County Narcotics Task Force. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

FY 21 GOAL:

TO PROVIDE THE COMMUNITY WITH A QUICK AND EFFECTIVE WAY TO RECOVER THEIR LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	4,985,596	5,352,132	6,166,086	6,475,821	6,475,821
20 CONTRACTUAL SERVICES	34,492	26,425	38,710	38,304	38,304
30 SUPPLIES AND MATERIALS	36,403	38,965	71,250	67,600	67,600
40 BUSINESS AND TRAVEL	36,542	40,361	60,501	77,400	77,400
50 CAPITAL OUTLAY	1,470	2,035	0	0	0
70 MISCELLANEOUS	483,220	0	2,500	0	0
80 INTERGOVERNMENTAL/INTERFUND	0	328	0	0	0
GRAND TOTAL	**5,577,723**	**5,460,246**	**6,339,047**	**6,659,125**	**6,659,125**
FUNDING SOURCE:					
11 GENERAL	**5,577,723**	**5,460,246**	**6,339,047**	**6,659,125**	**6,659,125**

STATE'S ATTORNEY OFFICE
Office of State's Attorney
Index #431000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $309,735
4,069,493	4,013,617	(55,876)	Full-time salaries
			31,418 Salary adjustments
			(87,294) Staff Turnover (2.15)%
			(55,876)
	235,088	235,088	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
220,000	305,824	85,824	Temporary Salaries increase for new Asst. State's Atty. and Legal Assistant
392,207	424,982	32,775	Pension rate adjustments per Treasury
18,620	20,370	1,750	Workers' Compensation adjustments
988,650	897,718	(90,932)	Health Benefits adjusted for staff opting for changes in level of coverage
150,249	247,170	96,921	PEHP (Post Employment Health Plan)
318,187	322,233	4,046	FICA adjustments
8,680	8,820	140	Life Insurance

STATE'S ATTORNEY OFFICE
Office of State's Attorney
Index #431000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
38,710	38,304	(406)	CONTRACTUAL SERVICES decrease ($406) Decrease based on FY20 actuals for Telephone Service, Personnel/Recruitment, and Office Equipment Service, partially offset by increases in Office Equipment, Fax Service, Employee Bonds, and Other Professional Services.
71,250	67,600	(3,650)	SUPPLIES AND MATERIALS decrease ($3,650) Decrease due to one-time FY 20 expense for Uniform Purchase and based on actuals for Computer Supplies and Commercial Printing, partially offset by increases in Duplicating Machine Supplies, Delivery Charges, General Office Mailing, Meals-Special Purpose, Ice & Bottled Water, and Other Supplies & Materials.
60,501	77,400	16,899	BUSINESS AND TRAVEL increase $16,899 Increases for Training Seminars, Transportation Costs, Lodging, Mileage, Parking/Tolls, Professional Books, and Membership Fees & Dues, partially offset by a decrease in Fuel.
2,500	0	(2,500)	MISCELLANEOUS decrease ($2,500) Decrease based on actuals for Grants & Contributions

DIVISION STAFF SUMMARY
Office of State's Attorney
Index #431000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES	
State's Attorney	1.00	146,333	1.00	151,333	1.00	156,333	A
Deputy State's Attorney	2.00	247,752	2.00	224,000	2.00	232,560	
Senior Trial Assistant	1.00	100,747	1.00	92,000	1.00	95,880	
Assistant State's Attorney I	6.00	367,572	5.00	304,784	9.00	578,544	
Assistant State's Attorney II	2.00	131,500	4.00	248,000	6.00	432,311	
Assistant State's Attorney III	2.00	148,840	3.00	222,840	2.00	159,977	
Assistant State's Attorney IV	4.00	328,731	2.00	166,074	0.00	0	
Assistant State's Attorney V	4.00	344,751	5.00	439,319	3.00	278,173	
Senior Assistant State's Attorney I	2.00	187,600	2.00	191,600	2.00	199,512	
Senior Assistant State's Attorney II	1.00	106,499	1.00	108,499	1.00	112,709	
Senior Assistant State's Attorney III	3.00	369,496	2.00	255,005	2.00	262,145	
Legal Assistant I	1.00	42,698	2.00	77,000	1.00	37,740	
Legal Assistant II	8.00	442,014	10.00	557,892	10.00	551,184	
Legal Assistant III	1.00	75,098	2.00	153,105	2.00	160,247	
Legal Clerk I	2.00	66,934	1.00	29,500	1.00	37,830	
Legal Clerk II	5.00	181,511	5.00	187,498	5.00	213,153	
Legal Specialist I	1.00	42,755	2.00	84,980	2.00	90,760	
Legal Specialist II	5.00	275,484	8.00	464,064	8.00	489,665	
Administrator, State's Attorney Office	1.00	106,892	1.00	112,000	1.00	116,280	
FULL-TIME SALARIES	52.00	3,713,207	59.00	4,069,493	59.00	4,205,003	
TEMPORARY SALARIES		62,344		220,000		313,420	
SALARY TOTAL	**52.00**	**3,775,551**	**59.00**	**4,289,493**	**59.00**	**4,518,423**	

DIVISION STAFF SUMMARY
Office of State's Attorney
Index #431000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement		339,819			392,207		445,428
Workers' Compensation		18,276			18,620		21,250
Health Benefits		782,869			988,651		897,718
PEHP		128,180			150,249		247,170
FICA		288,846			318,186		337,012
Miscellaneous		7,560			8,680		8,820
TOTAL OTHER PERSONAL SERVICES		**1,565,550**			**1,876,593**		**1,957,398**
TOTAL PERSONAL SERVICES	**52.00**	**5,341,101**	*	**59.00**	**6,166,086**	**59.00**	**6,475,821**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

A - State's Attorney salary adjustment pursuant to Maryland Senate Bill 146 (2016) and House Joint Resolution 3 (2018)

Fiscal Year 21
Summary of Grants

Office of State's Attorney - Anticipated Funding FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Investigative Enhancement	The grant funds will provide for technological advancements, equipment enhancements and training improvements at the CAC.		12,500			7/1/20 - 6/30/21	Recurring
Internet Crimes Against Children Initiative	The grant funds will provide for updating and servicing of technology equipment used for investigations of Internet crimes of child abuse against children and national training for staff.		45,000			7/1/20 - 6/30/21	Recurring
	TOTALS:	**0**	**57,500**		**0**		

STATE'S ATTORNEY OFFICE
Family Justice Center
Index #432000

ORIGIN/PURPOSE:

The Harford County Family Justice Center is designed to be a victim-centered case management project between Sexual Assault/Sexual Abuse Resource Center, Inc. (SARC), the Harford County Sheriff's Office (HCSO) and the Harford County State's Attorney's Office (SAO). All three disciplines unite their efforts toward the common goal of holding domestic violence offenders accountable and allowing victims to break the cycle of violence.

The Child Advocacy Center (CAC) is also housed in the Family Justice Center. This multi-disciplinary team is comprised of staff from the State's Attorney's Office, Department of Social Services and the Harford County Sheriff's Office. Their responsibility is to investigate allegations of sexual child abuse and assault, to assess and protect the child and to provide services and resources for the abused child and his/her family.

The responsibilities and funds related to the Family Justice Center were consolidated into Index 431000 for FY 20.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	278,869	331,453	0	0	0
20 CONTRACTUAL SERVICES	4,751	1,511	0	0	0
30 SUPPLIES AND MATERIALS	16,057	17,438	0	0	0
40 BUSINESS AND TRAVEL	1,427	1,400	0	0	0
50 CAPITAL OUTLAY	582	0	0	0	0
GRAND TOTAL	**301,686**	**351,802**	**0**	**0**	**0**
FUNDING SOURCE:					
11 GENERAL	**301,686**	**351,802**	**0**	**0**	**0**

DIVISION STAFF SUMMARY

Family Justice Center

Index #432000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Legal Assistant II	2.00	100,302		0.00	0	0.00	0
Legal Assistant III	1.00	74,006		0.00	0	0.00	0
Legal Specialist I	0.00	0		0.00	0	0.00	0
Legal Specialist II	4.00	228,317		0.00	0	0.00	0
SALARY TOTAL	**7.00**	**402,625**		**0.00**	**0**	**0.00**	**0**
OTHER PERSONAL SERVICES							
Pension & Retirement		36,239			0		0
Workers' Compensation		1,812			0		0
Health Benefits		115,213			0		0
PEHP		4,930			0		0
FICA		30,803			0		0
Miscellaneous		980			0		0
TOTAL OTHER PERSONAL SERVICES		**189,977**			**0**		**0**
TOTAL PERSONAL SERVICES	**7.00**	**592,602**	*	**0.00**	**0**	**0.00**	**0**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

STATE'S ATTORNEY'S OFFICE - CHILD ADVOCACY CENTER
OBJECTIVE & PERFORMANCE MEASURES

Department Goal

To provide for the investigation of cases of child molestation and exploitation while providing services and resources to the abused child and their family.

Department Objective

To increase service referrals and satisfaction rates for the victims in cases referred to the Child Advocacy Center.

County Goal(s) Supported

I. Fiscal Balance and Efficiency

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Cost of Staff Hours Needed to Review Cases Per Year	$19,541	$21,951	$26,896	$28,003	$29,363
Output:					
Number of Investigations referred to the Child Advocacy Center	490	542	656	683	725
Outcome:					
Percent of families served that are satisfied with the services	94%	95%	95%	94%	94%

Explanation and Analysis of Performance Measures

The Child Advocacy Center operates as a team investigating and prosecuting child sexual abuse cases, as well as physical abuse cases starting in FY16. The effectiveness of this approach can be measured by exit surveys mailed to victim families when the case is closed.

BOARD OF ELECTIONS



ELECTIONS

ORIGIN/PURPOSE:

The Harford County Board of Elections ensures that every eligible citizen is given the opportunity to register and vote. Although this department derives its authority from State and Federal laws, its budget is funded principally by the County.

The Harford County Board of Elections is responsible for the administration and performance of all activities essential to a successful election. All functions revolve around this responsibility and include programs which encourage voter registration; permit registration with ease and convenience; provide accessible polling places; serve as a reference center for election information; and provide assistance to all candidates and the three Harford County municipalities.

FY 21 GOAL:

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ELECTIONS

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	418,331	1,167,011	593,743	629,090	629,090
20	CONTRACTUAL SERVICES	52,684	39,518	61,706	61,706	61,706
30	SUPPLIES AND MATERIALS	96,121	153,584	350,550	350,550	350,550
40	BUSINESS AND TRAVEL	29,653	45,452	43,320	43,320	43,320
50	CAPITAL OUTLAY	125,050	0	210,000	57,974	57,974
70	MISCELLANEOUS	843,289	1,137,448	1,380,700	1,517,805	1,517,805
80	INTER-GOVERNMENTAL/INTERFUND	7,238	0	15,000	15,000	15,000
	GRAND TOTAL	**1,572,366**	**2,543,013**	**2,655,019**	**2,675,445**	**2,675,445**
SUMMARY BY FUND:						
11	GENERAL	1,572,366	2,543,013	2,655,019	2,675,445	2,675,445
	GRAND TOTAL	**1,572,366**	**2,543,013**	**2,655,019**	**2,675,445**	**2,675,445**
SUMMARY BY DIVISION:						
481000	HC BOARD OF ELECTIONS	1,063,721	1,134,204	1,115,852	1,197,366	1,197,366
482000	ELECTION EXPENSE	508,645	1,408,809	1,539,167	1,478,079	1,478,079
	GRAND TOTAL	**1,572,366**	**2,543,013**	**2,655,019**	**2,675,445**	**2,675,445**

ELECTIONS

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $35,347
477,024	477,024	0	Temporary salaries for office staff and Election Judges
	29,152	29,152	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
7,317	7,317	0	Pension
24,717	24,717	0	Health Benefits
25,905	32,100	6,195	PEHP (Post Employment Health Benefits)
37,640	37,640	0	FICA
21,000	21,000	0	Overtime
210,000	57,974	(152,026)	CAPITAL OUTLAY decrease ($152,026) Funding for new Pollbooks and Printers per State Board of Elections. Expense reduction expected for FY21.
1,380,700	1,517,805	137,105	MISCELLANEOUS increase $137,105 Payments to Other Government Agencies - Funds for reimbursements to State Board of Elections (SBE) for Share of Billing, admin fees, and for the salaries, fringes, and overtime for State election employees. Increase based on estimates provided by SBE.

DEPARTMENT STAFF SUMMARY
HARFORD COUNTY BOARD OF ELECTIONS

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		462,900		477,024		501,187
SALARY TOTAL		**462,900**		**477,024**		**501,187**
OTHER PERSONAL SERVICES						
Pension		7,317		7,317		10,203
Overtime		15,000		21,000		21,000
Health Benefits		24,717		24,717		24,717
PEHP		25,905		25,905		32,100
FICA		37,640		37,640		39,743
Miscellaneous		140		140		140
TOTAL OTHER PERSONAL SERVICES		**110,719**		**116,719**		**127,903**
TOTAL PERSONAL SERVICES		**573,619**		**593,743**		**629,090**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ELECTIONS
Harford County Board of Elections
Index #481000

ORIGIN/PURPOSE:

The Harford County Board of Elections index contains funds covering voter education, voter registration (which includes registration, names/address updates and the day-to-day expenses of the office).

FY 21 GOAL:

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	405,429	515,985	157,143	192,490	192,490
20 CONTRACTUAL SERVICES	47,684	32,801	53,756	53,756	53,756
30 SUPPLIES AND MATERIALS	48,045	51,406	79,800	79,800	79,800
40 BUSINESS AND TRAVEL	25,227	29,182	31,320	31,320	31,320
50 CAPITAL OUTLAY	0	0	0	0	0
70 MISCELLANEOUS	537,336	504,830	793,833	840,000	840,000
GRAND TOTAL	**1,063,721**	**1,134,204**	**1,115,852**	**1,197,366**	**1,197,366**
FUNDING SOURCE:					
11 GENERAL	**1,063,721**	**1,134,204**	**1,115,852**	**1,197,366**	**1,197,366**

ELECTIONS
Harford County Board of Elections
Index #481000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $35,347
77,024	77,024	0	Temporary salaries - Funding provides for Election Board members and staff
	29,152	29,152	FY 21 Merit increase of $2,000 and COLA of 2% to all eligible employees
7,317	7,317	0	Pension
24,717	24,717	0	Health Benefits
25,905	32,100	6,195	PEHP (Post Employment Health Benefits)
7,040	7,040	0	FICA adjustments
			MISCELLANEOUS increases $46,167
793,833	840,000	46,167	Payments to Other Government Agencies - reimbursement to the State for the salaries, fringes, and overtime for State election employees as mandated by SBE

DIVISION STAFF SUMMARY

HARFORD COUNTY BOARD OF ELECTIONS
Index #481000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		66,158		77,024		101,187
SALARY TOTAL		**66,158**		**77,024**		**101,187**
OTHER PERSONAL SERVICES						
Pension		7,317		7,317		10,203
Overtime		15,000		15,000		15,000
Health Benefits		24,717		24,717		24,717
PEHP		25,905		25,905		32,100
FICA		7,040		7,040		9,143
Other		140		140		140
TOTAL OTHER PERSONAL SERVICES		**80,119**		**80,119**		**91,303**
TOTAL PERSONAL SERVICES		**146,277**		**157,143**		**192,490**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

ELECTIONS
Election Expense
Index #482000

ORIGIN/PURPOSE:

The Election Expense index reflects those fluctuating expenditures associated with election cycles. Direct election expenses are budgeted within this index. These expenses include: ballots and voter authority cards, absentee postage, funds for poll workers and precinct costs, and fees for mandatory State-sponsored meetings. Based on the type and number of elections in any given year, funds are made available by the County government to ensure successful results.

In addition, expenses include storage, maintenance and preparation of the current voting equipment and personnel to support these efforts.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	12,902	651,026	436,600	436,600	436,600
20 CONTRACTUAL SERVICES	5,000	6,717	7,950	7,950	7,950
30 SUPPLIES AND MATERIALS	48,076	102,178	270,750	270,750	270,750
40 BUSINESS AND TRAVEL	4,426	16,270	12,000	12,000	12,000
50 CAPITAL OUTLAY	125,050	0	210,000	57,974	57,974
70 MISCELLANEOUS	305,953	632,618	586,867	677,805	677,805
80 INTER-GOVERNMENTAL/INTERFUND	7,238	0	15,000	15,000	15,000
GRAND TOTAL	**508,645**	**1,408,809**	**1,539,167**	**1,478,079**	**1,478,079**
FUNDING SOURCE:					
11 GENERAL	**508,645**	**1,408,809**	**1,539,167**	**1,478,079**	**1,478,079**

ELECTIONS
Election Expense
Index #482000

FINANCIAL NOTES:

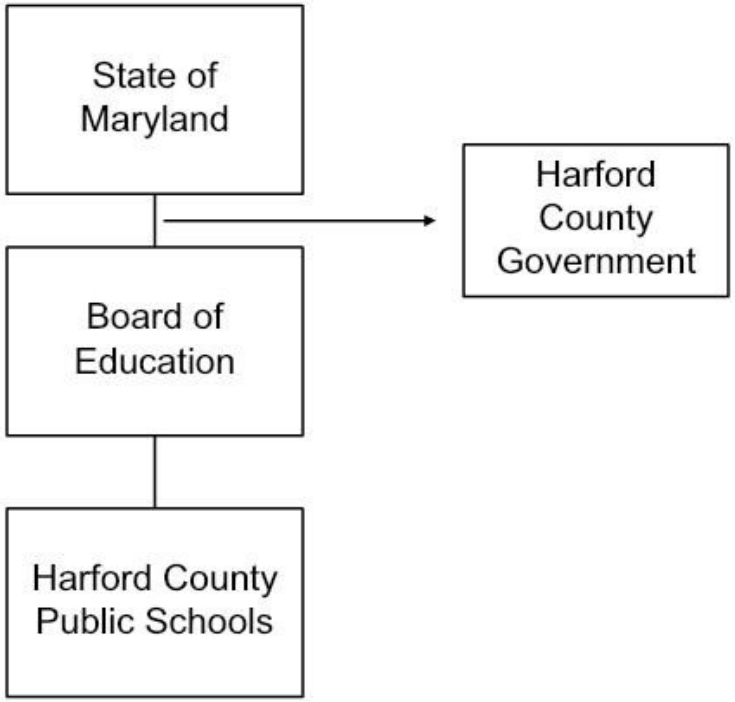
FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES no change for FY21
400,000	400,000	0	Temporary salaries - Election Judges and Election Day Support Specialists
6,000	6,000	0	Overtime
30,600	30,600	0	FICA
7,950	7,950	0	CONTRACTUAL SERVICES no change for FY21 Funding provided for Legal Notice, Other Professional Services, and for storage space rental
270,750	270,750	0	SUPPLIES & MATERIALS no change for FY21 Funding provided for General Office Mailing, Commercial Printing, General Office Supplies, and Other Food Supplies
210,000	57,974	(152,026)	CAPITAL OUTLAY decreases ($152,026) Funding for new Pollbooks and Printers per State Board of Elections. Expense reduction expected for FY21.
586,867	677,805	90,938	MISCELLANEOUS increase $90,938 Payments to Other Government Agencies - Funds for reimbursements to State Board of Elections (SBE) for Share of Billing and State employee admin fees. Amounts are dictated by SBE.

DIVISION STAFF SUMMARY
ELECTION EXPENSE
Index #482000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		400,000		400,000		400,000
SALARY TOTAL		**400,000**		**400,000**		**400,000**
OTHER PERSONAL SERVICES						
Overtime		6,000		6,000		6,000
FICA		30,600		30,600		30,600
TOTAL OTHER PERSONAL SERVICES		**36,600**		**36,600**		**36,600**
TOTAL PERSONAL SERVICES		**436,600**		**436,600**		**436,600**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

BOARD OF EDUCATION



HARFORD COUNTY BOARD OF EDUCATION

ORIGIN/PURPOSE:

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils. The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of:

33	Elementary Schools
9	Middle Schools
9	Comprehensive High Schools
1	Technical High School
1	John Archer public special education school serving students with disabilities
1	Alternative Education Program
54	*Total number of schools*

VISION

Harford County is a community of learners where educating everyone takes everyone. We empower all students to contribute to a diverse, democratic, and change-oriented society. Our public schools, parents, public officials, businesses, community organizations, and citizens actively commit to educate all students to become caring, respectful, and responsible citizens.

MISSION STATEMENT:

THE MISSION OF HARFORD COUNTY PUBLIC SCHOOLS IS TO FOSTER A QUALITY EDUCATIONAL SYSTEM THAT CHALLENGES STUDENTS TO DEVELOP KNOWLEDGE AND SKILLS, AND INSPIRE THEM TO BECOME LIFE LONG LEARNERS AND GOOD CITIZENS.

FY 21 GOALS:

Every student feels comfortable going to school
Every student achieves personal and academic growth
Every student benefits from accountable adults
Every student connects with great employees
Every student graduates ready to succeed

HARFORD COUNTY BOARD OF EDUCATION

FY 21 BOARD OF EDUCATION OPERATING FUNDING:

	FY 20 APPROVED BUDGET	FY 21 APPROVED BUDGET	$ CHANGE
County	**256,465,645**	**276,927,778**	**20,462,133**
State - Unrestricted	207,734,293	218,946,471 *	**11,212,178**
Federal - Unrestricted	420,000	420,000	**0**
Other - Unrestricted	4,599,960	4,855,000	**255,040**
	469,219,898	501,149,249	31,929,351
Fund Balance	5,000,000	2,000,000	(3,000,000)
Total Unrestricted Funds	**474,219,898**	**503,149,249**	**28,929,351**
State - Restricted	9,744,122	18,766,633	9,022,511
Federal - Restricted	19,702,848	20,068,723	365,875
Other - Restricted	153,000	155,500	2,500
Total Restricted Funds	29,599,970	38,990,856	9,390,886
Total Funding	**503,819,868**	**542,140,105**	**38,320,237**

COUNTY FUNDING

FY 20	FY 21	CHANGE
256,465,645	276,927,778	20,462,133

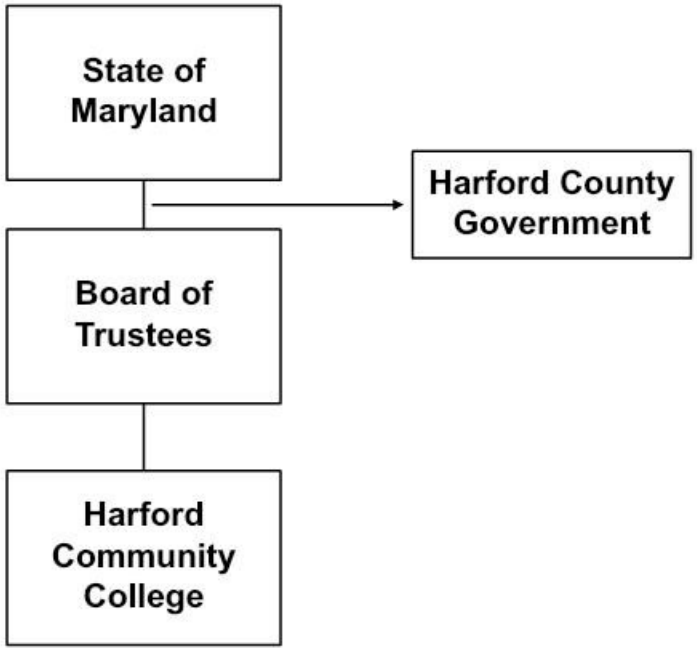
Harford County has fully fund the Board of Education's FY 21 Operating budget request @ $276,927,778 an increase of $20,462,133 over FY 21. This increase exceeds Maintenance of Effort by $16,721,498.

HARFORD COUNTY BOARD OF EDUCATION

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER					
70	MISCELLANEOUS	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
	GRAND TOTAL	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
	SUMMARY BY FUND					
11	GENERAL	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
	GRAND TOTAL	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
	SUMMARY BY DIVISION					
541000	PUBLIC SCHOOLS	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778
	GRAND TOTAL	238,715,645	245,815,645	256,465,645	276,927,778	276,927,778

HARFORD COMMUNITY COLLEGE



HARFORD COMMUNITY COLLEGE

ORIGIN/PURPOSE:

Harford Community College, founded in 1957, is a comprehensive institution of higher education, addressing the diverse educational needs of Harford County and the surrounding area.

The College's mission provides transfer, career and developmental education programs and continuing education courses per state statute. The College offers Associate of Arts, Associate of Science, Associate of Applied Science, and Associate of Applied Technical and Professional Studies degrees, as well as many certificate programs.

MISSION STATEMENT:

HARFORD COMMUNITY COLLEGE PROVIDES HIGH QUALITY, ACCESSIBLE AND AFFORDABLE EDUCATIONAL OPPORTUNITIES AND SERVICES - INCLUDING UNIVERSITY TRANSFER, CAREER, DEVELOPMENTAL AND CONTINUING EDUCATION PROGRAMS THAT PROMOTE PROFESSIONAL COMPETENCE, ECONOMIC DEVELOPMENT, AND IMPROVE THE QUALITY OF LIFE IN A MULTICULTURAL COMMUNITY.

FY 21 GOALS:

TO FULFILL THE MISSION AND VISION, HARFORD COMMUNITY COLLEGE IS COMMITTED TO DIVERSITY AND INTEGRITY, AND TO ACHIEVE INSTITUTIONAL OBJECTIVES AS IT BUILDS TRUST, RESPECT, AND CONFIDENCE AMONG AND BETWEEN TRUSTEES, COLLEAGUES, STUDENTS AND COMMUNITY MEMBERS.

TO ADDRESS THE FOUR-FOLD ELEMENTS OF THE COMPREHENSIVE COMMUNITY COLLEGE

TO ADDRESS THE RECOMMENDATIONS OF MIDDLE STATES ACCREDITATION

TO EXPECT THE CAMPUS COMMUNITY TO SHARE THE ACCOUNTABILITY FOR EXCELLENCE IN LEARNING IN ALL AREAS OF INSTRUCTION AND SERVICES

TO COMPLY FULLY WITH MARYLAND HIGHER EDUCATION COMMISSION (MHEC) REGULATIONS

HARFORD COMMUNITY COLLEGE

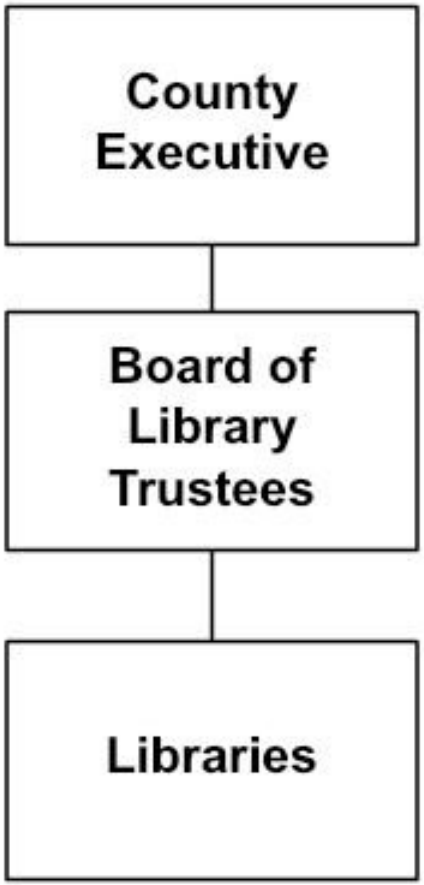
ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER					
70	MISCELLANEOUS	16,411,611	16,811,612	17,147,844	17,547,931	17,547,931
	GRAND TOTAL	**16,411,611**	**16,811,612**	**17,147,844**	**17,547,931**	**17,547,931**
	SUMMARY BY FUND					
11	GENERAL	16,411,611	16,811,612	17,147,844	17,547,931	17,547,931
	GRAND TOTAL	**16,411,611**	**16,811,612**	**17,147,844**	**17,547,931**	**17,547,931**
	SUMMARY BY DIVISION					
561000	HARFORD COMMUNITY COLLEGE	16,411,611	16,811,612	17,147,844	17,547,931	17,547,931
	GRAND TOTAL	**16,411,611**	**16,811,612**	**17,147,844**	**17,547,931**	**17,547,931**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	
17,147,844	17,547,931	400,087	MISCELLANEOUS increase $400,087
			Fully Funded the College's request for FY 21

LIBRARIES



LIBRARIES

ORIGIN/PURPOSE:

The mission of the Harford County Public Library (HCPL) system is to provide efficient and convenient service to the residents of Harford County. The seven member Board of Library Trustees, representing all areas of the County, is appointed by the County Executive and confirmed by the County Council to overlapping five year terms. The Board operates under the Laws of Maryland, Title 23, and Harford County Code, Article XXI, Bill No. 81-68 and as amended by Bill No. 97-17. The library system currently maintains eleven (11) service outlets and one (1) administrative and support services building.

MISSION STATEMENT:
TO BE THE PREMIER LIBRARY SYSTEM, RECOGNIZED FOR DELIVERING INNOVATIVE SERVICES, PROVIDING ACCESS TO INFORMATION AND PROMOTING THE LOVE OF READING WITHIN THE COMMUNITY

FY 21 GOALS AND OBJECTIVES:
TO HAVE A CULTURE WHERE INNOVATION IS THE NORM

Decrease cultural barriers to innovation

Increase the number of innovative internal methods and practices

Increase the number of innovation customer-focused programs and services

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY

Increase support to school-aged children and teens

Improve library service to populations new to Harford County

Enhance the services we provide to our online community

Increase library access and resources for commuters

FY 21 GOALS AND OBJECTIVES (cont'd)

TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES

Increase key decision makers' level of understanding about Library initiatives and issues

Increase contributions to the Library from business partners within the community

Improve cooperation between the Library and HCPL Foundation to support fundraising efforts

Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts

Increase funding to support strategic objectives

TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING

Increase understanding of library customers' technology needs

Increase the library's knowledge and use of innovative technologies

Increase the organization's effectiveness in training staff in new and existing technologies

Increase customer usage of new and existing technologies

TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL

Increase in-house understanding of Marketing's role as an integral part of library service delivery

Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community

Improve the quality of HCPL marketing materials

Increase funding for marketing

LIBRARIES

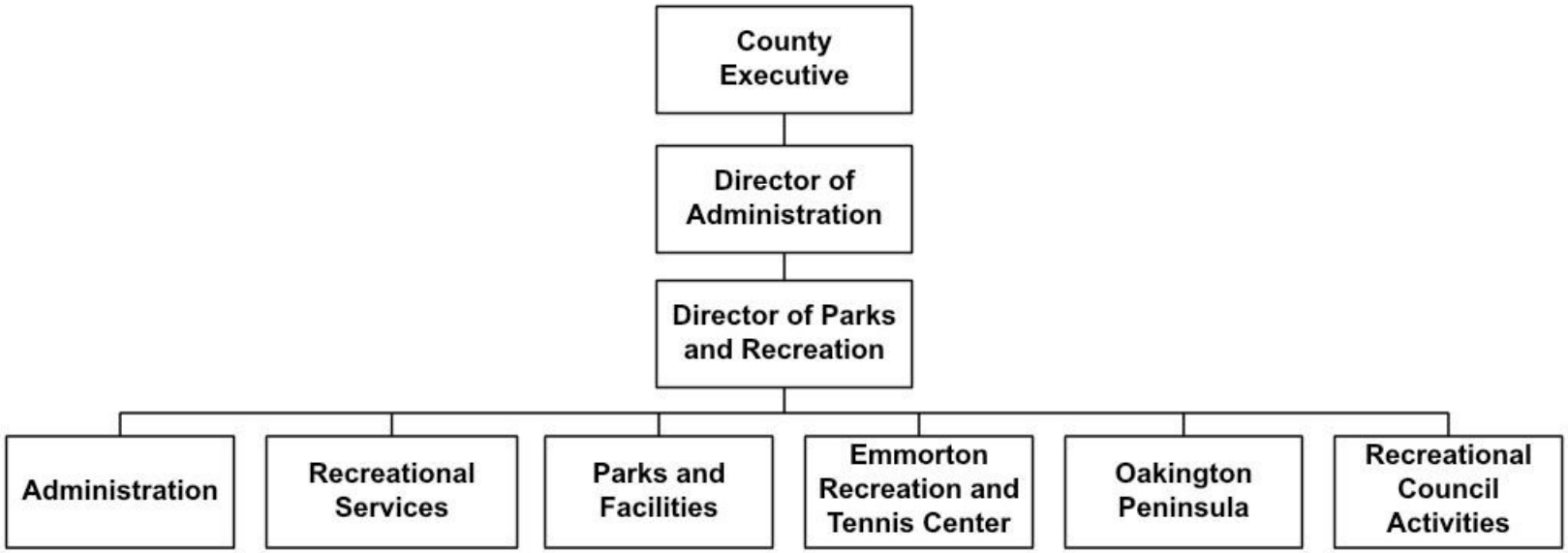
ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER					
20	CONTRACTUAL SERVICES	9,635	26,562	9,631	10,555	10,555
70	MISCELLANEOUS	17,091,350	17,446,350	17,795,277	18,329,135	18,329,135
	GRAND TOTAL	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690
	SUMMARY BY FUND					
11	GENERAL	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690
	GRAND TOTAL	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690
	SUMMARY BY DIVISION					
581000	COUNTY LIBRARIES	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690
	GRAND TOTAL	17,100,985	17,472,912	17,804,908	18,339,690	18,339,690

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	
17,804,908	18,339,690	534,782	Additional funds equal to 3% increase or $533,858 as well as additional funds for self-insurance @$924 are provided to the Libraries for FY 21

DEPARTMENT OF PARKS AND RECREATION



PARKS AND RECREATION

ORIGIN/PURPOSE:

The Department of Parks and Recreation was formed under Harford County Charter, Article IV, Section 402 (Amended by Bill No. 88-35), Section 409 and 410.
Parks and Recreation is divided into four primary areas of responsibility: Administration, Parks & Facilities, Recreational Services, and Capital Planning & Development. These areas are responsible for operating and maintaining park facilities and grounds, preserving open space, and offering a variety of leisure opportunities and activities for the County's young, adult, and disabled residents. To accomplish these tasks, the Department seeks and receives input and assistance through its Advisory Board and interested volunteers serving on 20 Recreation Councils. As a means of maximizing the use of public funds, joint-use agreements with Harford County Public Schools enable the Department to utilize indoor and outdoor school facilities for after school and weekend programs. The partnerships created by these agreements prove essential as recreation needs are demonstrated and accommodated.
The Governmental Accounting Standards Board (GASB) is the authority that sets consistent accounting standards for state and local governments. In order to comply with GASB Statement No. 34, legislation was passed by the Harford County Council in 2001 to establish a Parks and Recreation Special Revenue Fund to measure and report costs for certain activities provided by the Department where fees are charged. The following Parks and Recreation accounts manage recreation/leisure services that qualify under this Fund: Emmorton Recreation and Tennis Center, Oakington Peninsula, and Recreational Council Special Activities.

MISSION STATEMENT:

PARKS AND RECREATION PROVIDES ACTIVE AND PASSIVE OPPORTUNITIES FOR RECREATION SEEKERS OF VARIOUS AGES AND ABILITIES. WE USE VARIOUS COST EFFICIENT MEASURES TO PROVIDE SAFE, WELL-MAINTAINED GROUNDS, PARKS, AND FACILITIES WITH THE GOAL OF EDUCATING AND STRENGTHENING INDIVIDUALS, FAMILIES, AND COMMUNITIES

FY 21 GOALS:

TO MAINTAIN, IMPROVE, AND DEVELOP SAFE AND SECURE DEPARTMENT FACILITIES, PARK SITES AND GREENWAYS / TRAILS
TO PROVIDE EXCELLENT CUSTOMER SERVICE
TO INCREASE REVENUE THROUGH RESERVATIONS, PROGRAMMING AND MEMBERSHIPS
TO AQUIRE ADDITIONAL RECREATION LAND THROUGH PROGRAM OPEN SPACE FUNDING TO HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS
TO IMPROVE EFFICIENCIES WITHIN THE DEPARTMENT WHILE INSURING THAT SERVICES ARE NOT REDUCED
TO DEVELOP AND MAINTAIN EFFICIENT LEVELS OF FISCAL OVERSIGHT
TO IDENTIFY, INCREASE AND ENCOURAGE TRAINING OPPORTUNITIES FOR STAFF

PARKS AND RECREATION

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	6,367,890	6,942,305	7,357,787	7,469,983	7,469,983
20	CONTRACTUAL SERVICES	2,163,527	1,985,971	2,730,750	3,120,448	3,120,448
30	SUPPLIES AND MATERIALS	291,132	359,025	495,193	545,025	545,025
40	BUSINESS AND TRAVEL	237,158	234,316	336,265	336,965	336,965
50	CAPITAL OUTLAY	51,000	18,333	45,000	15,115	15,115
70	MISCELLANEOUS	321,135	263,431	638,479	636,283	636,283
80	INTERGOVERNMENTAL EXPENSES	0	0	800	800	800
	GRAND TOTAL	**9,431,842**	**9,803,380**	**11,604,274**	**12,124,619**	**12,124,619**
SUMMARY BY FUND:						
11	GENERAL	8,733,455	9,127,030	10,684,274	11,288,619	11,288,619
26	PARKS AND RECREATION	698,387	676,350	920,000	836,000	836,000
	GRAND TOTAL	**9,431,842**	**9,803,380**	**11,604,274**	**12,124,619**	**12,124,619**
SUMMARY BY DIVISION:						
	GENERAL FUND:					
591000	ADMINISTRATION	861,288	908,624	1,276,555	1,256,739	1,256,739
593000	RECREATIONAL SERVICES	2,544,686	2,733,241	2,858,913	3,264,283	3,264,283
595000	PARKS & FACILITIES	5,327,481	5,485,166	6,548,807	6,767,597	6,767,597
	PARKS AND RECREATION FUND:					
593002	EMMORTON REC & TENNIS CTR	264,187	300,971	311,229	307,751	307,751
593003	OAKINGTON PENINSULA	308,543	235,704	454,504	346,911	346,911
593004	RECREATIONAL COUNCIL ACTIVITIES	125,657	139,674	154,267	181,338	181,338
	GRAND TOTAL	**9,431,842**	**9,803,380**	**11,604,274**	**12,124,619**	**12,124,619**

DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PARKS AND RECREATION - GENERAL FUND						
Administrator	1.00	80,014	1.00	82,014	1.00	85,694
Administrative Assistant I	1.00	37,113	0.00	0	0.00	0
Administrative Assistant II	12.00	692,144	12.00	716,144	12.00	754,944
Administrative Secretary III	1.00	58,603	1.00	61,775	1.00	65,051
Administrative Specialist I	1.00	47,900	1.00	49,900	1.00	52,938
Building Caretaker	19.00	775,103	20.00	768,881	18.00	791,290
Chief of Parks and Recreation	1.00	89,330	1.00	91,330	1.00	95,197
Civil Engineer IV	1.00	107,007	1.00	109,007	1.00	113,227
Crew Chief	2.00	71,488	2.00	71,488	1.00	74,958
Crew Leader I	4.00	137,857	3.00	141,857	2.00	102,139
Crew Leader II	3.00	145,940	3.00	151,941	3.00	161,100
Deputy Director, Parks and Recreation	1.00	88,597	1.00	92,141	1.00	94,141
Director, Parks and Recreation	1.00	117,875	1.00	120,233	1.00	124,233
Engineering Associate V	1.00	79,682	1.00	81,682	1.00	85,356
Maintenance Worker I	5.00	180,489	5.00	186,490	3.00	120,205
Maintenance Worker II	5.00	194,888	4.00	161,272	3.00	139,409
Recreation Specialist I	3.00	111,366	4.00	154,454	4.00	165,704
Recreation Specialist II	5.00	273,191	5.00	283,191	5.00	301,420
Recreation Specialist III	2.00	115,023	2.00	119,023	2.00	125,484
Recreation Specialist IV	3.00	177,214	3.00	183,214	3.00	192,998
Recreation Specialist V	8.00	532,734	8.00	581,691	8.00	609,645

DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PARKS AND RECREATION - GENERAL FUND						
Superintendent/Parks & Facilities	1.00	69,488	1.00	71,488	1.00	74,958
Superintendent/Parks & Recreation	1.00	75,087	1.00	77,087	1.00	80,669
Utility Worker II	2.00	76,135	2.00	80,135	2.00	90,394
FULL-TIME SALARIES	84.00	4,334,268	83.00	4,436,438	76.00	4,501,154
SALARY OFFSET		(38,068)		0		0
TOTAL FULL-TIME SALARIES	84.00	4,296,200	83.00	4,436,438	76.00	4,501,154
TEMPORARY SALARIES		207,592		237,362		342,262
SALARY TOTAL P & R - GENERAL FUND	**84.00**	**4,503,792**	**83.00**	**4,673,800**	**76.00**	**4,843,416**

DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PARKS AND RECREATION - SPECIAL REVENUE FUND						
Administrative Specialist II	1.00	83,293	1.00	83,293	1.00	37,830
Building Caretaker	1.00	46,220	1.00	48,220	1.00	51,224
TOTAL FULL-TIME SALARIES	2.00	129,513	2.00	131,513	2.00	89,054
TEMPORARY SALARIES		128,567		137,164		133,254
SUB-TOTAL P & R SPECIAL REVENUE	2.00	258,080	2.00	268,677	2.00	222,308

PARKS AND RECREATION

GENERAL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	6,092,749	6,697,264	6,970,449	7,147,979	7,147,979
20	CONTRACTUAL SERVICES	1,853,403	1,688,861	2,338,500	2,734,500	2,734,500
30	SUPPLIES & MATERIALS	251,498	312,389	447,625	497,625	497,625
40	BUSINESS AND TRAVEL	235,481	232,224	331,900	332,600	332,600
50	CAPITAL OUTLAY	48,090	7,335	40,000	10,115	10,115
70	MISCELLANEOUS	252,234	188,957	555,000	565,000	565,000
80	INTERGOVERNMENTAL EXPENSES	0	0	800	800	800
	GRAND TOTAL	**8,733,455**	**9,127,030**	**10,684,274**	**11,288,619**	**11,288,619**
SUMMARY BY FUND:						
11	GENERAL	8,733,455	9,127,030	10,684,274	11,288,619	11,288,619
	GRAND TOTAL	**8,733,455**	**9,127,030**	**10,684,274**	**11,288,619**	**11,288,619**
SUMMARY BY DIVISION:						
591000	ADMINISTRATION	861,288	908,624	1,276,555	1,256,739	1,256,739
593000	RECREATIONAL SERVICES	2,544,686	2,733,241	2,858,913	3,264,283	3,264,283
595000	PARKS & FACILITIES	5,327,481	5,485,166	6,548,807	6,767,597	6,767,597
	GRAND TOTAL	**8,733,455**	**9,127,030**	**10,684,274**	**11,288,619**	**11,288,619**

DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PARKS AND RECREATION - GENERAL FUND						
Administrator	1.00	80,014	1.00	82,014	1.00	85,694
Administrative Assistant I	1.00	37,113	0.00	0	0.00	0
Administrative Assistant II	12.00	692,144	12.00	716,144	12.00	754,944
Administrative Secretary III	1.00	58,603	1.00	61,775	1.00	65,051
Administrative Specialist I	1.00	47,900	1.00	49,900	1.00	52,938
Building Caretaker	19.00	775,103	20.00	768,881	18.00	791,290
Chief of Parks and Recreation	1.00	89,330	1.00	91,330	1.00	95,197
Civil Engineer IV	1.00	107,007	1.00	109,007	1.00	113,227
Crew Chief	2.00	71,488	2.00	71,488	1.00	74,958
Crew Leader I	4.00	137,857	3.00	141,857	2.00	102,139
Crew Leader II	3.00	145,940	3.00	151,941	3.00	161,100
Deputy Director, Parks and Recreation	1.00	88,597	1.00	92,141	1.00	94,141
Director, Parks and Recreation	1.00	117,875	1.00	120,233	1.00	124,233
Engineering Associate V	1.00	79,682	1.00	81,682	1.00	85,356
Maintenance Worker I	5.00	180,489	5.00	186,490	3.00	120,205
Maintenance Worker II	5.00	194,888	4.00	161,272	3.00	139,409
Recreation Specialist I	3.00	111,366	4.00	154,454	4.00	165,704
Recreation Specialist II	5.00	273,191	5.00	283,191	5.00	301,420
Recreation Specialist III	2.00	115,023	2.00	119,023	2.00	125,484
Recreation Specialist IV	3.00	177,214	3.00	183,214	3.00	192,998
Recreation Specialist V	8.00	532,734	8.00	581,691	8.00	609,645

DEPARTMENT STAFF SUMMARY
PARKS AND RECREATION

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
PARKS AND RECREATION - GENERAL FUND							
Superintendent/Parks & Facilities	1.00	69,488		1.00	71,488	1.00	74,958
Superintendent/Parks & Recreation	1.00	75,087		1.00	77,087	1.00	80,669
Utility Worker II	2.00	76,135		2.00	80,135	2.00	90,394
FULL-TIME SALARIES	84.00	4,334,268		83.00	4,436,438	76.00	4,501,154
SALARY OFFSET		(38,068)			0		0
TOTAL FULL-TIME SALARIES	84.00	4,296,200		83.00	4,436,438	76.00	4,501,154
TEMPORARY SALARIES		207,592			237,362		342,262
SALARY TOTAL P & R - GENERAL FUND	**84.00**	**4,503,792**		**83.00**	**4,673,800**	**76.00**	**4,843,416**
OTHER PERSONAL SERVICES							
Pension & Retirement		398,606			429,401		478,859
Workers' Compensation		83,072			80,295		107,539
Health Benefits		1,123,912			1,197,718		1,084,618
PEHP		123,250			142,374		182,842
Overtime & Shift Differential		74,722			78,363		60,200
FICA		349,883			357,438		370,945
Miscellaneous		11,532			11,060		19,560
TOTAL OTHER PERSONAL SERVICES		**2,164,977**			**2,296,649**		**2,304,563**
TOTAL PERSONAL SERVICES	**84.00**	**6,668,769**	*	**83.00**	**6,970,449**	**76.00**	**7,147,979**

***FY 19 Salaries and Other Personal Services are Enacted not Audited Amounts**

PARKS AND RECREATION
Administration
Index #591000

ORIGIN/PURPOSE:

The Office of the Director, with advice and counsel from staff and Advisory Board, establishes and interprets policy and provides support services for the various divisions within the department.

These services include budget management, purchasing, personnel, coordination of departmental and divisional activities, and networking at the administrative level with other State and County agencies, community groups, and elected officials.

FY 21 GOALS:

TO MAINTAIN, IMPROVE AND DEVELOP SAFE AND SECURE DEPARTMENT FACILITIES, PARK SITES AND GREENWAYS / TRAILS

TO PROVIDE EXCELLENT CUSTOMER SERVICE

TO INCREASE REVENUE THROUGH RESERVATIONS, PROGRAMMING AND MEMBERSHIPS

TO AQUIRE ADDITIONAL RECREATION LAND, THROUGH PROGRAM OPEN SPACE FUNDING TO HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS

TO IMPROVE EFFICIENCIES WITHIN THE DEPARTMENT WHILE INSURING THAT SERVICES ARE NOT REDUCED

TO DEVELOP AND MAINTAIN EFFICIENT LEVELS OF FISCAL OVERSIGHT

TO IDENTIFY, INCREASE AND ENCOURAGE TRAINING OPPORTUNITIES FOR STAFF

PARKS AND RECREATION
Administration
Index #591000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	667,410	715,216	713,605	693,089	693,089
20 CONTRACTUAL SERVICES	7,937	2,562	4,400	4,400	4,400
30 SUPPLIES AND MATERIALS	1,354	5,483	22,650	22,650	22,650
40 BUSINESS AND TRAVEL	9,587	10,162	10,900	11,600	11,600
70 MISCELLANEOUS	175,000	175,000	525,000	525,000	525,000
GRAND TOTAL	**861,288**	**908,624**	**1,276,555**	**1,256,739**	**1,256,739**
FUNDING SOURCE:					
11 GENERAL	**861,288**	**908,624**	**1,276,555**	**1,256,739**	**1,256,739**

PARKS AND RECREATION
Administration
Index #591000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($20,516)
519,547	525,547	6,000	Full-time salaries
			6,000 Salary adjustment
	15,733	15,733	FY 21 Merit Increase of $2,000 and COLA of 2% for all eligible employees
	(79,548)	(79,548)	One (1) position transferred to Recreation Services

	Salary	Fringe	Total
P3741	(51,942)	(27,606)	(79,548)

49,357	55,183	5,826	Pension adjustments
5,219	7,484	2,265	Workers' Compensation adjustments
83,321	108,002	24,681	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
15,543	19,260	3,717	PEHP (Post Employment Health Plan)
39,638	39,848	210	FICA Adjustments
4,400	4,400	0	CONTRACTUAL SERVICES - No change from FY 20
22,650	22,650	0	MATERIALS AND SUPPLIES - No change from FY 20
10,900	11,600	700	BUSINESS AND TRAVEL increase $700 Funding for Meals and Training, Seminars and Courses adjusted based on actual spending
525,000	525,000	0	MISCELLANEOUS - No change from FY 20 Funding provides for therapeutic sports related activities such as Chesapeake Therapeutic Riding; as well as a contribution for the Cedar Lane Foundation.

DIVISION STAFF SUMMARY

Parks and Recreation Administration

Index #591000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	3.00	162,311		3.00	168,311	2.00	122,776
Administrative Secretary III	1.00	58,603		1.00	61,775	1.00	65,051
Deputy Director, Parks and Recreation	1.00	88,597		1.00	92,141	1.00	94,141
Director, Parks and Recreation	1.00	117,875		1.00	120,233	1.00	124,233
Superintendent/Parks & Recreation	1.00	75,087		1.00	77,087	1.00	80,669
SALARY TOTAL	**7.00**	**502,473**		**7.00**	**519,547**	**6.00**	**486,870**
TEMPORARY SALARIES		**0**			**0**		**0**
OTHER PERSONAL SERVICES							
Pension		45,223			49,357		51,121
Workers' Compensation		4,471			5,219		7,306
Health Benefits		77,380			83,321		90,202
PEHP		14,790			15,543		19,260
FICA		40,849			39,638		36,890
Miscellaneous		980			980		1,440
TOTAL OTHER PERSONAL SERVICES		**183,693**			**194,058**		**206,219**
TOTAL PERSONAL SERVICES	**7.00**	**686,166**	*	**7.00**	**713,605**	**6.00**	**693,089**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PARKS AND RECREATION
Recreational Services
Index #593000

ORIGIN/PURPOSE:

The Recreational Services Division initiates and promotes leisure time activities for all County residents. To assist in this effort, community-based volunteer support is solicited through recreation councils and various countywide organizations. In addition to managing and programming County-owned facilities, the Division works in cooperation with Harford County Public Schools to maximize the use of school based community centers while maintaining and providing leisure activities at an affordable price.

FY 21 GOALS:

TO MAINTAIN, IMPROVE AND DEVELOP SAFE AND SECURE DEPARTMENT FACILITIES, PARK SITES AND GREENWAYS/TRAILS
TO PROVIDE EXCELLENT CUSTOMER SERVICE
TO INCREASE REVENUE THROUGH RESERVATIONS, PROGRAMMING, AND MEMBERSHIPS
TO IMPROVE EFFICIENCIES WITHIN THE DEPARTMENT WHILE INSURING THAT SERVICES ARE NOT REDUCED
TO DEVELOP AND MAINTAIN EFFICIENT LEVELS OF FISCAL OVERSITE
TO IDENTIFY, INCREASE AND ENCOURAGE TRAINING OPPORTUNITIES FOR STAFF

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	2,363,716	2,642,574	2,709,263	3,114,633	3,114,633
20 CONTRACTUAL SERVICES	65,918	43,211	65,000	65,000	65,000
30 SUPPLIES AND MATERIALS	20,499	24,888	59,250	59,250	59,250
40 BUSINESS AND TRAVEL	19,403	20,252	25,400	25,400	25,400
50 CAPITAL OUTLAY	7,712	2,316	0	0	0
70 MISCELLANEOUS	67,438	0	0	0	0
GRAND TOTAL	**2,544,686**	**2,733,241**	**2,858,913**	**3,264,283**	**3,264,283**
FUNDING SOURCE:					
11 GENERAL	**2,544,686**	**2,733,241**	**2,858,913**	**3,264,283**	**3,264,283**

PARKS AND RECREATION
Recreational Services
Index #593000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $405,370
1,815,029	1,817,347	2,318	Full-Time Salaries 2,318 Salary adjustment
		79,548	One (1) position transferred from Parks and Recreation Administration to Recreation Services Salary / Fringe / Total P3741 51,942 27,606 79,548
94,463	206,281	111,818	Temporary Salaries increase in funding for additional Park Naturalists, Therapeutic Rec Programmers and Mobile Rec Unit Programmers
	118,534	118,534	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
179,624	196,233	16,609	Pension adjustments
27,982	39,902	11,920	Workers' Compensation adjustments
387,732	410,743	23,011	Health Benefits are adjusted for an anticipated increase as well as staff opting for changes
54,297	86,542	32,245	PEHP (Post Employment Health Plan)
146,076	150,982	4,906	FICA adjustments

PARKS AND RECREATION
Recreational Services
Index #593000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
65,000	65,000	0	CONTRACTUAL SERVICES - No change in funding in FY 21
59,250	59,250	0	MATERIALS & SUPPLIES - No change in funding in FY 21
25,400	25,400	0	BUSINESS & TRAVEL - No change in funding in FY 21

DIVISION STAFF SUMMARY

Recreational Services

Index #593000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant I	1.00	37,113	0.00	0	0.00	0
Administrative Assistant II	7.00	427,214	7.00	441,214	8.00	519,337
Chief of Parks and Recreation	1.00	89,330	1.00	91,330	1.00	95,197
Recreation Specialist I	2.00	74,278	3.00	115,366	3.00	123,794
Recreation Specialist II	5.00	273,191	5.00	283,191	5.00	301,420
Recreation Specialist III	2.00	115,023	2.00	119,023	2.00	125,484
Recreation Specialist IV	3.00	177,214	3.00	183,214	3.00	192,998
Recreation Specialist V	8.00	532,732	8.00	581,691	8.00	609,645
FULL-TIME SALARIES	29.00	1,726,095	29.00	1,815,029	30.00	1,967,875
SALARY OFFSET		(31,369)		0		0
TOTAL FULL-TIME SALARIES	29.00	1,694,726	29.00	1,815,029	30.00	1,967,875
TEMPORARY SALARIES		96,800		94,463		206,281
SALARY TOTAL	**29.00**	**1,791,526**	**29.00**	**1,909,492**	**30.00**	**2,174,156**

DIVISION STAFF SUMMARY

Recreational Services

Index #593000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
OTHER PERSONAL SERVICES							
Pension		163,486			179,624		212,039
Workers' Compensation		22,872			27,982		42,196
Health Benefits		352,869			387,732		428,543
PEHP		54,230			54,297		86,542
FICA		139,461			146,076		162,497
Miscellaneous		3,993			4,060		8,660
TOTAL OTHER PERSONAL SERVICES		**736,911**			**799,771**		**940,477**
TOTAL PERSONAL SERVICES	**29.00**	**2,528,437**	*	**29.00**	**2,709,263**		**3,114,633**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PARKS AND RECREATION
Parks and Facilities
Index #595000

ORIGIN/PURPOSE:

The Division of Parks and Facilities includes two (2) operating groups - Capital Planning and Development, and Grounds Maintenance.

Capital Planning and Development is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The group also manages the preparation and update of the Land Preservation, Parks and Recreation Plan. Interaction and coordination with other county and state agencies, incorporated municipalities, as well as staff, volunteers, and the public is a major function of the acquisition and development process.

The other group in this division is charged with the continuous task of keeping all park sites safe, usable and appealing. In accordance with a Joint Use Agreement with Harford County Public Schools, this group also maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates the collection and removal of recyclable and non-recyclable trash from park facilities and schools, and works with other agencies to remove snow from county roads as well as park sites.

FY 21 GOALS:

TO MAINTAIN, IMPROVE AND DEVELOP SAFE AND SECURE DEPARTMENT FACILITIES, PARK SITES AND GREENWAYS/TRAILS
TO PROVIDE EXCELLENT CUSTOMER SERVICE
TO AQUIRE ADDITIONAL RECREATION LAND THROUGH PROGRAM OPEN SPACE FUNDING TO HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS
TO IMPROVE EFFICIENCIES WITHIN THE DEPARTMENT WHILE INSURING THAT SERVICES ARE NOT REDUCED
TO DEVELOP AND MAINTAIN EFFICIENT LEVELS OF FISCAL OVERSITE
TO IDENTIFY, INCREASE AND ENCOURAGE TRAINING OPPORTUNITIES FOR STAFF

PARKS AND RECREATION
Parks and Facilities
Index #595000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	3,061,623	3,339,474	3,547,582	3,340,257	3,340,257
20 CONTRACTUAL SERVICES	1,779,548	1,643,088	2,269,100	2,665,100	2,665,100
30 SUPPLIES AND MATERIALS	229,645	282,018	365,725	415,725	415,725
40 BUSINESS AND TRAVEL	206,491	201,811	295,600	295,600	295,600
50 CAPITAL OUTLAY	40,378	4,819	40,000	10,115	10,115
70 MISCELLANEOUS	9,796	13,957	30,000	40,000	40,000
80 INTERGOVERNMENTAL EXPENSES	0	0	800	800	800
GRAND TOTAL	**5,327,481**	**5,485,166**	**6,548,807**	**6,767,597**	**6,767,597**
FUNDING SOURCE:					
11 GENERAL	**5,327,481**	**5,485,166**	**6,548,807**	**6,767,597**	**6,767,597**

PARKS AND RECREATION
Parks and Facilities
Index #595000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($207,235)
2,101,862	2,088,669	(13,193)	Full-Time Salaries
			4,650 Salary adjustments
			(17,843) Staff Turnover
			(13,193)
	(279,617)	(279,617)	Four (4) vacant positions transferred to other departments:

	Salary	Fringe	Total
P1320	(32,804)	(30,271)	(63,075)
P3078	(32,600)	(30,232)	(62,832)
P0654	(45,721)	(32,872)	(78,593)
P0667	(42,800)	(32,317)	(75,117)
	(153,925)	**(125,692)**	**(279,617)**

	135,063	135,063	FY 21 Merit of $2,000 and COLA of 2% for eligible employees
142,899	135,981	(6,918)	Temporary Salaries
200,420	218,596	18,176	Pension adjustments
47,094	57,754	10,660	Workers' Compensation adjustments
726,665	661,759	(64,906)	Health Benefits are adjusted for an estimated cost increase as well as staff opting for changes
72,534	77,040	4,506	PEHP (Post Employment Health Benefits)
60,000	50,000	(10,000)	Overtime
18,363	10,200	(8,163)	Shift Differential adjustments
171,724	174,792	3,068	FICA
0	2,200	2,200	Uniform Allowance

PARKS AND RECREATION
Parks and Facilities
Index #595000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,269,100	2,665,100	396,000	CONTRACTUAL SERVICES increase $396,000 Funding increase in Contractual Services based on actual spending history for electricity, County Facility Repair and Renovation, Other Rents and Leases including new portable toilet contracts; regular and recycle trash collection; adjustments to grounds maintenance contracts; and a decrease in heating fuel.
365,725	415,725	50,000	MATERIALS & SUPPLIES increase $50,000 Increase in funding will provide for minor repairs to Parks and Recreation stormwater ponds; equipment for the mobile rec units; and replacement of entrance signs providing safe access to Parks & Rec facilities
295,600	295,600	0	BUSINESS & TRAVEL - No change in funding for FY 21
40,000	10,115	(29,885)	CAPITAL OUTLAY decrease ($29,885) Decrease in funds due to a one time purchase in FY 20 of a utility vehicle
30,000	40,000	10,000	MISCELLANEOUS increase of $10,000 Funding provides reimbursement to DPW for inspection/repair costs related to Parks & Rec pedestrian bridges

DIVISION STAFF SUMMARY

Parks and Facilities

Index #595000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	102,619	2.00	106,619	2.00	112,831
Administrative Specialist I	1.00	47,900	1.00	49,900	1.00	52,938
Administrator	1.00	80,014	1.00	82,014	1.00	85,694
Building Caretaker	19.00	775,105	20.00	768,881	18.00	791,290
Civil Engineer IV	1.00	107,007	1.00	109,007	1.00	113,227
Crew Chief	2.00	71,488	2.00	71,488	1.00	74,958
Crew Leader I	4.00	137,857	3.00	141,857	2.00	102,139
Crew Leader II	3.00	145,940	3.00	151,941	3.00	161,100
Engineering Associate V	1.00	79,682	1.00	81,682	1.00	85,356
Maintenance Worker I	5.00	180,489	5.00	186,490	3.00	120,205
Maintenance Worker II	5.00	194,888	4.00	161,272	3.00	139,409
Recreation Specialist I`	1.00	37,088	1.00	39,088	1.00	41,910
Superintendent, Parks & Facilities	1.00	69,488	1.00	71,488	1.00	74,958
Utility Worker II	2.00	76,135	2.00	80,135	2.00	90,394
FULL-TIME SALARIES	48.00	2,105,700	47.00	2,101,862	40.00	2,046,409
SALARY OFFSET		(6,699)		0		0
TOTAL FULL-TIME SALARIES	48.00	2,099,001	47.00	2,101,862	40.00	2,046,409

DIVISION STAFF SUMMARY

Parks and Facilities

Index #595000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		110,792			142,899		135,981
SALARY TOTAL	**48.00**	**2,209,793**		**47.00**	**2,244,761**	**40.00**	**2,182,390**
OTHER PERSONAL SERVICES							
Pension		189,896			200,420		215,699
Workers' Compensation		55,729			47,094		58,037
Health Benefits		693,663			726,665		565,873
PEHP		54,230			72,534		77,040
Overtime & Shift Differential		74,722			78,363		60,200
FICA		169,574			171,724		171,558
Miscellaneous		6,559			6,020		9,460
TOTAL OTHER PERSONAL SERVICES		**1,244,373**			**1,302,820**		**1,157,867**
TOTAL PERSONAL SERVICES	**48.00**	**3,454,166**	*	**47.00**	**3,547,581**	**40.00**	**3,340,257**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PARKS AND RECREATION
Emmorton Recreation and Tennis Center
Index #593002

ORIGIN/PURPOSE:

The Emmorton Recreation and Tennis Center (ERTC) was purchased in November 1999 by Harford County using State of Maryland Program Open Space funding. The facility addresses the recreation and leisure needs of the Emmorton-Abingdon community. Part of the former tennis operation was maintained to address the needs of the tennis community and to provide revenue to support building operations. Renovations made to the facility provided a multipurpose gymnasium and four (4) indoor tennis courts. In 2005, the Grand Slam baseball/softball training area was acquired and is utilized during winter months by both school and recreation participants. A new fitness room is being planned for 2015.

The ERTC is one of Parks and Recreation's Special Revenue Fund, 26 accounts established by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	171,242	186,774	194,114	199,636	199,636
20 CONTRACTUAL SERVICES	78,040	83,925	98,150	89,150	89,150
30 SUPPLIES AND MATERIALS	14,905	23,836	18,900	18,900	18,900
40 BUSINESS AND TRAVEL	0	40	65	65	65
50 CAPITAL OUTLAY	0	6,397	0	0	0
GRAND TOTAL	**264,187**	**300,971**	**311,229**	**307,751**	**307,751**
FUNDING SOURCE:					
11 GENERAL	**264,187**	**300,971**	**311,229**	**307,751**	**307,751**

PARKS AND RECREATION
Emmorton Recreation and Tennis Center
Index #593002

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $5,522
48,220	48,220	0	Full Time Salaries
79,896	82,019	2,123	Temporary Salaries
	8,221	8,221	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
17,188	11,540	(5,648)	Pension adjustments
1,553	1,114	(439)	Workers' Compensation adjustments
31,295	31,999	704	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes
5,181	6,420	1,239	PEHP
9,801	9,963	162	FICA adjustments
98,150	89,150	(9,000)	CONTRACTUAL SERVICES decrease of ($9,000)
			Funding for County Facility Repair/Renovation adjusted based on actual spending
18,900	18,900	0	MATERIALS AND SUPPLIES - No change for FY 21

DIVISION STAFF SUMMARY

Emmorton Recreation & Tennis Center

Index #593002

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Building Caretaker	1.00	46,220		1.00	48,220	1.00	51,224
TOTAL FULL-TIME SALARIES	1.00	46,220		1.00	48,220	1.00	51,224
TEMPORARY SALARIES		76,552			79,896		85,930
SALARY TOTAL	**1.00**	**122,772**		**1.00**	**128,116**	**1.00**	**137,154**
OTHER PERSONAL SERVICES							
Pension		10,536			17,188		12,247
Workers' Compensation		2,690			1,553		1,183
Health Benefits		29,220			31,295		31,999
PEHP		4,930			5,181		6,420
FICA		9,161			9,801		10,493
Miscellaneous		140			980		140
TOTAL OTHER PERSONAL SERVICES		**56,677**			**65,998**		**62,482**
TOTAL PERSONAL SERVICES	**1.00**	**179,449**	*	**1.00**	**194,114**	**1.00**	**199,636**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PARKS AND RECREATION
Oakington Peninsula
Index #593003

ORIGIN/PURPOSE:

The Oakington Peninsula is a regional park offering a variety of passive recreation for all ages. Activities include environmental studies, fishing, hiking and migratory bird watching. The park is comprised of two separate farms - Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). In cooperation with Maryland State Department of Natural Resources and Program Open Space (POS), Harford County purchased the 461 acre Swan Harbor Farm in 1994 and uses the grounds and large house to host over 100 weddings, conferences and other special events each year. It is one of Harford County's most sought after investments.

In 1998, the 328 acre Oakington Farm was acquired as a measure to preserve Harford County's agricultural integrity and support local business growth.The revenue generated from this property is used for the necessary upkeep, improvements and maintenance of the entire peninsula.

Oakington Peninsula was established under Parks and Recreation's Special Revenue Fund 26 accounts per Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	99,345	42,417	171,257	104,830	104,830
20 CONTRACTUAL SERVICES	112,202	92,478	167,100	138,298	138,298
30 SUPPLIES AND MATERIALS	23,508	19,683	24,668	24,500	24,500
40 BUSINESS AND TRAVEL	1,677	2,052	3,000	3,000	3,000
50 CAPITAL OUTLAY	2,910	4,601	5,000	5,000	5,000
70 MISCELLANEOUS	68,901	74,474	83,479	71,283	71,283
GRAND TOTAL	**308,543**	**235,704**	**454,504**	**346,911**	**346,911**
FUNDING SOURCE:					
11 GENERAL	**308,543**	**235,704**	**454,504**	**346,911**	**346,911**

PARKS AND RECREATION
Oakington Peninsula
Index #593003

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease ($66,427)
83,293	37,088	(46,205)	Full Time Salaries
			(46,205) Staff Turnover
47,668	46,374	(1,294)	Temporary Salaries - provide for event workers/attendants
	890	890	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
9,343	5,218	(4,125)	Pension adjustments
17,619	7,904	(9,715)	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes in coverage
10,019	6,385	(3,634)	FICA
1,915	832	(1,083)	Worker's Compensation
167,100	138,298	(28,802)	CONTRACTUAL SERVICES decrease ($28,802)
			Decrease in funding for County Facility Repair and Other Professional Services based on spending
			SUPPLIES & MATERIALS decrease ($168)
4,168	4,000	(168)	Adjustments made to building supplies based on actual spending
3,000	3,000	0	BUSINESS AND TRAVEL - No change in funding for FY 21
5,000	5,000	0	CAPITAL OUTLAY - No change in funding for FY 21
83,479	71,283	(12,196)	MISCELLANEOUS decreases ($12,196)
			Decrease in Pro Rata shares as determined by Treasury

DIVISION STAFF SUMMARY
Oakington Peninsula
Index #593003

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Specialist II	1.00	83,293		1.00	83,293	1.00	37,830
TOTAL FULL-TIME SALARIES	1.00	83,293		1.00	83,293	1.00	37,830
TEMPORARY SALARIES		47,215			47,668		46,374
SALARY TOTAL	**1.00**	**130,508**		**1.00**	**130,961**	**1.00**	**84,204**
OTHER PERSONAL SERVICES							
Pension		9,055			9,343		5,296
Workers' Compensation		1,984			1,915		845
Health Benefits		16,354			17,619		7,903
FICA		9,985			10,019		6,442
Miscellaneous		140			1,400		140
TOTAL OTHER PERSONAL SERVICES		**37,518**			**40,296**		**20,626**
TOTAL PERSONAL SERVICES	**1.00**	**168,026**	*	**1.00**	**171,257**	**1.00**	**104,830**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

PARKS AND RECREATION
Recreational Council and Special Activities
Index #593004

ORIGIN/PURPOSE:

The Recreational Council and Special Activities account was established to receive revenues from Recreation Councils for recreational activities, registrations, and special events. These funds are expended for recreational supplies, tournament trophies, officials and referees, etc.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, Recreational Council and Special Activities was established in FY 2001 to receive and expend revenues under Parks and Recreation's Special Revenue Fund.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	4,554	15,850	21,967	17,538	17,538
20 CONTRACTUAL SERVICES	119,882	120,707	127,000	158,500	158,500
30 SUPPLIES AND MATERIALS	1,221	3,118	4,000	4,000	4,000
40 BUSINESS AND TRAVEL	0	0	1,300	1,300	1,300
GRAND TOTAL	**125,657**	**139,674**	**154,267**	**181,338**	**181,338**
FUNDING SOURCE:					
11 GENERAL	**125,657**	**139,674**	**154,267**	**181,338**	**181,338**

PARKS AND RECREATION
Recreational Council and Special Activities
Index #593004

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
21,967	17,538	(4,429)	PERSONAL SERVICES decrease ($4,429) Decrease in temporary salaries
127,000	158,500	31,500	CONTRACTUAL SERVICES increase $31,500 Contractual Services funding provides for other rent and leases including portable toilets; as well as janitorial services and dumpster services at two locations
4,000	4,000	0	SUPPLIES AND MATERIALS - No change in funding for FY 21
1,300	1,300	0	BUSINESS AND TRAVEL - No change in funding for FY 21

DIVISION STAFF SUMMARY
Recreational Council Activities
Index #593004

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
TEMPORARY SALARIES		4,800		9,600		950
SALARY TOTAL		**4,800**		**9,600**		**950**
OTHER PERSONAL SERVICES						
Overtime & Shift Differential		12,000		12,000		15,000
FICA		2,433		367		1,588
TOTAL OTHER PERSONAL SERVICES		**14,433**		**12,367**		**16,588**
TOTAL PERSONAL SERVICES		**19,233** *		**21,967**		**17,538**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Department of Parks & Recreation - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Anita C. Leight Estuary Center	This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.	$50,000				7/1/20 -6/30/21	Recurring
Sanitation Grant	To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.		$7,500			7/1/20 -6/30/21	Recurring
John Archer Child Care/Camp I Can	This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region.		$47,796	$43,166	$44,038	7/1/20 -6/30/21	Recurring
	TOTALS:	**$50,000**	**$55,296**	**$32,500**	**$44,038**		

DEPARTMENT OF PARKS AND RECREATION
OBJECTIVES & PERFORMANCE MEASURES

Department Goal:

Increase revenue through reservations, programming, and memberships.

Department Objective:

To create, advertise, and promote department programs by increasing memberships and reservations.

County Goal(s) Supported:

III. Strengthening Our Communities.

Measure:	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimate 2021
Input:					
Recreation Staff (Full-time)	28	30	32	32	32
Funding allocated for new programs	$0	$10,000	$33,700	$39,100	$39,100
Output:					
Revenue from Membership	**$42,200**	**$45,848**	**$45,148**	**$44,142**	**$44,000**
Fitness	*$5,087*	*$8,297*	*$8,256*	*$5,739*	*$6,000*
Tennis Center	*$37,113*	*$37,551*	*$36,892*	*$38,403*	*$38,000*
Revenue from Reservations	**$477,952**	**$493,320**	**$455,371**	**$322,028**	**$430,900**
ShowMobile	*$13,110*	*$14,805*	*$19,488*	*$15,566*	*$15,000*
Tennis Courts	*$179,685*	*$205,388*	*$207,196*	*$164,729*	*$200,900*
Weddings (SHF)	*$241,864*	*$226,330*	*$175,892*	*$104,139*	*$180,000*
Other (rooms, pavilions, etc.)	*$43,293*	*$46,797*	*$52,795*	*$37,594*	*$35,000*
Revenue from New Programs	***$33,986***	***$69,946***	***$86,645***	***$60,081***	***$68,000***
*Various department sponsored programs***	$14,941	$64,436	$80,616	$58,581	$65,000
Challenge Course (Above & Beyond)	*$19,045*	*$6,510*	*$6,029*	*$1,500*	*$3,000*
Total Revenue	***$554,138***	***$609,114***	***$587,164***	***$426,251***	***$542,900***

DEPARTMENT OF PARKS AND RECREATION
OBJECTIVES & PERFORMANCE MEASURES

Measure:	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimate 2021
Outcome:					
% of revenue growth from previous year **Memberships**	3	8%	2%	(2.3)%	0.3%
% of revenue growth from previous year **Reservations**	(-7)%	3%	(8)%	(41.4)%	25.3%
% of revenue growth from previous year **New Programs**	46%	51%	19%	(44.2)%	11.6%
% of Growth in Total Revenue from Previous Year	**-2.9%**	**9%**	**(3.7)%**	**(37.8)%**	**21.5%**

Explanation and Analysis of Performance Measures

** Parks and Recreation developed special in-house programs geared towards attracting community interest in alternative forms of recreation, including topics such as preschool programs, expanded homeschool offerings, various scout programs (patch programs for ropes course and climbing wall, field day, etc.). These programs offer the convenience of shorter schedules and nominal rates. These options are ideal for individuals and families with limited time and money to commit to more traditional recreation activities. Recreation staff also provide free programs that are not reflected in these numbers. **Actual 2020 revenues reflect refunds issued for various programs and services that were canceled due to COVID-19.**

DEPARTMENT OF PARKS AND RECREATION
OBJECTIVES & PERFORMANCE MEASURES

Department Goal:

Maintain, improve and develop safe and secure department facilities, park sites and greenways/trails.

To provide excellent customer service.

Department Objective:

During the reporting period, Parks & Recreation aims to reduce the average days to complete Constituent service request using both in-house and contracted resources to (5) business days or less (in-house) and 14 days or less (contracted).

County Goal(s) Supported:

III. Strengthening Our Communities.

Measure:	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2021
Input:					
Work Requests Completed in-house	N/A	N/A	N/A	N/A	30
Work Request Completed by Contractor	N/A	N/A	N/A	N/A	6
Output:					
Avg days to complete, in-house	N/A	N/A	N/A	N/A	9.4
Avg days to complete, Contractor	N/A	N/A	N/A	N/A	39.5
Outcome:					
Times completed within range, in-house	N/A	N/A	N/A	N/A	N/A
Times completed within range, Contractor	N/A	N/A	N/A	N/A	N/A

Explanation and Analysis of Performance Measures

Constituent service encompasses a wide array tasks and Parks & Recreation considers each request a top priority. Reducing the days to complete constituent service requests will promote the Administration's goals and priorities and at the same time improve relations.

CONSERVATION OF NATURAL RESOURCES

ORIGIN/PURPOSE:

Conservation of Natural Resources is a budgetary grouping of environmentally oriented programs, the services of which are provided to County Government by symbolic agencies acting on the County's behalf. For example, the Harford County Cooperative Extension derives its authority from the University of Maryland at College Park, and the Harford County Soil Conservation District from the State of Maryland under the direction of the District Board of Supervisors.

Each of these programs and related activities contribute to the conservation of natural resources, and the preservation of the environment in Harford County, and merits the financial support and consideration of County Government and its residents.

ALL FUND SUMMARY:

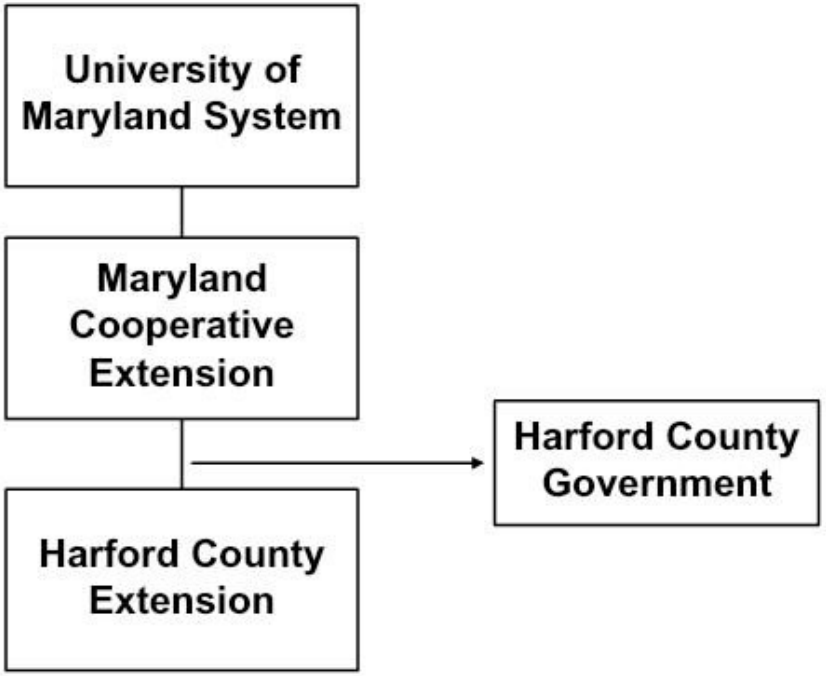
		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	459,870	484,690	529,906	547,361	547,361
20	CONTRACTUAL SERVICES	2,607	1,981	3,600	3,600	3,600
30	SUPPLIES AND MATERIALS	18,272	18,272	18,272	18,272	18,272
70	MISCELLANEOUS	231,984	238,073	256,105	263,530	263,530
	GRAND TOTAL	**712,733**	**743,016**	**807,883**	**832,763**	**832,763**
SUMMARY BY FUND:						
11	GENERAL	712,733	743,016	807,883	832,763	832,763
	GRAND TOTAL	**712,733**	**743,016**	**807,883**	**832,763**	**832,763**
SUMMARY BY DIVISION:						
631000	EXTENSION SERVICE	244,263	249,726	269,377	276,802	276,802
633000	SOIL CONSERVATION	468,470	493,290	538,506	555,961	555,961
	GRAND TOTAL	**712,733**	**743,016**	**807,883**	**832,763**	**832,763**

CONSERVATION OF NATURAL RESOURCES

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $ 17,455
336,252	326,555	(9,697)	Full-time Salaries
			1,302 Salary Adjustment
			(10,999) Turnover (3.27)%
			(9,697)
	19,825	19,825	FY 21 Merit Increase of $2,000 and COLA of 2% to all eligible employees
31,944	34,288	2,344	Pension adjustments
1,097	1,108	11	Workers' Compensation adjustment
118,646	120,644	1,998	Health Benefits are adjusted due to staff opting for changes in levels of coverage
15,543	19,260	3,717	PEHP (Post Employment Health Plan)
25,723	24,981	(742)	FICA Adjustments
			MISCELLANEOUS increase $ 7,425
252,505	259,930	7,425	Grants & Contributions - Envirothon contribution and 3% salary increase for The Extension Office to match estimated State increase.
3,600	3,600	0	Boards & Commission

CONSERVATION OF NATURAL RESOURCES - EXTENSION



NATURAL RESOURCES
Extension Service
Index #631000

ORIGIN/PURPOSE:

Established by the Federal Hatch Act (1987) and the Smith-Lever Act (1887), the University of Maryland, Harford County Office provides educational outreach education from the University of Maryland, College Park as part of their three-fold mission as a land grant institution which provides teaching, research and educational outreach.

The University of Maryland Extension in Harford County provides educational programs based on the needs of county residents. Emphasis is placed on the following program areas: Agriculture and Food Systems, Environment and Natural Resources, Family and Consumer Science and 4-H Youth Development. Extension is funded through county, state and federal dollars. Grants and donations fund special projects as warranted. The budget is developed by the fiscal office of the College of Agriculture and Natural Resources in consultation with the Assistant Director of Operations and leadership from the University of Maryland Harford Office. The University of Maryland, College of Agriculture and Natural Resources programs are open to all and will not discriminate against anyone because of race, age, sex, color, sexual orientation, physical or mental disability, religion, ancestry, or national origin, martial status, genetic information, or political affiliation, or gender identity and expression.

MISSION STATEMENT:

ENHANCING THE QUALITY OF LIFE FOR PEOPLE AND COMMUNITIES BY DISSEMINATING UNBIASED RESEARCH-BASED EDUCATIONAL INFORMATION.

ALL FUND SUMMARY:

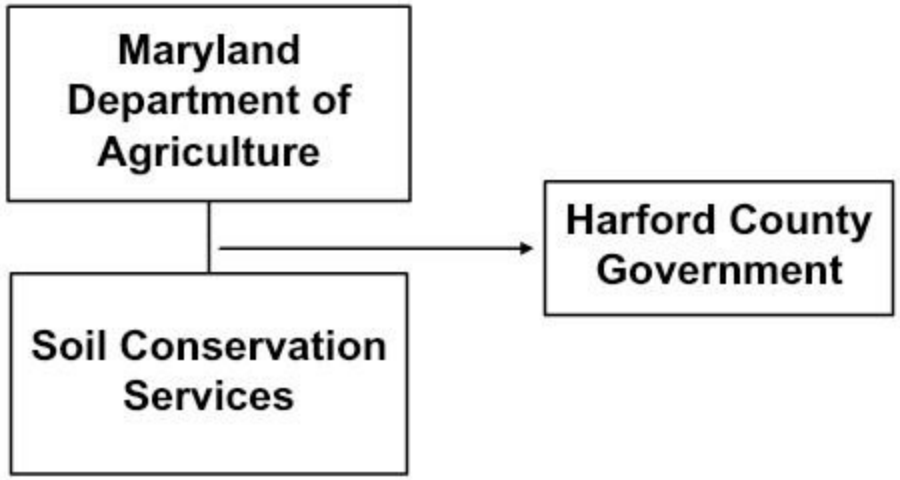
	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
20 CONTRACTUAL SERVICES	2,607	1,981	3,600	3,600	3,600
30 SUPPLIES AND MATERIALS	18,272	18,272	18,272	18,272	18,272
70 MISCELLANEOUS	223,384	229,473	247,505	254,930	254,930
GRAND TOTAL	**244,263**	**249,726**	**269,377**	**276,802**	**276,802**
FUNDING SOURCE:					
11 GENERAL	**244,263**	**249,726**	**269,377**	**276,802**	**276,802**

FINANCIAL NOTE:

MISCELLANEOUS increase $ 7,425

FY 21 increase of $ 7,425 provides for County share of State estimated salary increase of 3%.

CONSERVATION OF NATURAL RESOURCES
SOIL CONSERVATION SERVICES



NATURAL RESOURCES
Soil Conservation
Index #633000

ORIGIN/PURPOSE:

The Harford Soil Conservation District was organized on September 6, 1944 as one of several local government subdivisions established in 1937 under the Agriculture Article Title 8, Soil Conservation, SS8-101 through 8-705 of the Annotated Code of Maryland as amended. The district's purpose is to carry out a soil, water and related resources conservation program.

MISSION STATEMENT:

TO PROVIDE ALL SECTORS OF OF HARFORD COUNTY WITH TECHNICAL, PLANNING AND DESIGN ASSISTANCE FOR LAND MANAGEMENT DECISIONS; TO PROMOTE AN ARRAY OF BEST MANAGEMENT PRACTICES TO PROTECT AND CONSERVE THE NATURAL RESOURCES WITHING THE CHESAPEAKE BAY WATERSHED; AND TO EDUCATE STUDENTS, FARMERS, DEVELOPERS AND LANDOWNERS ON SOIL EROSION AND WATER QUALITY IMPROVEMENT EFFORTS.

FY 21 GOALS:

TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

TO COORDINATE THE EROSION AND SEDIMENT CONTROL PLAN PROGRAM IN CONJUNCTION WITH THE STORMWATER MANAGEMENT REGULATIONS FOR ALL URBAN DEVELOPMENT SITES IN HARFORD COUNTY.

TO PROVIDE EDUCATIONAL OUTREACH TO CITIZENS AND STUDENTS IN HARFORD COUNTY ON CONSERVATION EFFORTS TO REDUCE SEDIMENT AND NUTRIENTS TO THE TRIBUTARIES OF THE CHESAPEAKE BAY.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	459,870	484,690	529,906	547,361	547,361
70 MISCELLANEOUS	8,600	8,600	8,600	8,600	8,600
GRAND TOTAL	**468,470**	**493,290**	**538,506**	**555,961**	**555,961**
FUNDING SOURCE:					
11 GENERAL	**468,470**	**493,290**	**538,506**	**555,961**	**555,961**

NATURAL RESOURCES
Soil Conservation
Index #633000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase $17,455
336,252	326,555	(9,697)	Full-time Salaries
			1,302 Salary Adjustments
			(10,999) Turnover (3.27)%
			(9,697)
	19,825	19,825	FY 21 Merit Increase of $2,000 and COLA of 2% to all eligible employees
31,944	34,288	2,344	Pension adjustments
1,097	1,108	11	Workers' Compensation adjustment
118,647	120,644	1,997	Health Benefits are adjusted due to staff opting for changes in levels of coverage
15,543	19,260	3,717	PEHP (Post Employment Health Plan)
25,723	24,981	(742)	FICA Adjustments
			MISCELLANEOUS decrease ($4,000)
5,000	5,000	0	Grants & Contributions - Envirothon contribution
3,600	3,600	0	Boards & Commission

DIVISION STAFF SUMMARY
Soil Conservation
Index #633000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES		ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	41,389		1.00	43,389	1.00	47,625
Administrator	1.00	93,999		1.00	95,999	1.00	88,740
Engineering Associate II	2.00	122,210		1.00	81,455	1.00	85,124
Engineering Associate III	1.00	66,931		2.00	115,409	2.00	121,797
SALARY TOTAL	**5.00**	**324,529**		**5.00**	**336,252**	**5.00**	**343,286**
OTHER PERSONAL SERVICES							
Pension & Retirement		29,210			31,944		36,045
Workers' Compensation		1,233			1,097		1,165
Health Benefits		75,565			118,647		120,644
PEHP		14,790			15,543		19,260
FICA		24,828			25,723		26,261
Miscellaneous		700			700		700
TOTAL OTHER PERSONAL SERVICES		**146,326**			**193,654**		**204,075**
TOTAL PERSONAL SERVICES	**5.00**	**470,855**	*	**5.00**	**529,906**	**5.00**	**547,361**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT



OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

ORIGIN/PURPOSE:

The Office of Community & Economic Development strives to build strong communities, industries, and markets in the County and provide opportunities for all County residents. The Office seeks to facilitate business investment, entrepreneurial development, housing initiatives, and job creation to foster a diverse economy and expand the local tax base, enhancing quality of life for those who live, work, play, learn, invest and stay in Harford County.

Per Executive Order 18-01, the functions of the Office of Economic Development and Housing & Community Development, formerly the Housing Agency, were consolidated under the Office of Community & Economic Development.

The Economic Development Commission was created by Harford County Code Chapter 9, Article XXXI, Section 186, and Bill No. 78-3 and amended by Bill No. 79-11 to create the Office of Economic Development to advance the general economic welfare of Harford County. The Office of Economic Development and its Economic Development Advisory Board market the County as an area for new business to relocate; strengthen expansion of resident industry and small businesses; explore programs that create job and career opportunities for County residents; and expand availability of financial resources for industry and small business.

The Housing Agency was created by Harford County Code Chapter 9, Article XXXII, Section 189, Executive Order No. 83-1, to accept and administer Federal, State and local housing funding and to address the housing needs of residents and assist with housing issues. Through Community Development, qualified organizations are assisted in delivering public service needs which may not be provided within County Government structure.

MISSION STATEMENT:

THE OFFICE STRIVES TO BUILD STRONG COMMUNITIES, INDUSTRIES AND MARKETS IN THE COUNTY AND PROVIDE OPPORTUNITIES FOR ALL COUNTY RESIDENTS.
THE OFFICE SEEKS TO FACILITATE BUSINESS INVESTMENT, ENTREPRENEURIAL DEVELOPMENT, HOUSING INITIATIVES, JOB CREATION TO FOSTER A DIVERSE ECONOMY AND EXPAND THE LOCAL TAX BASE ENHANCING QUALITY OF LIFE FOR THOSE WHO LIVE, WORK, PLAY, LEARN, INVEST AND STAY IN HARFORD COUNTY.

FY 21 GOALS:

Stability and Growth: generate and retain quality employment and housing opportunities among Harford County-based companies to increase tax revenue.

Development and Attraction: market the County for its premiere mid-Atlantic location, business climate, community resources, and robust logistics.

Entrepreneurial Innovation: maximize co-located services in support of business startups and entrepreneurs.

Strategic Alliances: support strategic alliances through leadership, financial, and consultation services in order to leverage opportunities within northeastern Maryland and the Greater Baltimore Region.

Transportation: provide access to a safe, dependable and effective transportation system to the County's business community and transit-dependent population by connecting citizens with jobs and services.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	1,404,022	1,805,422	1,994,911	1,937,570	1,937,570
20	CONTRACTUAL SERVICES	395,684	365,888	590,433	590,973	590,973
30	SUPPLIES & MATERIALS	19,101	23,604	44,680	43,890	43,890
40	BUSINESS AND TRAVEL	45,999	38,879	58,195	58,445	58,445
50	CAPITAL OUTLAY	0	105	0	0	0
70	MISCELLANEOUS	3,726,226	2,564,426	3,249,766	3,226,120	3,226,120
80	INTER-GOVERNMENTAL/INTERFUND	0	415	0	0	0
	GRAND TOTAL	**5,591,032**	**4,798,740**	**5,937,985**	**5,856,998**	**5,856,998**
SUMMARY BY FUND:						
11	GENERAL	5,591,032	4,798,740	5,937,985	5,856,998	5,856,998
	GRAND TOTAL	**5,591,032**	**4,798,740**	**5,937,985**	**5,856,998**	**5,856,998**
SUMMARY BY DIVISION:						
651000	OFFICE OF ECONOMIC DEVELOPMENT	1,717,251	1,687,068	2,057,728	1,963,276	1,963,276
652000	TOURISM AND MARKETING	1,684,000	1,801,878	2,080,000	2,080,000	2,080,000
653000	HARFORD TRANSIT	2,189,781	255,122	377,561	377,561	377,561
654000	HOUSING SERVICES	0	1,054,671	1,422,696	1,436,160	1,436,160
	GRAND TOTAL	**5,591,032**	**4,798,740**	**5,937,985**	**5,856,998**	**5,856,998**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease of ($51,192)
1,110,083	1,102,971	(7,112)	Full-time salaries
			(2,000) Salary offset adjustment
			(5,112) Staff Turnover (0.46)%
			(7,112)
	53,889	53,889	FY 21 Merit increase of $2,000 and COLA of 2% for all eligible employees
	(234,070)	(234,070)	Two (2) full time permanent PINs moved to Emergency Medical Services

	Salary	Fringe	Total
P2004	(80,500)	(34,012)	(114,512)
P0070	(80,500)	(39,058)	(119,558)
	(161,000)	**(73,070)**	**(234,070)**

122,200	241,758	119,558	Temporary Salaries - reallocation of funding for one (1) PIN to temporary salaries
402,739	398,094	(4,645)	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in coverage
98,840	115,560	16,720	PEHP (Post Employment Health Plan)
121,755	134,035	12,280	Pension adjustments
106,844	96,983	(9,861)	FICA adjustments
			CONTRACTUAL SERVICES increase $17,375
573,598	590,973	17,375	Increase in funding in Harford Transit for additional data plans and WiFi for buses; and an increase in custodial services and trash/recycling removal.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
44,680	43,890	(790)	SUPPLIES AND MATERIALS decrease of $790 Decrease in Housing based on actual spending history
188,195	58,445	(129,750)	BUSINESS AND TRAVEL decrease of ($129,750) Decrease in Harford Transit, funds for County-owned Vehicles, Fuel and Non Targeted Charges moved to the grant index for proper accounting
911,284	536,634	(374,650)	MISCELLANEOUS decrease of ($398,296) Grants & Contributions - Harford Transit funds for SSTAP and Fixed Routes moved to Grant Match Index

FY 21	
20,000	Economic Development - Susquehanna Workforce Network
100,000	Economic Development - GroundFloor/Small Business Initiatives
55,000	Economic Development - Transfer/Commercialization/Incubation
100,000	Economic Development - Workforce Development Training
28,000	Economic Development - Chesapeake Science and Security Corridor
2,500	Economic Development - Micro Enterprise Fund
11,945	Housing Services - Human Services Grant
45,000	Housing Services - Crisis Assistance Grant
18,706	PEHP for grant employees
45,483	Homeless Coordinator
60,000	GIA Support of nonprofits
50,000	Hometown Heroes First Time Homebuyers
536,634	

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
610,632	586,986	(23,646)	Grant-In-Aid

FY 21	
70,000	Associated Catholic Charities - Anna's House
55,000	FCCAU Welcome One Shelter
5,000	Founding in Faith Ministries
30,000	Habitat for Humanity
170,000	Harford Community Action Agency
25,000	Harford Family House
60,000	Mason Dixon Community Services
5,000	New Service Employment Training
10,000	Prologue
80,000	SARC
76,986	State earmarked funds for Domestic Violence
586,986	

2,080,000	2,080,000	0	Tourism and Marketing - funding in the amount of $2,080,000 from the hotel tax revenue will be used for tourism related contributions.

DEPARTMENT STAFF SUMMARY
OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accounting Technician II	1.00	60,322	1.00	62,322	1.00	65,609
Administrative Assistant II	3.00	107,871	2.00	111,872	2.00	118,190
Administrative Budget Technician II	1.00	64,055	1.00	66,055	1.00	69,416
Administrative Secretary III	1.00	60,140	1.00	65,280	1.00	68,626
Administrative Specialist I	1.00	33,824	1.00	35,824	1.00	38,580
Administrative Specialist II	1.00	44,840	1.00	46,840	1.00	49,817
Administrator	1.00	92,688	1.00	94,688	1.00	98,622
Communications Specialist I	1.00	42,562	1.00	44,562	1.00	47,493
Communications Specialist II	1.00	46,213	1.00	46,213	1.00	46,213
Deputy Director of Economic Development	1.00	98,441	1.00	100,474	1.00	102,410
Director of Economic Development	1.00	124,777	1.00	127,354	1.00	129,334
Housing Inspector	1.00	18,197	1.00	53,990	1.00	57,110
Housing Services Counselor	3.00	104,310	2.00	108,310	2.00	114,556
Senior Economic Development Associate	4.00	313,848	4.00	317,848	2.00	154,856
FULL-TIME SALARIES	21.00	1,212,088	19.00	1,281,632	17.00	1,160,832
SALARY OFFSET		(137,804)		(171,549)		(173,549)
TEMPORARY SALARIES		262,410		122,200		241,758
SALARY TOTAL	**21.00**	**1,336,694**	**19.00**	**1,232,283**	**17.00**	**1,229,041**
OTHER PERSONAL SERVICES						
Pension & Retirement		129,963		132,753		132,885
Workers' Compensation		12,190		11,004		10,995
Health Benefits		364,996		402,739		355,876
PEHP		54,230		98,840		115,560
Overtime		0		1,500		1,500
FICA		115,405		106,844		88,132
Miscellaneous		2,849		2,800		3,580
TOTAL OTHER PERSONAL SERVICES		**679,633**		**756,480**		**708,528**
TOTAL PERSONAL SERVICES	**21.00**	**2,016,327**	**21.00**	**1,988,763**	**17.00**	**1,937,569**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Office of Economic Development
Index #651000

ORIGIN/PURPOSE:

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, and Bill No. 78-3 and amended by Bill No. 79-11 to advance the general economic welfare of the citizens of Harford County.

The Office of Economic Development and its Economic Development Advisory Board market the County as an area for new business to relocate; strengthen expansion of resident industry and small businesses; explore programs that create job and career opportunities for County residents; and expand availability of financial resources for industry and small business.

Per Executive Order 14-10 the Tourism Marketing Division of the Office of Economic Development was abolished and the services and functions absorbed by the non-profit organization "Visit Harford!".

Per Executive Order 14-09 funding was transferred from index 097200 - Harford Transit under the Department of Community Services to index 653000 - Harford Transit under the Department of Economic Development.

FY 21 GOALS:

Stability and Growth: generate and retain quality employment and housing opportunities among Harford County-based companies to increase tax revenue.

Development and Attraction: market the County for its premiere mid-Atlantic location, business climate, community resources, and robust logistics.

Entrepreneurial Innovation: maximize co-located services in support of business startups and entrepreneurs.

Strategic Alliances: support strategic alliances through leadership, financial, and consultation services in order to leverage opportunities within northeastern Maryland and the Greater Baltimore Region.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Office of Economic Development
Index #651000

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	1,044,564	1,241,368	1,277,908	1,183,456	1,183,456
20 CONTRACTUAL SERVICES	342,657	315,456	401,450	401,450	401,450
30 SUPPLIES AND MATERIALS	19,101	20,534	30,550	30,550	30,550
40 BUSINESS AND TRAVEL	41,304	30,062	42,320	42,320	42,320
50 CAPITAL OUTLAY	0	0	0	0	0
70 MISCELLANEOUS	269,625	79,270	305,500	305,500	305,500
80 INTER-GOVERNMENTAL/INTERFUND	0	378	0	0	0
GRAND TOTAL	**1,717,251**	**1,687,068**	**2,057,728**	**1,963,276**	**1,963,276**
FUNDING SOURCE:					
11 GENERAL	**1,717,251**	**1,687,068**	**2,057,728**	**1,963,276**	**1,963,276**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Office of Economic Development
Index #651000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES decrease of ($94,452)
696,436	690,324	(6,112)	Full-time salaries
		(5,112)	Salary adjustments
		(1,000)	Adjustment to salary offsets to grant
		(6,112)	
	8,323	8,323	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
	(234,070)	(234,070)	Two (2) full-time permanent positions moved to Emergency Medical Services

	Salary	Fringe	Total
P2004	(80,500)	(34,012)	(114,512)
P0070	(80,500)	(39,058)	(119,558)
	(161,000)	(73,070)	(234,070)

122,200	241,748	119,548	Temporary Salaries - funds for one (1) eliminated PIN reallocated to temporary salaries
90,987	90,418	(569)	Pension adjustments
8,612	9,313	701	Workers' Compensation adjustments
245,924	238,652	(7,272)	Health Benefits are adjusted for an anticipated cost increase and staff opting for changes levels of coverage
38,858	44,940	6,082	PEHP (Post Employment Health Plan)
73,211	63,349	(9,862)	FICA adjustments

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Office of Economic Development
Index #651000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			CONTRACTUAL SERVICES no change in funding from FY 20
401,450	401,450	0	Other Professional Services - funds provide for the MD Economic Development Association, Economic Alliance of Greater Baltimore, Army Alliance, Manufacturing and Distribution Council, Technical Master Plan, STEM Intern, Northeast MD Technical Council, Small Business Development Center, BRAC Prep, Entrepreneurs Edge.
30,550	30,550	0	SUPPLIES AND MATERIALS no change in funding from FY 20 Funding provides for general office supplies, printing and other supplies and materials.
42,320	42,320	0	BUSINESS AND TRAVEL no change in funding from FY 20 Funds provide for Training Seminars and Courses to provide increased professional development for staff; as well as Membership Fees and Dues, fuel, transportation and lodging expenses.
			MISCELLANEOUS no change in funding from FY 20
175,000	175,000	0	Grants & Contributions - Susquehanna Workforce Network @ $20,000; GroundFloor/Small Business Initiatives @ $100,000; and Transfer/Commercialization/Incubation @ $55,000
130,500	130,500	0	Other Grants & Contributions - Workforce Development Training @ $100,000; Economic Development Opportunity Fund @ $28,000 & Chesapeake Science and Security Corridor (CSSC) Micro Enterprise Fund @ $2,500

DIVISION STAFF SUMMARY

Office of Economic Development

Index #651000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	1.00	51,682	1.00	53,682	1.00	56,796
Administrative Secretary III	1.00	60,140	1.00	65,280	1.00	68,626
Administrative Specialist I	1.00	33,824	1.00	35,824	1.00	38,580
Administrative Specialist II	1.00	44,840	1.00	46,840	1.00	49,817
Administrator	1.00	92,688	1.00	94,688	1.00	98,622
Deputy Director of Economic Development	1.00	98,441	1.00	100,474	1.00	102,410
Director of Economic Development	1.00	124,777	1.00	127,354	1.00	129,334
Senior Economic Development Associate	4.00	313,848	4.00	317,848	2.00	154,856
FULL-TIME SALARIES	11.00	820,240	11.00	841,990	9.00	699,041
TEMPORARY SALARIES		122,200		122,200		241,758
SALARY OFFSET		(137,804)		(145,554)		(146,554)
SALARY TOTAL	**11.00**	**804,636**	**11.00**	**818,636**	**9.00**	**794,245**
OTHER PERSONAL SERVICES						
Pension & Retirement		85,927		90,987		84,397
Workers' Compensation		10,231		8,612		8,174
Health Benefits		229,407		245,924		196,435
PEHP		29,580		38,858		44,940
FICA		74,701		73,211		52,805
Miscellaneous		1,820		1,680		2,460
TOTAL OTHER PERSONAL SERVICES		**431,666**		**459,272**		**389,211**
TOTAL PERSONAL SERVICES	**11.00**	**1,236,302**	**11.00**	**1,277,908**	**11.00**	**1,183,456**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Office of Economic Development (Susquehanna Workforce Network) - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Workforce Investment Act/Workforce Innovation and Opportunity Act	The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		$1,823,287			7/1/20 - 6/30/21	Recurring
	TOTALS:	**$0**	**$1,516,773**	**$0**	**$0**		

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Tourism and Marketing
Index #652000

ORIGIN/PURPOSE:

Functions of the Tourism and Marketing division were abolished by Executive Order 14-10. The division remains open to appropriate dedicated revenue from the Hotel Occupancy Tax. The Hotel Tax will be used to support and promote tourism and tourism related activities to include the marketing of the features of the county as a travel destination and the provision of services for the people attracted to the county. Tourism related activities include activities related to sports, festival, museum, agriculture and agriculture exposition, and farm-to-table experiences.

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
70 MISCELLANEOUS	1,684,000	1,801,878	2,080,000	2,080,000	2,080,000
GRAND TOTAL	**1,684,000**	**1,801,878**	**2,080,000**	**2,080,000**	**2,080,000**
FUNDING SOURCE:					
11 GENERAL	**1,684,000**	**1,801,878**	**2,080,000**	**2,080,000**	**2,080,000**

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
2,080,000	2,080,000	0	MISCELLANEOUS - Funding in the amount of $2,080,000 from the hotel tax revenue will be used for tourism related contributions.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Harford Transit
Index #653000

ORIGIN/PURPOSE:

Harford Transit provides public and specialized transportation services in Harford County. Services include ten public bus routes operating Monday through Friday, as well as door-to-door service for the elderly and disabled persons.

Per Executive Order 14-09 all funds for Harford Transit were transferred from index 097200 under Community Services to index 653000 under Economic Development.

FY 21 GOAL:

TRANSPORTATION: TO PROVIDE ACCESS TO A SAFE, DEPENDABLE AND EFFECTIVE TRANSPORTATION SYSTEM TO THE COUNTY'S BUSINESS COMMUNITY AND TRANSIT-DEPENDENT POPULATION BY CONNECTING CITIZENS WITH JOBS AND SERVICES

ALL FUND SUMMARY:

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:					
10 PERSONAL SERVICES	359,458	205,059	264,136	264,136	264,136
20 CONTRACTUAL SERVICES	53,027	47,571	99,900	99,900	99,900
30 SUPPLIES AND MATERIALS	0	0	6,050	6,050	6,050
40 BUSINESS AND TRAVEL	(2,491)	2,493	7,475	7,475	7,475
70 MISCELLANEOUS	1,769,853	0	0	0	0
GRAND TOTAL	**2,189,781**	**255,123**	**377,561**	**377,561**	**377,561**
FUNDING SOURCE:					
11 GENERAL	**2,189,781**	**255,123**	**377,561**	**377,561**	**377,561**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Harford Transit
Index #653000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $6,149
153,097	153,097	0	Full-Time Salaries
	7,376	7,376	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
65,709	66,833	1,124	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes levels of coverage
14,544	16,075	1,531	Pension Adjustments
10,362	6,420	(3,942)	PEHP (Post Employment Health Plan)
		.	CONTRACTUAL SERVICES increase of $16,835
26,000	38,000	12,000	Telephone Service - increased funding provides for data plans on bus cameras
17,540	19,000	1,460	Building/Custodial Service - increased due to contract
6,050	6,050	0	MATERIALS & SUPPLIES no change in funding in FY 21 Funding provides for office supplies, commercial printing, office mailing, and paper, janitorial, and medical supplies.
			BUSINESS & TRAVEL decrease ($130,000)
137,475	7,475	(130,000)	Funds previously budgeted for County-owned vehicles, Fuel and Non-Targeted vehicles are now accounted for within the grant budget, for proper accounting.
			MISCELLANEOUS decrease of ($374,650)
374,650	0	(374,650)	Grants and Contributions - decrease is a result of moving grant match funding to appropriate index for accounting/reporting purposes.

DIVISION STAFF SUMMARY

Harford Transit

Index #653000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Accounting Technician II	1.00	60,322	1.00	62,322	1.00	65,609
Communication Specialist I	1.00	42,562	1.00	44,562	1.00	47,493
Communication Specialist II	1.00	46,213	1.00	46,213	1.00	46,213
FULL-TIME SALARIES	3.00	149,097	3.00	153,097	3.00	159,315
TEMPORARY SALARIES		87,675		0		0
SALARY TOTAL	**3.00**	**236,772**	**3.00**	**153,097**	**3.00**	**159,315**
OTHER PERSONAL SERVICES						
Pension		22,187		14,544		16,728
Workers' Compensation		671		643		733
Health Benefits		61,660		65,709		66,832
PEHP		9,860		10,362		6,420
FICA		18,113		11,712		12,188
Overtime		0		1,500		1,500
Miscellaneous		420		420		420
TOTAL OTHER PERSONAL SERVICES		**112,911**		**104,890**		**104,821**
TOTAL PERSONAL SERVICES	**3.00**	**349,683**	**3.00**	**257,987**	**3.00**	**264,136**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Housing Services
Index #654000

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
SUMMARY BY CHARACTER:						
10	PERSONAL SERVICES	0	358,994	452,867	489,977	489,977
20	CONTRACTUAL SERVICES	0	2,862	89,083	89,623	89,623
30	SUPPLIES AND MATERIALS	0	3,070	8,080	7,290	7,290
40	BUSINESS AND TRAVEL	0	6,324	8,400	8,650	8,650
50	CAPITAL OUTLAY	0	105	0	0	0
70	MISCELLANEOUS	0	683,278	864,266	840,620	840,620
80	INTERGOVERNMENTAL	0	37	0	0	0
	GRAND TOTAL	**0**	**1,054,671**	**1,422,696**	**1,436,160**	**1,436,160**
FUNDING SOURCE:						
11	GENERAL	**0**	**1,054,671**	**1,422,696**	**1,436,160**	**1,436,160**

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Housing Services
Index #654000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE
			PERSONAL SERVICES increase of $37,110
260,550	259,550	(1,000)	Full-Time Salaries ($1,000) adjustment to salary offset to a grant
	18,933	18,933	FY 21 Merit of $2,000 and COLA of 2% for all eligible employees
49,620	64,200	14,580	PEHP (Post Employment Health Benefits)
27,222	30,087	2,865	Pension adjustments
91,106	92,609	1,503	Health Benefits are adjusted for an anticipated cost increase as well as staff opting for changes in level of coverage
89,083	89,623	540	CONTRACTUAL SERVICES increase of $540 Funding in Telephone Service and Legal Notice slightly adjusted based on actuals; other funding to provide support for Community Development services.
8,080	7,290	(790)	MATERIALS & SUPPLIES decrease of ($790) Funding in General Office Mailing adjusted based on actual spending history
8,400	8,650	250	BUSINESS & TRAVEL increase of $250 Funding provides for County-owned vehicles, fuel, professional books/periodicals, membership fees and dues, and training seminars/courses/meetings; adjusted based on actuals.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT
Housing Services
Index #654000

FINANCIAL NOTES:

FY 20	FY 21	CHANGE	EXPLANATION OF INCREASE/DECREASE	
			MISCELLANEOUS decrease of ($23,646)	
231,134	231,134	0	Grants and Contributions	
			Human Services Grant	11,945
			Crisis Assistance Grant	45,000
			PEHP for grant employees	18,706
			Homeless Coordinator	45,483
			Landlord Mitigation Fund	35,000
			GIA Support of nonprofits	25,000
			Hometown Heroes First Time Homebuyers	50,000
				231,134
22,500	22,500	0	Contributions - provide for transitional housing for those in recovery	
610,632	586,986	(23,646)	Grant in Aid	
			Anna's House	70,000
			FCCAU Welcome One Shelter	55,000
			Founding in Faith Ministries	5,000
			Habitat for Humanity	30,000
			Harford Community Action Agency	170,000
			Harford Family House	25,000
			Mason Dixon Comm Services	60,000
			New Service Training Employment Program	5,000
			Prologue	10,000
			SARC	80,000
			State funds for Domestic Violence	76,986
				586,986

DIVISION STAFF SUMMARY

Housing Services

Index #654000

POSITION TITLE	ENACTED FY 19 POSITIONS	ENACTED FY 19 SALARIES	ENACTED FY 20 POSITIONS	ENACTED FY 20 SALARIES	ENACTED FY 21 POSITIONS	ENACTED FY 21 SALARIES
Administrative Assistant II	2.00	56,189	1.00	58,190	1.00	61,394
Administrative Budget Tech II	1.00	64,055	1.00	66,055	1.00	69,416
Housing Inspector	1.00	18,197	1.00	53,990	1.00	57,110
Housing Services Counselor	3.00	104,310	2.00	108,310	2.00	114,556
FULL-TIME SALARIES	7.00	242,751	5.00	286,545	5.00	302,476
SALARY OFFSET				(25,995)		(26,995)
TEMPORARY SALARIES		52,535		0		0
SALARY TOTAL	**7.00**	**295,286**	**5.00**	**260,550**	**5.00**	**275,481**
OTHER PERSONAL SERVICES						
Pension		21,849		27,222		31,760
Workers' Compensation		1,288		1,749		2,088
Health Benefits		73,929		91,106		92,609
PEHP		14,790		49,620		64,200
FICA		22,591		21,921		23,139
Miscellaneous		609		700		700
TOTAL OTHER PERSONAL SERVICES		**135,056**		**192,318**		**214,496**
TOTAL PERSONAL SERVICES	**7.00**	**430,342**	**7.00**	**452,868**	**7.00**	**489,977**

***FY 19 Salaries and Other Personal Services are Enacted not Audited amounts**

Fiscal Year 21
Summary of Grants

Office of Economic Development (Harford Transit) - Anticipated FY 21 Grants							
TITLE OF GRANT	**GRANT PURPOSE**	**Source of Anticipated Funding**				**Grant Dates**	**Recurring or One Time**
		Federal	**State**	**Other**	**County Match**		
5307 Operating Assistance	To provide public transportation services to the citizens of Harford County.	$2,227,828	$432,389	$ 436,674	$1,291,765	7/1/20 - 6/30/21	Recurring
Special Statewide Transportation Assistance Program	To provide curb-to-curb transportation services for the elderly population & persons with disabilities.		$170,371	$ 70,000	$1,075,962	7/1/20 - 6/30/21	Recurring
MTA Preventive Maintenance & Capital Equipment	To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.	$1,523,331	$190,417		$190,416	7/1/20 - 6/30/21	Recurring
Ride Share	Grant funds to promote the use of transportation alternatives to the single occupancy vehicle including mass transit, car and van pooling, bicycling and to increase awareness and benefits of various commuting options to the public, businesses, agencies and organizations.	$102,000				7/1/20 - 6/30/21	Recurring
	TOTALS:	**$3,853,159**	**$793,177**	**$506,674**	**$2,558,143**		

Office of Community and Economic Development (Housing Services) Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Housing Choice Voucher	This grant provides for subsidized rental housing to eligible families.	$7,700,000				1/1/21 - 12/31/21	Recurring
HUD Comprehensive Housing Counseling	This grant provides funds that will be used for providing counseling and advice to tenants and homeowners, both current and prospective, with respect to property maintenance, financial management and literacy.	$41,390				10/1/20- 9/30/21	Recurring
Maryland Housing Counseling	Grant funds will provide funding to professional housing counselors who offer counseling services to eligible home buyers, homeowners and tenants.		$40,000			1/1/21 - 12/31/21	Recurring
Section 8 Mainstream Program	This grant provides financial assistance for housing to non-elderly, disabled individuals/families.	$560,000				1/1/21 - 12/31/21	Recurring
Family Self-Sufficiency	The Family Self Sufficiency (FSS) program enables families assisted through the Housing Choice Voucher (HCV) program opportunities for education, job training, counseling and other forms of social service assistance, while living in assisted housing, so they can obtain skills necessary to achieve self-sufficiency.	$33,643				1/1/21 - 12/31/21	Recurring
Housing Opportunities for People with AIDS	This grant provides funds for subsidized housing to individuals/ families with specific disabilities.	$203,222				7/1/20 - 6/30/21	Recurring
Housing Choice Voucher Admin	This grant provides for the administration costs associated with providing subsidized rental housing to eligible families.	$770,000				1/1/21 - 12/31/21	Recurring

Office of Economic Development (Harford Transit) - Anticipated FY 21 Grants							
Community Development Block Grant	Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.	$1,058,059				7/1/20 - 6/30/21	Recurring
Home Investment Partnership	Provides formula grants to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.	$466,432	`		$117,274	7/1/20 - 6/30/21	Recurring
TOTALS	**TOTALS:**	**$10,832,746**	**$40,000**	**$0**	**$117,274**		

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal - Economic Development

To attract and retain business growth and development, create strategic alliances, and invest in entrepreneurial innovation.

Department Objective

To provide financial assistance, consult with, advise and educate the financial and business community on the capital opportunities available to Harford County businesses in support of new investment, redevelopment, business retention, and job creation.

County Goal(s) Supported

I. Investing in our Workforce V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021
Input:					
Dollars Allocated	$1,918,365	$1,816,319	$2,016,122	$2,016,122	$2,016,122
Number of Staff	12	11	9	9	9
Output:					
Number of companies serviced	100	100	100	125	125
Number of workshops and events held	N/A	25	25	35	35
Outcome:					
Dollars Allocated for business loans, grants, and tax credits	$100,000	$87,522	$100,000	$100,000	$100,000
Number of businesses and organizations assisted with loans, grants, and tax credits	43	19	30	35	35

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal - Transit

Improve public transportation

Department Objective

To provide access to safe, dependable and effective transportation system to the county's business community and transit-dependent population by connecting citizens with jobs and services.

County Goal(s) Supported

III. Strengthen Our Communities V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021
Input:					
Dollars Allocated	$2,338,916	$4,568,103	$2,347,039	$7,749,468	$7,476,480
Local County Funds - Operating				$2,529,667	$2,741,727
Local County Funds - Capital				$250,323	$190,417
Federal and State Grants - Operating				$2,716,602	$2,830,588
Federal and State Grants - Capital				$2,252,876	$1,713,748
Number of Staff (including grant funded)				60	62
Output:					
Number of fixed route trips	311,720	297,342	282,985	332786	327130
Number of demand response trips	17,784	17,779	15,420	57,871	53,845
Outcome:					
Total number of passengers transported	329,504	315,121	298,405	390657	380975
Number of elderly and disabled passengers transported	100,774	101,399	98,343	124739	121648

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal - Housing and Community Development

Provide housing related services

Department Objective

To promote affordable housing opportunities for low-income household, the elderly and disabled and to create viable communities by creating partnerships and programs that improve quality of life for residents of Harford County.

County Goal(s) Supported

III. Strengthen Our Communities V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021
Input:					
Dollars Allocated	$10,832,363	$12,043,593	$ 13,041,787	$12,271,200*	$ 12,921,200
Number of Staff (including grant funded employees)	22	20	20	19*	18
Output:					
Housing assistance payment monies distributed	$7,478,778	$8,566,622	$9,092,168	$9,250,000	$9,600,000
Community Development grant monies distributed to local organizations	$3,353,585	$3,476,971	$3,949,619	$3,021,200	$2,872,941
Outcome:					
Number of housing assistance payments made	13,080	12,805	13,445	13460	13998
Number of families who avoided foreclosure and/or prepared for home ownership	450	450	600	400	425

*In FY20, OCED outsourced the Federal Continuum of Care Homeless Assistance Program grant totaling $928,419 to a local non-profit. The department lost one (1) full time grant funded position. Also in FY20, the State Homeless Solutions Program totaling $430,100 grant was outsourced to a local nonprofit.

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Department Goal - Tourism

Increase strategic alliances

Department Objective

To make Harford County a premier tourism destination by supporting tourism-related activities through a competitive funding process.

County Goal(s) Supported

V. Building Economic Vitality

Measure	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimate 2021
Input:					
Dollars Allocated	$3,448,923*	$1,830,000	$1,830,000	$1,500,000	$1,500,000
Number of Staff	2	2	0.5	0.5	0.5
Output:					
Number of tourism related workshops held	2	2	2	2	2
Outcome:					
Number of tourism grants awarded	31	29	28	25	25
Total amount of tourism grants awarded	$1,495,500	$1,500,000	$1,555,000	$1,500,000	$1,500,000

Explanation and Analysis of Performance Measures

*In 2017, tourism and marketing were included in Harford County. The following fiscal year, Visit Harford was outsourced.

DEBT SERVICE

***ORIGIN/PURPOSE*:**

Debt management is an important component of the County's financial management practices. The County will issue General Obligation bonds to finance the capital portion of tax supported general public purpose governmental activities with libraries, schools, public safety buildings, and water & sewer projects being the most common uses of bond proceeds.

The Debt Service account includes the amounts necessary to pay the principal and the interest on outstanding indebtedness, to include the sale of bonds, short-term financing, and lease finance. In addition, all costs associated with bond sales, issues, and controls are also appropriated here.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER:					
20	CONTRACTUAL SERVICES	155,708	258,991	112,000	112,000	112,000
60	DEBT SERVICE	89,128,561	77,318,239	79,046,782	80,253,865	80,253,865
70	MISCELLANEOUS	0	0	0	5,631,876	5,631,876
	GRAND TOTAL	**89,284,269**	**77,577,230**	**79,158,782**	**85,997,741**	**85,997,741**
	SUMMARY BY FUND:					
11	GENERAL	53,042,281	55,920,494	56,312,950	60,469,990	60,469,990
25	HIGHWAYS	983,869	1,037,861	1,124,707	1,845,588	1,845,588
27	AG PRESERVATION - COUNTY	20,469,167	6,126,707	3,000,000	2,169,100	2,169,100
29	WATERSHED MANAGEMENT	236,774	431,978	758,000	1,022,063	1,022,063
31	TAX INCREMENT FINANCING	1,107,395	1,107,448	1,167,000	1,165,000	1,165,000
53	WATER & SEWER DEBT SERVICE	13,444,783	12,952,741	16,796,125	19,326,000	19,326,000
	GRAND TOTAL	**89,284,269**	**77,577,230**	**79,158,782**	**85,997,741**	**85,997,741**

DEBT SERVICE

ALL FUND SUMMARY:

	SUMMARY BY DIVISION:	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
661110	PRINCIPAL GENERAL FUND	34,365,055	37,089,295	37,601,935	41,922,435	41,922,435
662110	INTEREST GENERAL FUND	18,414,007	18,548,753	18,071,015	17,907,555	17,907,555
664110	SERVICE COSTS GENERAL FUND	263,219	282,447	640,000	640,000	640,000
661250	PRINCIPAL HIGHWAYS FUND	595,151	638,618	688,788	1,095,992	1,095,992
662250	INTEREST HIGHWAYS FUND	383,385	390,826	405,919	719,596	719,596
664250	SERVICE COSTS HIGHWAYS FUND	5,333	8,418	30,000	30,000	30,000
661270	PRINCIPAL AG PRESERVATION - COUNTY	18,300,072	4,758,938	1,500,000	975,000	975,000
662270	INTEREST AG PRESERVATION - COUNTY	2,066,078	1,146,220	1,400,000	1,140,000	1,140,000
664270	SERVICE COSTS AG PRESERVATION - COUNTY	103,017	221,549	100,000	54,100	54,100
661290	PRINCIPAL STORMWATER MANAGEMENT	126,571	230,672	401,000	578,296	578,296
662290	INTEREST STORMWATER MANAGEMENT	97,668	177,606	327,000	413,767	413,767
664290	SERVICE COSTS STORMWATER MANAGEMENT	12,535	23,700	30,000	30,000	30,000
661310	PRINCIPAL TAX INCREMENT FINANCING	30,000	50,000	75,000	100,000	100,000
662310	INTEREST TAX INCREMENT FINANCING	1,048,875	1,045,875	1,042,000	1,035,000	1,035,000
664310	SERVICE COSTS TAX INCREMENT FINANCING	28,520	11,573	50,000	30,000	30,000
661530	PRINCIPAL W & S DEBT SERVICE FUND	8,570,141	8,191,416	8,668,996	8,867,839	8,867,839
662530	INTEREST W & S DEBT SERVICE FUND	4,774,243	4,710,349	7,727,129	4,426,285	4,426,285
664530	SERVICE COSTS W & S DEBT SERVICE FUND	100,399	50,976	400,000	6,031,876	6,031,876
	GRAND TOTAL	**89,284,269**	**77,577,231**	**79,158,782**	**85,997,741**	**85,997,741**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds

Harford County went to the bond market in May for $40,000,000 in Consolidated Public Improvement Bonds - Series 2020A.
The County received the highest rating possible from all three investor services, making Harford County bond ratings:
Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement on April 28, 2020.

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 21 Approved Capital Budget:

Board of Education		**General Projects**	
Joppatowne High School Limited Renovation Project	8,040,000	Facilities Repair Program	3,000,000
Life, Health, Safety and Compliance Measures	530,000	Fleet Maintenance Facility	780,000
Roof Replacement - Bel Air Middle School	3,196,000	Harford County Agricultural Research & Exposition Center	800,000
Roof Replacement- Hickory Elementary School	634,000	Site Acquisition	500,000
Total Board of Education	**12,400,000**	Lease Revenue General	7,000,000
		Total General	**12,080,000**
Parks & Recreation			
Athletic Field Improvements	5,000,000	**Harford Community College**	
Jarrettsville Recreation Complex/Center	200,000	Chesapeake Welcome Center	1,400,000
Trails and Linear Parks	1,500,000	**Total Harford Community College**	**1,400,000**
Total Parks & Recreation	**6,700,000**		
Public Safety			
Mobile/Portable Radio System Upgrade	3,115,000		
North County Fire/EMS Station	2,700,000		
Riverside Fire/EMS Station	2,300,000		
Total Public Safety	**8,115,000**		
		TOTAL GENERAL FUND PROJECTS	**40,695,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
PRINCIPAL PAYMENTS:						
6101	County Bonds	10,439,089	10,331,541	11,013,417	11,092,427	11,092,427
6103	School Bonds	20,511,726	22,279,018	23,344,857	24,063,907	24,063,907
6105	College Bonds	2,263,068	2,209,710	2,252,158	2,286,723	2,286,723
6112	Notes	11,917	1,300,000	0	0	0
6114	Solid Waste Services	1,139,255	969,025	991,503	979,378	979,378
6115	Leases	0	0	0	3,500,000	3,500,000
TOTAL PRINCIPAL PAYMENTS		**34,365,055**	**37,089,294**	**37,601,935**	**41,922,435**	**41,922,435**
INTEREST PAYMENTS:						
6201	County Bonds	5,480,644	5,256,596	5,392,424	5,111,265	5,111,265
6203	School Bonds	11,313,845	11,796,485	11,360,032	11,088,233	11,088,233
6205	College Bonds	1,019,587	940,330	883,829	869,799	869,799
6212	Notes	74,750	74,750	0	0	0
6214	Solid Waste Services	525,181	480,591	434,730	388,258	388,258
6215	Leases	0	0	0	450,000	450,000
TOTAL INTEREST PAYMENTS		**18,414,007**	**18,548,752**	**18,071,015**	**17,907,555**	**17,907,555**
TOTAL PAYMENTS		**52,779,062**	**55,638,046**	**55,672,950**	**59,829,990**	**59,829,990**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 21 Approved Capital Budget:

Bridges	
Boggs Road Bride #66	250,000
Bridge and Culvert Rehabilitation	2,500,000
Chestnut Hill Road Bridge #216	120,000
Deep Run Road Bridge #152	250,000
Glen Cove Road Bridge #155	895,000
Johnson Mill Road Bridge #45	1,100,000
Madonna Road Bridge #113	100,000
Stafford Road Bridge #24	600,000
Total Bridges	**5,815,000**

Roads	
Intersection Improvements	150,000
Spesutia Road Reconstruction/Upgrade	5,000,000
Washington Court Access Road	2,150,000
Woodley Road Extension to MD 715	1,000,000
Total Roads	**8,300,000**
Other	
Fleet Maintenance Facility	1,020,000
Highways Facilities Repair Program	220,000
Lease Revenue HIghways	1,000,000
Total Other	**2,240,000**
Total Highways Projects	**16,355,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
PRINCIPAL PAYMENTS:						
6101	County Bonds	595,151	638,618	688,788	1,088,492	1,088,492
6115	Leases	0	0	0	7,500	7,500
TOTAL PRINCIPAL PAYMENTS		**595,151**	**638,618**	**688,788**	**1,095,992**	**1,095,992**
INTEREST PAYMENTS:						
6201	County Bonds	383,385	390,826	405,919	718,596	718,596
6215	Leases	0	0	0	1,000	1,000
TOTAL INTEREST PAYMENTS		**383,385**	**390,826**	**405,919**	**719,596**	**719,596**
		978,536	**1,029,444**	**1,094,707**	**1,815,588**	**1,815,588**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661250 Principal, 662250 Interest
AG Preservation - County

This account represents annual payments on installment contracts to purchase agricultural easements for Ag land preservation purposes. These contracts are for ten to twenty year periods.

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
PRINCIPAL PAYMENTS:						
6113	Agricultural Preservation	18,300,072	4,758,938	1,500,000	975,000	975,000
TOTAL PRINCIPAL PAYMENTS		**18,300,072**	**4,758,938**	**1,500,000**	**975,000**	**975,000**
INTEREST PAYMENTS:						
6213	Agricultural Preservation	2,066,078	1,146,220	1,400,000	1,140,000	1,140,000
TOTAL INTEREST PAYMENTS		**2,066,078**	**1,146,220**	**1,400,000**	**1,140,000**	**1,140,000**
TOTAL PAYMENTS		**20,366,150**	**5,905,158**	**2,900,000**	**2,115,000**	**2,115,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661290 Principal, 662290 Interest - Stormwater Management Fund

This account is a special fund for deposit of a certain portion of the recordation tax, $0.55 for each $500 of the sale price (or lien amount) for each property deed recorded. The proceeds of this fund are used for the County's watershed protection and restoration program as mandated under State of Maryland law. The State requires a separate fund be established for this purpose.

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
PRINCIPAL PAYMENTS:						
6101	County Bonds	126,571	230,672	401,000	578,296	578,296
TOTAL PRINCIPAL PAYMENTS		**126,571**	**230,672**	**401,000**	**578,296**	**578,296**
INTEREST PAYMENTS:						
6201	County Bonds	97,668	177,606	327,000	413,767	413,767
TOTAL INTEREST PAYMENTS		**97,668**	**177,606**	**327,000**	**413,767**	**413,767**
TOTAL PAYMENTS		**224,239**	**408,278**	**728,000**	**992,063**	**992,063**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 662310 Interest
Tax Increment Financing

This account 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.

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
PRINCIPAL PAYMENTS:						
6101	County Bonds	30,000	50,000	75,000	100,000	100,000
	Beech Creek					
TOTAL INTEREST PAYMENTS		**30,000**	**50,000**	**75,000**	**100,000**	**100,000**
INTEREST PAYMENTS:						
6201	County Bonds	1,048,875	1,045,875	1,042,000	1,035,000	1,035,000
	Beech Creek					
TOTAL INTEREST PAYMENTS		**1,048,875**	**1,045,875**	**1,042,000**	**1,035,000**	**1,035,000**
		1,078,875	**1,095,875**	**1,042,000**	**1,135,000**	**1,135,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661530 Principal, 662530 Interest
Water & Sewer Debt Service Funds

Harford County went to the bond market in May for $40,000,000 in Consolidated Public Improvement Bonds - Series 2020A.
The County received the highest rating possible from all three investor services, making Harford County bond ratings:
Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement on April 28, 2020.

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 21 Approved Capital Budget:

Water Projects		**Sewer Projects:**	
Abingdon WTP Switch Gear/Generator	1,500,000	Bio Solids Facilities Enhancements	2,600,000
Fleet Maintenance Facility	200,000	Sod Run WWTP Ultraviolet Disinfection Project	1,000,000
Leases Revenue Water and Sewer	1,000,000		
Renewal and Replacement Water Infrastructure	300,000		
Water and Sewer Facilities Repair Program	250,000		
TOTAL WATER PROJECTS	**3,250,000**	**TOTAL SEWER PROJECTS**	**3,600,000**

TOTAL WATER & SEWER PROJECTS **6,850,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Debt Service - 661530 Principal, 662530 Interest
Water & Sewer Debt Service Funds

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
PRINCIPAL PAYMENTS:						
6102	State Loans	290,162	0	0	0	0
6106	Water & Sewer Bonds	8,279,979	8,191,416	8,668,996	8,767,839	8,767,839
6115	Leases	0	0	0	100,000	100,000
TOTAL PRINCIPAL PAYMENTS		**8,570,141**	**8,191,416**	**8,668,996**	**8,867,839**	**8,867,839**
INTEREST PAYMENTS:						
6202	State Loans	7,312	0	0	0	0
6206	Water & Sewer Bonds	4,766,931	4,710,349	7,727,129	4,226,285	4,226,285
6215	Leases	0	0	0	200,000	200,000
TOTAL INTEREST PAYMENTS		**4,774,243**	**4,710,349**	**7,727,129**	**4,426,285**	**4,426,285**
		13,344,384	**12,901,765**	**16,396,125**	**13,294,124**	**13,294,124**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664110 General Fund

These appropriations cover service costs that are associated with short and long-term debt. Charges here include bank trustee fees, auditing fees, and amortization of issuance fees for bond sales.

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
GENERAL FUND						
CONTRACTUAL SERVICES:						
2602	Legal Services	12,274	28,220	30,000	30,000	30,000
2603	Management Services	0	2,416	0	0	0
2604	Financial Audit	10,115	0	0	0	0
2699	Other Professional Services (Bank Fees, etc.)	0	9,161	10,000	10,000	10,000
	TOTAL CONTRACTUAL SERVICES	22,389	39,797	40,000	40,000	40,000
DEBT SERVICE:						
6303	Costs of Issuance	240,830	242,649	600,000	600,000	600,000
TOTAL GENERAL FUND SERVICE COSTS		**263,219**	**282,446**	**640,000**	**640,000**	**640,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664250 Highways Fund

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
HIGHWAYS FUND						
CONTRACTUAL SERVICES:						
2603	Management Services	0	81	0	0	0
2699	Other Professional Services	225	249	2,000	2,000	2,000
		225	330	2,000	2,000	2,000
DEBT SERVICE:						
6303	Costs of Issuance	5,108	8,088	28,000	28,000	28,000
TOTAL HIGHWAYS FUND SERVICE COSTS		**5,333**	**8,337**	**30,000**	**30,000**	**30,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664110 Ag Preservation County

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
AG PRESERVATION COUNTY						
CONTRACTUAL SERVICES:						
2602	Legal Services	74,617	215,860	0	0	0
DEBT SERVICE:						
6303	Costs of Issuance	28,400	5,689	100,000	54,100	54,100
TOTAL AG PRESERVATION-COUNTY SERVICE COSTS		**103,017**	**221,549**	**100,000**	**54,100**	**54,100**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664290 Stormwater Management Fund

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
TAX INCREMENT FINANCING					
DEBT SERVICE:					
6303 Costs of Issuance	12,535	23,312	30,000	30,000	30,000
TOTAL STORMWATER MANAGEMENT SERVICE COSTS	**12,535**	**23,312**	**30,000**	**30,000**	**30,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664310 Tax Increment Financing

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY21
TAX INCREMENT FINANCING						
DEBT SERVICE:						
6303	Costs of Issuance	28,520	11,573	50,000	50,000	50,000
	Beech Creek					
TOTAL TAX INCREMENT FINANCING SERVICE COSTS		**28,520**	**11,573**	**50,000**	**50,000**	**50,000**

DEPARTMENT: DEBT SERVICE

DIVISION: Service Costs - 664530 Water & Sewer Debt Service

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
WATER & SEWER DEBT SERVICE						
CONTRACTUAL SERVICES:						
2602	Legal Services	0	0	6,000	6,000	6,000
2603	Management Services	56,083	482	60,000	60,000	60,000
2699	Other Professional Services (Bank Fees, etc.)	2,394	2,133	4,000	4,000	4,000
7299	Other Contingencies	0	0	0	5,631,876	5,631,876
	TOTAL CONTRACTUAL SERVICES	58,477	2,615	70,000	5,701,876	5,701,876
6303	Costs of Issuance	41,922	48,362	330,000	330,000	330,000
TOTAL WATER & SEWER DEBT SERVICE COSTS		41,922	48,362	330,000	330,000	330,000
TOTAL ALL FUNDS SERVICE COSTS		**100,399**	**50,977**	**400,000**	**6,031,876**	**6,031,876**

INSURANCE

***ORIGIN/PURPOSE*:**

The County maintains a Self-Insurance Fund for the purpose of paying Workers' Compensation, General and Automobile Liability claims and County Property Damage losses. Self-Insurance funding is determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. Funding requirements are allocated to the following budgets: General Fund Insurance, Highways Fund Insurance, and Water and Sewer Operating Fund Insurance. At the start of each fiscal year, these budgeted funds are transferred into the Self-Insurance Fund, from which all claims are paid. Costs of insurance for the Libraries, Sheriff's Office and Detention Center are reflected in their budgets.

The Self-Insurance Program is administered by a Risk Manager, required by County Code (Part I, Chapter 9, Article XXII, Risk Management, Safety and Accident Review Board.) The County implemented a policy of combining commercially purchased insurance with the retention of higher deductible levels, the use of selective self-insurance programs and the implementation of a risk management program, which includes a Countywide safety program.

Workers' Compensation:

Harford County carries excess commercial coverage, with a $1,500,000 retention level for claims. The County is also required to maintain reserve funds of $750,000 for Workers' Compensation claims in accordance with Article 101, Section 16 of the Code of Public General Laws of Maryland.

General and Automobile Liability:

Since September 5, 1991 the County has carried excess commercial coverage, with a $350,000 retention for claims.

Property Damage:

The County carries commercial property insurance coverage with varying deductibles on real and personal property, and a $10,000 deductible for physical damage to County owned vehicles.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER:					
20	CONTRACTUAL SERVICES	1,083,030	1,037,172	1,117,345	896,148	896,148
	GRAND TOTAL	**1,083,030**	**1,037,172**	**1,117,345**	**896,148**	**896,148**

INSURANCE

ALL FUND SUMMARY

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY FUND:					
11	GENERAL	748,098	714,176	697,088	553,498	553,498
25	HIGHWAYS	178,306	162,776	233,966	196,452	196,452
51	WATER AND SEWER	156,626	160,220	186,291	146,198	146,198
	GRAND TOTAL	**1,083,030**	**1,037,172**	**1,117,345**	**896,148**	**896,148**
	SUMMARY BY DIVISION:					
671110	GENERAL FUND INSURANCE	748,098	714,176	697,088	553,498	553,498
671250	HIGHWAYS INSURANCE	178,306	162,776	233,966	196,452	196,452
671510	WATER AND SEWER INSURANCE	156,626	160,220	186,291	146,198	146,198
	GRAND TOTAL	**1,083,030**	**1,037,172**	**1,117,345**	**896,148**	**896,148**

INSURANCE

	AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
GENERAL FUND INSURANCE					
INDEX # 671110					
2599 Other Insurance	748,098	714,176	697,088	553,498	553,498
HIGHWAYS FUND INSURANCE					
INDEX # 671250					
2599 Other Insurance	178,306	162,776	233,966	196,452	196,452
WATER & SEWER OPERATING FUND INSURANCE					
INDEX # 671510					
2599 Other Insurance	156,626	160,220	186,291	146,198	146,198
TOTAL OTHER INSURANCE	**1,083,030**	**1,037,172**	**1,117,345**	**896,148**	**896,148**

BENEFITS

***ORIGIN/PURPOSE*:**

This budget represents the share of expenses within the General Fund, Highways Fund, Water and Sewer Fund and Solid Waste Services to provide the following benefits to Harford County Government employees:

PENSIONS

To provide for payment of unfunded past service liability costs to the State Retirement and Pension Plans and for the Volunteer Fire Pension System. The County joined the new State Pension System for County employees July 1, 1999.

During Fiscal Year 1983-84, the County and the three municipalities reached an agreement with the Harford County Liquor Board to pay the unfunded accrued liability on the Liquor Board's behalf over the next 38 years. Harford County's share of the liability is $6,500 per year.

The Volunteer Firemen's Pension Trust (LOSAP) Fund was created January 31, 1975 by County legislative action and funded in 1981. Biannually the County has an analysis prepared on the status of the Volunteer Firemen's Pension Fund. On January 28, 2008, the County Council of Harford County enacted, as amended, Bill No. 07-46 . This legislation lowered the age of eligibility for monthly Length of Service Award Program (LOSAP) pension benefits from 60 to 55 years, increased the burial benefit for qualified volunteers from $1,000 to $5,000 and allows the spouse, beneficiary or the estate of the volunteer to collect the death benefit. In addition, the legislation added that members with 25 years of service must have five continuous years of service to receive monthly benefits, and members who are 70 years or older with less than 25 years of service must have a minimum of 10 years of service of which five years are continuous to receive benefits. In order for a spouse to receive 50% benefits following the death of a member, the member must have a minimum of 25 years of service at the time of their death.

UNEMPLOYMENT INSURANCE

The mandated cost to County government to pay those employees, deemed eligible, who have terminated County service and who have filed for unemployment compensation.

BENEFITS

EMPLOYEE TUITION REIMBURSEMENT

Contingent upon availability of funds, full-time classified employees are eligible for reimbursement for educational courses related to advancement for their education in pursuit of a work-related degree.

DEATH BENEFIT

At the death of a County employee, his or her beneficiary will receive four weeks' pay, one-half of unused sick leave, and all annual leave as provided by applicable personnel law.

RETIREE'S HEALTH BENEFITS PROGRAM

Employees who retire from active service with Harford County Government are eligible for this program. Employees must retire with pension benefits under the State Retirement Agency or the Sheriff's Office Pension Plan. Under this program, the employee will receive a subsidy based on the number of creditable service years with their pension system; however, the employee must have a minimum of twenty (20) continuous years of service with Harford County Government and/or its covered agencies. The subsidy is doubled in the case of an employee who elects coverage for their spouse as long as that spouse is currently enrolled in our benefits program.

LIFE INSURANCE FOR RETIRED EMPLOYEES

Premiums for employees who retired prior to September 30, 1990.

BENEFITS

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER:					
10	PERSONNEL SERVICES	2,764,283	3,004,553	2,988,638	2,923,974	2,923,974
20	CONTRACTUAL SERVICES	6,199,034	7,001,276	9,188,228	9,566,228	9,566,228
	GRAND TOTAL	**8,963,317**	**10,005,829**	**12,176,866**	**12,490,202**	**12,490,202**
	SUMMARY BY FUND:					
11	GENERAL	7,418,176	8,023,891	9,671,601	10,449,572	10,449,572
25	HIGHWAYS	835,340	951,568	1,209,707	1,126,216	1,126,216
51	WATER AND SEWER	709,801	1,030,370	1,295,558	914,414	914,414
	GRAND TOTAL	**8,963,317**	**10,005,829**	**12,176,866**	**12,490,202**	**12,490,202**
	SUMMARY BY DIVISION:					
681110	GENERAL FUND BENEFITS	7,418,176	8,023,891	9,671,601	10,449,572	10,449,572
681250	HIGHWAYS BENEFITS	835,340	951,568	1,209,707	1,126,216	1,126,216
681510	WATER AND SEWER BENEFITS	709,801	1,030,370	1,295,558	914,414	914,414
	GRAND TOTAL	**8,963,317**	**10,005,829**	**12,176,866**	**12,490,202**	**12,490,202**

DEPARTMENT: BENEFITS
DIVISION: BENEFITS
INDEX: 681110

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
GENERAL FUND BENEFITS						
INDEX # 681110						
1202	Pension (New)	705,784	724,763	778,127	817,033	817,033
1203	Firemen's Pension Per actuarial and Treasurer's adjustments	1,854,906	2,072,513	1,997,167	1,883,255	1,883,255
1299	Other Unfunded past service liability costs for Liquor Board employees in the State Retirement and Pension Plans	4,972	5,786	6,500	6,500	6,500
1399	Other Health Insurance	(41,526)	6,931	0	0	0
2505	Unemployment Insurance	46,437	55,461	70,000	70,000	70,000
2507	Death Benefits	13,593	8,708	15,000	15,000	15,000
2514	Retiree's Insurance Per actuarial	4,834,010	6,048,750	6,684,000	7,536,977	7,536,977
2599	Other Insurance	0	0	107,577	107,577	107,577
2601	Medical Services	0	0	13,230	13,230	13,230
2799	Other	0	(899,020)	0	0	0
	TOTAL INDEX	7,418,176	8,023,892	9,671,601	10,449,572	10,449,572

DEPARTMENT: BENEFITS
DIVISION: BENEFITS
INDEX: 681250, 681510

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
HIGHWAYS FUND BENEFITS INDEX # 681250						
1202	Pension (New)	89,339	91,742	98,497	103,422	103,422
1399	Other Health Insurance Health Care Consortium Call	(5,826)	900	0	0	0
2505	Unemployment Insurance	13,880	4,925	10,000	10,000	10,000
2507	Death Benefits	3,667	0	2,000	2,000	2,000
2514	Retiree's Insurance Per actuarial	734,280	967,800	1,069,440	981,024	981,024
2599	Other Insurance	0	0	28,560	28,560	28,560
2601	Medical Services	0	0	1,210	1,210	1,210
2799	Other	0	(113,800)	0	0	0
	TOTAL INDEX	835,340	951,567	1,209,707	1,126,216	1,126,216
WATER & SEWER FUND BENEFITS INDEX # 681510						
1202	Pension (New)	116,442	100,917	108,347	113,764	113,764
1399	Other Health Insurance Health Care Consortium Call	(5,164)	1,000	0	0	0
1350	Retirees	45,356	0	0	0	0
2505	Unemployment Insurance	2,457	5,183	9,000	9,000	9,000
2507	Death Benefits	0	0	2,000	2,000	2,000
2514	Retiree's Insurance Per actuarial	550,710	1,048,450	1,158,560	771,999	771,999
2599	Other Insurance	0	0	16,551	16,551	16,551
2601	Medical Services	0	0	1,100	1,100	1,100
2799	Other	0	(125,180)	0	0	0
	TOTAL INDEX	709,801	1,030,370	1,295,558	914,414	914,414

PAYGO

***ORIGIN/PURPOSE*:**

A pay-as-you-go (paygo) policy was implemented in July, 1984 and is included as part of the Debt Management policies within Harford County's five year business plan.The five year business plan confirms that paygo will continue to be used for minor renovation and repair projects which have an asset life of less than ten years for general county, education, fire, library, college, highways, and certain water and sewer projects. It can also be used to purchase furniture and equipment.

Paygo funding requirements for FY 21 are allocated to the following budgets: General Fund, Highways Fund, Parks and Recreation Special Revenue, Stormwater Management and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve and Rural Legacy Program.

Closure Reserve is a set aside account, required by Governmental Accounting Standards Board (GASB) Statement No. 18, which requires the County to measure and recognize a portion of closure and post closure costs during each accounting period based on landfill capacity as of each balance sheet date.

Rural Legacy Program is a State funded program, under which various properties were approved through the application process for purchase of easement rights. These funds are furnished by the County to cover legal costs toward settlements. The State program does not allow for this administrative expense.

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER:					
70	MISCELLANEOUS	23,128,587	31,601,938	28,016,578	30,270,834	30,270,834
	GRAND TOTAL	**23,128,587**	**31,601,938**	**28,016,578**	**30,270,834**	**30,270,834**

PAYGO

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY FUND:					
11	GENERAL	9,555,335	11,715,972	9,822,600	11,519,866	11,519,866
25	HIGHWAYS	9,698,239	12,920,966	13,468,978	12,975,968	12,975,968
26	PARKS & RECREATION SPECIAL REVENUE	75,000	25,000	100,000	125,000	125,000
29	STORMWATER MANAGEMENT	500,000	400,000	450,000	1,300,000	1,300,000
51	WATER AND SEWER OPERATING	3,300,013	6,540,000	4,175,000	4,350,000	4,350,000
	GRAND TOTAL	**23,128,587**	**31,601,938**	**28,016,578**	**30,270,834**	**30,270,834**
	SUMMARY BY DIVISION:					
705110	PAYGO GENERAL FUND	9,555,335	11,715,972	9,722,600	11,469,866	11,469,866
705110	PAYGO GENERAL FUND - RURAL LEGACY	0	0	50,000	50,000	50,000
705250	PAYGO HIGHWAYS	9,698,239	12,920,966	13,468,978	12,975,968	12,975,968
705260	PAYGO PARKS & RECREATION-SPECIAL REVENUE	75,000	25,000	100,000	125,000	125,000
705290	PAYGO STORMWATER MANAGEMENT FUND	500,000	400,000	450,000	1,300,000	1,300,000
705510	PAYGO WATER AND SEWER	3,300,013	6,540,000	4,175,000	4,350,000	4,350,000
	GRAND TOTAL	**23,128,587**	**31,601,938**	**28,016,578**	**30,270,834**	**30,270,834**

DEPARTMENT: PAYGO

DIVISION: PAYGO GENERAL FUND

Index No. 705110

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7601	**CAPITAL IMPROVEMENTS**	**9,205,335**	**10,115,972**	**9,772,600**	**11,469,866**	**11,469,866**
7607	**CAPITAL IMPROVEMENTS - HOTEL TAX**	**350,000**	**1,600,000**	**0**	**0**	**0**
TOTAL PAYGO CAPITAL IMPROVEMENTS		**9,555,335**	**11,715,972**	**9,772,600**	**11,469,866**	**11,469,866**

For FY 21, General Fund Paygo funds amounting to $11,469,866 will provide for the following capital projects:

GENERAL:

Fleet Replacement	1,286,793
Refresh Program	250,000
Safeguarding Business Operations	500,000
Total General Projects	**2,036,793**

PUBLIC SAFETY:

Aberdeen VFC Main Station Renovations	500,000
HCSO Computer Equipment/Networks	778,673
HCSO Mobile Data Terminal Replacement	551,400
Next-Gen 911	1,335,000
VFC Facility Repair	750,000
VFC Public Safety Equipment	775,000
Total Public Safety Projects	**4,690,073**

LIBRARIES:

Technology	400,000
Total Libraries Projects	**400,000**

BOARD OF EDUCATION:

Educational Facility Program	1,131,000
Fleet Replacement	1,542,000
HCPS Facilities Master Plan	670,000
Technology Infrastructure	1,000,000
Total Board of Education Projects	**4,343,000**

TOTAL GENERAL CAPITAL PAYGO **11,469,866**

DEPARTMENT: PAYGO

DIVISION: PAYGO HIGHWAYS FUND

Index No. 705250

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7601	**CAPITAL IMPROVEMENTS**	**9,689,239**	**12,920,966**	**13,468,978**	**12,975,968**	**12,975,968**

For FY 21 Highways Fund Paygo funds amounting to $12,975,968 will provide for the following capital projects:

BRIDGES:

Bridge and Road Scour Repairs	250,000
Bridge Inspection Program - Under 20' Spans	250,000
Structural Evaluation	50,000
Total Bridges Projects	**550,000**

RESURFACING:

Resurfacing Roadways	9,075,000
Total Resurfacing Projects	**9,075,000**

ROADWAYS:

Drainage Improvements	100,000
Guardails	150,000
New Roads and Stormdrains	100,000
Stormdrain Rehabilitation	125,000
Traffic Calming, Bicycle & Road Safety Improvements	50,000
Traffic Signals	300,000
	825,000

OTHER:

APG Gate PILOT	210,968
Efficiency Capital Investment Projects	40,000
Fleet Replacement	2,000,000
Refresh Program	50,000
Safeguarding Business Operations	75,000
Sidewalks and Handicapped Ramps	150,000
Total Other Projects	**2,525,968**

TOTAL HIGHWAYS PAYGO	**12,975,968**

DEPARTMENT: PAYGO

DIVISION: PARKS & RECREATION SPECIAL REVENUE FUND

Index No. 705260

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7601	**CAPITAL IMPROVEMENTS**	**75,000**	**25,000**	**100,000**	**125,000**	**125,000**

For FY 21, Parks and Recreation Special Revenue Fund has two Paygo projects - Swan Harbor Farm Improvements and Emmorton Recreation and Tennis Center Improvements.

DEPARTMENT: PAYGO
DIVISION: STORMWATER MANAGEMENT FUND
Index No. 705290

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7102	PAYMENTS TO OTHER GOVT	0	0	0	600,000	600,000
7601	CAPITAL IMPROVEMENTS	500,000	400,000	450,000	700,000	700,000
		500,000	400,000	450,000	1,300,000	1,300,000

For FY 21 Stormwater Management Fund Paygo funds amounting to $1,300,000 will provide for the following capital projects:

County Owned Stormwater Management Rehab and Repair	100,000
Maintenance/Repair of Dams	50,000
Septic System Disconnection	300,000
Stormwater Pollution Prevention	150,000
Watershed Restoration Maintenance	100,000
	700,000

DEPARTMENT: PAYGO

DIVISION: WATER & SEWER FUND

Index No. 705510

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7601	**CAPITAL IMPROVEMENTS**	**3,300,013**	**6,540,000**	**4,175,000**	**4,350,000**	**4,350,000**

For FY 21, Water and Sewer Fund Paygo funds amounting to $4,350,000, will provide for the following capital projects:

WATER PROJECTS:	
Fleet Replacement	800,000
MDTA I-95 Improvements	250,000
Refresh Program	50,000
Safeguarding Business Operations	75,000
SCADA Information Management Systems	100,000
SHA Improvement Projects	200,000
Water & Sewer Infrastructure Improvements Projects	1,000,000
Water Meter Upgrade	250,000
Water Zone Improvements	200,000
Total Water Projects	**2,925,000**

SEWER PROJECTS:	
Brentwood Park Pumping Station Improvements	500,000
Future Petition Projects	375,000
Renewal and Replacement Sewer Infrastructure	350,000
Utility Protection/Restoration	200,000
	1,425,000

TOTAL WATER & SEWER PAYGO	**4,350,000**

DEPARTMENT: PAYGO

DIVISION: PAYGO GENERAL FUND - CLOSURE RESERVE AND RURAL LEGACY PROGRAM

Index No. 705110

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7799	OTHER - RURAL LEGACY PROGRAM	0	0	50,000	50,000	50,000

For FY 21, an allocation of $50,000 is appropriated for the Rural Legacy Program administrative expenses, and no allocation is provided for Closure Reserve.

APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

***ORIGIN/PURPOSE*:**

Appropriation to Towns

Harford County Government is mandated by the Annotated Code of Maryland, Article 25, Section 220, subtitled, "Grants to Municipalities in Lieu of Shared Taxes," to make appropriations on behalf of its three municipalities of Aberdeen, Bel Air, and Havre de Grace. As stated in the statute, beginning in Fiscal Year 1968-69, and continuing every fiscal year hereafter, there is paid to each of the three incorporated municipalities, an amount of money equal to the amount received for Fiscal Year 1967-68 by such municipality under Section 30(D) of Article 81 of the Annotated Code of Maryland, related to apportionment of shared taxes on banks and financial corporations.

Additionally, this budget includes the differential or refund paid to the municipalities for police services. Appropriation of monies is based on an established formula, previously agreed upon between County Government and the municipalities.

Appropriation to State

The State of Maryland charges Harford County a fee to administer the Supplemental County Homeowner's Tax Credit Program. All applications are filed with the State Department of Assessments and Taxation. Applications are processed at the State level and the County is notified electronically of all approved credits. For FY 21 an estimated appropriation of $40,000 is included to pay the State for these costs.

A large portion of the cost of operating the local Harford County Office of the State Department of Assessments and Taxation was shifted to the County in FY 12. An appropriation of $1,130,000 has been included to cover this expense in FY 21.

Other Government Agencies

Funding is provided for the operating expenses of the Humane Society.

Grant Match

Harford County enters into appropriately executed agreements with Federal, State and private monies in grant form. These agreements sometimes require a matching contribution from Harford County as a condition to accepting the grant. These matching contributions, whether voluntary or required, are paid by the General Fund to the Grant Fund. The Grant Fund is the fund that accounts for all Federal, State and private monies in grant form.

APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

ALL FUND SUMMARY:

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
	SUMMARY BY CHARACTER:					
70	MISCELLANEOUS	5,122,105	8,049,891	9,476,646	9,774,854	9,774,854
	GRAND TOTAL	**5,122,105**	**8,049,891**	**9,476,646**	**9,774,854**	**9,774,854**
	SUMMARY BY FUND:					
11	GENERAL	5,122,105	8,049,891	9,476,646	9,774,854	9,774,854
	GRAND TOTAL	**5,122,105**	**8,049,891**	**9,476,646**	**9,774,854**	**9,774,854**
	SUMMARY BY DIVISION:					
706110	Grant Match	0	2,672,818	3,799,821	3,690,061	3,690,061
707110	Appropriation to Towns	3,312,815	3,564,825	3,606,825	3,964,793	3,964,793
708110	Appropriation to State	1,009,290	0	1,120,000	1,170,000	1,170,000
709110	Other Government Agencies	800,000	1,812,248	950,000	950,000	950,000
	GRAND TOTAL	**5,122,105**	**8,049,891**	**9,476,646**	**9,774,854**	**9,774,854**

DEPARTMENT: GRANT MATCH

INDEX No. 706110

Harford County, Maryland enters into appropriately executed agreements with Federal, State and private monies in grant form. These agreements sometimes require a matching contribution from Harford County as a condition to accepting the grant. These matching contributions, whether voluntary or required, are paid by the General Fund to the Grant Fund; the Grant Fund accounts for all Federal, State and private monies in grant form.

			AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7104	**Grant Match**		0	2,672,818	3,799,821	3,690,061	3,690,061
	Harford Transit - 5307 Grant	1,291,765					
	Harford Transit - SSTAP	1,075,962					
	Harford Transit - MTA Capital	190,416					
	Housing - HOME Program	124,000					
	Office on Aging - IIIA	33,327					
	Office on Aging - IIIB	294,927					
	Office on Aging - IIIE	21,917					
	Office on Aging - SHIP	11,543					
	Office on Aging - SMP	6,486					
	Comm Svcs Mediation	30,000					
	Planning & Zoning UPWP	15,480					
	HCSO - OCSE	245,513					
	Judicial - CASA	60,000					
	Judicial - Access/Visitation	23,055					
	Judicial - Child Advocacy	17,435					
	DES - EMPG	130,452					
	DES - Hazmat/Emergency Plan.	1,783					
	DES - MIEMSS AED Grant	16,000					
	Miscellaneous Grant Match	100,000					

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

INDEX No. 707110

			AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7101	**GRANTS AND CONTRIBUTIONS**		3,292,127	3,564,825	3,586,137	3,944,105	3,944,105
	Differential for Police Services based on a legislated formula using the Assessable Basis Percentage numbers for the County and the three municipalities:						
	Aberdeen	1,310,402					
	Bel Air	1,284,830					
	Havre de Grace	1,348,873					
		3,944,105					
7102	**PAYMENTS TO OTHER GOVERNMENT AGENCIES**		20,688	0	20,688	20,688	20,688
	Payments required by the Annotated Code of Maryland, Article 25, Section 220:						
	Aberdeen	7,142					
	Bel Air	8,458					
	Havre de Grace	5,088					
		20,688					
SUB-TOTAL APPROPRIATION TO TOWNS			**3,312,815**	**3,564,825**	**3,606,825**	**3,964,793**	**3,964,793**

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

INDEX No. 708110

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7102	**PAYMENTS TO OTHER GOVERNMENT AGENCIES** Payments to the State of Maryland: Funds required to pay the State of Maryland for administrative costs for Harford County's Homeowner's Tax Credit. Funds appropriated for share of the cost of administering the County's State Department of Assessments and Taxation office.	1,009,290	1,120,000	1,120,000	1,170,000	1,170,000
SUB-TOTAL APPROPRIATION TO STATE		**1,009,290**	**1,120,000**	**1,120,000**	**1,170,000**	**1,170,000**

DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES

INDEX No. 709110

		AUDITED FY 18	AUDITED FY 19	ORIGINAL BUDGET FY 20	EXECUTIVE PROPOSED FY 21	ENACTED FY 21
7102	**PAYMENTS TO OTHER GOVERNMENT AGENCIES** Funding is provided for the operating costs of the Humane Society	800,000	900,000	950,000	950,000	950,000
SUB-TOTAL OTHER GOVERNMENT AGENCIES		**800,000**	**1,812,248**	**950,000**	**950,000**	**950,000**

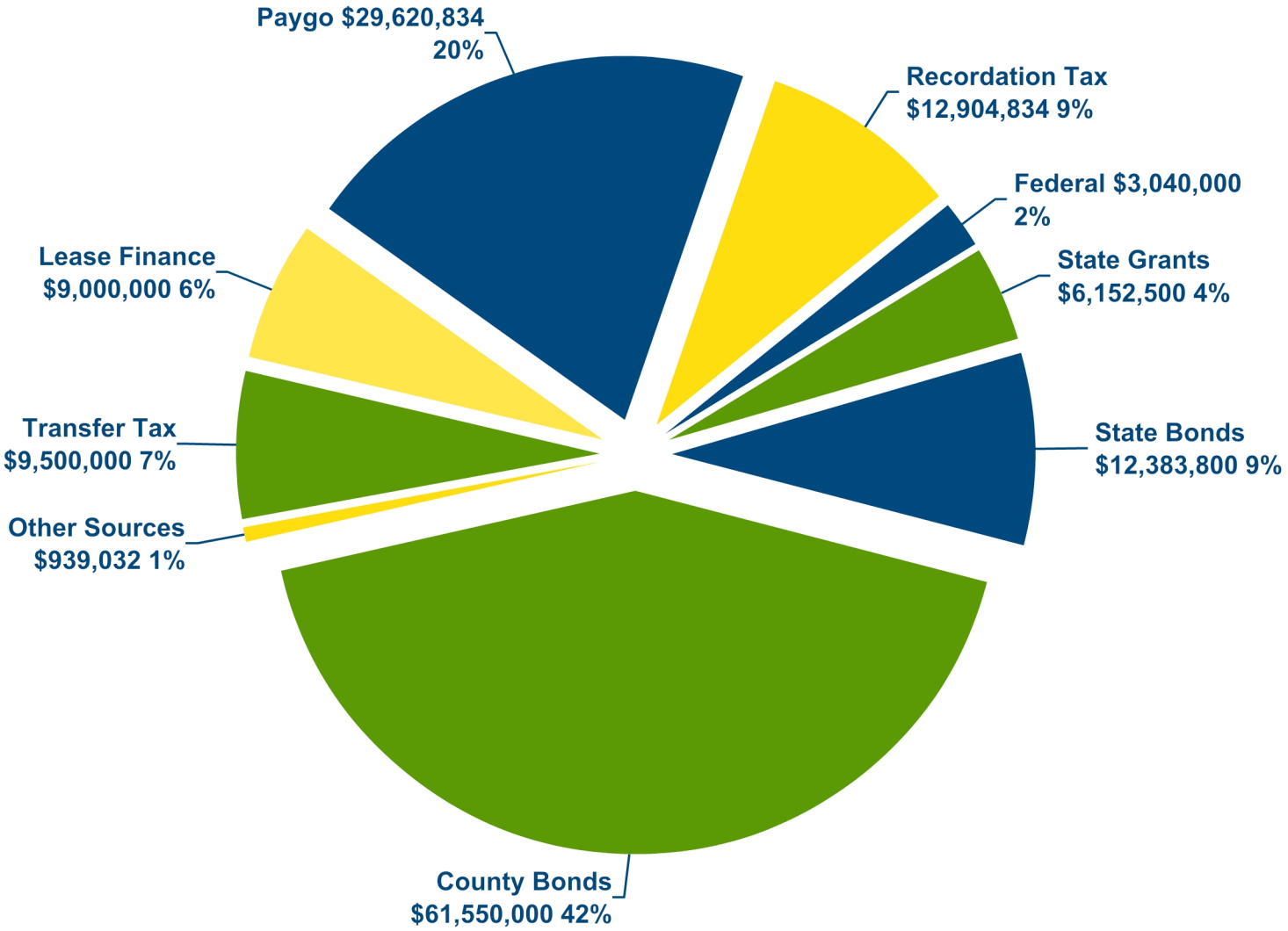
HARFORD COUNTY, MARYLAND
STATEMENT OF CONTINGENCY RESERVE

The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . ." The following contingency reserve funds which represents 0.0002 percent of the General Fund and 0.034 percent of the Highways Fund, have been included in the Approved Fiscal Year 2020-2021 Operating Budget.

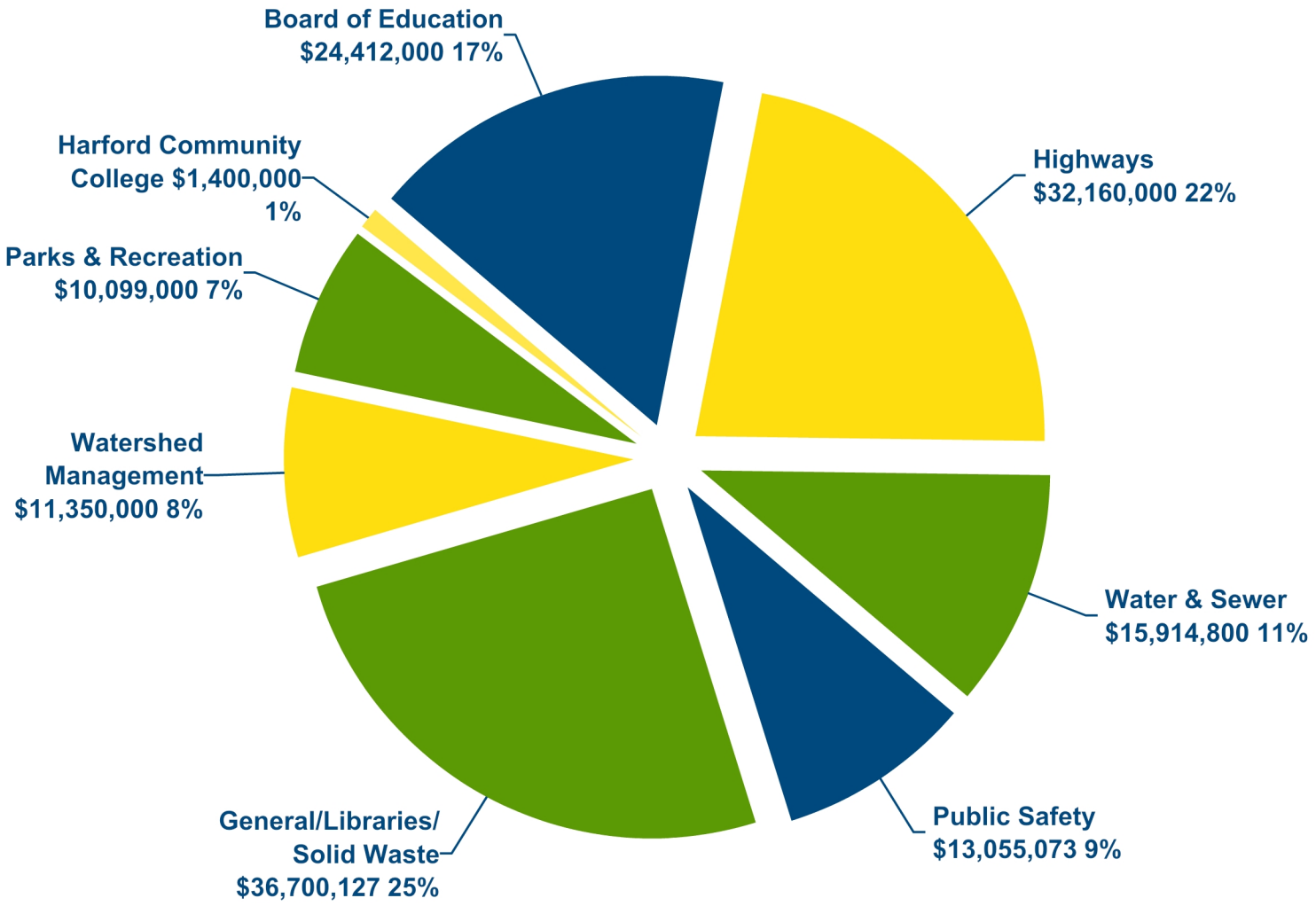
GENERAL FUND	**$**	**100,000**
HIGHWAYS FUND	**$**	**200,000**

CAPITAL BUDGET and CAPITAL IMPROVEMENT PROGRAM

Approved Capital Budget Revenues
Fiscal Year 2020 - 2021
Total Budget $145,091,000



Approved Capital Budget Appropriations
Fiscal Year 2020 - 2021
Total Budget $145,091,000



FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
GENERAL FUND													
GENERAL CAPITAL													
Board of Education Debt Service 21	21,433,334	0	0	0	0	0	400,000	9,500,000	11,533,334	0	0	0	0
Facilities Repair Program	3,000,000	0	0	0	3,000,000	0	0	0	0	0	0	0	0
Fleet Maintenance Facility	780,000	0	0	0	780,000	0	0	0	0	0	0	0	0
Fleet Replacement	2,500,000	1,213,207	1,286,793	0	0	0	0	0	0	0	0	0	0
Harford County Ag Research & Expo Center	1,200,000	0	0	0	800,000	0	0	0	0	400,000	0	0	0
Lease Revenue General	7,000,000	0	0	0	0	7,000,000	0	0	0	0	0	0	0
Refresh Program	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0
Safeguarding Business Operations	500,000	0	500,000	0	0	0	0	0	0	0	0	0	0
Site Acquisition	850,000	0	0	0	500,000	0	0	0	0	0	0	0	350,000
SUB-TOTAL GENERAL	**37,513,334**	**1,213,207**	**2,036,793**	**0**	**5,080,000**	**7,000,000**	**400,000**	**9,500,000**	**11,533,334**	**400,000**	**0**	**0**	**350,000**
WATERSHED MANAGEMENT													
Bynum Run @ St. Andrews Stream Restoration	(700,000)	(38,961)	0	(661,039)	0	0	0	0	0	0	0	0	0
County Owned Stormwater Mgmnt Rehab/Repair	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0
County Owned Watershed Restoration Improve.	4,600,000	0	0	0	3,400,000	0	0	0	0	1,200,000	0	0	0
Maintenance/Repair of Dams*	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
Middle Bynum Run Watershed Restoration Impr.	1,250,000	0	0	200,000	50,000	0	0	0	0	1,000,000	0	0	0
Septic System Disconnection	300,000	0	300,000	0	0	0	0	0	0	0	0	0	0
Stormwater Pollution Prevention	150,000	0	150,000	0	0	0	0	0	0	0	0	0	0
Sunnyview Stream Restoration	500,000	38,961	0	461,039	0	0	0	0	0	0	0	0	0
Watershed Restoration Assessment	2,000,000	0	0	0	1,000,000	0	0	0	0	900,000	0	100,000	0
Watershed Restoration Improvements	2,800,000	0	0	0	2,000,000	0	0	0	0	800,000	0	0	0
Watershed Restoration Maintenance*	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0
Wheel Creek Watershed Restoration	200,000	0	0	0	200,000	0	0	0	0	0	0	0	0
**Special Dedicated Paygo*													
SUB-TOTAL WATERSHED MANAGEMENT	**11,350,000**	**0**	**700,000**	**0**	**6,650,000**	**0**	**0**	**0**	**0**	**3,900,000**	**0**	**100,000**	**0**

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSF. TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
GENERAL FUND													
PUBLIC SAFETY													
Aberdeen VFC Main Station Renovation	500,000	0	500,000	0	0	0	0	0	0	0	0	0	0
EMS Station	(1,500,000)	0	0	(1,500,000)	0	0	0	0	0	0	0	0	0
HCSO Computer Equipment/Networks	778,673	0	778,673	0	0	0	0	0	0	0	0	0	0
HCSO Mobile Data Terminal Replacement	551,400	0	551,400	0	0	0	0	0	0	0	0	0	0
Mobile/Portable Radio System Upgrade	3,115,000	0	0	0	3,115,000	0	0	0	0	0	0	0	0
Next-Gen 911	1,585,000	0	1,335,000	0	0	0	0	0	0	250,000	0	0	0
North County EMS Station	2,700,000	0	0	0	2,700,000	0	0	0	0	0	0	0	0
Riverside Fire and EMS Station	3,800,000	0	0	1,500,000	2,300,000	0	0	0	0	0	0	0	0
VFC Facility Repair	750,000	0	750,000	0	0	0	0	0	0	0	0	0	0
VFC Public Safety Equipment	775,000	0	775,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL PUBLIC SAFETY	**13,055,073**	**0**	**4,690,073**	**0**	**8,115,000**	**0**	**0**	**0**	**0**	**250,000**	**0**	**0**	**0**
HARFORD COMMUNITY COLLEGE													
Chesapeake Welcome Center	1,400,000	0	0	0	1,400,000	0	0	0	0	0	0	0	0
SUB-TOTAL HCC	**1,400,000**	**0**	**0**	**0**	**1,400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
LIBRARIES													
HCPL Technology	400,000	0	400,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL LIBRARIES	**400,000**	**0**	**400,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
BOARD OF EDUCATION													
ADA Improvements	(37,185)	(19,517)	0	(17,668)	0	0	0	0	0	0	0	0	0
Athletic and Recreation Repairs & Improve.	473,937	261,638	0	212,299	0	0	0	0	0	0	0	0	0
Athletic Fields Repair and Restoration	(61,781)	(61,781)	0	0	0	0	0	0	0	0	0	0	0
Backflow Prevention	(10,491)	0	0	0	0	0	0	(10,491)	0	0	0	0	0
Darlington ES Comp HVAC Systemic Project	(105,812)	0	0	(105,812)	0	0	0	0	0	0	0	0	0
Educational Facility Program	1,945,671	814,671	1,131,000	0	0	0	0	0	0	0	0	0	0
Energy Efficiency Initiative Projects	(114,316)	(114,316)	0	0	0	0	0	0	0	0	0	0	0
Fallston Chiller Replacement	(74,094)	0	0	(74,094)	0	0	0	0	0	0	0	0	0
Fire Alarm and ER Communication	(33,419)	(9,224)	0	(24,195)	0	0	0	0	0	0	0	0	0
Fleet Replacement	1,558,159	0	1,542,000	16,159	0	0	0	0	0	0	0	0	0
HCPS Facilities Repair Program	437,185	19,517	0	417,668	0	0	0	0	0	0	0	0	0
HCPS Facilities Master Plan	670,000	0	670,000	0	0	0	0	0	0	0	0	0	0
Integrated Business Systems	(10,874)	0	0	0	0	0	0	(10,874)	0	0	0	0	0
Joppatowne HS Limited Renovation Project	9,837,000	0	0	0	8,040,000	0	0	0	0	1,797,000	0	0	0
Life, Health, Safety and Compliance Meas.	688,226	123,540	0	24,195	530,000	0	0	10,491	0	0	0	0	0
Major HVAC	1,324,990	0	0	1,324,990	0	0	0	0	0	0	0	0	0

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSF. TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
GENERAL FUND													
BOARD OF EDUCATION (cont.)													
Major HVAC Repairs	(1,021,495)	0	0	(1,021,495)	0	0	0	0	0	0	0	0	0
Music Equipment Refresh	(2,476)	(2,476)	0	0	0	0	0	0	0	0	0	0	0
N. Harford HS Aquaculture & Greenhouse	(37,701)	(37,701)	0	0	0	0	0	0	0	0	0	0	0
N. Harford MS Domestic Water Improvement	(520,777)	0	0	(520,777)	0	0	0	0	0	0	0	0	0
Replacement Buses	(16,159)	0	0	(16,159)	0	0	0	0	0	0	0	0	0
Riverside ES HVAC Systemic Renovation	(44,731)	0	0	(44,731)	0	0	0	0	0	0	0	0	0
Roof Replacement - Aberdeen Middle School	(119,722)	0	0	(119,722)	0	0	0	0	0	0	0	0	0
Roof Replacement - Bel Air Middle School	3,196,000	0	0	0	3,196,000	0	0	0	0	0	0	0	0
Roof Replacement - Hickory Elementary	634,000	0	0	0	634,000	0	0	0	0	0	0	0	0
Roof Replacement - N. Harford ES	(50,658)	0	0	(50,658)	0	0	0	0	0	0	0	0	0
Special Education Facilities Improvements	(398,264)	(398,264)	0	0	0	0	0	0	0	0	0	0	0
Swimming Pool Renovations	(162,156)	(162,156)	0	0	0	0	0	0	0	0	0	0	0
Technology Education Lab Refresh	(23,352)	(23,352)	0	0	0	0	0	0	0	0	0	0	0
Technology Infrastructure	(409,986)	(409,986)	0	0	0	0	0	0	0	0	0	0	0
Technology Infrastructure	1,409,986	409,986	1,000,000	0	0	0	0	0	0	0	0	0	0
Textbooks/Supplemental Refresh	(390,579)	(390,579)	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL BOARD OF EDUCATION	**24,412,000**	**0**	**4,343,000**	**0**	**12,400,000**	**0**	**0**	**0**	**0**	**7,669,000**	**0**	**0**	**0**
SUB-TOTAL GENERAL FUND CAPITAL	**88,130,407**	**1,213,207**	**12,169,866**	**0**	**33,645,000**	**7,000,000**	**400,000**	**9,500,000**	**11,533,334**	**12,219,000**	**0**	**100,000**	**350,000**

PROJECT	FY 21 APPROVED CAPITAL BUDGET												
	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
SOLID WASTE SERVICES													
SOLID WASTE SERVICES													
Environmental Studies and Projects (New)	233,801	233,801	0	0	0	0	0	0	0	0	0	0	0
Enivronmental Studies and Projects (93)	(233,801)	(233,801)	0	0	0	0	0	0	0	0	0	0	0
Former Spencers Landfill Closure	(1,771,901)	(1,771,901)	0	0	0	0	0	0	0	0	0	0	0
Full Cost Accounting Study	(64,960)	(64,960)	0	0	0	0	0	0	0	0	0	0	0
HWDC Landfill Capping	125,000	125,000	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Facilities Repair Program	1,000,000	500,000	0	500,000	0	0	0	0	0	0	0	0	0
Tollgate Landfill Gas System	(1,346)	(1,346)	0	0	0	0	0	0	0	0	0	0	0
Tollgate Yard Trim Recycling Center	(500,000)	0	0	(500,000)	0	0	0	0	0	0	0	0	0
SUB-TOTAL SOLID WASTE CAPITAL	**(1,213,207)**	**(1,213,207)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL ALL GENERAL FUND CAPITAL	**86,917,200**	**0**	**12,169,866**	**0**	**33,645,000**	**7,000,000**	**400,000**	**9,500,000**	**11,533,334**	**12,219,000**	**0**	**100,000**	**350,000**

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
PARKS & RECREATION FUND													
PARKS & RECREATION													
ADA Improvements	25,000	0	0	0	0	0	0	0	0	0	0	0	25,000
Athletic Field Improvements	5,000,000	0	0	0	5,000,000	0	0	0	0	0	0	0	0
Canoe and Kayak Water Access	400,000	0	0	0	0	0	0	0	150,000	150,000	0	0	100,000
Eden Mill Park Rehabilitation	100,000	0	0	0	0	0	0	0	50,000	0	0	0	50,000
Emily Bayless Graham Park	470,000	0	0	0	0	0	0	0	147,500	0	322,500	0	0
Emmorton Rec & Tennis Ctr Improvements*	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
Equestrian Center Improvements	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
Facility Renovations	34,000	0	0	0	0	0	0	0	34,000	0	0	0	0
Flying Point Park Improvements	650,000	0	0	0	0	0	0	0	250,000	0	400,000	0	0
Facility Renovations	0	0	0	0	0	0	0	0	0	0	0	0	0
Flying Point Park Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0
Gymnasium Floor Repair and Rehabilitation	25,000	0	0	0	0	0	0	0	0	0	0	0	25,000
Jarrettsville Recreation Complex/Center	200,000	0	0	0	200,000	0	0	0	0	0	0	0	0
Mariner Point Park Renovations	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
Nuttal Avenue Park Development	150,000	0	0	0	0	0	0	0	120,000	0	30,000	0	0
Park Improvements	25,000	0	0	0	0	0	0	0	25,000	0	0	0	0
Parkland Acquisition	525,000	0	0	0	0	0	0	0	25,000	0	500,000	0	0
Perryman Park Development	120,000	0	0	0	0	0	0	0	120,000	0	0	0	0
Playground Equipment	250,000	0	0	0	0	0	0	0	150,000	0	25,000	0	75,000
Rockfield Park Improvements	100,000	0	0	0	0	0	0	0	0	0	75,000	0	25,000
Swan Harbor Farm Imrpovements*	75,000	0	75,000	0	0	0	0	0	0	0	0	0	0
Tennis/Multipurpose Courts	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
Trails and LInear Parks	1,600,000	0	0	0	1,500,000	0	0	0	0	100,000	0	0	0
**Parks & Recreation Special Revenue*													
TOTAL PARKS & RECREATION CAPITAL	**10,099,000**	**0**	**125,000**	**0**	**6,700,000**	**0**	**0**	**0**	**1,371,500**	**250,000**	**1,352,500**	**0**	**300,000**

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
HIGHWAYS FUND													
HIGHWAYS													
BRIDGES													
Boggs Road Bridge #66	250,000	0	0	0	250,000	0	0	0	0	0	0	0	0
Bridge and Culvert Rehabilitation	2,500,000	0	0	0	2,500,000	0	0	0	0	0	0	0	0
Bridge and Road Scour Repairs	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0
Bridge Inspection Program - Over 20' Spans	300,000	0	0	0	0	0	0	0	0	0	0	300,000	0
Bridge Inspection Program - Under 20' Spans	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0
Carrs Mill Road Bridge #216	(72,277)	(72,277)	0	0	0	0	0	0	0	0	0	0	0
Chestnut Hill Road Bridge #216	160,000	0	0	0	120,000	0	0	0	0	0	0	40,000	0
Deep Run Road Bridge #152	250,000	0	0	0	250,000	0	0	0	0	0	0	0	0
Glen Cove Road Bridge #155	1,075,912	0	0	180,912	895,000	0	0	0	0	0	0	0	0
Glen Cove Road Bridge #156	(590,248)	(590,248)	0	0	0	0	0	0	0	0	0	0	0
Green Road Bridges #119 and #122	996,362	0	0	(103,638)	1,100,000	0	0	0	0	0	0	0	0
Johnson Mill Road Bridge #45	100,000	0	0	0	100,000	0	0	0	0	0	0	0	0
Madonna Road Bridge #113	400,000	0	0	0	0	0	0	0	0	0	0	400,000	0
New Park Road Bridge #125	(77,274)	0	0	(77,274)	0	0	0	0	0	0	0	0	0
Snake Lane Bridge #31	(17,083)	(17,083)	0	0	0	0	0	0	0	0	0	0	0
Stafford Road Bridge #24	2,800,000	0	0	0	600,000	0	0	0	0	0	0	2,200,000	0
Structural Evaluation	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL BRIDGES	**8,625,392**	**(679,608)**	**550,000**	**0**	**5,815,000**	**0**	**0**	**0**	**0**	**0**	**0**	**2,940,000**	**0**
ROADWAYS													
Drainage Improvements	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0
Guardrails	150,000	0	150,000	0	0	0	0	0	0	0	0	0	0
Intersection Improvements	150,000	0	0	0	150,000	0	0	0	0	0	0	0	0
New Roads and Stormdrains	200,000	0	100,000	0	0	0	0	0	0	0	0	0	100,000
Spesutia Road Reconstruction/Upgrade	5,000,000	0	0	0	5,000,000	0	0	0	0	0	0	0	0
Stormdrain Rehabilitation	125,000	0	125,000	0	0	0	0	0	0	0	0	0	0
Traffic Calming, Bicycle & Road Safety Improvements	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
Traffic Signals	300,000	0	300,000	0	0	0	0	0	0	0	0	0	0
Washington Court Access Road	2,150,000	0	0	0	2,150,000	0	0	0	0	0	0	0	0
Woodley Road Extension to MD 715	1,000,000	0	0	0	1,000,000	0	0	0	0	0	0	0	0
SUB-TOTAL ROADWAYS	**9,225,000**	**0**	**825,000**	**0**	**8,300,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**100,000**

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
HIGHWAYS FUND													
HIGHWAYS													
RESURFACING													
Resurfacing Roadways	9,754,608	679,608	9,075,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL RESURFACING	**9,075,000**	**0**	**9,075,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
OTHER													
APG Gate PILOT	0	0	210,968	0	0	0	0	0	0	0	0	0	(210,968)
Efficiency Capital Investment Project	40,000	0	40,000	0	0	0	0	0	0	0	0	0	0
Fleet Maintenance Facility	1,020,000	0	0	0	1,020,000	0	0	0	0	0	0	0	0
Fleet Replacement	2,000,000	0	2,000,000	0	0	0	0	0	0	0	0	0	0
Highways Facilities Repair Program	220,000	0	0	0	220,000	0	0	0	0	0	0	0	0
Lease Revenue Highways	1,000,000	0	0	0	0	1,000,000	0	0	0	0	0	0	0
Refresh Program	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
Safeguarding Business Operations	75,000	0	75,000	0	0	0	0	0	0	0	0	0	0
Sidewalks and Handicapped Ramps	150,000	0	150,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL OTHER	**4,555,000**	**0**	**2,525,968**	**0**	**1,240,000**	**1,000,000**	**0**	**0**	**0**	**0**	**0**	**0**	**(210,968)**
TOTAL HIGHWAYS FUND CAPITAL	**32,160,000**	**0**	**12,975,968**	**0**	**15,355,000**	**1,000,000**	**0**	**0**	**0**	**0**	**2,940,000**	**0**	**(110,968)**

FY 21 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PRIOR PAYGO	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE FINANCE	REAPPR	TRANSFER TAX	RECORD TAX	STATE	POS	FEDERAL	DEV/ OTHER
WATER & SEWER FUND													
WATER PROJECTS													
Abingdon WTP Switch Gear/Generator	1,500,000	0	0	0	1,500,000	0	0	0	0	0	0	0	0
Fleet Maintenance Facility	200,000	0	0	0	200,000	0	0	0	0	0	0	0	0
Fleet Replacement	800,000	0	800,000	0	0	0	0	0	0	0	0	0	0
Lease Revenue Water & Sewer	1,000,000	0	0	0	0	1,000,000	0	0	0	0	0	0	0
Magnolia Booster Station	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
MDTA I-95 Improvements	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0
Refresh Program	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0
Renewal & Replacement Water Infrastr.	300,000	0	0	0	300,000	0	0	0	0	0	0	0	0
Safeguarding Business Operations	75,000	0	75,000	0	0	0	0	0	0	0	0	0	0
SCADA Information Management Systems	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0
SHA Improvement Projects	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0
Tank Painting	(2,100,000)	(2,100,000)	0	0	0	0	0	0	0	0	0	0	0
Water & Sewer Billing Project	1,000,000	1,000,000	0	0	0	0	0	0	0	0	0	0	0
Water & Sewer Facilities Repair Program	250,000	0	0	0	250,000								
Water & Sewer Infrastructure Impr.	1,000,000	0	1,000,000	0	0	0	0	0	0	0	0	0	0
Water Meter Upgrade	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0
Water Zone Improvements	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL WATER PROJECTS	**5,175,000**	**(1,000,000)**	**2,925,000**	**0**	**2,250,000**	**1,000,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
SEWER PROJECTS													
Bio Solids Facilities Enhancements	2,600,000	0	0	0	2,600,000	0	0	0	0	0	0	0	0
Brentwood Park Pumping Station Improve.	500,000	0	500,000	0	0	0	0	0	0	0	0	0	0
Freys Road Sewer Petition	475,000	0	0	0	0	0	0	0	0	475,000	0	0	0
Future Petition Projects	375,000	0	375,000	0	0	0	0	0	0	0	0	0	0
infiltration and Inflow 09	(2,025,567)	(2,025,567)	0	0	0	0	0	0	0	0	0	0	0
Magnolia Sewer Petition	604,500	0	0	0	0	0	0	0	0	604,500	0	0	0
Pumping Station Improvements	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Renewal and Replacement Sewer Infrast.	350,000	0	350,000	0	0	0	0	0	0	0	0	0	0
Sod Run Facility Improvements	2,700,000	2,700,000	0	0	0	0	0	0	0	0	0	0	0
Sod Run WWTP Ultraviolet Disinf. Project	1,000,000	0	0	0	1,000,000	0	0	0	0	0	0	0	0
Town Center Drive PS Replacement	225,567	225,567	0	0	0	0	0	0	0	0	0	0	0
Utility Protection	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0
Woodridge Sewer Petition	3,635,300	0	0	0	0	0	0	0	0	3,635,300	0	0	0
SUB-TOTAL SEWER PROJECTS	**10,739,800**	**1,000,000**	**1,425,000**	**0**	**3,600,000**	**0**	**0**	**0**	**0**	**4,714,800**	**0**	**0**	**0**
TOTAL WATER & SEWER FUND CAPITAL	**15,914,800**	**0**	**4,350,000**	**0**	**5,850,000**	**1,000,000**	**0**	**0**	**0**	**4,714,800**	**0**	**0**	**0**
TOTAL APPROVED CAPITAL BUDGET	**144,931,000**	**0**	**29,620,834**	**0**	**61,430,000**	**9,000,000**	**400,000**	**9,500,000**	**12,904,834**	**17,183,800**	**1,352,500**	**3,000,000**	**539,032**

HARFORD COUNTY, MARYLAND
STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES
CAPITAL FUND

	GENERAL	HIGHWAYS	PARKS & REC.	TOTAL
TOTAL FUND BALANCE AT June 30, 2019	29,272,876	8,771,581	2,042,833	40,087,290
Less: Restricted Fund Balance				
Recordation and Transfer Tax	2,851,912	0	575,994	3,427,906
Bond Proceeds	22,819,645	0	0	22,819,645
Less: Unrestricted Fund Balance				
Appropriation of Fund Balance	257,000	0	0	257,000
Encumbrances	3,344,319	8,771,581	1,466,839	13,582,739
	29,272,876	8,771,581	2,042,833	40,087,290
Fund Balance Available for Appropriation at June 30, 2019				
Undesignated Fund Balance	0	0	0	0
Estimated Revenues - Open Project	570,928,844	151,611,827	99,285,020	821,825,691
Estimated Expenditures - Open Project	(570,924,470)	(151,611,827)	(98,779,508)	(821,315,805)
Fund Balance Available for Appropriation at June 30, 2020				
Undesignated Fund Balance	4,374	0	505,512	509,886
Fund Balance Available for Appropriation at June 30, 2020				
Undesignated Fund Balance	4,374	0	505,512	509,886
Estimated Revenues Fiscal Year 2021				
Paygo	12,169,866	12,975,968	125,000	25,270,834
Recordation Tax	11,533,334	0	1,371,500	12,904,834
Transfer Tax	9,500,000	0	0	9,500,000
Reappropriated from Prior Projects	400,000	0	0	400,000
Future Bonds	33,645,000	15,355,000	6,700,000	55,700,000
Prior Bonds	0	0	0	0
Federal Grant	100,000	2,940,000	0	3,040,000
State Bonds	7,669,000	0	0	7,669,000
State Grants	4,550,000	0	1,602,500	6,152,500
Lease Finance	7,000,000	1,000,000	0	8,000,000
Developer/Other	350,000	(110,968)	300,000	539,032
Total Estimated Revenues Fiscal Year 2021	86,917,200	32,160,000	10,099,000	129,176,200
Estimated Expenditures Fiscal Year 2021	(86,917,200)	(32,160,000)	(10,099,000)	(129,176,200)
Fund Balance Available for Appropriation at June 30, 2021				
Undesignated Fund Balance	4,374	0	505,512	509,886

HARFORD COUNTY, MARYLAND
STATEMENT OF ESTIMATED UNRESTRICTED NET ASSETS
WATER & SEWER CAPITAL FUND

	WATER & SEWER
Unrestricted Net Assets June 30, 2020	0
Estimated Revenues - Open Projects	207,995,658
Estimated Expenditures - Open Projects	(207,995,658)
Estimated Unrestricted Net Assets June 30, 2021	0
Estimated Revenues Fiscal Year 2021	
Paygo	4,350,000
Future Bonds	5,850,000
Lease Finance	1,000,000
State	4,714,800
Total Estimated Revenues Fiscal Year 2021	15,914,800
Estimated Expenditures Fiscal Year 2021	(15,914,800)
Estimated Unrestricted Net Assets June 30, 2021	0

DEDICATED RECORDATION TAX

STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

	BOARD OF EDUCATION	PARKS & RECREATION	STORMWATER MANAGEMENT DEBT SERVICE
UNDESIGNATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2019	1,051,512	575,994	8,749,353
Plus Fiscal Year 2020 Estimated Recordation Tax Revenues	11,333,334	2,833,333	2,833,333
Plus Fiscal Year 2020 Estimated Other Revenue	0	0	65,800
Less Fiscal Year 2020 Estimated Expenditures	(11,765,600)	(3,375,000)	(1,208,000)
ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	619,246	34,327	10,440,486
Plus Fiscal Year 2021 Estimated Revenues:			
Plus Fiscal Year 2021 Estimated Recordation Tax Revenues	11,533,334	2,883,333	2,883,333
Plus Fiscal Year 2021 Estimated Recordation Tax Revenues	0	0	117,435
Less Fiscal Year 2021 Estimated Expenditures	(11,933,334)	(2,883,333)	(972,063)
ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2021	219,246	34,327	12,469,191

DEDICATED TRANSFER TAX
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

	AGRICULTURAL PRESERVATION	BOARD OF EDUCATION
TOTAL FUND BALANCE AT JUNE 30, 2019	38,723,753	1,800,400
Plus Fiscal Year 2020 Estimated Revenues:		
Transfer Tax		
2020 Transfer Tax Receipts	9,350,000	9,350,000
Other Revenues	2,822,000	0
Less Fiscal Year 2020 Estimated Expenditures	(9,832,000)	(11,150,400)
Less: Committed Fund Balance Designated for Other Purposes	(20,134,034)	0
UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	20,929,719	0
Plus Fiscal Year 2021 Estimated Revenues:		
Transfer Tax		
2021 Transfer Tax receipts	9,500,000	9,500,000
Other Revenue	4,094,000	0
Less Fiscal Year 2021 Estimated Expenditures	(13,594,000)	(9,500,000)
ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2021	20,929,719	0

DEDICATED IMPACT FEE
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE

	BOARD OF EDUCATION
UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2019	0
Plus Fiscal Year 2020 Estimated Impact Fee Revenues	3,500,000
Less Fiscal Year 2020 Estimated Expenditures	(3,500,000)
ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2020	0
Plus Fiscal Year 2021 Estimated Revenues:	
Fiscal Year 2021 Impact Fee Revenues	1,750,000
Less Fiscal Year 2021 Estimated Expenditures	(1,750,000)
ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2021	0

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

Project Title/Description	FY 21 Budget Appropriation	Total Project Cost	Operating Budget Impact
GENERAL PROJECTS:			
Harford County Agricultural Research and Exposition Center This project will provide funding for site, engineering and construction costs of an agricultural research and exposition facility in Harford County.	1,200,000	2,800,000	There will be an impact on utility services and contractual services (electric, janitorial, trash and septic).
Refresh Program This project is to refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.	250,000	4,853,478	Ability to order large volume of computers at one time, reducing the impact of replacing large quantities of equipment at one time.
Safeguarding Business Operations The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications and Database modernization.	500,000	20,525,400	Annual license/maintenance fees associated with this project.
STORMWATER MANAGEMENT PROJECTS:			
County Owned Watershed Restoration Improvements This project will be used for design & construction of projects located on County owned property. Water quality restoration projects are required under the County's municipal NPDES or MS4 permit and through the Chesapeake Bay Watershed Implementation Plan as required under the Bay TMDL.	4,600,000	34,775,000	Long term maintenance fees for new stormwater facilities, stormwater retrofits and stream channel restoration and stabilization.

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

Project Title/Description	FY 21 Budget Appropriation	Total Project Cost	Operating Budget Impact
Middle Bynum Run Watershed Restoration Improvements This project will assess and prioritize restoration projects including stream restorations and stormwater management retrofits to improve water quality.	1,250,000	2,450,000	Long term maintenance fees for new stormwater facilities.
Sunnyview Stream Restoration This project will fund the design and construction of a stream restoration on Farnandis Branch, restoring 2,220 feet of stream as a result of the project.	500,000	5,192,220	Long term maintenance fees for new stormwater facilities.
PUBLIC SAFETY PROJECTS:			
North County EMS Station This project provides funding to construct an EMS station. This station will be staffed by county career based personnel and primarily serve the rural communities in northern Harford County.	2,700,000	2,700,000	This project will provide funding to construct an EMS station in the northern section of the County. The station will be staffed by County personnel, funded within the operating budget.
Riverside Fire and EMS Station This project provides funding to construct a fire and EMS station. This station will house both volunteer and career based personnel and will place and fire station in an area that does not currently have one.	3,800,000	3,800,000	This project will provide funding to construct an EMS station in the northern section of the County. The station will be staffed by County personnel, funded within the operating budget.
PARKS AND RECREATION PROJECTS			
Athletic Field Improvements Construction of synthetic turf field at Bel Air High School; and design of a synthetic turf field for Field 13 at Cedar Lane.	5,000,000	32,550,000	Weekly maintenance, including field grooming.

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

Project Title/Description	FY 21 Budget Appropriation	Total Project Cost	Operating Budget Impact
PARKS AND RECREATION PROJECTS:			
Eden Mill Park Rehabilitation This project will continue renovations and improvements to Eden Mill, including installation of a fire alarm system at the Nature Center.	100,000	1,355,000	Funding for FY 21 will include installation of a fire alarm system in the Nature Center. Fees will be covered within the operating budget.
Emily Bayless Graham Park Funding for this project will provide engineering and renovation of the farmhouse and outbuildings at this passive park site.	470,000	4,295,000	This park includes walking trails and picnic pavilions. Weekly maintenance, including grass mowing and trash collection.
Parkland Acquisition This project is for acquisition of property to add to the County park inventory. The amount of acreage the Department is able to purchase is affected by the location and price of each parcel. Since 2006, the Department has added over 450 acres to its inventory. While not all of these sites required regular mowing at the time of their acquisition, most of the acreage will be developed into future park sites if they have not already been developed and require more intensive maintenance.	525,000	17,461,000	The Department currently pays approximately $26.10/acre to mow at park sites. Assuming a site is mowed 29 times per mowing season and assuming only half of the added acreage (225) will be mowed, the cost to maintain this addt'l acreage is $169,650 per mowing season.
Trails and Linear Parks Design and construction of the connecting section of the Ma and Pa trail from Williams Street trailhead to Blake's Venture Park.	1,600,000	17,200,000	Weekly maintenance, including trail maintenance and trash collection.

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

Project Title/Description	FY 21 Budget Appropriation	Total Project Cost	Operating Budget Impact
HIGHWAYS PROJECTS:			
Fleet Replacement The purpose of this project is to replace existing vehicles and equipment that has exceeded their useful life.	2,000,000	28,242,000	Long term reductions in vehicle maintenance expenditures and downtime of needed equipment.
Refresh Program This project is to refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.	50,000	990,500	Ability to order large volume of computers at one time, reducing the impact of replacing too much equipment at one time.
Safeguarding Business Operations The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, & Database modernization.	75,000	4,087,450	Annual license/maintenance fees associated with this project.
Resurfacing Roadways The purpose of this project is to upgrade and overlay the County's 680+ miles of asphalt road.	9,754,608	79,322,870	Potential for long term reductions in material costs for roadway repairs.

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

Project Title/Description	FY 21 Budget Appropriation	Total Project Cost	Operating Budget Impact
WATER AND SEWER PROJECTS:			
Fleet Replacement The purpose of this project is to replace existing vehicles and equipment that has exceeded their useful life.	800,000	10,922,000	Long term reductions in vehicle maintenance expenditures and downtime of needed equipment.
Refresh Program This project is to refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.	50,000	1,017,000	Ability to order large volume of computers at one time, reducing the impact of replacing too much equipment at one time.
Safeguarding Business Operations The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, & Database modernization.	75,000	4,291,650	Annual license/maintenance fees associated with this project.

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Included in the capital budget are projects that have prior and current county bond funding. The county must take whatever actions are necessary to assure repayment, and estimates the debt service cost annually. Bonds are typically used to finance the capital portion of tax supported general public purpose governmental activities, including schools, public safety, highways and water and sewer areas.

PROJECTS THAT IMPACT DEBT SERVICE - ESTIMATED ANNUAL DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
GENERAL PROJECTS:			
Facilities Repair Program	$20,867,396	$3,000,000	$665,900
Fleet Maintenance Facility	$15,346,000	$780,000	$449,915
Harford County Agricultural Research Exposition Center	$1,450,000	$800,000	$62,775
Site Acquisition	$24,007,761	$500,000	$683,767
Abingdon Library Window and HVAC Replacement	$589,000	$0	$15,785
Courthouse Building Repairs	$9,800,000	$0	$273,420
45 South Main Street - Add Emergency Power Systems	$600,000	$0	$16,740
Harford County Metro Area Network	$16,200,000	$0	$451,980
Humane Society	$6,000,000	$0	$167,400
1201 Technology Drive	$1,000,000	$0	$27,900

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
WATERSHED MANAGEMENT PROJECTS:			
Bynum Run @ St. Andrews Way Stream Restoration	$1,000,000	($661,039)	$9,457
County Owned Watershed Restoration Improvements	$6,550,000	$3,400,000	$277,605
Middle Bynum Run Watershed Restoration Improvements	$200,000	$250,000	$12,555
Sunnyview Stream Restoration	$2,200,000	$461,039	$74,243
Watershed Restoration Assessment	$5,050,000	$1,000,000	$168,795
Watershed Restoration Improvements	$1,650,000	$2,000,000	$101,835
Watershed Restoration Maintenance	$160,000	$0	$4,464
Wheel Creek Watershed Restoration	$1,450,000	$200,000	$46,035
Joppatowne Area Watershed Restoration	$2,950,000	$0	$82,305
Plumtree Run Watershed Restoration	$4,650,000	$0	$129,735
Riverside Area Watershed Restoration	$1,720,000	$0	$47,988
Sams Branch Watershed Restoration	$870,000	$0	$24,273
Upper Bynum Run Watershed Restoration Improvements	$1,200,000	$0	$33,480

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
PUBLIC SAFETY PROJECTS:			
Mobile/Portable Radio System Upgrade	$2,000,000	$3,115,000	$142,709
North County EMS Station	$0	$2,700,000	75,330
Riverside Fire and EMS Station	$0	$3,800,000	106,020
Emergency Operations Center Complex	$32,661,500	$0	$911,256
Multi-Agency Public Safety Mobile Command Center	$1,800,000	$0	$50,220
HARFORD COMMUNITY COLLEGE PROJECTS:			
Chesapeake Welcome Center	$1,347,425	$1,400,000	$76,653
Edgewood Hall Renovation & Expansion	$3,464,575	$0	$96,662
Fallston Hall Renovations	$3,464,575	$0	$96,662
HARFORD COUNTY PUBLIC LIBRARIES PROJECTS:			
Havre de Grace Expansion	$6,720,000	$0	$187,488
BOARD OF EDUCATION PROJECTS:			
Joppatowne High School Limited Renovation Project	$7,400,000	$8,040,000	$430,776
Life, Health, Safety and Compliance Measures	$0	$554,195	$14,787

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
BOARD OF EDUCATION PROJECTS (cont.):			
Roof Replacement - Bel Air Middle School	$0	$3,196,000	$89,168
Roof Replacement - Hickory Elementary School	$879,000	$634,000	$42,213
ADA Improvements	$300,000	($17,668)	$7,877
Athletic and Recreation Repairs and Improvements	$0	$212,299	$5,923
Bel Air ES HVAC Systemic Renovation & Open Space	$3,485,000	$0	$97,232
Center for Educational Opportunity - HVAC	$2,200,000	$0	$61,380
Darlington ES Comprehensive HVAC Systemic Project	$1,449,948	($105,812)	$37,501
Fallston Chiller Replacement	$446,000	($74,094)	$10,376
Fallston High School Comp HVAC Systemic Project	$7,673,940	$0	$214,103
Fire Alarm and ER Communication	$282,600	($24,195)	$7,209
Fleet Replacement	$0	$16,159	$451
George D. Lisby HVAC Systemic Renovation	$4,840,000	$0	$135,036
HCPS Facilities Repair Program	$486,480	$417,668	$25,226
Havre de Grace Middle/High School Replacement	$77,474,000	$0	$2,091,798

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
BOARD OF EDUCATION PROJECTS (cont.):			
Life, Health, Safety and Compliance Measures	$0	$24,195	$14,787
Major HVAC	$0	$1,324,990	36,967
Major HVAC Repairs	$6,258,180	($1,021,495)	146,104
North Bend ES Central Plant & Fire Alarm Upgrade	$1,054,500	$0	$29,421
North Harford Middle School Domestic Water Improvements	$1,000,000	($520,777)	$13,370
Prospect Mill Elementary School HVAC	$2,294,000	$0	$64,003
Replacement Buses	$1,444,272	($16,159)	$39,844
Riverside ES HVAC Systemic Renovation	$4,097,607	($44,731)	$113,075
Roof Replacement - Aberdeen Middle School	$1,605,000	($119,722)	$41,439
Roof Replacement - North Harford Elementary School	$495,000	($50,658)	$12,397
Roye Williams HVAC Systemic Renovation	$6,743,000	$0	$188,130
Swimming Pool Renovations	$247,887	$0	$6,916
Technology Infrastructure	$2,400,822	$0	$66,983
Youth's Benefit Elementary School Replacement	$38,611,866	$0	$1,077,271

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 20 Bond Funding	Estimated Annual Debt Service
SOLID WASTE PROJECTS:			
Solid Waste Facilities Repair Program	$1,000,000	$500,000	$41,850
Tollgate Landfill Gas System	$650,000	$0	$18,135
Tollgate Yard Trim Recycling Center	$949,314	($500,000)	$12,536
HWDC Compost Area Facilities	$525,000	$0	$14,648
PARKS AND RECREATION PROJECTS:			
Athletic Field Improvements	$12,900,000	$5,000,000	$499,410
Jarrettsville Recreation Center	$0	$200,000	$5,580
Trails and Linear Parks	$2,500,000	$1,500,000	$111,600
Enlarged Gymnasiums & Joint Facilities	$1,200,000	$0	$33,480
Cedar Lane Sports Complex Improvements	$100,000	$0	$2,790
Churchville Complex Development	$7,176,830	$0	$200,234
Heavenly Waters Park	$1,100,000	$0	$30,690
Schucks Road Regional Complex	$2,530,000	$0	$70,587
TOTAL ESTIMATED ANNUAL DEBT SERVICE - GENERAL FUND			**$11,734,688**

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
HIGHWAYS PROJECTS:			
Boggs Road Bridge #66	$0	$250,000	$6,975
Bridge and Road Culvert Rehabilitation	$0	$2,500,000	$69,750
Carrs Mill Road Bridge #216	$100,000	$0	$2,790
Chestnut Hill Bridge #40	$388,000	$120,000	$14,173
Deep Run Road Bridge #152	$0	$250,000	$6,975
Glen Cove Road Bridge #155	$0	$1,075,912	$30,018
Glen Cove Road Bridge #156	$200,000	$0	$5,580
Green Road Bridges #119 and #122	$879,558	($103,638)	$21,648
Johnson Mill Road Bridge #45	$350,000	$1,100,000	$40,455
Madonna Road Bridge #113	$0	$100,000	$2,790
New Park Road Bridge #125	$925,000	($77,274)	$23,652
Snake Lane Bridge #31	$900,000	$0	$25,110

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
HIGHWAYS PROJECTS (cont.):			
Stafford Road Bridge #24	$165,000	$600,000	$21,344
Abingdon Road Bridge #169 over CSX	$250,000	$0	$6,975
Intersection Improvements	$1,085,000	$150,000	$34,457
Spesutia Road Reconstruction/Upgrade	$250,000	$5,000,000	$146,475
Washington Court Access Road	$0	$2,150,000	$59,985
Woodley Road Extension to MD 715	$1,250,000	$1,000,000	$62,775
Moores Mill Road	$6,730,975	$0	$187,794
Fleet Maintenance Facility	$6,226,000	$1,020,000	$202,163
Highways Facilities Repair Program	$100,000	$220,000	$8,928
TOTAL ESTIMATED ANNUAL DEBT SERVICE - HIGHWAYS FUND:			$980,812
WATER AND SEWER PROJECTS:			
Abingdon WTP Switch Gear/Generator Upgrade	$150,000	$1,500,000	$46,035
Fleet Maintenance Facility	$1,220,000	$200,000	$39,618

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
WATER AND SEWER PROJECTS (cont.):			
Magnolia Booster Station	$1,450,000	$0	$40,455
Renewal and Replacement Water Infrastructure	$1,300,000	$300,000	$44,640
Water & Sewer Facilities Repair Program	$250,000	$250,000	$13,950
Central W&S Laboratory	$85,000	$0	$2,372
Perryman Wellfield Improvements	$150,000	$0	$4,185
US 40 Water Main Replacement	$200,000	$0	$5,580
Abingdon Road Water	$3,300,000	$0	$92,070
Abingdon Water Treatment Plan pH Control System	$2,750,000	$0	$76,725
City of Baltimore - Deer Creek PS and Valve Improvements	$3,700,000	$0	$103,230
City of Baltimore - Raw Water Supply	$3,300,000	$0	$92,070
Havre de Grace Water Treatment Plant Upgrade	$1,150,000	$0	$32,085
Oak Grove Booster Station	$330,000	$0	$9,207
Replacement of Water Booster Station SCADA	$1,950,000	$0	$54,405

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
WATER AND SEWER PROJECTS (cont.):			
US 40 and Rt. 159 SHA Water Relocation	$3,900,000	$0	$108,810
Bio Solids Facilities Enhancements	$8,700,000	$2,600,000	$315,270
Brentwood Park Pumping Station Improvements	$1,250,000	$0	$34,875
Magnolia Sewer Petition	$85,000	$0	$2,372
Sod Run Facility Improvements	$3,900,000	$0	$108,810
Sod Run WWTP Ultraviolet Disinfection Project	$3,000,000	$1,000,000	$83,700
Woodridge Sewer Petition	$385,000	$0	$10,742
Bill Bass PS FM Replacement	$790,102	$0	$24,500
Bush Creek Pump Station	$26,500,000	$0	$2,532,141
Edgewood Interceptor Sewer Parallel	$650,000	$0	$47,074
Fallston Area Sewer	$3,800,000	$0	$101,840
Hickory Sewer Infrastructure Improvement Project	$3,000,000	$0	$83,700
Lower Bynum Run Interceptor Phase 6&7	$8,647,154	$0	$835,535

CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET
PROJECTS THAT IMPACT DEBT SERVICE

Project Title	Prior Bond Appropriation	FY 21 Bond Funding	Estimated Annual Debt Service
WATER AND SEWER PROJECTS (cont.):			
Oaklyn Manor/Joppa Area Sewer Relief	$1,005,000	$0	$87,098
TOTAL ESTIMATED ANNUAL DEBT SERVICE - WATER & SEWER FUND:			**$5,033,094**

HIGHLIGHTS OF GRANTS FUND

The Grants Fund was established to account for the receipt, appropriation, and expenditure of certain Federal, State, and private monies received in grant form in accordance with Harford County Charter Article V, Section 518(b), and appropriately executed agreements. Harford County actively pursues available intergovernmental financing to initiate or supplement funding of some of its programs, but it is County policy to review the long-term fiscal impact of all proposed grant programs to avoid dependence on outside funding sources which could negatively influence the welfare and safety of the community.

Article V, Section 518(b) of the Harford County Charter states, in part, “Revenues from grant allocations which were unanticipated in any current fiscal year may be appropriated by legislative act of the Council upon request of the County Executive. The appropriation shall be made to the proper grant account established by revenues. For this fiscal year, the Annual Budget Ordinance includes a budget item referred to as “Anticipated and Unanticipated Federal, State and Private Grant Funds” which will provide a block of money to be drawn upon during Fiscal Year 2020-2021 to avoid the cost and time of special legislation on each occasion grant funds are received. The Council will be notified by memorandum that a certain grant has been received and the amount of money drawn from this budgeted account.

During Fiscal Year 2020-2021, Harford County plans to participate in over 66 ndividual grant programs as a direct recipient offered through either the Federal or State governments. Through these grant programs, financial and programmatic development assistance and support can be provided to designated private, nonprofit human services in Harford County. Staffing to implement these programs is provided for the duration of a particular grant, when appropriate.

Department of Community Services (Director of Community Services) - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
MACRO Performance Grant	Grant provides quality, free alternative dispute resolution services to the citizens of Harford County.		$60,000	$40,000	$28,987	7/1/20 -6/30/21	Recurring
MACRO Conflict Resolution	Grant provides a cost effective, meaningful community based response to juvenile crime by empowering the community of people affected by an incident, including victims, offenders, supporters, to collectively resolve the case themselves. Young offenders are held accountable for their actions, victims are made whole and the community benefits.		$20,000			7/1/20- 6/30/21	Recurring
Local Management Board	Program funding for Local Management Board		$661,994			7/1/20 -6/30/21	Recurring
Family Services	The Family Parenting Program will act as a court diversion intervention to help keep families out of court and encourage them to create Parenting Plans that work for everyone involved using the inclusive style of mediation.		$15,000			7/1/20 -6/30/21	Recurring
	TOTALS:	**$0**	**$756,994**	**$40,000**	**$28,987**		

Department of Emergency Services - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Emergency Management Performance Grant	This grant will be used to purchase equipment for the sake of interoperability for Harford County.	$130,452			$130,452	10/1/20-6/30/22	Recurring
State Homeland Security Program	Activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism.	$114,308				9/1/20-6/30/22	Recurring
Exelon Nuclear Emergency Planning	Funds are designated as corporate/business revenue to pay toward the Emergency Planner Position			$50,000		1/1/21-12/31/21	Recurring
Urban Areas Security Initiative	Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.	$500,000				9/1/20-6/30/22	Recurring
Senator Amoss Grant	Funding is for the local Volunteer Fire Companies and the 3 Municipalities for their local Fire Companies	$572,739				7/1/20-6/30/22	Recurring
Maryland Institute for Emergency Medical Services System	Grant monies to be used for mandatory Emergency Medical Dispatch Training.		$3,000			9/1/20-6/15/22	Recurring
Maryland Institute for Emergency Medical Services System 50/50 AED	Grant funding will be used for the purchase of new AED equipment for the EMS units.		$16,000		$16,000	12/1/20-5/11/21	Recurring
Hazardous Materials Emergency Preparedness Grant Program	Grant monies provide for much needed training for the Harford County Hazmat team.	$7,132			$1,783	10/1/21-9/30/22	Recurring
	TOTALS:	**$1,324,631**	**$19,000**	**$50,000**	**$148,235**		

Department of Community Services (Office of Drug Control Policy) - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Alcohol and Drug Prevention	Grant provides funding for drug and alcohol prevention.		$123,766			7/1/20-6/30/21	Recurring
Harford County Circuit Court-Family Recovery Court-Truancy Court and Adult Circuit Court	Grant funding addresses numerous juvenile issues including truancy and family unit cohesiveness, along with addressing adult opiate issues.		$187,051			7/1/20-6/30/21	Recurring
Harford County District Court Drug Programs (Opiate Recovery Court and Mental Health Court)	Grant provides funding to address addiction to opiate issues and mental health concerns.		$85,280			7/1/20-6/30/21	Recurring
Teen Court Diversion	Funding provides for a Diversion Program that will target youth who are first time offenders, between the ages of 12-17, that have committed a non-violent misdemeanor offense.		$68,000			4/12/20-6/30/21	Recurring
Adult Drug and Mental Health Court	Funding provides drug testing, transportation and case management for the Drug Court.		$100,014			7/1/20 - 6/30/21	Recurring
Opioid Misuse Prevention	Grant funds are used to address the opioid misuse problem; strategies include data collection using the Strategic Prevention Framework model.	$88,679				7/1/20-6/30/21	Recurring
	TOTALS:	**$88,679**	**$564,111**	**$0**	**$0**		

Circuit Court for Harford County - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Family Court Services	This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations.		$700,347			7/1/20-6/30/21	Recurring
CASA	This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.		$80,000			7/1/20-6/30/21	Recurring
Access/Visitation Program	Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.		$203,730		$23,055	10/1/20-9/30/21	Recurring
Child in Need of Assistance Advocacy	This program assists in developing and implementing strategies specifically intended to provide assistance to victims of crime in the State of Maryland.	$69,741			$17,435	10/1/20-9/30/21	Recurring
	TOTALS:	**$69,741**	**$984,077**	**$0**	**$40,490**		

Department of Community Services (Office on Aging) - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Maryland Department of Aging Grants	These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.		$206,554			7/1/20-6/30/21	Recurring
Older Americans Act	Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services.	$806,280			$294,527	10/1/20-9/30/21	Recurring
Senior Medicare Patrol - Health Care Fraud Program Expansion	Grant funds promote awareness of Medicare and Medicaid healthcare fraud, waste and abuse.		$5,031		$6,486	6/1/20-5/31/21	Recurring
State Health Insurance Program (SHIP)	This grant provides health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud, et.); assists people with organizing medical bills, and advocates with medical providers.		$18,654		$11,543	4/1/20-3/31/21	Recurring
Medicare Improvements for Patients and Providers (MIPPA)	Grant funds allow for outreach and enrollment for low income Medicare beneficiaries to help with drug premiums, copayments and deductibles.	$9,869				9/30/20-9/29/21	Recurring
Senior Assisted Living Group Home Subsidy	Grant funds provide subsidies to assist low-income seniors to reside in residential assisted living programs.		$215,986			7/1/20-6/30/21	Recurring
Nutrition Service Incentive Program	Grant funds provide funding for both Congregate and Home Delivered Meals.	$36,295				7/1/20-6/30/21	Recurring
Senior Care	This grant provides funding for a variety of services to people over the age of 60.		$308,312		$55,244	7/1/20-6/30/21	Recurring
Senior Center Operating Fund (SCOF)	Provide an opioid program for Senior's perspective, promote Senior participation in 2020 census, provide scholarships for low income seniors to attend classes, and support evidence based classes in community.		$17,656	$24,928		7/1/20-6/30/21	One Time
	TOTALS:	**$852,444**	**$772,193**	**$24,928**	**$367,800**		

Department of Parks & Recreation - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Anita C. Leight Estuary Center	This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.	$50,000				7/1/20-6/30/21	Recurring
Sanitation Grant	To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.		$7,500			7/1/20-6/30/21	Recurring
John Archer Child Care/Camp I Can	This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region.		$47,796	$32,500	$44,038	7/1/20-6/30/21	Recurring
	TOTALS:	**$50,000**	**$55,296**	**$32,500**	**$44,038**		

Department of Planning & Zoning - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
United Transportation Work Program	This grant supports the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities include everything from preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region.	$61,920			$15,480	7/1/20-6/30/21	Recurring
Rural Legacy Program	Funds are provided to purchase interests in real property from willing sellers, including fee estates, easements and other interests in real property, for preservation of land in key areas of Maryland enhancing natural resource, agricultural, forestry and environmental protection.		$4,908,000			11/1/20-10/31/21	One Time
Critical Area Management Program	This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.		$7,000			7/1/20-6/30/21	Recurring
	TOTALS:	**$61,920**	**$4,915,000**	**$ 0**	**$ 15,480**		

Harford County Sheriff's Office - Anticipated FY 21 Grants							
		Source of Anticipated Funding					
TITLE OF GRANT	GRANT PURPOSE	Federal	State	Other	County Match	Grant Dates	Recurring or One Time
Child Enforcement Administration Cooperative Reimbursement Agreement	This grant provides funding for the salary and benefits for seven positions who concentrate their efforts specifically in the service of summons, warrants and writs of paternity, AFDC and non-AFDC child support cases and the data entry and tracking of each.	$404,374			$245,513	10/1/20-9/30/21	Recurring
Traffic Safety Grant	This grant provides funding for deputies to work overtime to pro-actively seek out impaired, aggressive and distracted drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.	$75,000				10/1/20-9/30/21	Recurring
Law Enforcement Training Scholarship	Funding provides financial support to offset the costs associated with specialized law enforcement training, including, but not limited to classes and seminars in investigation, crime prevention and crime analysis.		$5,000			7/1/20-6/30/21	Recurring
Maryland Highway Safety Office - Commercial Motor Vehicle Grant	This grant provides funding for deputies to patrol the roads on an overtime basis to perform routine commercial vehicle enforcement and North American Standard Inspections to ensure that trucks and buses driving on the highways are operating safely on county roads.	$15,000				10/1/20-9/30/21	Recurring

Harford County Sheriff's Office - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Heroin Coordinator	This grant provides funding for the Heroin Prevention Team Information Coordinator who acts as the main outlet for heroin related information and data, and maintains a database tracking all heroin overdoes and compiles related reports for appropriate dissemination.		$76,646			7/1/20-6/30/21	Recurring
Professional Development Grant	These funds will allow our agency to send individuals to training and will be used for registration, lodging, per diem and transportation costs.		$5,000			7/1/20-6/30/21	Recurring
School Traffic Safety Grant	This grant provides overtime monies which allow the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to target drivers who illegally pass school vehicles. In addition, this program established a partnership with Regal Cinemas in Abingdon, MD to air Public Service Announcements at their facility.		$35,000			8/1/20-6/30/21	Recurring
Monitoring Sex Offender Compliance	This grant provides overtime monies for existing Sheriff's Office personnel to assist in the compliance and verification process of the sex offenders registered with the HCSO Sex Offender Registration Program as mandated by MD law.		$27,770			7/1/20-6/30/21	Recurring

Harford County Sheriff's Office - Anticipated FY 21 Grants							
TITLE OF GRANT	**GRANT PURPOSE**	**Source of Anticipated Funding**				**Grant Dates**	**Recurring or One Time**
		Federal	**State**	**Other**	**County Match**		
Sheriff's Tactical & Operational Plan: Theft Intervention & Enforcement (STOP THIEF)	This grant will fund the purchase of equipment and related software which will enhance pro-active details and increase officer safety; improve the ability to extract evidence from cellular devices; track suspect movement, and improve surveillance capabilities.		$20,000			7/1/20-6/30/21	Recurring
SRO/Adequate Coverage Grant	This grant will enable the harford Count Sheriff's Office to hire three (3) new deputies. This hiring will make it possible for the sheriff's Office to then place three (3) experienced deputies with the requisite training into the School Policing Unit without negatively impacting the agency's already limited manpower. The additional deputies added to the School Policing Unit will be assigned to a geographic region and be responsible for the elementary schools in that area.		$381,895			7/1/20 -6/30/22	Recurring
State Criminal Alien Assistance Program	This grant provides federal funding to localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law and incarcerated for at least four consecutive days during the reporting period.	$15,862				7/1/19-6/30/20	Recurring
Safe Streets Initiative	This grant provides for the salary and partial benefits of the Program Coordinator and Crime Analyst as well as overtime and related FICA for the surrounding municipalities and the Sheriff's Office staff to conduct details to apprehend individuals designated as violent offenders. This grant also pays for the partial salary and benefits of an existing Prosecutor in the State's Attorney's Office who is assigned to the Initiative on a part-time basis.		$150,000			7/1/20-6/30/21	Recurring
Justice Assistance Grant	These funds will be used to purchase equipment for the Sheriff's office. The equipment to be purchased will be determined at a later date based on the agency's need at that time.	$36,000				10/18/20-9/30/21	Recurring
	TOTALS:	**$598,483**	**$701,311**	**$0**	**$245,513**		

Office of State's Attorney - Anticipated Funding FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Internet Crimes Against Children Initiative	The grant funds will provide for updating and servicing of technology equipment used for investigations of Internet crimes of child abuse against children and national training for staff.		$45,000			7/1/20-6/30/21	Recurring
Investigative Enhancement	The grant funds will provide for technological advancements, equipment enhancements and training improvements at the CAC.		$12,500			7/1/20-6/30/21	Recurring
	TOTALS:	**$0**	**$57,500**		**$0**		

Office of Economic Development (Susquehanna Workforce Network) - Anticipated FY 21 Grants							
TITLE OF GRANT	**GRANT PURPOSE**	**Source of Anticipated Funding**				**Grant Dates**	**Recurring or One Time**
		Federal	**State**	**Other**	**County Match**		
Workforce Investment Act/Workforce Innovation and Opportunity Act	The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		$1,823,287			7/1/20-6/30/21	Recurring
	TOTALS:	**$0**	**$1,516,773**	**$0**	**$0**		

Office of Economic Development (Harford Transit) - Anticipated FY 21 Grants							
TITLE OF GRANT	**GRANT PURPOSE**	**Source of Anticipated Funding**				**Grant Dates**	**Recurring or One Time**
		Federal	**State**	**Other**	**County Match**		
5307 Operating Assistance	To provide public transportation services to the citizens of Harford County.	$2,227,828	$432,389	$436,674	$1,291,765	7/1/20-6/30/21	Recurring
Special Statewide Transportation Assistance Program	To provide curb-to-curb transportation services for the elderly population & persons with disabilities.		$170,371	$70,000	$1,075,962	7/1/20-6/30/21	Recurring
MTA Preventive Maintenance & Capital Equipment	To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.	$1,523,331	$190,417	$0	$190,416	7/1/20-6/30/21	Recurring
Ride Share	Grant funds to promote the use of transportation alternatives to the single occupancy vehicle including mass transit, car and vanpooling, bicycling and to increase awareness and benefits of various commuting options to the public, businesses, agencies and organizations.	$102,000				7/1/20-6/30/21	Recurring
	TOTALS:	**$3,853,159**	**$793,177**	**$506,674**	**$2,923,143**		

Harford County Housing Agency - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Housing Choice Voucher	This grant provides for subsidized rental housing to eligible families.	$7,700,000				1/1/21-12/31/21	Recurring
HUD Comprehensive Housing Counseling	This grant provides funds that will be used for providing counseling and advice to tenants and homeowners, both current and prospective, with respect to property maintenance, financial management and literacy.	$41,390				10/1/20-9/30/21	Recurring
Maryland Housing Counseling	Grant funds will provide funding to professional housing counselors who offer counseling services to eligible home buyers, homeowners and tenants.		$40,000			1/1/21-12/31/21	Recurring
Section 8 Mainstream Program	This grant provides financial assistance for housing to non-elderly, disabled individuals/families.	$560,000				1/1/21-12/31/21	Recurring
Family Self-Sufficiency	The Family Self-Sufficiency (FSS) program enables families assisted through the Housing Choice Voucher (HCV) program opportunities for education, job training, counseling and other forms of social service assistance, while living in assisted housing, so they can obtain skills necessary to achieve self-sufficiency.	$33,643				1/1/21-12/31/21	Recurring
Housing Opportunities for People With AIDS	This grant provides funds for subsidized housing to individuals/families with specific disabilities.	$203,222				7/1/20-6/30/21	Recurring
Housing Choice Voucher Admin	This grant provides for the administration costs associated with providing subsidized rental housing to eligible families.	$770,000				1/1/21-12/31/21	Recurring

Harford County Housing Agency - Anticipated FY 21 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Community Development Block Grant	Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.	$1,058,059				7/1/20-6/30/21	Recurring
Home Investment Partnership	Provides formula grants to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.	$466,432	`		$117,274	7/1/20-6/30/21	Recurring
	TOTALS:	**$10,832,746**	**$40,000**	**$0**	**$117,274**		

SELF INSURANCE FUND
FISCAL YEAR 2021

Purpose

The Self-Insurance Fund was established in 1982 as an Internal Service Fund. This fund accounts for budgeted monies from operating funds for a percentage of self-insurance contributions. The fund also receives reimbursement from other parties for claims paid. Excess insurance premiums, claims and other expenses are paid from this fund. An actuarial study was completed for June 2019 which covers the general liability, automotive liability, property damage, and workers' compensation exposures.

Self Insurance Fund
Statement of Estimated Net Position

Total Net Position as of June 30, 2019		6,988,566
Investment Income	25,000	
Insurance Recoveries	175,000	
Revenues from Agencies and Reimbursements	29,829,392	
Total Estimated Revenues		30,029,392
Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures	(30,029,392)	
Total Estimated Expenditures		(30,029,392)
Estimated Net Position - June 30, 2020		6,988,566

Fiscal Year 2020-2021

Investment Income	150,000	
Insurance Recoveries	75,000	
Revenues from Agencies and Reimbursements	34,514,240	
Total Estimated Revenues		34,739,240
Claims and Expenditures	(34,739,240)	
Total Estimated Expenditures		(34,739,240)
Estimated Net Position June 30, 2021		6,988,566

VOLUNTEER FIREMEN'S PENSION TRUST (LOSAP) FUND
LOSAP - LENGTH OF SERVICE AWARD PROGRAM
FISCAL YEAR 2021

Purpose

The Volunteer Firemen's Length of Service Award Program (LOSAP) was established in 1975 to provide a pension plan for volunteer fire and ambulance personnel. The County has hired an investment consultant and an investment manager to invest the pension funds for better investment return over the long period. This was done with the cooperation of the Pension Committee of the Association of the Volunteer Fire and Emergency Medical Services of Harford County, Inc.

Volunteer Firemen's Pension Trust (LOSAP) Fund
Statement of Estimated Net Position

Net Position Held In Trust for Pension Benefits - June 30, 2019		30,951,437
Estimated Revenues:		
County Contributions	1,997,167	
Investment Income	2,000,833	
Total Estimated Revenues		3,998,000
Estimated Expenses:		
Pension Payments	(1,900,000)	
Actuarial & Investment Services	(128,000)	
Death Benefits	(50,000)	
Total Estimated Expenditures		(2,078,000)
Estimated Net Position Held In Trust for Pension Benefits - June 30, 2020		32,871,437
Fiscal Year 2020-2021		
Estimated Revenues:		
County Contributions	1,883,255	
Investment Income	1,816,745	
Total Estimated Revenues		3,700,000
Estimated Expenditures:		
Pension Payments	(2,000,000)	
Actuarial & Investment Services	(128,000)	
Death Benefits	(50,000)	
Unfunded Liability	(1,522,000)	
Total Estimated Expenditures		(3,700,000)
Estimated Net Position Held In Trust for Pension Benefits - June 30, 2021		32,871,437

SHERIFF'S OFFICE PENSION PLAN
FISCAL YEAR 2021

Purpose

The Sheriff's Office Pension Trust Fund was established in July 1997 to provide a pension plan for uniformed law enforcement and corrections personnel. This plan provides for a twenty-five (25) year retirement for its members. It is mandatory that all new eligible personnel hired after July 1, 1997 join this pension plan. Effective July 1, 2006, the uniformed law enforcement officers moved to the Maryland State Pension leaving only the correctional officers as members of this plan. An actuarial firm, investment consultant and investment manager have been retained to provide services to the Pension Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets.

Sheriff's Office Pension Plan
Statement of Estimated Net Position

Net Position Held In Trust for Pension Benefits		
June 30, 2019		63,625,845
Estimated Revenues:		
Employee Contributions	600,000	
County Contributions	2,587,098	
Investment Income	4,012,902	
Total Estimated Revenues		7,200,000
Estimated Expenses:		
Actuarial & Investment Services	(250,000)	
Medical & Legal Services	(15,000)	
Pension Payout	(3,500,000)	
Total Estimated Expenses		(3,765,000)
Estimated Net Position Held In Trust for Pension Benefits		
June 30, 2020		67,060,845

Fiscal Year 2020-2021

Estimated Revenues:		
Investment Income	4,039,374	
Employee Contributions	650,000	
County Contributions	2,710,626	
Total Estimated Revenues		7,400,000
Estimated Expenditures:		
Actuarial & Investment Services	(260,000)	
Medical & Legal Services	(25,000)	
Pension Payout	(3,600,000)	
Unfunded Liability Contribution	(3,515,000)	
Total Estimated Expenditures		(7,400,000)
Estimated Net Position Held In Trust for Pension Benefits		
June 30, 2021		67,060,845

HARFORD COUNTY OTHER POST EMPLOYMENT BENEFITS PLAN TRUST FUND
FISCAL YEAR 2021

Purpose

Harford County Other Post Employment Benefits Plan (OPEB) Trust Fund was established effective July 1, 2007. In June 2004 the Government Accounting Standards Board (GASB) released Statement 45 which revised the GAAP accounting standards for post employment benefits other than pensions (OPEB). This standard would most typically be applied to post-retirement medical and life insurance benefit that are both provided to Harford County retirees. Prior to this new standard, these benefits were accounted for on a pay as you go basis. The new standard requires these benefits be accounted for on an accrual basis. An actuarial firm has been retained to provide services to the OPEB Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets.

Other Post Employment Benefits Plan Trust Fund
Statement of Estimated Net Position

Net Position Held In Trust for OPEB June 30, 2019		127,326,953
Estimated Revenues:		
Investment Income	10,000,000	
OPEB Retiree Payment	1,298,000	
County Contributions	11,752,000	
Total Estimated Revenues		23,050,000
Estimated Expenses:		
Financial/Audit	(450,000)	
OPEB Benefits	(10,500,000)	
Total Estimated Expenses		(10,950,000)
Estimated Net Position Held In Trust for OPEB June 30, 2020		139,426,953

Fiscal Year 2020-2021

Estimated Revenues:		
Investment Income	7,000,000	
OPEB Retiree Payment	1,800,000	
County Contributions	11,893,000	
Total Estimated Revenues		20,693,000
Estimated Expenditures:		
Life Insurance Payments	(100,000)	
Health Insurance Payments	(12,800,000)	
Management Services	(25,000)	
Financial/Audit	(350,000)	
Unfunded Liability Contribution	(7,418,000)	
Total Estimated Expenditures		(20,693,000)
Estimated Net Position Held In Trust for OPEB June 30, 2021		139,426,953

GLOSSARY

ACTIVITY
A major component of work performed by a department, division, or agency that measures performance.

ACCRUAL BASIS
A basis of accounting in which transactions are recognized at the time when they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAX
A tax based "according to the value" of the property. The tax is determined by multiplying the taxable value of the property by the tax rate (which is often expressed as an amount per $100 of assessed value).

AGENCY
A principal County department or office, or other governmental unit outside County organizational structure, receiving County funds. (Note: For descriptive purposes only, this term is used interchangeably with department, office, division, and bureau.)

AGRICULTURAL LAND PRESERVATION FUND
Accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.

ANNUAL BUDGET AND APPROPRIATION ORDINANCE
A bill, enacted by the County Council which gives legal effort to the annual county budget.

ANNUALIZE
Taking changes that occurred mid-year and calculating their cost or savings for full year, for the purpose of preparing an annual budget.

APPROPRIATION
The legal authorization to spend a specific amount of money for a particular purpose.

ASSESSABLE BASE
The total value of all real and personal property in the County as determined by the State Department of Assessment and Taxation, used as a basis for levying taxes. It is not the market value of the property. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION
A valuation set upon real estate or other property by the State as a basis for levying taxes. Assessed value is not the market value.

ASSESSMENT RATIO
The ratio at which the tax rate is applied to the tax base.

ATTRITION
A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

AUDIT
An annual examination of all County financial documents, records, and reports along with a review of all accounting practices and procedures.

AUTHORIZED POSITIONS
Employee positions, which are approved in the adopted budget, to be filled during the year.

BALANCED BUDGET
Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and revenues estimated to be received in the current budget period. The budget when adopted will be balanced in all funds throughout the year.

BOND REFINANCING
The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

BONDS
An interest bearing certificate of indebtedness sold by the County as a means of borrowing funds. The bond promises payment of the original investment plus interest by a date(s). A General Obligation bond is backed by full faith, credit, and taxing power of the government. Bonds involve long term indebtedness to pay for capital projects.

GLOSSARY

BOND RATING
Bond ratings are based upon the County's financial condition and its ability to meet all future interest and principal payments.

BUDGET
A comprehensive financial plan describing proposed expenditures and the means of financing those expenditures.

BUDGETARY BASIS
This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGET MESSAGE
The written budget explanation delivered by the County Executive to the County Council. This message must represent a complete financial plan reflecting all receipts and disbursements.

BUSINESS AND TRAVEL
Encompasses the costs of operating the County-owned fleet and those associated with authorized travel. Professional activities, journals, and other published materials, educational expenses and training are also included in this character.

BRAC
An acronym that stands for Base Realignment & Closure which is the process the Dept. of Defense uses to reorganize its federal installations for a more efficient & streamlined approach.

CAPITAL ASSETS
Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET
A financial plan for appropriating monies necessary to fund the construction of permanent public improvements. Capital projects may extend beyond one fiscal year, and are financed by bonds, grants, contributions, Paygo funds or other approved long-term indebtedness.

CAPITAL IMPROVEMENTS
Projects that are long-term assets such as roads, buildings, and landfills.

CAPITAL IMPROVEMENT PROGRAM
A five-year projection of capital improvements that includes funding sources of the project. The first year of the program represents the current fiscal year capital budget.

CAPITAL OUTLAY
Includes all expenditures for vehicles, equipment and facilities properly classified as fixed assets and having a useful life of more than five years and/or a value of at least $300. They may be additional or replacement items.

CAPITAL PROJECT
Any acquisition of property of a permanent nature for public use and/or any physical improvement including any preliminary studies, surveys and initial equipment purchases.

CAPITAL PROJECT FUND
Accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.

CASH BASIS
A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CONSTANT YIELD RATE
A rate, which when applied to the current year's assessable base, exclusive of the estimated assessed value of property appearing on the tax roles for the first time (new construction), will produce tax equal to that produced in the previous tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.

GLOSSARY

CONTINGENCY RESERVES
Assets or other resources budgeted to provide for unforeseen expenses or emergencies that may arise during the fiscal year; determined to be required to protect; or preserve public life, health, or property. By Harford County Charter, contingency reserves may not exceed three percent of all funds.

CONTRACTUAL SERVICES
Reflects those costs for all services provided by private business, organizations, individuals, and includes rents and leases, telephone and utilities, advertising, professional services, and maintenance and service contracts. Also included are mandated unemployment insurance contributions and payments to the County's Self-Insurance Fund.

COST-OF-LIVING ADJUSTMENT (COLA)
An increase in salaries to offset the adverse effect of inflation on compensation.

COUNTY AUDITOR
An independently appointed certified public accountant, directly serving the County Council

COVERAGE RATIO
Net revenues available for debt service divided by total debt service required equals debt service coverage ratio.

CURRENT OPERATING BUDGET
The County's comprehensive financial plan for a single fiscal year including expenditure requirements for all services and planned programs along with revenue estimates needed to support these stated levels of activity.

DEBT SERVICE
Represents the periodic payments of principal and interest on bonded long and/ or short-term indebtedness, and all costs associated with bond sales, issues, and the cost to service debt (i.e. legal and banking services and financial fees).

DEDICATED TAX
A tax levied to support a specific government program or purpose.

DEFICIT
The excess of an entity's liabilities over its assets or the excess of expenses over revenues during a single accounting period.

DEPARTMENT
A principal County office or agency or other governmental unit outside the County organization structure, receiving County funds. (See also agency/ office).

DEPRECIATION
The expiration of the functional life of a fixed asset over a specified period of time, due to wear and tear, obsolescence or deterioration, and which is applicable to the County's enterprise fund.

DEVELOPMENT-RELATED FEES
Those fees and charges generated by building, development and growth in the community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

DIRECTOR
Title given to a department's chief officer.

DISBURSEMENT
The expenditure of monies from an account.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM
A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DIVISION
An organizational unit within a department, responsible for accomplishing major programs and activities of the Department. Example: the Bureau of Highways within the Department of Public works. (See also bureau, agency, and office.)

GLOSSARY

EDU
An acronym that stands for Equivalent Dwelling Unit, which is the unit of measure by which the periodic User Charge for sewer services provided by the County is calculated.

EMERGENCY APPROPRIATION
In accordance with Harford County Charter, County Council may, upon recommendation of the County Executive, make emergency appropriations from contingency reserves in the operating budget if it is determined that there exists a need to protect or preserve public life, health, or property. If no available unappropriated revenues exist to meet an emergency appropriation, County Council is authorized to issue renewable emergency notes payable no later than the last day of the next succeeding fiscal year.

EMPLOYEE (OR FRINGE) BENEFITS
Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

ENCUMBRANCE
An accounting commitment that reserves unappropriated funds for a future expenditure.

ENTERPRISE FUND
A fund or group of funds established to provide and operate County services and facilities such as utilities, in a business like nature with the intent of supporting these goods and services provided to the general public by user charges.

ENTITLEMENTS
Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government

EXPENDITURE
To pay out or spend.

EXPENSE
Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

FEE
A charge for service to the user or beneficiary of the service. According to the State law, charges must be related to the cost of providing the service.

FIDUCIARY FUNDS
Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Harford County Government's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. Information is presented separately for the pension trust funds within the supplementary information to the financial statements in a combining statement of fiduciary net assets and a combining statement of changes in fiduciary net assets.

FISCAL IMPACT SYSTEM
The net financial effect of a change to a capital project or an agency's operating budget for the current fiscal year.

FISCAL POLICY
The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

FISCAL YEAR
A 12-month time period to which the annual operating and capital budgets apply. The Harford County fiscal year begins July 1 and ends June 30.

GLOSSARY

FIXED ASSETS
Assets of long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, or machinery.

FRINGE BENEFITS
Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

FULL FAITH AND CREDIT
Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

FULL-TIME EQUIVALENT POSITION (FTE)
A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a person.

FUND
A separate budget/ accounting entity designated for specific revenues in accordance with special regulations, restrictions, or limitations.

FUND BALANCE
Assigned and Unassigned reserves in a fund; the amount by which resources exceed the obligations of the fund.

GAAP
Generally accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND
The principal operating fund for Harford County Government, it encompasses all the financial resources and activities, not required by law or County policy, to be maintained in another specific fund.

GENERAL OBLIGATION BONDS
Also known as full-faith and credit bonds, their quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Typically such bonds are used to finance the capital portion of tax supported general public purpose governmental activities with schools, libraries, and public safety buildings being the most common uses of bond proceeds.

GOAL
A long-range desirable aim attained by completion of defined objectives.

GOVERNMENTAL FUNDS
Funds generally used to account for tax supported activities. Governmental funds include the General Fund, Highways Operating fund, Grants fund, Agriculture Land Preservation fund, Capital Project fund, and Parks & Recreation Fund.

GRANT
A contribution from one governmental unit to another or from a government to a private organization to aid in the support of a specific purpose, activity, or facility.

GRANTS FUND
A fund established to receive and disburse funds for programs provided by Federal and/or State governments. These programs may or may not require County matches, and may or may not coincide with the County's fiscal year.

HIGHWAYS FUND
A fund established to account for dedicated revenues that are legally restricted to the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. Traffic safety and County related transportation expenses.

IMPACT FEE
One-time charges assessed against new development that attempts to recover from the developer the capital cost of the additional public facilities needed to serve that development.

GLOSSARY

INDIRECT COST
A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE
Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the governmental unit.

INTER-FUND REIMBURSEMENT
Funds transferred from one account of a County governmental department or agency to another account of a County governmental department or agency as payment for goods or services received or rendered.

INTER-GOVERNMENTAL REVENUE
Funds received from other governmental units in the form of grants or shared revenues.

INTERNAL SERVICE FUNDS
An accounting device used to accumulate and allocate costs internally among Harford County Government's various functions. Harford County Government uses an internal service fund to account for risk management. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

LANDFILL AIRSPACE
The volume (cubic yards) available for disposal of solid waste at a landfill obtained by multiplying the total landfill area (square yards) by the average height of solid waste (yards).

LEASE FINANCE
Arrangements to secure short-term funding for certain renovation and repair projects and equipment purchases.

LEASE PURCHASE AGREEMENT
A contractual agreement termed "lease" but is actually a purchase contract.

LEVY
To impose taxes for the support of government activities

LICENSES AND PERMITS
County issued authorizations regulating various kinds of business and business activities, or certain activities by individuals.

LONG-TERM DEBT
Debt with a maturity of more than one year after the date of issuance.

MAINTENANCE OF EFFORT
A State requirement that, in order to receive increases in public school education aid, local governments must provide funds for the next fiscal year, at a minimum, at the same per pupil level as the current fiscal year. To receive additional State Community College aid, the County must, at a minimum, provide the same overall dollar contribution level as the previous year.

MISCELLANEOUS
Reflects those costs not readily classifiable under other objects of expenditure but remaining integral operating costs of County Government. Grants and contributions, inter-fund reimbursements, financing of Pay-As-You-Go (Paygo) capital improvement projects, and expenditures of a confidential nature are included under this category.

MAJOR FUND
Any fund whose revenues/expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

MISSION
The desirable end result of any activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate.

MODIFIED ACCRUAL BASIS
The basis of accounting under which expenditures are recorded when the services or goods are received and the liabilities are incurred, and revenues are recorded when available. Accounting records for the County's general funds and expendable trust and agency funds are maintained on a modified accrual basis.

GLOSSARY

NONDEPARTMENTAL ACCOUNT
Expenditure items essential to County Government operation not falling within the functional assignment or agency which provide for expenditures related to more than one department or agency.

OBJECT OF EXPENDITURE
A classification of expenditures indicating goods and services. Examples include personal services or supplies and materials.

OBJECTIVE
A well-defined measurable task or function to be accomplished in a specific time frame.

OBLIGATIONS
Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OFFICE
An organizational unit within a department, responsible for accomplishing major programs and activities of the department. Example: an example is the Office on Aging within the Department of Community Services.

OPERATING BUDGET
A comprehensive financial plan outlining expenditure requirements needed to support County services and activities in the coming fiscal year and the available resources needed to fund these requirements.

OPERATING EXPENSE
Those costs necessary to maintain and support the operation, excluding salaries, wages, benefits, and capital outlay. Examples: office supplies and utilities.

OPERATING REVENUES
Funds that the government receives as income to pay for outgoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

ORGANIZATION
A general term applied to any governmental unit receiving County funds. (See also agency, bureau, department, division, and office.)

PARKS AND RECREATION FUND
Is a non-major fund which accounts for the receipts and expenditures of the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula.

PAY-AS-YOU-GO (PAYGO)
A fiscal policy by which capital projects are funded with operating budget revenues rather than long-term or bonded indebtedness.

PENSION TRUST FUNDS
Accounting entities for assets held by the County from which retirement annuities and other benefits are paid to former employees.

PERFORMANCE INDICATOR
A unit measurement of work to be accomplished, which alone or in combination with other data, permits assessment of efficiency and effectiveness.

PERFORMANCE MEASURES
Data collected to determine how effective or efficient a program is in achieving its objectives.

PERSONAL PROPERTY TAXES
Taxes levied on tangible personal property and commercial and manufacturing inventory of businesses.

GLOSSARY

PERSONAL SERVICES
Reflects all expenditures relating to County employee compensation for services rendered including salaries and wages, retirement and benefits.

PRIOR-YEAR ENCUMBRANCES
Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM
A primary function of an organization, encompassing all related activities aimed at achieving an established objective, whether long or short-term. Example: the Office of Drug Control Policy within the Department of Community Services.

PROGRAM OPEN SPACE
These funds are to support recreation opportunities and come from the State of Maryland through the collection of State Transfer Tax on real property.

PROPERTY TAX
An assessment placed on real estate including land and permanent improvements and personal property.

PROPERTY TAX DIFFERENTIAL
In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article 1, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highway revenues, is sufficient to fund maintenance, care, repair and construction of roads and bridges outside of the incorporated towns; all expenses of the County Department of Public Works concerning county highways; all expenses of the county and/or Sheriff's Office regarding traffic patrol and highways safety; County-related transportation expenses.

PROPRIETARY FUNDS
Harford County Government maintains two different types of proprietary funds. Information is presented separately in the proprietary funds balance sheet and in the proprietary statement of revenues, expenditures, and changes in fund net assets, and the proprietary statement of cash flows for each.

PURPOSE
A broad statement of the goals, in terms of meeting public health service needs, that a department is organized to meet.

REAL PROPERTY
Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessments.

REAPPROPRIATED
These funds are reallocated from one project to another.

RECORDATION TAX
A tax imposed on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.). They are assessed at the rate of $6.60 per $1,000 value of recorded instruments filed with the Clerk of the Circuit Court for Harford County. Of this assessed amount, $4.40 is dedicated for school debt service first, then new construction, major and capital improvements to existing school facilities and portable classrooms; $1.10 is dedicated to an open space land and recreational fund for the purchase of park lands and development of parks and recreation facilities; and a $1.10 is dedicated for water and sewer debt service.

RETENTION LEVEL
The dollar claim amount or exposure that the County is liable for before excess insurance coverage begins exposure (i.e. County has $350,000 retention level of liability coverage, excess coverage above).

GLOSSARY

RESERVE
Any account established for a particular exclusive purpose, and therefore not available for further appropriation or expenditure.

RESOLUTION
A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINIGS
An equity account reflecting the accumulated earning of an enterprise or internal service fund.

REVENUE
All funds collected to support County Government programs and services including taxes, user fees and charges, fines, shared revenues and interest income.

REVENUE BOND
This type of bond is backed only by the revenues from a specific enterprise or project, such as Agricultural Preservation or Water and Sewer.

REVENUE SHARING
Various programs sponsored by the Federal government and the State government to allocate revenues to local governments.

RISK MANAGEMENT
A process used by an organization to identify and measure the risks of accidental loss; to develop and implement techniques for handling risk; and to monitor results.

Techniques may include self-insurance, commercial insurance and loss control activities.

SELF-INSURANCE
A planned approach to funding liability, property, worker's compensation, unemployment, and life and health insurance needs through financial resources other than commercial insurance plans.

SOLID WASTE SERVICES
Includes revenues derived from, and expenses incurred for, the County's management of solid waste.

SPECIAL REVENUE FUNDS
Two additional funds were established by Harford County on July 1, 2001 in response to the Government Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts that the County had previously treated as Trust & Agency funds, be included in the operating budget as Special Revenue Funds. Both the State and the County Agricultural Preservation Funds are used to purchase easement rights on agricultural land. Revenue from the State fund is derived from: a portion of the State of Maryland's Property Transfer Tax, a State Agricultural Land Transfer Tax and County matching funds.

SUPPLEMENTARY APPROPRIATION
In accordance with the Harford County Charter, upon the request of the County Executive, County Council is authorized to make additional or supplementary appropriations from unexpended and unencumbered contingency reserves set aside in the operating budget; or from revenues not anticipated when the budget was adopted. Under no circumstances can any supplemental appropriation exceed the amount authorized.

GLOSSARY

SUPPLIES AND MATERIAL
Covers consumable supplies and materials necessary for normal operations including printing and office supplies, postage, janitorial supplies, and safety equipment.

TAX
Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular person or property for current or permanent benefit, such as assessments.

TAX LEVY
The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TRAFFIC CALMING
A program wherein the community and the Department of Public Works work together to slow the pace of residential traffic through subdivision roads. The Traffic Calming program is directed at communities with high traffic volumes, high speeds, small lot sizes fronting the subject road, and through traffic.

TRANSFER TAX
A 1% Transfer Tax on any instrument of writing that convey title to, or a leasehold interest in, real property. The proceeds are distributed 50% to the County's Agricultural Land Preservation Program, and 50% to fund school site acquisition, school construction or school debt service.

TRANSFERS IN/OUT
Amounts transferred from one fund to another assist in financing the services for the recipient fund.

TRUST FUND
A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

UNASSIGNED FUND BALANCE
An available balance here is the cumulative result of actual revenues exceeding expenditures for the current and prior fiscal years. This represents that balance available that is unassigned or not designated for future year's expenditures.

UNRESTRICTED NET POSITION
Surplus funds from prior years used to finance current year operations.

USER CHARGES
Fees levied to support specific programs and services and paid only by those directly receiving or benefiting from such programs and services as opposed to the general population.

VISION
An ideal perception of the future and serves as a foundation for strategic planning.

WATER AND SEWER FUND
Established in accordance with Section 522 of the County Charter which requires "Separate budget for each utility to be included in the current expense and capital budget." The fund covers the operations of the County's water and sewer systems. The system is financed primarily through charges to customers for services provided.

WATER AND SEWER DEBT SERVICE FUND
Includes the payment of principal and interest on long-term water and sewer bonds and loans. Th debt incurred funds Water and Sewer capital projects. User fees and surtaxes generate the revenue for this fund.

GLOSSARY

ACRONYMS:

ADA
American Disabilities Act

APF
Adequate Public Facilities

APG
Aberdeen Proving Ground

ARC
Association for Retarded Citizens

BAN
Bond Anticipation Note

BNR
Biological Nitrogen Removal

BOCA
Building Officials Code Administration

BOSE
Bureau of Support Enforcement

BOE
Board of Education

BMR
Budget & Management Research

BRAC
Base Realignment and Closure Act

CAD
Computer Aided Dispatch

CDBG
Community Development Block Grant

CIP
Capital Improvements Program

COLA
Cost of Living Adjustment

COMAR
Code of Maryland Annotated Regulations

CPR
Cardio Pulmonary Resuscitation

CSEPP
Chemical Stockpile Emergency Preparedness Program

DBED
Department of Business and Economic Development

DILP
Department of Inspections, Licenses, Permits

DNR
Department of Natural Resources

ECHO
Ecumenical Community of Harford County

EDU
Equivalent Dwelling Unit

EIS
Emergency Information System

EMS
Emergency Medical Service

ENR
Enhanced Nitrogen Removal

EPA
Environmental Protection Agency

FAMIS
Financial Accounting Management Information System

FICA
Federal Insurance Contributions Act

FTE
Full-Time Equivalent

FY
Fiscal Year

GAAP
Generally Accepted Accounting Principles

GASB
Governmental Accounting Standards Board

GLOSSARY

GBC
Greater Baltimore Committee

GFOA
Government Finance Officers Association

GIS
Geographic Information System

G.O. BONDS
General Obligation Bonds

HAZMAT
Hazardous Materials

HCN
Harford Cable Network

HWDC
Harford Waste Disposal Center

LAN
Local Area Network

LEPC
Local Emergency Planning Committee

LF
Linear Feet

MACO
Maryland Association of Counties

MARC
Maryland Rail Commuter

MTA
Mass Transit Authority

MVA
Motor Vehicle Association

MOSHA
Maryland Occupational Safety Hazard Association

MRIS
Metropolitan Regional Information Systems

NACO
National Association of Counties

NAWAS
National Warning System

NMWDA
Northeast Maryland Waste Disposal Authority

NPDES
National Pollutant Discharge Elimination System

OICT
Office of Information and Communication Technology

OPEB
Other Post Employment Benefits

OSHA
Occupational Safety Hazard Association

PAYGO
"Pay As You Go" Financing

PEHP
Post Employment Health Plan

POS
Program Open Space

SARA
Superfund Amendment Reauthorization Act

SSTAP
Statewide Special Transportation Assistance Program

STOP
Safety Training Observation Program

VFC
Volunteer Fire Companies

W&S
Water and Sewer

WTE
Waste-to-Energy

WTP
Water Treatment Plant

WWTP
Wastewater Treatment Plant